

# SAFE, THRIVING AND CONNECTED: GENERATIONAL CHANGE FOR CHILDREN AND FAMILIES

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The Northern Territory Government's plan to implement reforms to better support children, young people and families experiencing vulnerability and to deliver the recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory.

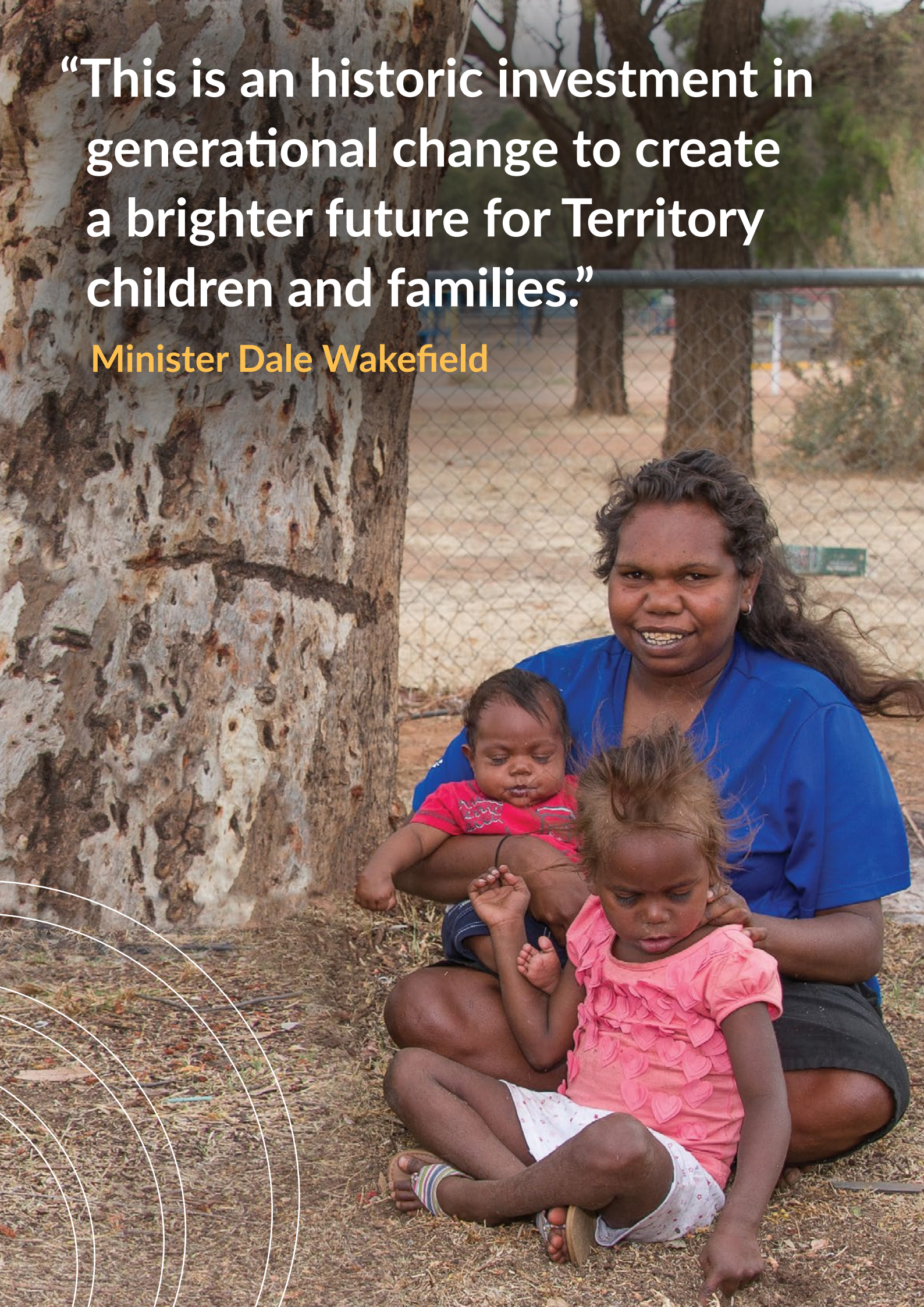
**2018 - 2023**





**“This is an historic investment in generational change to create a brighter future for Territory children and families.”**

**Minister Dale Wakefield**







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The Reform Management Office has been established to coordinate a whole-of-government response to the Royal Commission findings and recommendations, working closely with all stakeholders including the non-government Aboriginal controlled sector, mainstream non-government organisations and the Commonwealth government.

Your feedback will drive action so have your say on the best ways to engage and respect the voices of children, young people and families in the design, delivery and evaluation of services.

Email: [Reform.ManagementOffice@nt.gov.au](mailto:Reform.ManagementOffice@nt.gov.au)

Published April 2018

# Chief Minister's Foreword

Children are at the centre of every Northern Territory Government decision.

Investment in early childhood development, education, health, housing and families not only builds better, brighter futures for our children, but for the entire Northern Territory.

This is also true when it comes to investment in young people in contact with the criminal justice and child protection systems.

The Royal Commission highlighted the enormity of the task of rebuilding our child protection and youth justice systems. So urgent was the need, we could not wait for the Royal Commission to finish its important work before starting the reform process.

Our reform began with immediate changes to the Youth Justice Act. We made a significant investment into diversion programs and established Youth Outreach and Engagement Teams. We also made the detention centres safer places where children can be built up, not broken down.

When the Royal Commission report was provided to us on 17 November 2017, we immediately took action by closing the high security unit at Don Dale and allocating an additional \$50 million to the replacement of Don Dale and Alice Springs Youth Detention Centres.

This is still only the beginning.

On 1 March 2018, we accepted the intent and direction of all 227 Royal Commission recommendations. Recognising the need for a Whole-of-Government approach if we are to deliver the intergenerational change required, the Northern Territory Government has mapped the recommendations into 17 cross-government work programs.

These programs will:

- put Children and Families at the Centre
- improve Care and Protection
- improve Youth Justice
- strengthen Governance and Systems.

The work programs enable us to focus on the outcomes that families are seeking to achieve and ensure that the required reforms are implemented. They also provide a structure for ongoing planning and design work with Aboriginal controlled organisations, the community sector, and the people impacted by these systems.

This Implementation Plan provides more detail on the work programs and outlines how the Northern Territory Government will invest more than \$229 million over the next five years to put them in place.

The Northern Territory Government is committed to working with communities, the community sector and the Commonwealth Government. Only through coordinated efforts will we make the changes the Northern Territory urgently needs and deserves.



**The Honourable Michael Gunner MLA**

Chief Minister of the Northern Territory

Minister for Aboriginal Affairs

Minister for Police, Fire and Emergency Services

# Statement of Commitment

As Ministers in the Northern Territory Government, we recognise that it is only through our combined efforts and commitment that we will achieve the outcomes we all want for Territory children, families and communities.

In 2016, we committed to act decisively to effect genuine reform in the child protection and youth justice systems. That work is already underway, and the Royal Commission recommendations provide further guidance and impetus to those efforts.

At the same time, while fixing the youth justice and child protection systems is an urgent and important reform, we recognise that it does not go far enough.

We need to coordinate a Whole-of-Government approach to the Government's reform agenda. Health care, housing, education, family support, police and justice services are all critical in our efforts to empower families and communities to achieve a safe and better future.

Given that Aboriginal children are over-represented in the child protection and youth justice systems, Aboriginal people, communities and organisations will have a central role in shaping the design and delivery of local reforms. But to achieve real and lasting change in the areas of youth justice and child protection, everyone must step up together. We need honest partnerships to enable earlier intervention for families and children that support rather than intervene, and avoid ever having to reach that crisis-driven response.

The biggest change required is a cultural one where our community as a whole recognises that the inadequate policies of the past have led us to where we are today and nothing short of a fresh start will suffice.

We have a clear road map before us. A determined, steady, collaborative approach to implementation will start to drive the long term generational change we need in the Northern Territory. The responsibility lies with all of us.



**The Hon Nicole Manison MLA**  
Treasurer  
Minister for Children



**The Hon Natasha Fyles MLA**  
Attorney-General  
Minister for Justice  
Minister for Health



**The Hon Gerry McCarthy MLA**  
Minister for Housing and  
Community Development



**The Hon Kenneth Vowles MLA**  
Minister for Primary Industry  
and Resources  
Minister for Arafura Games



**The Hon Lauren Moss MLA**  
Minister for Environment and  
Natural Resources  
Minister for Tourism and Culture  
Minister for Corporate and  
Information Services



**The Hon Eva Lawler MLA**  
Minister for Education



**The Hon Dale Wakefield MLA**  
Minister for Territory Families

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

The Royal Commission was established on 1 August 2016 by the Northern Territory and Commonwealth Governments in response to serious concerns raised about the child protection and youth detention systems in the Northern Territory.

The final report of the Royal Commission, which was delivered on 17 November 2017, included 142 findings and 227 recommendations to address the significant and extensive failings identified in both the child protection and youth justice systems:

*"The systems have failed to address the challenges faced by children and young people in care and detention. Indeed, in some cases, they have exacerbated the problems the children and young people faced. A system which was meant to make the community safer, in fact made it more dangerous."*

The Royal Commission acknowledged progress already made by the Northern Territory Government in improving the child protection and youth justice systems:

*"Improvements have been made since 2016. The new Northern Territory Government elected only weeks after the Commission started its work, has also made changes and announced measures to improve the system."*

The Royal Commission recognised the gross overrepresentation of Aboriginal children and young people in government care and within the youth justice system, and emphasised the importance of working with Aboriginal people, communities and organisations in designing and delivering services.

*"Community engagement is crucial to taking these issues forward. Policies and programs achieve better outcomes when the intended beneficiaries are directly involved in their design, implementation and monitoring. Aboriginal people have repeatedly called for more direct engagement in decisions and activities that shape their lives and futures. And at least in policy statements, governments have long recognised that the 'partnerships' or engagement needed for more effective policy and programs go beyond consultation or advice and require that Aboriginal communities engage from a position of empowerment and self-determination."*

The Royal Commission also found that Aboriginal people and communities wanted to play a part in the future of the systems, and recognised that they had a responsibility for their children and families.

*"The changes to the youth justice system sought by Elders and community groups were similar to the changes they sought to the child protection system. They said they wanted responsibility for their children, a role for Elders and to keep their children on country."*

The Royal Commission identified the need for lasting change to stop the cycle of crisis and failed reform in the Northern Territory, and that a public health approach is needed to improve the service system, provide better support to children, young people and families and address the unsustainable growth in child protection notifications in the Northern Territory.

The Royal Commission pointed to a range of areas in both child protection and youth justice that require significant reform. The specific findings are included in each work program of this plan.



**“Our children deserve better.  
Our children are worth it!”**

**Community Sector Representative  
Alice Springs Forum, February 2018**







## Building on Our Commitment

### Putting Children at the Centre of Government

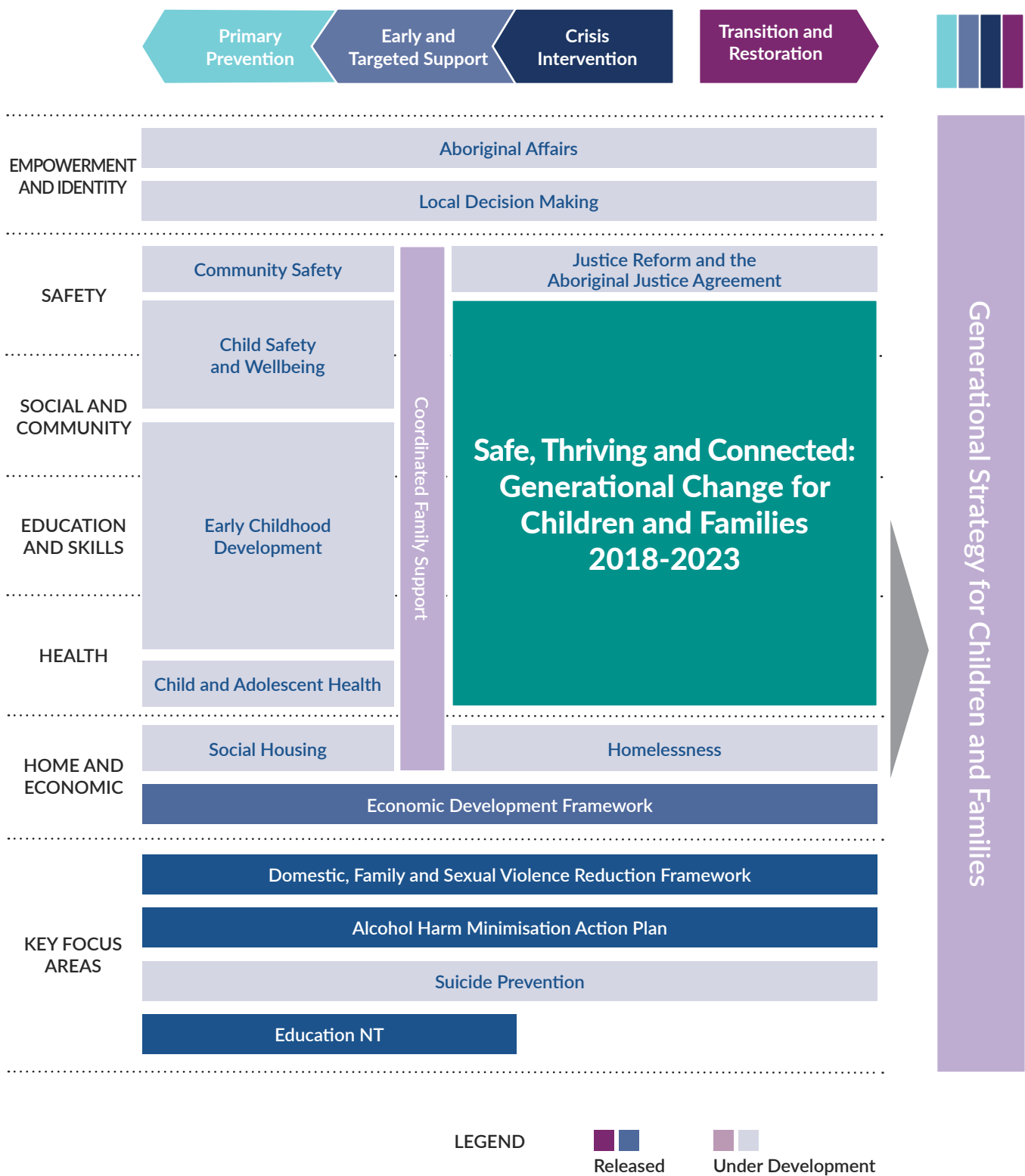
The Northern Territory Government is committed to putting children at the centre of Government and improving outcomes for children and families in the Northern Territory. In focusing on children, the Northern Territory Government acknowledges the need to tackle challenges and help families across all wellbeing domains in the life of a child.

The Royal Commission found that the challenges for children and families in the Northern Territory are not limited to the responsibilities of single agencies, but are the effect of many concurrent factors.

Figure 1 shows the relationship between the response to the Royal Commission and the Northern Territory Government's other reform programs. The development of a Generational Strategy will create a common framework for improving the wellbeing of children.



Figure 1 - Strategic Approach to Improving the Wellbeing of Children and Families



The response to the Royal Commission will be supported by a broad range of integrated reforms aimed at improving family wellbeing. This Whole-of-Government complementary effort will ensure that the response fixes the child protection and youth justice systems, and more importantly, over the longer term reduces the likelihood of children, young people and families needing to enter those systems.

In September 2016, the Northern Territory Government announced the establishment of the Children's Sub-Committee of Cabinet led by the Minister for Children, and the Children and Families Standing Committee comprising the Chief Executive Officers of human service and justice agencies.

The Children's Sub-Committee of Cabinet and Children and Families Standing Committee are charged with directing the social policy reforms of the Northern Territory Government and ensuring that efforts are aligned in improving outcomes for children and families. These committees will oversee the implementation of major reforms, including this Implementation Plan.





# Investing in Generational Change

In response to the Royal Commission, the Northern Territory Government is investing in generational change to ensure children, families and communities are *Safe, Thriving and Connected*. This investment includes:

<b>\$229.6 MILLION</b> in new funding over five years to reform and improve services for children, young people and families experiencing vulnerability. Including:			
<b>\$11.4 MILLION</b>	over four years to establish the coordination hubs and expand the number of Child and Family Centres to seventeen	<b>\$5.7 MILLION</b>	over four years to work with families and introduce family group conferencing
<b>\$1.2 MILLION</b>	over three years to operate the Youth and Children's Court in Alice Springs	<b>\$5.2 MILLION</b>	over four years to support Care Leavers to access and secure housing
<b>\$2.8 MILLION</b>	over four years to improve care and protection practice	<b>\$5.4 MILLION</b>	over four years to transform out-of-home care
<b>\$9.9 MILLION</b>	over four years to divert young people from crime and stop future offending	<b>\$12.9 MILLION</b>	over four years to effectively and constructively engage young people
<b>\$22.9 MILLION</b>	over five years to improve youth detention operations and reduce recidivism	<b>\$71.4 MILLION</b>	to replace Don Dale and Alice Springs Youth Detention Centres
<b>\$2.5 MILLION</b>	over four years to expand the oversight of child protection and youth justice systems	<b>\$8.9 MILLION</b>	over four years to empower local decision making and community-led reform
<b>\$2.5 MILLION</b>	over four years to build the evidence base for approaches and evaluate what's working	<b>\$66.9 MILLION</b>	over five years to develop a new platform to manage cases and share information

This builds on the Northern Territory Government's 2017-18 investments for Territory children and families, which included:

<b>\$18.2 MILLION</b>	per year invested in strengthening youth diversion and bail support	<b>\$1.1 BILLION</b>	over ten years invested in improving housing in remote Aboriginal communities
<b>\$1.75 MILLION</b>	per year for after-hours services for young people in Alice Springs and Tennant Creek	<b>\$4 MILLION</b>	per year supporting Families as First Teachers sites across the Territory
<b>\$40 MILLION</b>	over four years for early intervention and support for school students with challenging behaviours, disabilities and mental illness	<b>\$84 MILLION</b>	over four years invested to strengthen schools and support services for students
<b>\$15.5 MILLION</b>	per year to provide specialised services to tackle alcohol misuse and dependence	<b>\$3 MILLION</b>	per year invested in Family Enhanced Support Services for earlier, better support to families
<b>\$5 MILLION</b>	per year to support increased police resourcing and recruitment	<b>\$1 MILLION</b>	per year to expand the Nurse Home Visiting Program

The Northern Territory will align the total budget and effort towards achieving the required reforms. In total, the 2018-19 Budget will include:

<b>\$24.5 MILLION</b>	for supporting families in the care and protection system	<b>\$52.6 MILLION</b>	for youth diversion, bail support and youth detention
<b>\$20.2 MILLION</b>	for front-line child protection	<b>\$5.9 MILLION</b>	estimated for court services for children and young people
<b>\$109.6 MILLION</b>	for care for children in out-of-home care	<b>\$25.8 MILLION</b>	for domestic, family and sexual violence reduction
<b>\$328 MILLION</b>	for policing and crime prevention	<b>\$1.43 BILLION</b>	for health services, including prevention and treatment
<b>\$12.3 MILLION</b>	for Aboriginal Affairs, regional coordination and local decision making	<b>\$1.08 BILLION</b>	for Government and Non-Government school education

# A Public Health Approach to Reform

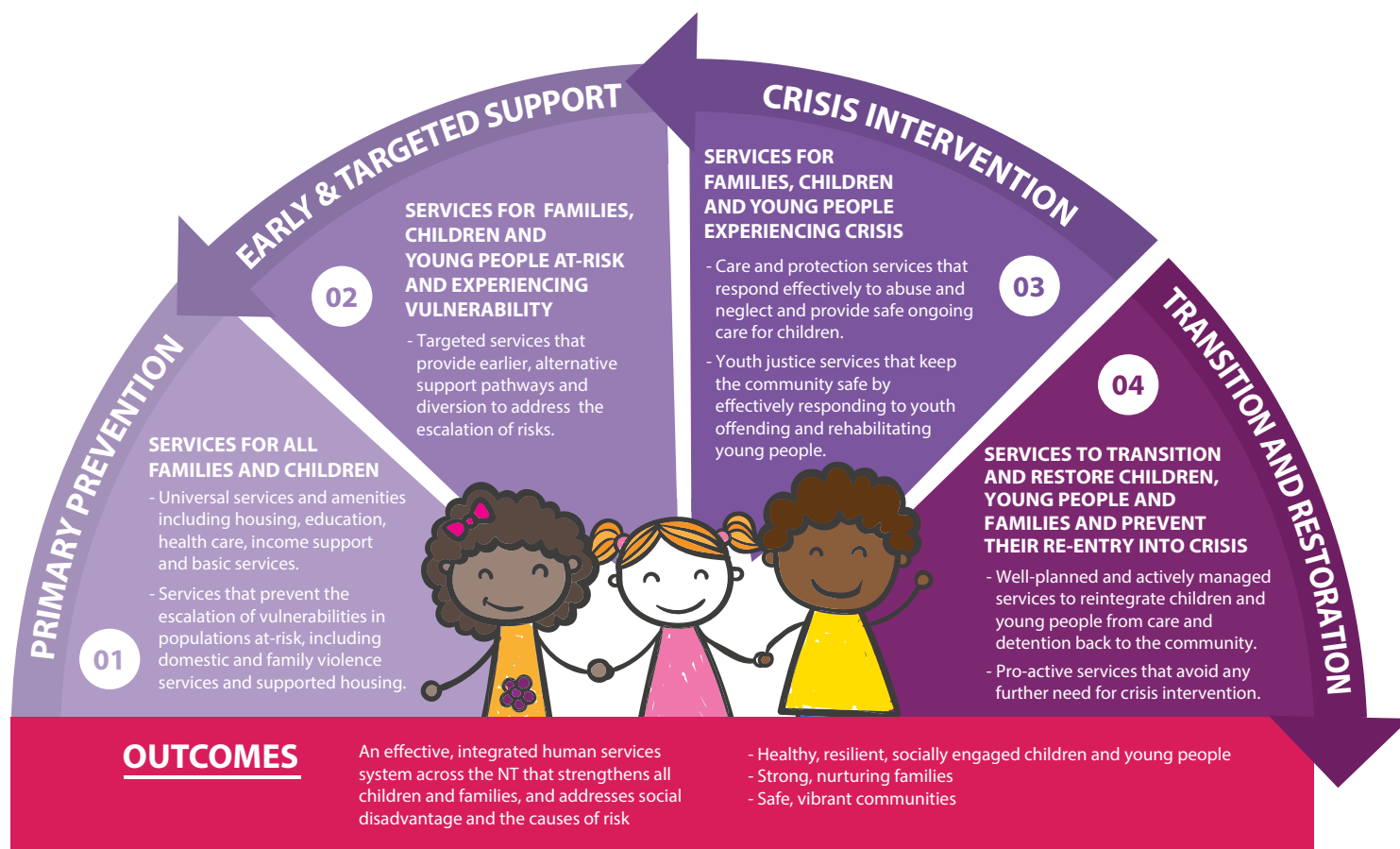
The Royal Commission found that focusing solely on the child protection and youth justice systems fails to acknowledge the challenges faced by many families in the Northern Territory, and recommended that the Northern Territory adopt a public health approach to the reform.

This public health approach, which has been embraced by the Northern Territory Government, recognises the need for a co-ordinated approach to address the social determinants of health and wellbeing and concurrently address the specific needs of individuals and families at a point in time. The base layer comprises the core or universal services available to the entire population across their life course, for example, health assessments, immunisations, school education and housing.

Those individuals and families who have emerging or increasing risks to health and wellbeing are also likely to benefit from more targeted support measures. Together, these two layers aim to support families and individuals to avoid the need for crisis intervention.

However, when children or families are in crisis, it is vital that the response is timely, high quality and achieves the best outcomes for the child or young person, their family and the wider community. Even as the crisis response is underway there must be planning for the next stage, which involves transitioning the child or young person out of care or detention and onto a pathway towards successful adulthood as a contributing member of a local community. Figure 2 describes the services and outcomes of the public health approach.

Figure 2 - A Public Health Approach





“Trust starts with an intention  
to work in positive ways.”

Community Sector Representative  
Darwin Forum, February 2018





# Everyone Has a Role to Play

Achieving better outcomes for children, young people and families in the Northern Territory now and into the future, and giving every child the hope and opportunities they deserve, will depend on increased and sustained collaboration among all key stakeholders including the Commonwealth, Territory and Local Governments, the community sector, and the community.

Engagement with Aboriginal people in local communities and through organisations will underpin and be a signature feature of all implementation associated with the reform agenda. The evidence is clear that when planning and introducing significant changes, the best results are achieved when those who are most directly affected are closely involved with every step. The important goals of empowerment and self-determination will also be supported through such engagement.

Within the Northern Territory Government, implementation will require a substantial Whole-of-Government effort involving a wide range of agencies including the Departments of the Chief Minister, Territory Families, Health, Education, Housing and Community Development, Attorney-General and Justice, and NT Police, Fire and Emergency Services.

The Commonwealth Government has committed to working with the Northern Territory Government: to co-commission a joint study by the Productivity Commission into children and families funding and services in the Northern Territory, and; to establish a joint Commonwealth/Territory Coordinated Funding Framework to provide an agreed approach to the planning, funding and delivery of services for families and children in the Northern Territory.

The Commonwealth is also a strategic partner with the Northern Territory Government in the proposed Tripartite Forum, along with representatives from the Aboriginal controlled community sector and other non-government organisations. The Tripartite Forum will oversee policy and programs for children and young people in or at risk of entering the youth justice and child protection systems in the Territory. The Forum will also be responsible for overseeing the development of a 10 Year Generational Strategy for children and families, building on the work of the Territory's Early Childhood Plan.



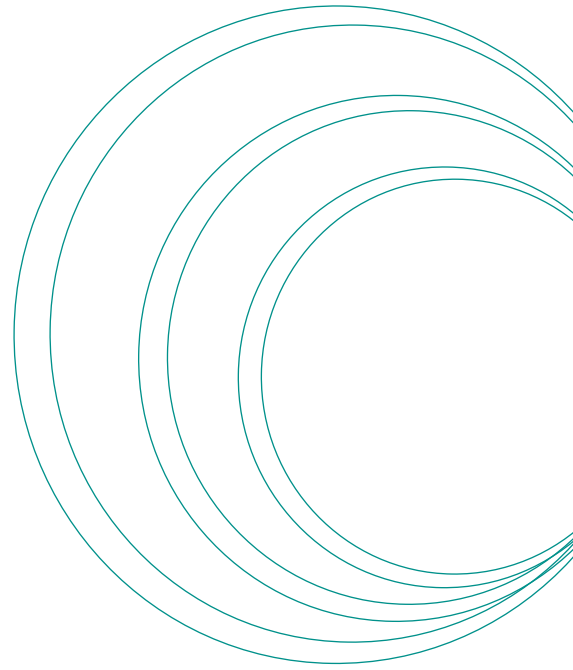


# The Reform Program

**Safe, Thriving and Connected: Generational Change for Children and Families** comprises a series of interlinked reform programs addressing and extending beyond the recommendations of the Royal Commission and focussed on delivering desirable outcomes for families.

Informed by consultation with community sector organisations and key stakeholders, the Northern Territory Government has identified four work areas which collectively encompass seventeen programs for implementation.

The following pages provide the principles that underpin the implementation plan and an outline of the work programs.



# Reform Principles and Work Programs

## WE ARE:

Putting the safety and wellbeing of children, families and communities first

Ensuring children have a voice and respecting the needs and wishes of children and families

Ensuring the connection of children and young people to their cultures and communities

Recognising and building on the strengths of families and communities

## PUTTING CHILDREN AND FAMILIES AT THE CENTRE

### SUPPORT FAMILIES EARLIER

Families and children are helped in culturally secure ways at an early stage to keep them strong and make communities safer.

### SERVICES ARE TARGETED TO MEET THE NEEDS OF CHILDREN

Children and young people receive the services, care and support they need.

### RESPECT CHILDREN'S VOICES

Children and families are involved in the design and delivery of services, and services reflect their needs and preferences.

### A LEGAL SYSTEM FOR FAMILIES

Children, young people and families involved in legal matters will be effectively engaged through a culturally appropriate and family-focused legal system.

### WORK WITH FAMILIES

Families are actively engaged as partners in improving outcomes for their children and their communities, and are involved in decisions affecting them.

### SUPPORT TRANSITION AND RESTORATION

Children and families who have experienced vulnerability or crisis successfully transition from crisis to productive, rewarding lives.

## IMPROVING CARE AND PROTECTION

### CARE AND PROTECTION PRACTICE

Children are protected from harm, and children and families entering the child protection system receive high quality responses informed by contemporary practice.

### CHILDREN IN THE CHILD PROTECTION AND YOUTH JUSTICE SYSTEMS

Children and young people in care who are also engaged with the youth justice system are effectively case managed and helped to avoid future offending.

### TRANSFORMING OUT-OF-HOME CARE

Children who require out-of-home care are cared for in safe, culturally secure, trauma-informed, therapeutic environments and by their families where possible



Enabling community-led decision making and embedding Aboriginal service delivery

Challenging systemic inequality and addressing barriers to empowerment

Providing trauma-aware and healing-informed support

## IMPROVING YOUTH JUSTICE

### POLICE AND YOUNG PEOPLE

The community is safer through Police working effectively and engaging with young people, and focusing on practices that prevent offending.

### KEEPING CHILDREN OUT OF DETENTION

Children and young people who offend or are at risk of offending are provided evidence-based interventions that stop continued offending before they end up in detention.

### YOUTH DETENTION THAT WORKS

Young people in detention are housed in secure, therapeutic facilities that support their rehabilitation and receive the help, guidance and structure necessary to stop future offending.

## STRENGTHENING GOVERNANCE AND SYSTEMS

### ADVOCACY, ACCOUNTABILITY AND QUALITY IMPROVEMENT

Organisations and Departments working with families are held to account for ensuring that the services they provide reflect, or are on a monitored pathway towards best practice and are achieving desired outcomes.

### MANAGING AND SHARING INFORMATION

Best practice care and support for children, young people and families is enabled and underpinned by contemporary information management approaches and systems.

### COMMUNITY-LED RESPONSES

Local communities and Aboriginal controlled organisations have a central role in designing and delivering services, particularly in remote communities.

### EVIDENCE-BASED PRACTICE

Service models and practices are underpinned by research and evidence, and supported by comprehensive planning, monitoring and evaluation.

### COORDINATED EFFORT TOWARDS BETTER OUTCOMES

Government will work in partnership with local communities and the community sector to develop and successfully implement a long-term strategy to improve outcomes for children and young people.

## A Phased Approach to Implementation

The Royal Commission found that introducing the required changes will be a complex and extended process and that the reform strategy must take the long view focussed on generational change. The reform programs and projects described in this plan will be implemented with the full delivery of reforms identified across three phases. The table below describes the phases for completion and the major deliverables.

### >>> Phase 1 | full delivery within 1 year

Establish 3 new Child and Family Centres as coordination hubs (9 total)

Establish pathways for families to access early support

Improve youth detention operations

Expand access to diversion and bail support

Improve care and protection practice

Enact priority legislative amendments

Convene the Tripartite Forum

Increase support to young people leaving care to access housing

### >>> Phase 2 | full delivery within 3 years

Establish 4 new Child and Family Centres as coordination hubs (13 total)

Establish the Commission for Children and Young People

Transform out-of-home care

Strengthen focus on youth policing

Introduce a Single Act for children

Introduce Family Group Conferencing

Establish NT and Australian Government joint planning mechanisms

### >>> Phase 3 | full delivery within 5 years

Establish 4 new Child and Family Centres as coordination hubs (17 total)

Replace youth detention centres with youth justice training facilities

Establish a Youth and Children's Court facility in Alice Springs

Implement new integrated client information system for child protection and youth justice



“The goal for us all must be a system that is child focused, community involved, evidence based, locally tailored and providing support for children and families as early as possible.”

Commissioner Mick Gooda





# 1. Putting Children and Families at the Centre

## 1.1 Support Families Earlier

*Families and children are helped in culturally secure ways at an early stage to keep them strong and make communities safer.*

The Royal Commission identified that lasting change is required to stop the cycle of crisis and failed reform in the Northern Territory and that a public health approach is needed to improve the service system, provide better support to children, young people and families, and address the unsustainable growth in child protection notifications in the Northern Territory.

The Royal Commission proposed the continued development of the dual pathways model, and the establishment of a network of 20 Family Support Centres that would coordinate the delivery of support services to children, young people and families.

The Royal Commission recommended that the Commonwealth participate in the funding for the Family Support Centres and amend the eligibility for vulnerable families to access the Intensive Family Support Services program.

### Work so far

Following the 2016 election, the Northern Territory Government committed \$3 million to introduce an alternative pathway to support families and avoid the need for statutory intervention. In partnership with the community sector, Territory Families has introduced a service to refer families for earlier support, and is developing a child safety and wellbeing framework focussed on the prevention of child abuse and neglect.

The Northern Territory Government has partnered with the NT Council of Social Service and developed an online service register for the Northern Territory. The service register is now publicly available and will continue to be refined over the next twelve months.

### Initiatives Identified in the Royal Commission

INITIATIVE	DESCRIPTION	RECS	PHASE
Family Enhanced Support Service	<p>Territory Families is continuing to work with the community sector to implement the Family Enhanced Support Service (FESS), previously referred to as the dual pathways model. FESS supports vulnerable families, diverting them from entering the child protection system by referring them to support services.</p> <p>Legislative changes to imbed pathways to family support will be considered in the context of the single Act scheduled for consultation through the 2018-19.</p>	32.08	Phase 1 Phase 2
Child and Family Centres	<p>The Northern Territory Government will provide \$11.4 million over four years from 2018-19 to fund the staged establishment of coordination and administration hubs in an additional eleven Child and Family Centres, to build on the existing six centres. Locations will be selected following further planning. The Northern Territory will continue to advocate for the Commonwealth to participate in funding the Centres as recommended by the Royal Commission.</p> <p>Through Phases 2 and 3, the Centres will develop capability to adopt "recognised entity" status that will enable them to support children and families engaging with the child protection system.</p> <p>The new Centres will be operated by the Community Sector, with the method of and criteria for selecting operators to be developed to preference Aboriginal controlled organisations and accommodate any necessary capacity development.</p>	34.06 34.16 39.03 39.04 39.06	Phase 1 Phase 2 Phase 3



*Related Initiatives*

INITIATIVE	DESCRIPTION
Early Childhood Development	<p>The Northern Territory Government has committed to giving children the best start in life by focusing on early childhood development from conception to the age of five. The Northern Territory Government's Early Childhood Development Plan aims to improve young children's health, wellbeing, education, increasing their ability to enjoy a fulfilling and productive life.</p> <p>The Early Childhood Development Plan will be implemented over ten years alongside the reforms outlined in this plan.</p> <p>The place-based reforms that will be implemented through the establishment of eleven new Child and Family Centres (to add to the existing six Child and Family Centres) are strengthened with the approach identified under the Early Childhood Development Plan to bolster local solutions to local needs for children aged 0-5. This alignment enables a coordinated approach to tackling family vulnerability, reducing child abuse and neglect, and ensuring that all children are ready for school on day one, term one of year one.</p>
Domestic, Family and Sexual Violence Reduction	<p>In 2017 the Northern Territory Government published the Domestic, Family and Sexual Violence Reduction Plan. The Plan describes a public health approach to preventing and responding to domestic, family and sexual violence, which is a primary factor in families and young people entering the youth justice and child protection systems.</p> <p>The Domestic, Family and Sexual Violence Reduction Plan will be implemented over 10 years alongside this Plan. The Northern Territory Government is developing the first action plan which will strengthen programs and services designed to reduce domestic, family and sexual violence over the next twelve months.</p>



# 1. Putting Children and Families at the Centre

## 1.2 Services are targeted to meet the Needs of Children

*Children and young people receive the services, care and support they need.*

The Royal Commission found that children with additional or complex health, educational and therapeutic needs in the youth justice and care and protection systems were not provided sufficient targeted support. The Royal Commission recommended that comprehensive assessments be introduced in youth detention and out-of-home care, and that children and young people then receive coordinated and targeted support to meet identified needs.



### Work so far

Territory Families is working with the Departments of Health and Education to improve the quality of services delivered to young people in detention. This includes the construction of a dedicated classroom in the Alice Springs Youth Detention Centre.

The Department of Education provides education programs to young people at Tivendale (at Don Dale Detention Centre) and Owen Springs (at Alice Springs Detention Centre). The Department has undertaken considerable work to improve the learning and education outcomes for young people in detention, including:

- reviewing policies and procedures including enrolment and suspension policies and implementing high teacher and education support worker to student ratios to strengthen the engagement and participation of young people in education;
- implementing flexible education and learning programs to better support student learning where attendance is short term and/or spasmodic and to assist students who enter detention following extensive periods of disengagement from school;
- providing differentiated teaching programs to support the range of needs and abilities of students, including access to the Northern Territory School of Distance Education in the senior years and dedicated support for students transitioning out of detention to maintain their engagement with education;
- increased staff access to training and support in Special Education, teaching English as an Additional Language, Trauma-Informed Practice and flexible learning and case management to support staff in providing targeted support to students;
- developing a curriculum for the teaching and learning of Indigenous Languages and Culture, which will incorporate Aboriginal Language Speakers in its delivery, and employing Aboriginal and Islander Education Workers in both detention centres.



*Initiatives Identified in the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Education and Training	<p>The Northern Territory Government will improve access to education and training programs for children and young people in care and detention. Improvements include the introduction of appropriate educational assessments for children and young people and delivery of programs according to their ability, language and special educational needs.</p> <p>The Northern Territory Government will also address barriers to enrolment in school for children and young people in care, in detention and on remand, and ensure children in detention have access to vocational education and training as part of their education program.</p> <p>Education staff in youth detention will be appropriately trained to meet the needs and abilities of young people in detention.</p>	16.02 16.03 16.04 16.05 16.06 16.07 16.08 16.09 16.10 33.16	Phase 1 Phase 2
Health and Wellbeing	<p>The Northern Territory Government will improve health and wellbeing services for children and young people in care and detention. This will include implementing appropriate assessments and regular medical checks for physical and mental health, behaviour and disability.</p> <p>The Northern Territory Government will also continue to work with the Commonwealth as recommended by the Royal Commission to improve the access of young people in detention to appropriate and timely health care.</p> <p>The Northern Territory Government will ensure trained and skilled health professionals deliver services to children and young people in detention, and improve access to therapeutic counselling and drug and alcohol treatment programs.</p>	15.01 15.02 15.04 33.14 33.15	Phase 1 Phase 2
Sexual Health and Harm	<p>The Northern Territory Government will fast-track the development of a sexual violence prevention and response framework as part of the first action plan of the Domestic, Family and Sexual Violence Reduction Framework in line with recommendations of both the Northern Territory Royal Commission and the Royal Commission into Institutional Responses to Child Sexual Abuse.</p> <p>The Northern Territory Government will also establish a multi-agency taskforce to oversee the delivery of new policies, programs, practices and campaigns to prevent and respond to the sexual exploitation of children and young people in the Northern Territory.</p>	36.01 36.02 36.03 36.04 36.05	Phase 1

### Related Initiatives

INITIATIVE	DESCRIPTION
Child and Adolescent Health Plan	The Northern Territory Government is developing a Child and Adolescent Health and Wellbeing plan to improve the health and wellbeing of children and young people in the Northern Territory. The plan has a focus on primary prevention and early intervention measures and will be implemented over five years alongside the implementation of this plan.
Response to the Royal Commission into Institutional Responses to Child Sexual Abuse	<p>The Northern Territory Government, as a member of the Council of Australian Governments, has committed to responding to the recommendations in the final report of the Royal Commission into Institutional Responses to Child Sexual Abuse.</p> <p>A number of these recommendations have relevance to the recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory. Establishment of the taskforce to investigate sexual health and harm for children and young people in the Northern Territory is one strategy that links the two Royal Commissions.</p>
Address the impact of domestic and family violence on young children	<p>In recognition of the link between child safety and domestic and family violence, the Northern Territory Government's reform of the family support service system includes implementing strategies to better support children and families at risk of, or experiencing, domestic and family violence.</p> <p>The Northern Territory Government is developing and implementing actions under the first action plan for the Domestic, Family and Sexual Violence Reduction Framework including: implementing violence prevention programs; improving child protection responses where domestic and family violence is identified; expanding outreach support services to support women and their children to be safe, recover and thrive; developing an integrated and specialist domestic, family and sexual violence hub in Tennant Creek; and introducing a specialist approach to domestic and family violence in the Alice Springs Local Court.</p>
Early intervention and support to students with challenging behaviours and additional needs to assist them to succeed in their learning	<p>The Northern Territory Government committed \$8 million per year over four years from 2017-18 to provide early intervention and support to students with challenging behaviours and additional needs to assist them to succeed in their learning.</p> <p>As part of this commitment, the Department of Education has:</p> <ul style="list-style-type: none"> <li>established integrated service delivery programs for disengaged and at-risk youth in Palmerston and Alice Springs, and enhanced the Malak Re-engagement Centre flexible learning model to help young people re-engage in school or transition to training or a job;</li> <li>expanded the Multidisciplinary Specialist Teams to improve access to allied health professionals;</li> <li>established new Autism Spectrum Disorder (ASD) Programs in Alice Springs, Katherine, Palmerston and Darwin;</li> <li>established an Early Intervention Learning Hub (Mimik-ga) which includes a Families as First Teachers (FaFT) Program, two ASD programs and a Positive Learning Centre; and</li> <li>provided 20 Disability Teaching Scholarships to government and non-government school teachers.</li> </ul> <p>A Framework for Students with Additional Needs is also under development; and a school-wide positive behaviour framework is being implemented to provide a consistent approach to behaviour and wellbeing in schools and timely interventions that supports all students' learning needs.</p>
Healthy Life, Creative Life program in Katherine and Tennant Creek	<p>The Northern Territory Government committed \$2 million per year over four years from 2017-18 to deliver the Healthy Life, Creative Life program:</p> <ul style="list-style-type: none"> <li>the Katherine Flexible Learning Centre has been established to provide an alternative education option for disengaged young people in Katherine, including wrap around support for students, in close collaboration with Territory Families and other support agencies,</li> <li>the Juno Centre in Tennant Creek provides enriched educational experiences through a range of arts, sporting programs, cultural activities and vocational education, with a particular focus on prevention for children and young people in the Barkly.</li> </ul>



# 1. Putting Children and Families at the Centre

## 1.3 Respect Children's Voices

*Children and families are involved in the design and delivery of services, and services reflect their needs and preferences.*

The Royal Commission found that children were not given sufficient opportunity to express their views and inform the way services were designed or delivered. The Royal Commission recommended a number of mechanisms to hear and respect the views of children in the development of policy and legislation and the provision of services.

### Work So Far

Territory Families and the Department of Health have engaged directly with children and young people in consultations prior to the release of the Royal Commission report and in the development of the Child and Adolescent Health Plan.

The Office of the Children's Commissioner is currently running the See Us. Hear Us. Know Us program designed to hear the voice of children in relation to issues that are important to them.

### Initiatives Identified in Response to the Royal Commission

INITIATIVE	DESCRIPTION	RECS	PHASE
Respect Children's Voices	The Northern Territory Government will establish mechanisms for children and young people in the care and protection and youth justice systems to express their views on the design of policy and legislation and on the decisions that affect them. This will include establishing representative groups of young people in care and detention; introducing legislative amendments that strengthen the requirements to listen to children; and engaging young people in the design of legislation and policy.	2.01 2.02 33.01 22.05	Phase 1 Phase 2

### Related Initiatives

INITIATIVE	DESCRIPTION
Listening to the voices of children in care	In December 2017 the Northern Territory Government introduced the Viewpoint Survey to seek and consider the views of children and young people in care. The survey caters for children and young people aged 5 to 17 years, and comprises 57 questions to capture information and opinions about their experiences in out-of-home care. Children and young people who participated were positive about the use of the Viewpoint survey. The findings will be used to improve services and outcomes for children in care.
Youth Round Table	The Northern Territory Youth Round Table is a direct communication avenue between young Territorians and the Northern Territory Government. The Round Table consists of 16 members who are aged 15 to 25 years. Round Table members are representative of the geographic, cultural and ethnic diversity in the Northern Territory. Members of the Youth Round Table participate in numerous activities, committees and projects including providing advice to the Northern Territory Government, participating on Northern Territory and national committees, assisting in research projects and implementing community projects.
See Us. Hear Us. Know Us.	The Office of the Children's Commissioner has implemented strategies to hear the voices of children and young people about the issues that are important to them. The See Us. Hear Us. Know Us. project was designed in consultation with young people to give them the opportunity to be truly represented. <ul style="list-style-type: none"> <li>See Us: Photo competition supported by photography workshops young people.</li> <li>Hear Us: Community engagement activities in partnership with other service providers where children and young people will discuss their community.</li> <li>Know Us: Young people host the Office of the Children's Commissioner Facebook page to share their personal story about the things that are important to them. Young people are also interviewed by mainstream media to highlight their achievements and successes.</li> </ul>

# 1. Putting Children and Families at the Centre

## 1.4 A Legal System for Families

*Children, young people and families involved in legal matters will be effectively engaged through a culturally appropriate and family-focused legal system.*

The Royal Commission found that legal proceedings relating to children, families and the courts were not supportive of the needs of children and families. The Royal Commission found that in some cases Aboriginal people were not provided with sufficient information or appropriate support.

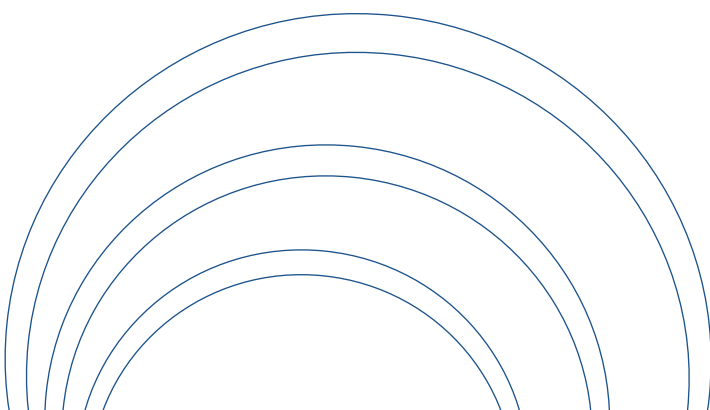
The Royal Commission recommended that the Northern Territory establish a Youth and Children's Court to hear all matters relating to youth justice and care and protection, and a separate parole board for young people. In addition, officers of the court, lawyers and judges should be trained in youth issues, and expert advice sought in matters relating to children with complex needs. The Royal Commission also recommended legislative changes to ensure children are represented, and that consideration be given to the introduction of a single Act to replace the two separate acts relating to child protection and youth justice respectively.

### Work So Far

The Northern Territory Government opened the Children's Court in Darwin in 2016. The court is located on separate premises from the Local Court.

The Territory Families legislative reform team has begun consultation on amendments to the *Youth Justice and Care and Protection of Children Acts* consistent with the urgent recommendations of the Royal Commission. The amendments have been developed in consultation with the Legislative Amendment Advisory Committee comprising Northern Territory Government and Community Sector representatives. The Bill for the first urgent amendments was introduced into the Legislative Assembly on 21 March 2018. These amendments aim to:

- safeguard the rights of children in detention by clearly defining and limiting the circumstances when applying the use of force and when using restraints;
- prohibit the use of strip searches unless under certain circumstances and outlining the procedure to follow when authorised; and
- prohibit certain actions and ensure that separation of a detainee only occurs under certain circumstances and subject to safeguards to ensure their wellbeing.





*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Representation and Advocacy	<p>The Northern Territory Government will introduce policy and legislation to ensure children and young people are represented in contested legal matters and are supported by capable adults.</p> <p>The Northern Territory Government will also amend legislation to recognise that by reason of age or sentenced imprisonment status, a person may be incapable of managing their affairs in respect of legal proceedings.</p>	22.07 25.30 25.34	Phase 2
Single Act for Children	<p>The Northern Territory will conduct further consultation on the design and content of a single Act for child safety and wellbeing that replaces and expands on the functions of the <i>Care and Protection of Children Act</i> and <i>Youth Justice Act</i> as part of the broader legislative reform.</p> <p>The new single Act will include restrictions on placing children younger than 14 in youth detention and measures to accommodate an increase in the age of criminal responsibility to 12 years old.</p> <p>Following the introduction of the single Act, and once sufficient measures are in place to prevent and address criminal behaviour within this age cohort, the Northern Territory Government will raise the age of criminal responsibility to 12 years old.</p>	27.01 42.01	Phase 2
Training for the Legal Profession	<p>The Northern Territory Government will support increased availability of training for judicial staff to further their understanding and knowledge of children and young people's development and behaviour. The Northern Territory Government will also support the engagement of expert advice where appropriate for courts that are considering matters relating to young people with complex needs as recommended by the Royal Commission.</p> <p>The Northern Territory Government will work with the Law Society to establish the best approach to accreditation for legal professionals and the provision of accredited specialist youth training.</p> <p>The Northern Territory Government will participate in the Youth Proceeding Education Committee which will lead the coordination of training for legal professionals working with children and young people.</p>	25.26 25.31 25.32	Phase 2
Youth and Children's Court	<p>The Northern Territory Government will establish a Youth and Children's Court in Alice Springs, to be located in the Local Court precinct. Both the new Children's Court in Alice Springs and the existing Children's Court in Darwin will introduce measures to ensure Aboriginal children and families are not disadvantaged in the court due to language or cultural barriers.</p> <p>The Northern Territory Government will provide an additional \$400,000 per annum from 2019-20 to support the operations of the new Youth and Children's Court in Alice Springs and establish a Court Greeters Program. The Program will recruit and support three Aboriginal Liaison Officer positions to better support Aboriginal children, young people and families accessing the court and to provide an integrated approach for those working in youth justice.</p> <p>In other regional and remote areas, the Northern Territory Government will manage the schedules for the Local Court to ensure that family matters and youth justice matters are scheduled separately.</p> <p>The Northern Territory Government will establish a lead Judge with oversight of the matters before the Children's Courts to provide focussed and specialised oversight on the proceedings and management of court matters relating to children and young people.</p> <p>The Northern Territory Government will amend the <i>Youth Justice Act</i> to provide that proceedings relating to children are undertaken in a closed court.</p>	25.23 25.24 25.25 25.26 25.27 25.28 25.29 25.35 25.36 25.37 25.38 25.41 34.04 34.05 34.11	Phase 3

*Initiatives Identified in Response to the Royal Commission (cont.)*

INITIATIVE	DESCRIPTION	RECS	PHASE
Youth Parole	Due to the small number of young people seeking parole, rather than establish a separate parole board the Northern Territory Government will ensure the existing Parole Board has the capacity and expertise to fulfil the requirements of the Royal Commission recommendations and will strengthen representation of Aboriginal people and organisations on the Parole Board.	25.43	Phase 2

*Related Initiatives*

INITIATIVE	DESCRIPTION
Aboriginal Justice Agreement	<p>The Northern Territory Government is developing an Aboriginal Justice Agreement that reflects the justice goals of the Aboriginal people of the Northern Territory to improve criminal and social justice outcomes for Aboriginal people.</p> <p>The Aboriginal Justice Agreement is being developed through extensive consultation with all stakeholders across the Northern Territory.</p>
Whole of Government Justice Reform	The Northern Territory Government is developing a whole of government Justice Reform Framework that will operate as a mechanism to establish common justice principles and goals to guide agencies in policy reforms and enable co-operation across Government.

# 1. Putting Children and Families at the Centre

## 1.5 Work with Families

*Families are actively engaged as partners in improving outcomes for their children and their communities, and are involved in decisions affecting them.*

The Royal Commission found that the involvement of immediate and extended family in the decisions and lives of children and young people involved in the child protection and youth justice systems improved the outcomes for those children and young people.

The Royal Commission recommended that the Northern Territory Government remove procedural restrictions on family contact and engagement in youth justice, address the institutional barriers that limit the involvement of Aboriginal families due to language and culture, actively share information with families, and introduce Family Group Conferencing as a mechanism to engage and empower families in decision-making.

### Work So Far

Territory Families is implementing the Family Enhanced Support Service to provide families seeking help with support they need and diverting them from the child protection system.

Territory Families is improving policies and procedures in youth detention to remove restrictions on family contact.

The Northern Territory Government is partnering with Aboriginal Peak Organisations NT and the Secretariat for National Aboriginal and Islander Child Care to progress improvements in the out-of-home care system and provide a cultural lens to the out-of-home care reforms. Initiatives introduced since 2016 include:

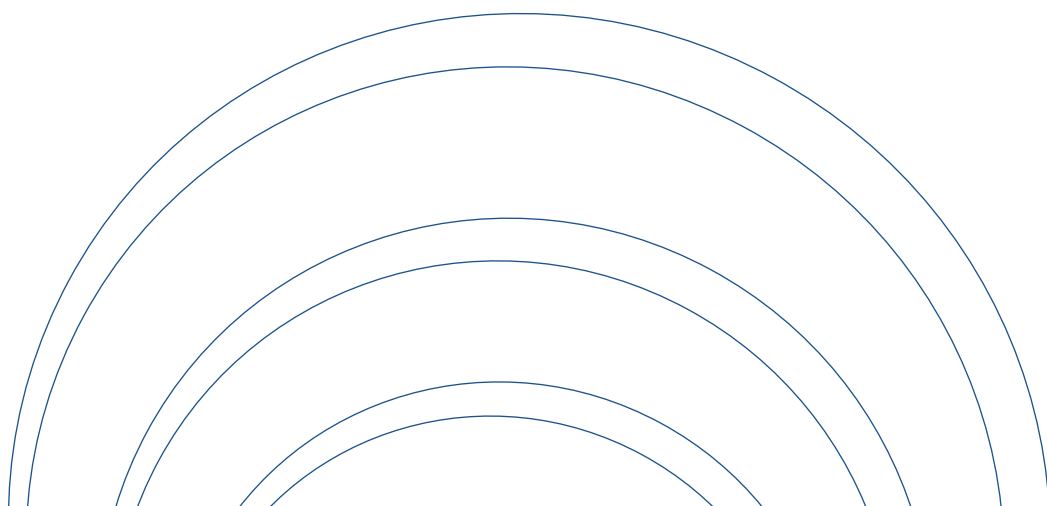
- recruitment of three dedicated Transition from Care Officers;
- closure of older residential care facilities;
- refocusing out-of-home care on safe, stable kinship and foster care and developing a kinship carer handbook; and
- the secondment of an experienced Aboriginal policy officer to Aboriginal Peak Organisations NT.





*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Culturally Secure Care for Aboriginal Children	<p>The Northern Territory Government, in partnership with Aboriginal organisations, is taking action to ensure Aboriginal children and young people in care and detention maintain connection to their culture.</p> <p>The Northern Territory Government has established a working party that includes Aboriginal organisations to review and design policies and programs to maintain connection with families and cultures for Aboriginal children in care and detention, including the introduction of appropriate assessments, consideration of the elders visiting program and compliance with existing legislation.</p> <p>The Northern Territory Government is also committed to providing information to families and children engaged with the child protection or youth justice systems in a form and language suitable for them.</p> <p>The Northern Territory is actively progressing the recruitment of more Aboriginal youth justice officers through the introduction of targeted strategies.</p>	18.01 31.01 32.12 33.02 33.06	Phase 2
Family Group Conferencing	<p>The Northern Territory Government will introduce Family Group Conferencing in two stages:</p> <ul style="list-style-type: none"> <li>Stage 1 – A Family Group Conferencing model will be developed in partnership with key stakeholders including Aboriginal controlled community organisations, children and families;</li> <li>Stage 2 – Implementation of the Family Group Conferencing model will commence from 2019-20, expanding to up to 350 conferences over the first three years of operation.</li> </ul> <p>The introduction of Family Group Conferencing will be supported by an allocation of \$5.7 million over four years from 2018-19.</p>	34.07 34.08 34.09 34.10	Phase 1 Phase 2
Preserve Contact with Family	<p>The Northern Territory Government will remove restrictions on contact with family in youth detention and introduce appropriate mechanisms and supports for detainees to maintain connection with family while in detention, such as communicating using video technology.</p> <p>The Northern Territory Government will trial an increase in visiting hours on weekends to strengthen and preserve family relationships.</p>	11.03 11.04 11.05	Phase 1



### Related Initiatives

INITIATIVE	DESCRIPTION
Community Reference Groups	In 2017, community leaders in East Arnhem Land, with support from Territory Families, established the Mikan Community Reference group. The Mikan group provides direct advice to Territory Families on the care and protection of Yolgnu children and is working with the East Arnhem care and protection office to help reduce the risk of child abuse and neglect in the local community.
Aboriginal out-of-home care strategy	The Northern Territory Government is continuing to work with Aboriginal Peak Organisations NT and the Secretariat for National Aboriginal and Islander Child Care to create an Aboriginal out-of-home care strategy for the Northern Territory. Details of this work are included under the 'Transforming out-of-home care' program.
Support fathering and grandfathering strategies and male role models	<p>In recognition of the vital link between child wellbeing and the close involvement of father-figures in their children's development, Territory Families is developing a plan to increase the inclusion and participation of father-figures in family and children's services.</p> <p>The plan includes focusing on positive role models such as through the No More Campaign and youth justice programs, and redesigning Territory Families' systems, policies and practices to enhance the ability for father-figures to positively influence their child's wellbeing outcomes, and to encourage and support men to be positive role models within their community.</p>

# 1. Putting Children and Families at the Centre

## 1.6 Support Transition and Restoration

*Children and families who have experienced vulnerability or crisis successfully transition from crisis to productive, rewarding lives.*

The Royal Commission found that children and young people who transitioned out of the care and protection and youth justice systems were often inadequately supported through and after the transition. Specifically the Royal Commission found that many young people who had left care did not have secure housing.

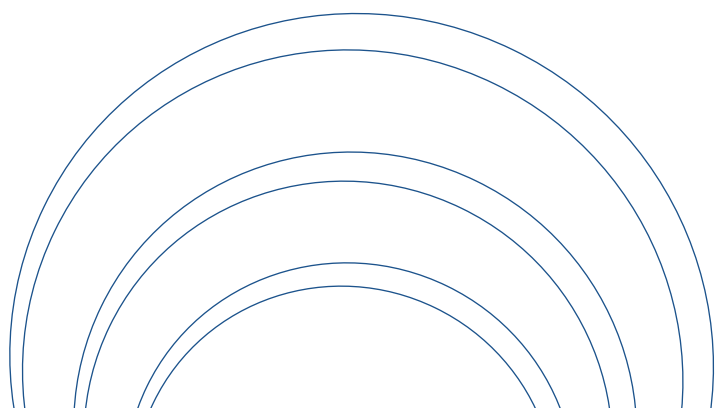
The Royal Commission recommended improving the planning and support for young people leaving care and detention, and establishing a housing service for care leavers and a through-care service for young people leaving detention.

### **Work So Far**

In 2017 the Northern Territory Government established additional positions within Territory Families to plan for and support young people leaving care.

The North Australian Aboriginal Justice Agency is funded by the Department of the Prime Minister and Cabinet to provide a through-care service.

A ten year, \$1.1 billion Northern Territory Government funded housing delivery program for remote communities to deliver additional housing and living spaces in remote communities commenced in 2017.





*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Supported Accommodation for Care Leavers	The Northern Territory Government will invest over \$5 million over four years from 2018-19 to establish a housing brokerage and support service for young people leaving care. The service will be available for young people who have left care up until they are 25 years old to help them find and maintain housing and help to reduce the risk of homelessness.	33.22	Phase 1
Transition from Detention and Through-Care	<p>The Northern Territory Government supports the Commonwealth Government's investment in through-care in the Northern Territory for Aboriginal young people involved in the youth justice system.</p> <p>The Northern Territory Government will work with the Commonwealth and the Aboriginal controlled community sector to ensure the through care service is based on evidence and integrated with other Government and community sector services.</p> <p>The Northern Territory Government's Youth Outreach and Re-engagement program will continue to work with young people who have entered youth detention and support their successful transition from the youth justice system.</p>	24.01	Phase 2
Additional Transition from Care Officers	The Northern Territory Government will build on its investment and recruit additional Transition from Care Officers. The Northern Territory will also improve the quality of care planning and advice for young people transitioning from out-of-home care, including ensuring care leavers can continue to access assistance for a period after they have left care.	33.21 33.23 33.24	Phase 1

*Related Initiatives*

INITIATIVE	DESCRIPTION
Transition from Care Officers	<p>Territory Families provides support to young people to make a successful transition from care to independence when they leave the care of the Chief Executive Officer. In 2017, the Northern Territory Government established an additional three positions dedicated to support the transition from care.</p> <p>Territory Families provides reunification and post-reunification support services to parents from the time when a child has been removed through to reunification, and for a period after reunification.</p> <p>Support includes facilitating contact visits between children and their families and siblings who are unable to be placed together, Alcohol and Other Drugs rehabilitation, parenting skills, addressing domestic and family violence and counselling so the child may be returned to the parents as soon as safely possible.</p>
Housing and Homelessness Support Services	The Housing and Homelessness Support Services program provides selected non-government organisations with funding to provide temporary, transitional and emergency accommodation and tenancy support services. This support also includes intensive support and case management services to assist young people to stabilise their personal circumstances and avoid homelessness, and to support young people living in accommodation where their tenancy may be at risk.

## 2. Improving Care and Protection

### 2.1 Care and Protection Practice

*Children are protected from harm, and children and families entering the child protection system receive high quality responses informed by contemporary practice.*

The Royal Commission found that the child protection system in the Northern Territory was designed for another era and in some cases exacerbated issues rather than resolved them.

The Royal Commission recommended changes to care and protection practice including improving the intake and assessment process for child protection notifications to ensure they are appropriate for the Northern Territory, developing guidelines for reporters and investigators, providing adequate resources and training, improving case management and care planning, and strengthening quality improvement mechanisms.

The Royal Commission found that care and protection orders had been issued authorising the removal of children without the Northern Territory Government providing reasonable access to services and without communicating effectively with families.

The Royal Commission recommended that the *Care and Protection of Children Act* be amended to ensure that the issue of care and protection orders is in the best interest of children and that all reasonable steps are taken by Government to provide services necessary to address vulnerabilities. The Royal Commission also recommended increasing the options for appeal for families.

#### *Work So Far*

Territory Families is working to improve the intake and assessment process through the implementation of the Dual Pathways, or Enhanced Family Support Services program.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Care and Protection Orders	<p>The Northern Territory Government will amend sections of the <i>Care and Protection of Children Act</i> to:</p> <ul style="list-style-type: none"> <li>enable carers to make a range of day-to-day decisions for the wellbeing of a child in their care;</li> <li>ensure decisions regarding protection orders include consideration of how families can access support to address child safety and wellbeing concerns and how children can remain safely at home, and to ensure the least intrusive orders are made to protect children;</li> <li>improve provisions regarding temporary protection orders so that families are better informed about the order and appeal processes.</li> </ul>	33.17 34.01 34.02 34.03 34.13 34.14 34.15	Phase 1 Phase 2
Clinical Practice and Case Management	<p>The Northern Territory Government will invest an additional \$2.4 million over four years from 2018-19 to establish a Clinical Practice Directorate in Territory Families, staffed with experienced practitioners to improve child protection practice and the professional delivery of statutory services. The Clinical Practice Directorate will build on current child protection reforms and will improve the quality of professional practice in child protection and assist case managers to work more effectively with Aboriginal families and on cases with high levels of complexity. The Clinical Practice Directorate will:</p> <ul style="list-style-type: none"> <li>monitor and identify performance opportunities and challenges and lead quality improvement approaches including overseeing the quality of child protection practice;</li> <li>engage stakeholders and staff in the design and delivery of evidence-based practice, including the design and implementation of a professional practice model;</li> <li>coach and mentor professional staff.</li> </ul> <p>To enable case managers to access information in the field and better manage case files, case managers will be provided with portable devices. This will also enable case managers to better engage with families and reduce time at their desks. This will be supported by an allocation of \$370,000 per annum over four years from 2018-19.</p> <p>Recognising that the high caseloads experienced in Territory Families offices are largely the result of skilled workforce recruitment and retention challenges in rural and remote areas, the Northern Territory Government will prioritise action to address these challenges through the Territory Families Workforce Development Plan 2018-2020 rather than using a fixed ratio approach.</p>	32.01 32.06 32.09 32.10 33.04 37.01 37.02	Phase 1 Phase 2
Intake and Assessment	<p>The Northern Territory Government understands the need to raise public awareness about the process for raising legitimate concerns about a child's safety and wellbeing, and for an efficient and accurate assessment and response to these notifications.</p> <p>Territory Families is working to improve its data and information systems including the processes and operation of Central Intake. Territory Families has established an internal working group independent of central intake to screen the intakes of children who have been subject to repeated notifications and identify action where appropriate.</p> <p>The Northern Territory Government is developing a Mandatory Reporter Guide to support professionals from key sectors such as police, health and education, in making a report to Central Intake and responding to vulnerable children and families.</p>	32.02 32.03 32.04 32.05 32.07	Phase 1



*Related Initiatives*

INITIATIVE	DESCRIPTION
Territory Families Workforce Development Plan	<p>Territory Families Workforce Development Plan 2018–2020 aims to develop a professional, responsive and adaptable workforce. Strategies include:</p> <ul style="list-style-type: none"><li>• Ensuring a safe, supportive, professional, adaptive and dynamic work environment;</li><li>• Equipping staff to work in a complex and dynamic environment by growing and developing the capability and capacity of the workforce;</li><li>• Resourcing and attracting a high quality workforce;</li><li>• Increasing the Aboriginal workforce in frontline, corporate and leadership positions;</li><li>• Developing leadership skills across the agency; and</li><li>• Implementing programs to support continuous workforce improvement.</li></ul>



## 2. Improving Care and Protection

### 2.2 Children in the Child Protection and Youth Justice Systems

*Children and young people in care who are also engaged with the youth justice system are effectively case managed and helped to avoid future offending.*

The Royal Commission found that the child protection and youth justice systems in the Northern Territory failed to recognise the specific vulnerabilities and needs of the children who are involved in both systems. Entry into the youth justice system often included a break in continuity of care and the case managers in both systems did not have the expertise to manage the complexity of youth justice and child protection requirements.

The Royal Commission recommended that a new protocol be developed between Territory Families and Police to respond to criminal behaviour demonstrated by children in care and that callouts be monitored. The Royal Commission also recommended that the Northern Territory create a specialised Crossover Unit to manage children in care who enter the youth justice system.

#### *Work So Far*

In 2016, the Northern Territory Government established Territory Families as the agency responsible for care and protection, youth justice and other social policy areas. The creation of Territory Families recognised the links between the care and protection and youth justice systems and the need for a coordinated response to address the specific needs of children and families experiencing vulnerability.

Territory Families and NT Police, Fire and Emergency Services have been working together to improve the response to young people absconding from care or causing damage while they are in care.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Meeting the needs of Children in Care who are involved with Youth Justice	<p>The Northern Territory Government accepts the need for a specialised workforce to work with children and young people who are, or have been, in both the child protection and youth justice systems ("crossover" youth). Acknowledging the higher risk of uncoordinated responses for these individuals, the Government will focus on strengthening case continuity by building the capacity of child protection case management teams in Darwin and Alice Springs to provide specialised support to young people in care who are also involved in the youth justice system. These teams will develop flexible, dynamic services specific to the needs of crossover youth including:</p> <ul style="list-style-type: none"> <li>ensuring the specific needs of these children and young people are recognised and addressed, particularly when transitioning from their care situation to detention and returning to care/home;</li> <li>adopting therapeutic models that focus on meeting the needs and changing the behaviour of a child while simultaneously addressing social and environmental risk factors; and</li> <li>establishing a mentoring and/or visitor program to provide the prospect of additional adult connections for children in the crossover group.</li> </ul>	35.05 35.06	Phase 2
Responding to complex behaviour in out-of-home care	The Northern Territory Government will build on the existing efforts of Territory Families and NT Police and develop and implement a collaborative inter-agency approach between Territory Families, Northern Territory Police and out-of-home care service providers to provide therapeutic and appropriate responses to children and young people who abscond from out-of-home care placements and engage in criminal behaviour.	33.13 35.02 35.03	Phase 1

*Related Initiatives*

INITIATIVE	DESCRIPTION
Therapeutic Residential Care	The Northern Territory Government is working with the Australian Childhood Foundation to develop and implement a therapeutic model of residential care to help young people with highly complex needs and behaviours. The trauma-informed model will assist residential care workers and providers to engage with young people and de-escalate risky and dangerous situations.



## 2. Improving Care and Protection

### 2.3 Transforming out-of-home care

*Children who require out-of-home care are cared for in culturally secure, trauma-informed, therapeutic environments and by their families where possible.*

The Royal Commission found that the out-of-home care system in the Northern Territory did not reflect the needs of children and young people, and that the system should emphasise reunification and placements that meet the therapeutic and individual needs of children. The Royal Commission found that Aboriginal children were overrepresented in the system and the system did not meet their specific needs.

The Royal Commission recommended that the Northern Territory implement strategies to increase the number of foster and kinship carers and improve the support to carers, revise the structure of the out-of-home care system to better meet the needs of children and particularly Aboriginal children, and implement measures to increase the number of Aboriginal children living with Aboriginal families.

#### Work So Far

The Northern Territory Government has partnered with Secretariat of National Aboriginal and Islander Child Care and Aboriginal Peak Organisations to develop an Aboriginal out-of-home care strategy seeking to better meet the needs of Aboriginal children and families. More details about the strategy are included under related initiatives.

Territory Families, in partnership with the Foster Care Association of the Northern Territory, has introduced a foster and kinship carer charter of rights that clearly identifies the rights of carers.

Territory Families has partnered with Tangentyere Council to pilot a program to identify kinship carers for Aboriginal children in care in Alice Springs.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Foster and Kinship Care	<p>The Northern Territory Government will fund Aboriginal organisations to find and support Aboriginal families to safely care for Aboriginal children in out-of-home care. The services will link Aboriginal children in care to a broader Aboriginal community and ensure that where possible they are safely cared for by family. An expanded use of interpreters will help ensure families can engage in planning and reunification in their first language.</p> <p>The Northern Territory Government will improve training and support to kinship and foster carers across the Territory including remote communities, by investing in the development and delivery of training programs.</p> <p>The Northern Territory Government is working with Foster Care Association NT, Aboriginal Peak Organisations NT and the Secretariat for National Aboriginal and Islander Child Care in the development of an out-of-home care system that will ensure kinship and foster carers are supported, including access to respite care and robust complaint mechanisms.</p> <p>The Northern Territory Government is investing \$5.4 million over four years from 2018-19 to improve support to kinship and foster carers, and outcomes for children in care.</p> <p>Territory Families will prioritise partnering with Aboriginal controlled organisations to increase the number of Aboriginal carers and ensure the needs of Aboriginal children in care are met.</p> <p>The Northern Territory Government is continuing to work with key Aboriginal and non-Aboriginal stakeholders to develop an Aboriginal out-of-home care strategy. Details of the strategy are included in the related initiatives below.</p> <p>Through the implementation of these initiatives, the Northern Territory will phase out the use of purchased care arrangements.</p>	<p>33.05 33.08 33.09 33.11 33.18 33.19 33.20 37.05</p>	<p>Phase 1 Phase 2</p>
Intensive and Therapeutic Care	<p>The Northern Territory Government is redesigning residential care as intensive therapeutic care. Intensive therapeutic care will support children and young people in out-of-home care with identified complex mental health, disability and emotional and behavioural issues resulting in behaviours that often present a risk to themselves and others in their immediate environment and are unable to be supported in home-based care. Providers of intensive therapeutic care will demonstrate expertise in therapeutic care, incorporate therapeutic specialists, focus on recovery from trauma, and provide clear pathways to less intensive service types and permanency, reunification, or independent living.</p> <p>The Northern Territory Government will consider the establishment of specialist home-based care to respond to the targeted therapeutic needs of children in care, and to care for children with complex needs.</p>	<p>33.10, 33.11</p>	<p>Phase 2</p>
Out-of-Home Care Governance and Oversight	<p>The Northern Territory Government will continue to plan the transition of out-of-home care which will include identifying service solutions matched to the needs of children, introduction of an accreditation scheme and development of specific measures to monitor the wellbeing of children in care.</p>	<p>33.12</p>	<p>Phase 2</p>

*Related Initiatives*

INITIATIVE	DESCRIPTION
Aboriginal Out-of-Home Care Strategy	<p>The Northern Territory Government is continuing to work with APO NT and SNAICC, creating an out-of-home care system that is safe, culturally safe, holistic and trauma-informed. Ongoing actions include:</p> <ul style="list-style-type: none"><li>• planning the transition of out-of-home care to the non-government sector;</li><li>• increasing the number of Aboriginal children in care being supported by Aboriginal families;</li><li>• supporting the development of Aboriginal non-government organisations focused on looking after children in out-of-home care; and</li><li>• funding Aboriginal controlled organisations to recruit and support kinship carers, introducing an out-of-home care accreditation framework.</li></ul>
Response to the Royal Commission into Institutional Responses to Child Sexual Abuse	<p>The Northern Territory Government, as a member of the Council of Australian Governments, has committed to responding to the recommendations in the final report of the Royal Commission into Institutional Responses to Child Sexual Abuse by June 2018.</p> <p>The Royal Commission into Institutional Responses to Child Sexual Abuse made 22 recommendations relating to out-of-home care.</p>



## 3. Improving Youth Justice

### 3.1 Police and Young People

*The community is safer through Police working effectively and engaging with young people, and focusing on practices that prevent offending.*

The Royal Commission found that police are integral to a well-functioning, effective youth justice system and that the interactions between police and young people are pivotal to determining a young person's future. The Royal Commission found that the training provided to police in working with young people was insufficient and that the culture and arrest practice of police was impacted by pressure for a 'tough on crime' approach, and young people were held in the watch house for unreasonably long periods of time.

The Royal Commission recommended that the Northern Territory establish a specialised police youth division based on the New Zealand model and improve the training provided. The Royal Commission also recommended the Commissioner for Police reissue directives relating to responses to young people and introduce changes to arrest practices and the treatment of children in the watch house.

#### *Work So Far*

In 2017, NT Police, Fire and Emergency Services created 18 new roles directly targeted at youth and related issues including diversion, engagement and investigations.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Arrest and Police Custody	<p>NT Police has commenced a review of youth operations that aims to improve the organisational, legislative, policy and training structures and develop platforms that directly guide and influence police operations and interactions with young people and their communities.</p> <p>This work includes a review of General Orders to ensure police practice aligns with the Royal Commission recommendations.</p>	25.02 25.03 25.06	Phase 2
Custody Notification	<p>The establishment and funding of a Custody Notification Service (CNS) for Aboriginal people is a pre-existing Commonwealth and Northern Territory Government commitment. The CNS requires police to notify a lawyer from an appropriate legal service as soon as a child or young person is brought into custody in the Northern Territory.</p> <p>The Northern Territory Government is committed to providing ongoing funding for the CNS after the initial three year funding commitment from the Commonwealth Government expires, provided the model is feasible for the Northern Territory.</p>	25.04 25.33	Phase 1
Police Diversion	<p>Northern Territory Police, Fire and Emergency Services is developing a Youth Justice and Engagement Action Plan to promote partnerships with the community to deliver improved outcomes for at risk young people and their families to ensure a safe and resilient Northern Territory.</p> <p>The proposed outcomes of the Action Plan are:</p> <ol style="list-style-type: none"> <li>1. Informed and contemporary workplace culture and practice;</li> <li>2. Enabling community partnerships and connectedness;</li> <li>3. Delivering appropriate and timely interventions – early and sustainable exits;</li> <li>4. Diversion – continuation and expansion of restorative justice conferencing.</li> </ol> <p>Underpinning the Action Plan is a review of the current police youth justice and engagement services and the provision of contemporary youth justice and domestic and family violence awareness training to all Police Officers.</p>	25.08 25.10 25.12	Phase 1
Youth Policing	<p>The Northern Territory Government recognises the benefit of NT Police engaging and working with young people, their families and their communities to promote pro-social behaviours and divert youth at risk of offending. NT Police can also play an important role in sustaining positive change following youth justice interventions.</p> <p>The Northern Territory Government will review the current delivery of police youth justice and engagement services and investigate the establishment of a Police Youth Division to manage police services for young people who offend, are at risk of offending, or may be in need of care and protection. Regardless of the structure deployed, NT Police will introduce the required reforms to ensure Police work effectively and constructively with young people supported by targeted training, development and specialisation.</p> <p>The Northern Territory Government will investigate, with reference to other proposed youth justice system reforms, the possible establishment of Community Youth Teams (CYTs) to coordinate cross agency youth justice responses to young offenders at a local level. A CYT comprises frontline staff from Northern Territory Police Fire and Emergency Services and other key stakeholders in identified communities. The role of a CYT is to lead the development and implementation of community action plans to better engage the community and strengthen community safety.</p>	25.01 25.07 25.18 25.20	Phase 1 Phase 2



### Related Initiatives

INITIATIVE	DESCRIPTION
Territory Intelligence Coordination Centre	<p>The Northern Territory Government established the Territory Intelligence Coordination Centre (TICC) to ensure a holistic analysis of trends in crime and to enable the development and implementation of long term, coordinated responses.</p> <p>Through the TICC, representatives from several Northern Territory Government agencies including Territory Families, Housing and Community Development, and Education are co-located to support a collaborative and early intervention approach to tackling crime and anti-social behaviour.</p>





## 3. Improving Youth Justice

### 3.2 Keeping Children out of Detention

*Children and young people who offend or are at risk of offending are provided evidence-based interventions that stop continued offending before they end up in detention.*

The Royal Commission emphasised the need to divert young people away from the youth justice system and keep them out of detention. The Royal Commission found that the procedures and requirements for diversion were overly restrictive and adequate services for young people on bail were not available.

The Royal Commission recommended that the age of criminal responsibility be raised to twelve, that young people under fourteen years should not be placed in detention except where convicted of a serious, violent crime and presenting a serious risk to the community, and that restrictions on diversion be lifted and programs strengthened. The Royal Commission also recommended an expansion of bail support services.

#### Work So Far

The Department of the Attorney-General and Justice funded Victims of Crime NT to deliver a 12 month pilot program to support victims to participate in and benefit from restorative justice conferencing.

In February 2017, the Northern Territory Government announced an \$18.28 million Investment in Youth Diversion for Better Youth Justice Outcomes aimed at preventing and 'breaking the cycle' of youth crime, including bail support services, youth outreach workers and improved diversion programs.

The Northern Territory Government has delivered youth programs and activities to support vulnerable young people in Palmerston through the Youth Services Innovation Grants. This provided a range of activities delivered in partnership with key stakeholders within the Palmerston community to improve after hours and school holiday activity options for young people. This program will continue to be strengthened in Palmerston through the coordination and ongoing collaboration of local services.

In early 2018, Senior Youth Outreach and Re-engagement Officers took on statutory responsibility for young people on community conditions. The Senior Youth Outreach and Re-engagement Officers provide case management support to young people in detention and will become a critical component in ensuring the smooth transition of young people from detention to community in both Darwin and Alice Springs, but also across the Northern Territory as young people return to community.

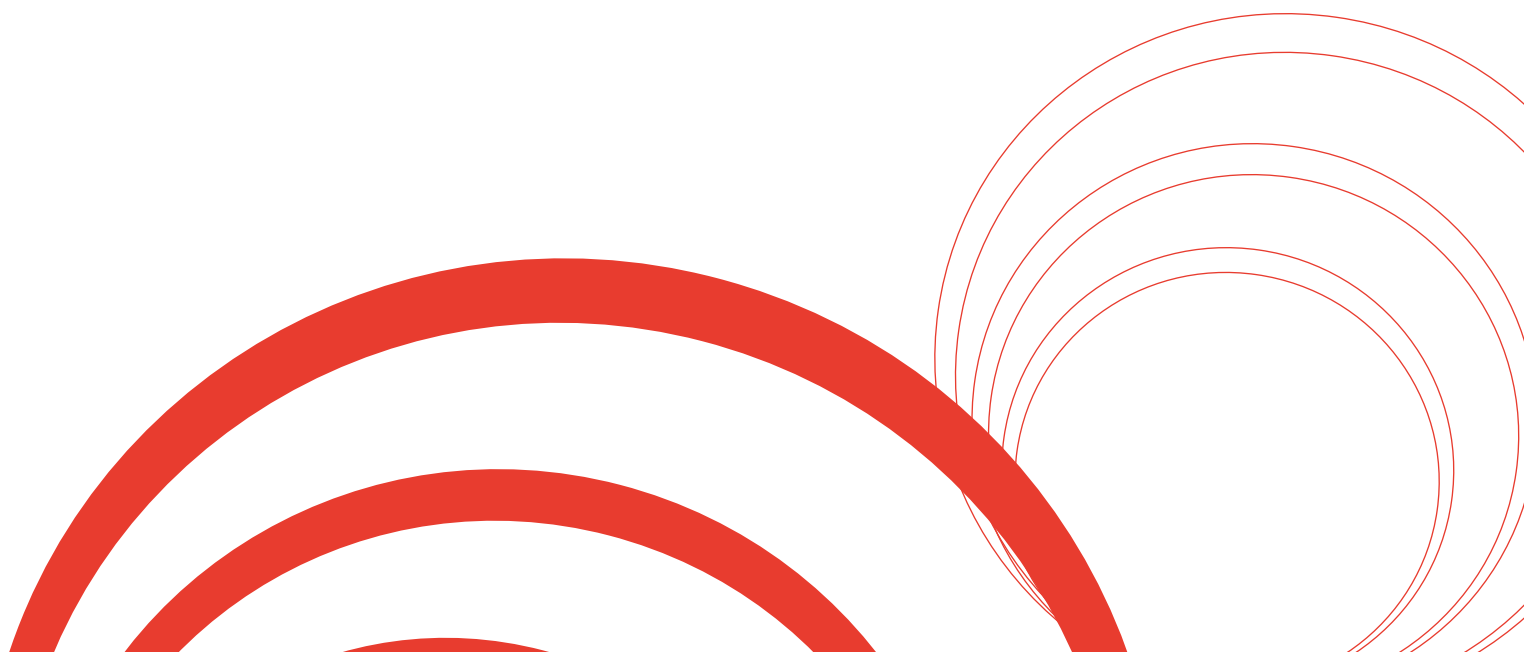


### Initiatives Identified in Response to the Royal Commission

INITIATIVE	DESCRIPTION	RECS	PHASE
Regional Youth Grants Program and Regional Youth Programs Coordinators	The Northern Territory Government is investing \$12.9 million over four years from 2018-19 to provide programs to young people, including after hours and school holiday activities, targeted at addressing the needs of at risk and vulnerable youth across the Northern Territory, and establishing three new Regional Youth Programs Coordinators in Darwin/Northern Suburbs, Katherine and Tennant Creek.		Phase 1
Bail and Bail Support	<p>The Northern Territory Government will allocate an additional \$518,000 per annum from 2018-19 to expand existing bail services to include programs for young women in Darwin and young people with high risk complex needs. Potential future expansion into the Katherine, Tennant Creek and Nhulunbuy regions will be considered after the Darwin and Alice Springs programs have been evaluated and evidence provided of what works in the Northern Territory. The Northern Territory Government will amend the <i>Bail Act</i> to clarify when a young person should not be denied bail and matters to be considered when granting bail or imposing conditions.</p>	<p>25.15 25.16 25.19 25.21 25.22</p>	<p>Phase 1 Phase 2</p>
Electronic monitoring	<p>The Northern Territory Government is providing an additional \$506,000 per annum from 2018-19 to continue electronic monitoring of young people on bail. This funding is provided in recognition that the decision to impose electronic monitoring conditions for a young person is a decision of a court based on an assessment of risk.</p> <p>At the same time, concerns that electronic monitoring could stigmatise young people in some circumstances have prompted an exploration of programmatic responses that do not require electronic monitoring.</p>	25.17	Phase 1
Court Diversion and Restorative Justice Conferencing	<p>The Northern Territory Government will expand Restorative Youth Justice Conferencing by 100 conferences per annum to increase its availability, efficacy and suitability across the Northern Territory, including for remote areas where suitable. This expansion will include:</p> <ul style="list-style-type: none"> <li>improved coordination of family and community participation;</li> <li>partnership with Aboriginal controlled organisations; and</li> <li>increased participation of Aboriginal language interpreters to ensure conferencing is conducted or explained in the first language of the young person and the victim.</li> </ul> <p>The Northern Territory Government is providing an additional \$250,000 per annum from 2018-19 to enable Victims of Crime NT to continue supporting victims involved in restorative justice processes with young people. Restorative Justice Conferencing provides opportunities for victims to have a voice, to be a part of the process of deciding how the young person could make up for their behaviour, and helps them to address their fears and concerns.</p> <p>The Northern Territory Government will work with young people, families and communities to support their full participation in decisions that affect them by ensuring the effective communication and understanding of information about pre-sentencing reports and about local non-custodial sentencing options for children and young people. The findings from consultation surrounding this process will be considered in the legislative reform work.</p> <p>The Northern Territory Government will continue to develop a collaborative and coordinated youth diversion framework in consultation with the community sector including Aboriginal medical and legal assistance organisations.</p>	<p>25.09 25.11 25.13 25.14 25.39 25.40 25.42</p>	<p>Phase 1 Phase 2</p>

### Related Initiatives

INITIATIVE	DESCRIPTION
Bail Support Services	<p>In 2017, the Northern Territory Government provided \$4.86 million per annum from 2017-18 for the delivery of bail support services, including:</p> <ul style="list-style-type: none"> <li><i>Bail support accommodation in Darwin and Alice Springs</i> – to reduce the number of young people remanded in police watch houses or youth detention centres. Common reasons for young people being remanded in custody include a lack of suitable accommodation for bail purposes, difficulties locating responsible adults to support young people on bail and a lack of access to support services and programs. The accommodation service for young females in Alice Springs operated by Alice Springs Youth Accommodation and Support Services (ASYASS) will also continue to be funded.</li> <li><i>Bail supervision</i> – will be in place 24/7 within the bail support accommodation, as a collaborative effort between Youth Outreach and Re-engagement Officers (YOREOs) and Saltbush Social Enterprises. Bail supervision includes transport to ensure that children get to court, school, medical and therapeutic appointments and other services that will help them meet their bail conditions and case management plan.</li> <li><i>Bail support line</i> – 1800 BAILED will receive referrals from the Northern Territory Courts, Northern Territory Police, legal service providers and/or young people when conditional bail is being considered. The line will run 24/7, year round (including public holidays).</li> </ul> <p>Following a competitive process, these services are being provided by Saltbush Social Enterprises.</p>
Youth Outreach and Re engagement	<p>In 2017, the Northern Territory Government introduced the Youth Outreach Re-Engagement Teams across Darwin, Alice Springs, Nhulunbuy, Katherine and Tennant Creek. The outreach officers work with young people and their families, other government agencies and local community sector services to support young people seen to be at risk of offending. Their aim is to connect these young Territorians to relevant education, training, counselling and medical services so they can make positive life choices and contribute to their local community.</p>
Youth Services Framework	<p>The Northern Territory Government is developing a regionalised Youth Services Framework to guide future investment in youth activities and programs, and improve the way youth programs and activities are provided in the Northern Territory, with an emphasis on engagement with those at-risk, particularly focusing on improving after hours' services for young people in Alice Springs and Tennant Creek.</p>





## 3. Improving Youth Justice

### 3.3 Youth Detention that Works

*Young people in detention are housed in secure, therapeutic facilities that support their rehabilitation and receive the help, guidance and structure necessary to stop future offending.*

The Royal Commission found that the youth detention system in the NT failed on multiple levels and young people in detention in the Northern Territory were kept in very poor conditions. The Royal Commission found that the system in some cases exacerbated the problems the children and young people faced.

The Royal Commission recommended a broad improvement program for youth detention that included changes to policy and practice in the restraint and isolation of young people, better assessment of the needs of young people, equitable access to programs and amenities for girls, better record keeping and capacity development for staff working within detention.

The Royal Commission found that the current and former youth detention facilities in the Northern Territory were not fit for accommodating young people; they were outdated and harsh, and did not provide necessary space, facilities or outdoor areas. The Royal Commission found that the design of the facilities jeopardised security and the safety, health and wellbeing of young people.

The Royal Commission recommended a program of works to improve the existing infrastructure while the Northern Territory designed, constructed and implemented a new model of secure accommodation based on international best practice.

#### Work So Far

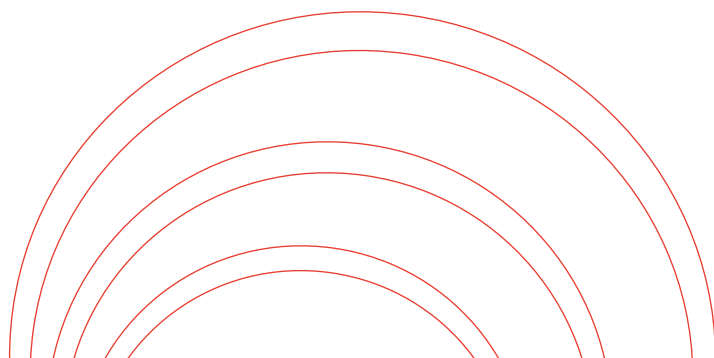
Since 2016, Territory Families has improved the culture of detention and capacity of youth justice officers through targeted recruitment and new training packages in child development and therapeutic care. The Northern Territory has also effectively prohibited the use of specific restraints in youth detention and engaged Aboriginal medical services to improve the health and wellbeing of young people in detention.

In November 2017 Territory Families introduced a Girl's Engagement Officer to the Don Dale Youth Detention Centre. This position is responsible for monitoring female young persons' access to education, training, recreation, health, external leave of absences and facilities.

Since 2016, the detainee classifications system has been abolished. All young people are now managed utilising a Young Person Support Plan. The plan is a proactive strategy for youth justice staff to follow, developed in response to the day to day interactions with the young person and their identified support needs while in detention. The plan also addresses the associated safety risks for the young person and the requirement to maintain a safe and secure environment for all staff and young people in detention.

Other improvements include the expansion of programs available to young people in detention. Including:

- Step Up Youth Violence Program – a psycho-educational program appropriate for young people on remand or short orders, as well as young people who are serving a sentence who have been involved in violent behaviour. The program provides participants with opportunities to examine situations, thoughts and behaviours that have led to violent behaviour and to develop and practise strategies to deal with these issues in a pro-social manner;
- The Balanced Choice Program - targeted at young people looking to improve their self-regulation through exercise programs, for example yoga;
- The Hoops Program - a therapeutic recreational program promoting healthy lifestyle messages to youth using basketball as the tool of engagement. Danila Dilba Health Services facilitates this program;
- Serving Thyme cooking program - facilitated by volunteers from Northern Territory Aboriginal Justice Agency (NAAJA) and the Courts to facilitate building relationships with youth and their legal support.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Case Management and Procedures	<p>The Northern Territory Government understands the importance of responding to young people in detention in a manner appropriate for their age, level of maturity and needs, with a key focus on trauma-informed care. The Northern Territory Government is investing \$22.9 million over five years from 2017-18 to implement a Youth Justice Model of Care Framework to ensure the Northern Territory youth justice system provides quality care, supervision and guidance for all young people in detention.</p> <p>The Framework aims to create a well-trained, multidisciplinary and flexible workforce able to transition between roles and deliver contemporary best practice across the youth justice workforce by:</p> <ul style="list-style-type: none"> <li>improving staffing levels, qualifications and staff rosters;</li> <li>increasing opportunities for staff to participate in professional development, including Certificate IV and leadership courses.</li> </ul> <p>The focus of the Framework is to support the youth justice workforce to provide:</p> <ul style="list-style-type: none"> <li>enhanced family contact;</li> <li>appropriate programs and services for girls in detention;</li> <li>high quality case management;</li> <li>exit planning; and</li> <li>through care for young people leaving detention.</li> </ul> <p>This investment in the youth justice workforce also includes ongoing funding for the Aboriginal Cultural and Wellbeing Grants program which funds Aboriginal organisations to support young Aboriginal people in detention.</p> <p>As part of the review into Police Standing Orders, Northern Territory Police, Fire and Emergency Services will ensure that police responses to young people in detention who may be involved in a criminal offence are trauma-informed and age appropriate.</p>	11.01 11.02 11.06 19.01 22.01	Phase 1 Phase 2
Girls in Youth Detention	<p>The Northern Territory Government recognises the importance of rostering female youth justice officers, and will work to recruit female youth workers and improve responses and programs for girls in detention as a focus of the Youth Justice Model of Care Framework.</p>	17.01 17.02 17.03 17.04	Phase 1
Record Keeping and Surveillance	<p>Territory Families will develop an Information and Document Retention Policy to ensure all information and records regarding youth detention matters meet the relevant legal requirements and are stored appropriately.</p> <p>The Northern Territory Government will improve audio and video surveillance systems in youth detention to ensure that all interactions between staff and young people are recorded and stored appropriately.</p> <p>This course will be pursued in preference to the use of body-worn cameras on youth justice staff which could work counter to building constructive relationships between staff and young people.</p>	21.01 21.02 21.03 21.04 21.05	Phase 1 Phase 2

*Initiatives Identified in Response to the Royal Commission (cont.)*

INITIATIVE	DESCRIPTION	RECS	PHASE
Searches, Separation and Restraint	<p>The Northern Territory introduced amendments to the <i>Youth Justice Act</i> to the Legislative Assembly on 21 March 2018. These amendments give effect to the Royal Commission recommendations regarding use of force, restraints and other mechanisms relevant to youth in detention.</p> <p>The Bill aims to:</p> <ul style="list-style-type: none"> <li>• safeguard the rights of children in detention by clearly defining and limiting the circumstances when applying the use of force and when using restraints;</li> <li>• prohibit the use of strip searches unless under certain circumstances and outlining the procedure to follow when authorised; and</li> <li>• prohibit certain actions and ensure that separation of a detainee only occurs under certain circumstances and subject to safeguards to ensure their wellbeing.</li> </ul>	10.01 13.01 13.02 13.03 13.04 13.05 13.06 13.07 13.09 14.01	Phase 1
Staffing and Training	<p>The Northern Territory Government's investment in the Youth Justice Reforms is supporting the Australian Childhood Foundation, in partnership with Territory Families, to design a course which will provide the foundation skills and knowledge required to complete Certificate IV for Youth Justice Officers. The topics covered include:</p> <ul style="list-style-type: none"> <li>• Trauma informed practice</li> <li>• Recognising stages of lifespan development</li> <li>• Providing supervision in the community and in a secure system</li> <li>• Supporting the progress and development of young people</li> <li>• Supporting Aboriginal and/or Torres Strait Islander young people in the youth justice system</li> <li>• Preparing young people for reintegration</li> <li>• Undertaking outreach work</li> <li>• Supporting young people in crisis and assessing, and respond to individuals at risk of suicide</li> <li>• Working effectively with young people and their families</li> <li>• Responding effectively to behaviours of concern</li> </ul> <p>From July 2018, it will be a requirement for youth justice staff to upgrade to the Certificate IV qualification.</p>	15.03 20.01 20.02 20.03 20.04 20.05 20.06 20.07 20.08 20.09 23.01 23.02	Phase 1 Phase 2
Transfer to Adult Facilities	<p>The NT Government takes its responsibility for the care of young people in detention very seriously and repealed Section 154 of the <i>Youth Justice Act</i> through the <i>Youth Justice Legislation Amendment Act 2017</i>, No 19 to no longer allow the temporary accommodation of youth detainees in custodial correctional facilities. The safeguards proposed in recommendations 11.07 and 11.08 are no longer necessary.</p> <p>Further legislative changes to limit the length an adult facility can be declared a youth detention centre will be progressed through the development of a single Act that will support a more responsive and child centred approach to child protection and youth justice.</p>	11.07 11.08 11.09	Phase 1 Phase 2



*Initiatives Identified in Response to the Royal Commission (cont.)*

INITIATIVE	DESCRIPTION	RECS	PHASE
Youth Detention Infrastructure	<p>The Northern Territory Government is investing \$71.4 million over four years from 2017-18 to develop a new Youth Justice Facility in Darwin to close and replace the Don Dale Youth Detention Centre.</p> <p>The facilities and practices will be based on contemporary restorative approaches to youth justice and will be developed in consultation with young people, the community sector, and Aboriginal leaders.</p> <p>The Northern Territory Government will progress negotiations with Desert Knowledge Australia in relation to the design and funding approach for the Youth Justice Facility in Alice Springs.</p> <p>In the design of new facilities, the Northern Territory Government will investigate the potential use of fixed body scanners.</p> <p>While the new facilities are being designed and built, the Northern Territory will continue its program of Fix and Make Safe in the Don Dale and Alice Springs Centres to improve the security and amenities of the existing facilities as outlined below.</p>	10.02 13.08 28.01 28.02	Phase 1 Phase 3

*Related Initiatives*

INITIATIVE	DESCRIPTION
Fix and Make Safe in Youth Detention	The NT Government has been implementing a program to fix and make safe the current youth detention centres that included significant investment in the facilities to improve safety, hygiene, comfort and access to education programs. The program has enabled necessary upgrades to the Don Dale and Alice Springs Youth Detention Centres.
Improved Training for Youth Justice Staff	<p>In December 2017 the Northern Territory Government introduced a new induction process for youth justice and care and protection workers. This new induction program introduces new recruits to the role and responsibilities of Territory Families, underscores the Department's core values and principles including putting children and families at the centre, and provides relevant, consistent information to enable new staff to integrate confidently and safely into their new role.</p> <p>The Northern Territory Government has also introduced specific training for youth justice officers on trauma-informed care and suicide prevention.</p>



## 4. Strengthening Governance and Systems

### 4.1 Advocacy, Accountability and Quality Improvement

*Organisations and Departments working with families are accountable for ensuring that the services they provide reflect, or are on a monitored pathway towards best practice and are achieving desired outcomes.*

The Royal Commission found that there was not sufficient oversight of the care and protection and youth justice systems and that complaints processes were not advertised or effectively used.

The Royal Commission recommended that the complaints processes employed in youth justice and care and protection be improved. The Royal Commission also recommended the establishment of a Commission for Children and Young People with significantly expanded powers that include monitoring, advocacy and inspection.

#### *Work So Far*

The Northern Territory Government committed to increase independent support for young people in detention in 2016 by funding Danila Dilba Health Services and Central Australian Aboriginal Congress to support their health and wellbeing.



*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Commission for Children and Young People	<p>The Northern Territory Government will implement the intent and direction of all recommendations relating to the Commission for Children and Young People over three stages.</p> <p>Stage 1 – commencing 1 July 2018 the Northern Territory Government will increase the operational budget of Office of the Children's Commissioner by \$580,000 per annum. This additional funding is to increase the Commissioner's capacity to monitor and audit the youth justice and child protection systems, and inspect detention facilities and out-of-home care facilities.</p> <p>Stage 2 – funding of \$100,000 in 2018-19 has been allocated to conduct consultations on the final design and responsibilities of the Commission for Children and Young People consistent with the powers outlined in the Royal Commission recommendations and best practice.</p> <p>Stage 3 – Following the consultation, design and costing process the Northern Territory Government will establish the new Commission for Children and Young People and develop the appropriate legislation to embed the agreed functions and powers.</p>	22.02 22.03 22.04 37.04 37.07 37.08 37.09 37.10 40.01 40.02 40.03 40.04 40.05 40.06 40.07 43.03	Phase 1 Phase 2
Increased Accountability	The Northern Territory Government will introduce legislative amendments to introduce a test of recklessness in the consideration of immunity.	22.06	Phase 2
Managing Complaints	<p>The Northern Territory Government will strengthen the process and systems to receive and act on complaints from carers, clients and families. This includes amending the <i>Care and Protection of Children Act</i> (or incorporating relevant provisions into a single Act) to give the Northern Territory Civil and Administrative Tribunal jurisdiction for reviewing decisions made by Territory Families about foster and kinship carers or applicants seeking to become carers.</p>	33.07 37.03 37.06	Phase 1 Phase 2

*Related Initiatives*

INITIATIVE	DESCRIPTION
Ministerial Advisory Council	<p>The Northern Territory Government is working to establish a Ministerial Advisory Council or equivalent body to provide specific advice on improving outcomes for children in the Northern Territory.</p> <p>The Ministerial advisory body will provide regular advice on the progress of actions under Northern Territory Government plans affecting children including the Early Childhood Development Plan, the Child and Adolescent Health and Wellbeing Plan, the Child Safety and Wellbeing Framework, and the Domestic, Family and Sexual Violence Reduction framework. It will comprise members with relevant expertise from the community, Aboriginal organisations, the non-government sector, and Local and NT governments. Members will be appointed by the Minister for Children and have expert knowledge of the policies and services that enhance the health, wellbeing and safety of children.</p>
Independent Commissioner against Corruption	<p>The Northern Territory Government will establish a Northern Territory Independent Commissioner against Corruption (ICAC) in 2018 to strengthen transparency and accountability across government.</p> <p>The ICAC is a specialist investigator with a focus on government corruption. It investigates certain kinds of criminal offences that relate to government corruption, but also can investigate serious breaches of public trust that are not technically offences. In addition to the kinds of powers police have, the ICAC has powers to enter government premises without warrants, and to compel any person to attend and give evidence. The ICAC will also administer a whistle-blower protection scheme which will allow it to protect important sources of information.</p>

## 4. Strengthening Governance and Systems

### 4.2 Managing and Sharing Information

*Best practice care and support for children, young people and families at risk of involvement, or in the child protection and youth justice systems is enabled and underpinned by contemporary information management approaches and systems.*

The Royal Commission found that the outcomes for children in care and protection and youth justice were sometimes compromised through poor information management and failures to share information. The Royal Commission also found that the Northern Territory was not compliant with national reporting requirements and did not monitor key performance measures.

The Royal Commission recommended that the Northern Territory Government implement changes to information management systems and processes to facilitate accurate and useful information retention and sharing. The Royal Commission also recommended that the Northern Territory improve its performance reporting and monitoring relating to youth justice and child protection.

#### **Work So Far**

Territory Families is working with the Department of Corporate and Information Services to scope a new information system for child protection and youth justice. The scope of the system includes a data-brokerage layer to enable operations data sharing across all human services agencies. This will also inform approaches to improving early childhood development.





*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Information Management and Sharing	<p>The Northern Territory Government will invest \$66.9 million over five years from 2017-18 to develop and implement a new client information system and data brokerage service for child protection and youth justice. The Client Management System Alignment (CMSA) will deliver an enhanced replacement to the current Community Care Information System (CCIS) and provide cross-Government data integration.</p> <p>The new system will record the additional information outlined in the recommendations and facilitate operational information sharing and exchange between youth justice and child protection.</p> <p>The new data brokerage service will introduce a secure environment for agencies working with children and families experiencing vulnerability to access relevant and timely information about the children and families with whom they work.</p> <p>The Northern Territory Government will introduce appropriate policies and procedures for sharing information between providers working with children and young people in care and youth detention.</p>	16.01 34.12 35.07 41.05	Phase 3

*Related Initiatives*

INITIATIVE	DESCRIPTION
Police Data system replacement	<p>The Northern Territory Government is replacing the Police Real-time Online Management Information System (PROMIS) with a new system to improve the delivery of law enforcement and emergency service to the community.</p> <p>The new system will be developed over 4 years and will enable police to capture information in the field without returning to base and improve connections and information sharing with other systems in the criminal justice system.</p>
Core Clinical Systems Renewal Program	<p>In May 2017, the Core Clinical Systems Renewal Program (CCSRP) was funded by the Northern Territory Government in May 2017 for \$259 million over five years. The CCSRP will create a jurisdiction-wide single integrated client-centric health electronic record system for NT Health.</p> <p>The program goal is to improve client outcomes by providing a contemporary system that works best for NT Health staff and transitions hospitals from paper to digital electronic health records.</p>

## 4. Strengthening Governance and Systems

### 4.3 Community-Led Responses

*Local communities and Aboriginal controlled organisations have a central role in designing and delivering services, particularly in remote communities.*

The Royal Commission found that although Aboriginal people were overrepresented in the youth justice and child protection systems, there was a lack of Aboriginal participation and absence of avenues through which participation could occur. The Royal Commission found that community engagement was crucial to resolving issues in care and protection and youth justice.

The Royal Commission recommended that the Northern Territory and Commonwealth communicate the outcomes of the Royal Commission and commit to place-based implementation and engagement with Aboriginal community representatives. The Royal Commission also recommended that communities be more involved and resourced to participate in the youth justice system.

#### Work So Far

In 2016, the Northern Territory Government committed to local decision making (LDM) and local control of services. The Northern Territory has engaged with local communities and developed a framework for local decision making. The Northern Territory has also significantly expanded the Regional Network to provide local and regional coordination of government services.

A Framework addressing policy, operational guidelines, and tools and templates, is currently under development, with expected completion in May 2018. The Department of the Chief Minister is coordinating across agencies to identify existing initiatives aligned to LDM and any potential early LDM sites. Community engagement is occurring with key Aboriginal organisations and government agencies across the Northern Territory to inform communities of their options for Local Decision Making and to determine their aspirations. These engagement activities include: alternative justice reform proposals for Ramingining homelands; housing, schooling, land tenure and local governance options are being explored for Groote Eylandt with the Anindilyakwa Land Council; and, transfer of Safe house operation at Wadeye to a local Aboriginal Corporation.

In late 2017 the first public round of Remote Aboriginal Development Fund grants was held, which included both an economic development and community capacity building/governance stream. Although initially \$1 million was allocated, due to demand and the quality of the applications, \$1.7 million in total was awarded with 43 grant applications and strategic initiatives supported across the Northern Territory.

*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Community-Led Responses	<p>A strong principle outlined in the Royal Commission report is for increased engagement and involvement of Aboriginal people and communities.</p> <p>The Northern Territory Government is allocating \$4.9 million over four years commencing 2018-19 to establish a Regional Executive Director position and up to 5 Regional Managers to facilitate local decision making and community control in Government and Government funded service provision. These positions will also facilitate operational coordination of services in partnership with Aboriginal controlled organisations.</p> <p>The Northern Territory Government is also allocating \$1 million per annum from 2018-19 for grants to Aboriginal Community Controlled Organisations who are successful in their application for funding to support coordination and capacity development. The purpose of the grants is to build stronger, sustainable communities by supporting governance and leadership activities, building technical knowledge and skills, and strategic and organisational planning.</p> <p>Northern Territory Government, through the Local Decision Making Framework will engage with local communities about the outcomes of the Royal Commission and the approach to the planned reforms, and will work with communities on local actions arising from this Implementation Plan.</p>	<p>1.01</p> <p>7.01</p> <p>7.02</p> <p>7.03</p>	Phase 1

*Related Initiatives*

INITIATIVE	DESCRIPTION
Aboriginal Justice Agreements	The Northern Territory Government has committed to establishing an Aboriginal Justice Agreement that reflects the justice goals of the Aboriginal people of the Northern Territory and improves criminal and social justice outcomes. The Aboriginal Justice Agreement is being developed through extensive consultation with all stakeholders across the Northern Territory
Local Decision Making	The Northern Territory Government supports Aboriginal self-determination and introduced Local Decision Making (LDM) as a 10 year plan to transfer power back to Aboriginal communities wherever possible. LDM is based on the principle that Aboriginal empowerment and decision making will provide better solutions going forward, leading to self-determination and Aboriginal communities determining their social and economic future.
Treaties to support Aboriginal self-determination	The Northern Territory Government, in partnership with key Aboriginal stakeholders is progressing the development of a Treaty to support Aboriginal self-determination and as a mechanism to underpin key policies such as Local Decision Making.

## 4. Strengthening Governance and Systems

### 4.4 Evidence-Based Practice

*Service models and practices are underpinned by research and evidence, and supported by comprehensive planning, monitoring and evaluation.*

The Royal Commission found that the Northern Territory and Commonwealth governments did not rigorously track, monitor or evaluate investment in the Northern Territory. The Royal Commission also found that there was little proper assessment of need.

The Royal Commission recommended that the Northern Territory commit to a public health approach and introduce outcomes monitoring for children and families involved in the child protection and youth justice systems in partnership with national analytical agencies, and include evaluation as a mandatory component of program design. The Royal Commission also recommended the Northern Territory establish an early support research unit and commission prevalence, needs and service mapping studies across the Northern Territory.

#### **Work So Far**

The Northern Territory Government has worked with the Menzies School of Health Research to build research capacity to address key policy challenges in the Northern Territory through the NTG/Menzies Child and Youth Development Partnership. The Royal Commission acknowledged the research from this partnership in the final report.





*Initiatives Identified in Response to the Royal Commission*

INITIATIVE	DESCRIPTION	RECS	PHASE
Embedding Evaluation	<p>From 2020-21 the Northern Territory Government will allocate \$500 000 per annum to support a program of independent evaluations for services and programs developed in response to the findings of the Royal Commission. The outcomes of the evaluations will be used to build an evidence base to continue or change the delivery of services.</p> <p>The Northern Territory Government will continue to negotiate with the Commonwealth to establish an Australian Early Support Research Directorate to build an Australian evidence base and to implement a national approach to the development, implementation and evaluation of child and family support programs.</p>	24.02 43.01 43.02	Phase 3
Reporting and Monitoring	<p>The Northern Territory Government will introduce additional data collection and reporting mechanisms to improve monitoring and reporting of children and families experiencing vulnerability. New measures will include:</p> <ul style="list-style-type: none"> <li>• Aboriginal deaths in custody</li> <li>• Outcomes of reunification</li> <li>• Outcomes after transition from out-of-home care</li> <li>• Diversion referrals and outcomes; and</li> <li>• Youth recidivism.</li> </ul> <p>The new data will bring the Northern Territory into compliance with the National Minimum Data Sets for Juvenile Justice and Child Protection.</p>	25.05 33.03 33.25 41.01 41.02 41.03 41.04	Phase 1 Phase 2
Research	<p>The Northern Territory Government will allocate up to \$750 000 in 2018-19 and in 2019-20 to commission further research in the Northern Territory to:</p> <ul style="list-style-type: none"> <li>• carry out prevalence, needs, service mapping and service referral studies to gather information about the needs of children, families and subpopulations, and what services are currently available to meet those needs;</li> <li>• understand the characteristics and needs of children and young people who have been in both out-of-home care and detention; and</li> <li>• develop a tool appropriate for usage in the Northern Territory to identify young people for whom intensive support and intervention would be successful in avoiding involvement in the criminal justice system.</li> </ul> <p>The outcome of this research will inform implementation of the reforms associated with the Royal Commission, and the implementation of initiatives identified under the Early Childhood Development Plan.</p>	35.01 35.04 39.01	Phase 2

### Related Initiatives

INITIATIVE	DESCRIPTION
CDU Menzies Partnership	<p>The Northern Territory Government and Charles Darwin University (CDU) partnership was established in 2003 to ensure the Northern Territory has its own tertiary institution with a resident teaching and research capacity, and to build the knowledge and evidence in the Northern Territory.</p> <p>The third Partnership Agreement continues the strong and productive relationship and aims to support:</p> <ul style="list-style-type: none"> <li>• building relationships, developing mutually-beneficial initiatives, and identifying potential collaborations;</li> <li>• opportunities for the parties to meet, exchange ideas, and set collaborative goals;</li> <li>• effective community engagement;</li> <li>• clear, effective and frequent engagement and communication.</li> </ul> <p>As a Partner, CDU will play an important role in assisting the Northern Territory Government to develop relevant research programs aimed at supporting implementation of the reform agenda arising from the Royal Commission as well as relevant child and family service delivery (from universal to tertiary). This research will provide a sound basis for the Northern Territory Government to develop evidence based policies and practices and to continue to build on the outcomes identified through evaluation and monitoring mechanisms.</p>
SA NT DataLink	<p>SA NT DataLink is part of an Australian wide national data linkage network - the Population Health Research Network (PHRN).</p> <p>The establishment of SA NT DataLink in 2009 as a collaboration between the Northern Territory and South Australia partners supports important population based data linkage research to inform many areas of policy and service development within South Australia and the Northern Territory and nationwide.</p> <p>Providing access to accurate and unbiased information held by Government agencies and other organisations that can better inform research, policies and practices is central to the role of SA NT DataLink.</p> <p>Research using de-identified data for large or entire populations is much more inclusive, representative and unbiased, and also more cost effective and efficient than conventional studies based on sampling.</p>

## 4. Strengthening Governance and Systems

### 4.5 Coordinated Effort towards Better Outcomes

*Government will work in partnership with local communities and the community sector to develop and successfully implement a long-term strategy to improve outcomes for children and young people in the Northern Territory.*

The Royal Commission found that achieving the significant changes necessary would require financial and political commitment and active and coordinated engagement. The Royal Commission found that a lack of coordination between services had led to inefficiency, waste and disjointed services to families.

The Royal Commission recommended that the Northern Territory and Commonwealth Governments work together with the Non-Government sector through a Tripartite Forum and work with communities to develop a shared, generational strategy for children and families underpinned by robust evaluation and a coordinated funding framework. The Royal Commission also recommended the Northern Territory improve cross-border coordination and establish mechanisms to ensure implementation of reforms.

#### *Work So Far*

The Children and Families Standing Committee was established in November 2016 to provide advice to the Northern Territory Cabinet and its relevant sub-committees on policies and projects aimed at improving human services-related functions across the Northern Territory, including children and youth-related issues.

The Children's Sub-Committee of Cabinet (the Sub-Committee) was also established in late 2016 as part of the NT Government's commitment to place children at the heart of Government decision making. The key purpose of the Sub-Committee is to coordinate effort across government on matters relating to children and their health, wellbeing and education and to provide strategic direction to the development and implementation of the Early Childhood Development Plan.

With direction from the Chief Minister, the Children's Sub-Committee of Cabinet will drive and monitor work to improve outcomes for children, including in the implementation of the Northern Territory Government's reform agenda arising from the Royal Commission into the Protection and Detention of Children in the Northern Territory.



### Initiatives Identified in Response to the Royal Commission

INITIATIVE	DESCRIPTION	RECS	PHASE
Operational Coordination	<p>The Northern Territory Government is working with the South Australia and Western Australia Governments to improve cross-border cooperation and coordination on child protection matters.</p> <p>The provision of remote education was the subject of the 2014 Wilson Review, the findings of which are being addressed through the Indigenous Education Strategy. The Northern Territory Government will continue to work with the Commonwealth Government to improve education for Aboriginal people living in remote areas.</p>	3.01	Phase 1
Strategic Coordination	<p>The Northern Territory Government will work with the community sector and the Commonwealth Government to establish a Tripartite Forum to coordinate the development of policy and programs for children, young people and families at risk of or experiencing vulnerability.</p> <p>The Tripartite Forum will oversee the development of a 10-year Generational Strategy for Children and Families.</p> <p>The Northern Territory will also work with the Commonwealth to co-commission a joint study by the Productivity Commission of children and families funding and services in the Northern Territory and establish a joint Commonwealth-Territory Co-ordinated Funding Framework, setting policies for an agreed approach to the planning, funding and delivery of services for families and children in the Northern Territory.</p> <p>The Northern Territory Government is continuing the operations of the Children's Sub-Committee of Cabinet, Aboriginal Affairs Sub-Committee of Cabinet, Children and Families Standing Committee, Whole-of-Government Reform Management Office and the Aboriginal Affairs Bi-lateral Committee.</p>	6.01 39.02 39.05 39.07 43.05 43.06 43.07	Phase 2



*Related Initiatives*

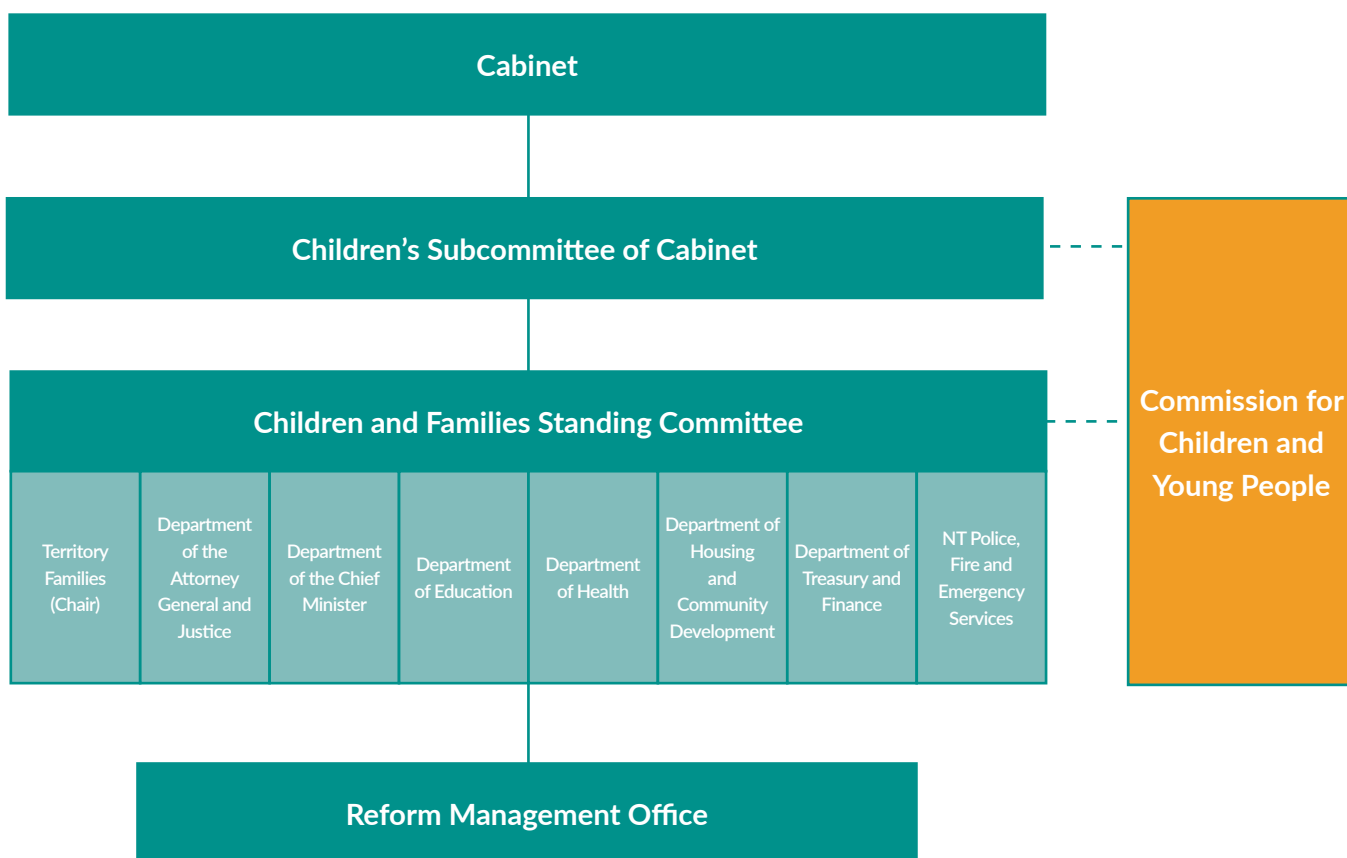
INITIATIVE	DESCRIPTION
Aboriginal Affairs Senior Officers Working Group	The Aboriginal Affairs Senior Officers Working Group has a role in testing key government policies that impact directly or indirectly on Aboriginal Territorians. This includes being a key authorising environment for policy development in relation to Local Decision Making.
National Partnership Agreement for Remote Aboriginal Investment	The National Partnership on Northern Territory Remote Aboriginal Investment is an agreement between the Commonwealth and the Northern Territory that recognises that Aboriginal people in remote and very remote communities experience significantly poorer life outcomes than the rest of the nation. The agreement provides additional support to the Northern Territory Government to take practical actions to improve the lives of Aboriginal people, and funds activities and services to improve outcomes in schooling, community safety, health and housing and to provide access to interpreter services and job opportunities for adults – complementing existing programs and funding from the Northern Territory Government.
Closing the Gap Refresh	The Northern Territory Government is contributing towards the Commonwealth's Closing the Gap refresh. The Closing the Gap refresh is focussed on identifying the social determinants of health and wellbeing for Aboriginal families and establishing additional targets at a national and jurisdictional level, including the development of targets for child protection and youth justice.
Aboriginal Affairs Sub-Committee of Cabinet	<p>The Aboriginal Affairs Sub-Committee of Cabinet is chaired by the Chief Minister and includes the Assistant Minister for Aboriginal Affairs, Aboriginal Members, Members with more than 80% Aboriginal constituency in their electorate and nine independent Aboriginal Advisors from community.</p> <p>The Aboriginal Affairs Sub-Committee guides the Northern Territory Government on key Aboriginal Affairs priorities including Local Decision Making, Treaty, Land and Sea ownership, delivering on Aboriginal Territorian aspirations, oversight of the Aboriginal Affairs Strategy and the next phase of Closing the Gap.</p>

## Ensuring Implementation

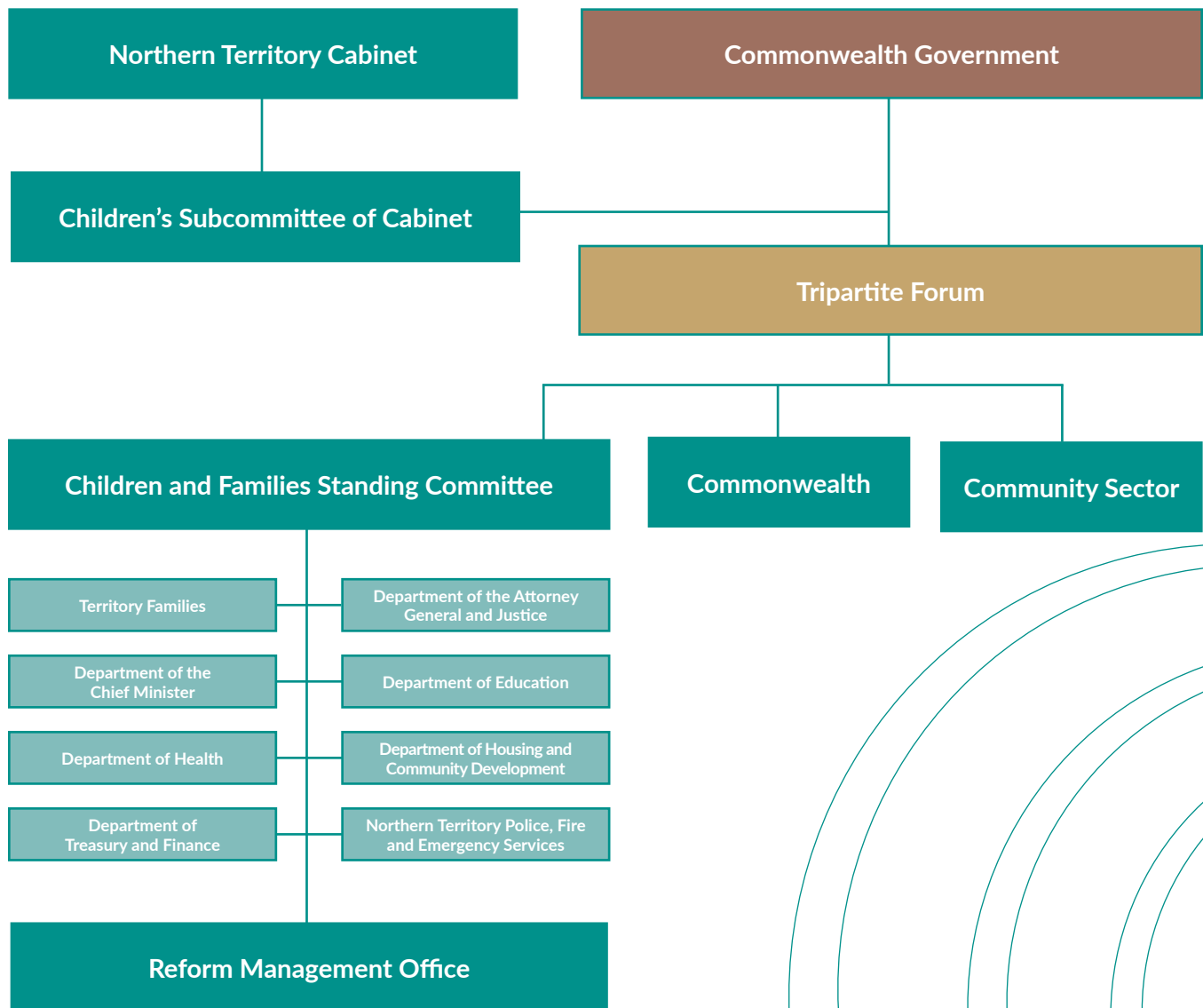
In November 2017, the Northern Territory Government established the Whole-of-Government Reform Management Office to coordinate the reform of care and protection and youth justice in the Northern Territory.

Implementation of the reform program will be governed by the Children and Families Standing Committee reporting to the Children's Sub-Committee of Cabinet. Progress will be regularly reported to the public through

the Commission for Children and Young People when established, and an annual address in Parliament as recommended by the Royal Commission. Planned, focused internal and independent monitoring will ensure timely progress on effective implementation that achieves the intended outcomes.



The Tripartite Forum recommended by the Royal Commission will be established to assist with the development of strategy, policy and programs associated with the reform agenda. The Northern Territory Government will work with the Commonwealth Government and the Community Sector including Aboriginal controlled and other non-government organisations to set up the Tripartite Forum, which will act as a key point of coordination for service planning and incorporating the views and wishes of local communities.



# Thanks and Acknowledgements

Prior to and following the release of the Royal Commission's report, the Northern Territory Government conducted extensive consultation and engagement with community sector organisations, young people and other key stakeholders including victims of crime.

The Northern Territory Government would like to acknowledge in particular input from key stakeholders including foster and kinship carers, young people who were members of the youth round table, young people in care and who have left care, victims of crime and young people in detention.

This Implementation Plan does not necessarily represent the views of all those consulted, but has been informed by invaluable input from individuals and organisations.

## The Northern Territory Government would also like to thank the following organisations and stakeholders for their input and advice over the last eighteen months:

- Aboriginal Medical Services Alliance Northern Territory
- Aboriginal Peak Organisations Northern Territory
- Akeyulerre
- Alice Outcomes
- Alice Springs Town Council
- Alice Springs Women's Shelter
- Alice Springs Youth Accommodation and Support Services
- Anglicare NT
- Anyinginyi Health Aboriginal Corporation
- Australian Centre for Child Protection
- Australian Red Cross NT
- Banyan House
- Batchelor Institute of Indigenous Tertiary Education
- BushMob Aboriginal Corporation
- CatholicCare NT
- Central Australia Health Service
- Central Australian Aboriginal Congress
- Central Australian Women's Legal Service
- Central Australian Youth Link Up Service
- Central Land Council
- Centralian Senior College Clontarf Academy
- Child Australia
- City of Darwin
- City of Palmerston
- Council for Aboriginal Alcohol Program Services
- CREATE Foundation
- Danila Dilba Health Service
- Darwin Aboriginal & Islander Women's Shelter
- Darwin Community Legal Service
- Darwin Toy Library
- Family Planning Welfare Association NT
- Foster Carers Association NT
- Gap Youth and Community Centre
- ITEC Health and Safe Pathways
- Jesuit Social Services
- Katherine Regional Aboriginal Health and Related Services
- Katherine Women's Crisis Centre
- Katherine Women's Information and Legal Service
- KidSafe NT
- Larrakia Nation
- Life Education NT
- Life Without Barriers
- Lifeline Central Australia
- Lifestyle Solutions
- Lutheran Community Care
- MacDonnell Regional Council
- Making Justice Work
- Melaleuca Refugee Centre Torture & Trauma Survivors Service of the NT
- Menzies School of Health Research
- Michael Long Learning and Leadership Centre
- Mind Matters NT
- Mission Australia
- National Association for Prevention of Child Abuse and Neglect
- National Disability Services
- Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council Aboriginal Corporation
- North Australia Aboriginal Family Violence Legal Service
- North Australian Aboriginal Justice Agency Northern Land Council
- Northern Territory Council of Social Service
- Northern Territory Legal Aid Commission
- NT Council of Government School Organisations
- NT Friendship and Support
- NT Shelter
- Office of the Children's Commissioner
- Papulu Apparr-Kari Aboriginal Corporation
- Playgroup Association of the Northern Territory
- Red Dust Role Models
- Relationships Australia Northern Territory
- Ruby Gaea
- Sanderson Alliance
- Save The Children Australia
- Secretariat of National and Islander Child Care (SNAICC)
- Somerville Community Services
- St Vincent de Paul Society
- Strong Kids, Strong Centre
- Tangentyere Council
- Top End Health Service
- The Smith Family
- Top End Women's Legal Service
- Victims of Crime NT
- Waltja Tjutangkku Palyapayi Aboriginal Corporation
- Warlpiri Youth Development Aboriginal Corporation
- YMCA of the Northern Territory
- YourTown
- YWCA of Darwin





