

# Annual Report 2011-12

SAFT Annual Report  
2011–12

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## Contents

|    |  |
|----|--|
| 1  | About SAFT   |
| 3  | The SAFT Board and membership                        |
| 4  | From the Chairperson                                 |
| 5  | From the CEO   |
| 6  | Milestones and key events                            |
| 8  | Policy context                                       |
| 9  | <b>Highlight 1:</b> SAFT Strategic Plan<br>2012–2015 |
| 10 | <b>Highlight 2:</b> SAFT Expert Panel                |
| 11 | <b>Highlight 3:</b> SAFT service developments        |
| 12 | <b>Highlight 4:</b> Interstate research tour         |
| 15 | Advocacy and policy                                  |
| 15 | Research   |
| 16 | Publications and media                               |
| 16 | External committees and memberships                  |
| 17 | SAFT organisational structure 2012–15                |
| 19 | Acknowledgements                                     |
| 20 | Objects and purposes of SAFT Incorporated            |
| 22 | Audit and finance reports                            |



# About SAF,T

## Our name

SAF,T (pronounced 'safety') is the Northern Territory Peak Body for Aboriginal children, youth and families. The name, SAF,T stands for Strong Aboriginal Families, Together.

## Our vision

For all Aboriginal children and young people across the NT to grow up safe, strong and proud in functional families, connected to their past, hopeful for their future and able to reach their full potential.

## Our purpose

To increase Aboriginal decision making and evidence-based approaches in the design and implementation of policies, programs and services targeting Aboriginal children, youth and families in the NT by adopting a child-centred, rights-based approach.

## Our brand

The SAF,T motto and logo sketch were developed at the first Peak Body Board meeting in September 2011. The SAF,T motto "Through little ones eyes" was inspired by Katherine board member Lisa Mumbin, and drawn by Maningrida Board member Helen Williams. It features an Aboriginal family within the iris of a child's eye. The family are strong, proud, healthy and functional.

This vision formed the basis of the final SAF,T logo by James Carter, a Darwin-based Aboriginal graphic artist.

## Our principles

- Aboriginal children, families and communities matter.
- Aboriginal self-determination and self-management matter.
- Effective and transparent Aboriginal governance matters.

- Aboriginal cultures matter.
- Strong Aboriginal leadership matters.

## Our roles

- Build the capacity of families and communities to recognise that our children and young people are our most precious asset;
- Enhance our peak agency role within the Aboriginal child, youth and family sector at Territory and Federal levels;
- Build resilience embedded in culture in vulnerable Aboriginal children, young people and their families;
- Develop partnerships with other Aboriginal community controlled organisations as well as mainstream services and government agencies;
- Develop the capacity of the Aboriginal community controlled services sector

**Left:** The original SAF,T logo sketch by Helen Williams from Maningrida.

**Right L-R:** Helen Williams, Lisa Mumbin and James Carter with the new SAF,T logo.



# About SAF,T

through a range of member services including training opportunities and accessing funding and grant advice;

- De-stigmatise Aboriginal disadvantage in the broader community by stressing the broader systemic and structural issues that impact on children and families;
- Find new ways to promote the wellbeing and protect the rights of Aboriginal children and young people (eg. through music, social media and new technologies);
- Foster the development and provision of an effective, innovative and culturally appropriate service system that is responsive to community and comprehensively addresses the care needs of Aboriginal children, youth and families.

## Guiding documents and policies

SAF,T is a child-focused, rights-based organisation guided by:

### The UN Convention on the Rights of the Child, which:

Sets out the rights that must be realised for children to develop their full potential, free from hunger and want, neglect and abuse. It reflects a new vision of children as neither the property of their parents, nor helpless objects of charity. They are individuals as well as members of a family and/or community, with rights and responsibilities appropriate to his or her age and stage of development.

### The UN Declaration on the Rights of Indigenous People, which:

Emphasises the right of indigenous peoples to maintain and strengthen their own institutions, cultures and traditions and to pursue their development in accordance with their aspirations and needs.

### The UN Universal Declaration of Human Rights, which:

Endorses the simple concept that we are all born free with our own thoughts and ideas and that all human beings should be treated in the same way. That we all have inherent rights whatever our differences and that we are all equal before the law. We all have the right to life, and to live in freedom and safety.

### The Aboriginal Child Placement Principle, which:

- Has the clear intent of keeping families together;
- Aims to avoid a repeat of the Stolen Generations;
- Proposes that meeting the needs of Aboriginal children should not involve separation from their own people;
- Maintains that the best interests of the child are of paramount importance, and that this includes consideration of their whole of life wellbeing.



# The SAF,T Board and membership

Fourteen Peak Body Interim Board members were selected from across the Territory by AMSANT following an open, advertised call for expressions of interest.

## Current Interim Board members

### Executive

- Chairperson  
Margaret Furber  
*Central Australia*
- Deputy Chairperson  
Lisa Mumbin  
*Katherine*
- Treasurer  
Djuwalpi Marika  
*East Arnhem*
- Secretary  
Sue Stanton  
*Darwin and Greater Darwin*

### Members

- Sharon Wallace  
*Darwin and Greater Darwin*
- Mark Motlop  
*Darwin and Greater Darwin*
- Stephanie Berrida  
*Darwin and Greater Darwin*
- Norman George  
*Katherine*
- Sophia Garrkali-Gurruwiwi  
*East Arnhem*
- Helen Williams  
*West Arnhem*
- Linda Turner  
*Barkly*

### Former Interim Board members

- Andrew Spencer  
*Central Australia*
- Traceylee Forester  
*Central Australia*
- Stephanie Bell  
*Central Australia*

## SAF,T membership

**Full membership** is open to any Aboriginal community controlled service delivering:

- NT child safety and wellbeing and family services for Aboriginal children, youth and families; or
- NT early learning and youth services for Aboriginal children, youth and families.

**Associate membership** is by invitation of the Board to organisations who support our vision.

**Honorary membership** is by invitation of the Board to honorary Elder Children's Champions and honorary youth members. Sector and regional representation on the Board is based on:

- One full member representative delivering child safety and wellbeing and family services for Aboriginal children, youth and families for each of the five NT regions;
- One full member representative delivering early learning and youth services for Aboriginal children, youth and families for each of the five NT regions.



**Front L-R:** Josie Crawshaw – SAF,T CEO; Lisa Mumbin – Kalano; Margaret Furber – DCF; Sophia Garrkali Gurruwiwi – DCF; **Back L-R:** Djuwalpi Marika – Bunuwal Investments; Sharon Wallace – AMSANT; Linda Turner – Red Cross; Helen Williams – Yirrakala School; Mark Motlop – DET.



# From the Chairperson

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## Margaret Furber

The 2010 Board of Inquiry (BoI) into the Child Protection System in the Northern Territory made 147 recommendations for reform to the NT child protection system, which were all supported by NT Government.

These recommendations included the development of a new Aboriginal Peak Body and the establishment of two new NT Aboriginal Child Care Agencies (ACCAs), supported by the newly developed Peak Body. I thank the BoI members for their vision and their confidence in our services and families, and we thank NT Government for their strong support of the process.

Child protection in the NT requires a long-term investment given the scale of change and services needed. As a member of the Stolen Generation myself, I am now proud to report on this historic opportunity to grow a new Aboriginal community controlled peak agency with the responsibility to achieve change for Aboriginal children, youth and families.

Such a job cannot be rushed. Things need to be done properly, and I am pleased to report that we are moving according to plan.

Josie Crawshaw was appointed as CEO in July 2011. Our first Interim Board meeting on 5–7 September 2011 developed our name, logo and motto, and provided directions for our principles and activities from which to grow our SAF,T Manifesto and our strategic plan.

Our second Board meeting discussed the structure of the incorporated management board that will be elected at our first General Meeting. We said the new SAF,T constitution should be based on a Board of ten, elected from our member organisations from across the five NT regions. Legal firm Blake Dawson provided pro-bono support in developing our constitution and

our work was rewarded with the formal incorporation of SAF,T in February 2012. This is a big step forward and has been a long time coming. I congratulate all those who have played a part in this story.

These NT developments follow on from a long line of Aboriginal community controlled child care agencies across the nation, starting with the Victorian Aboriginal Child Care Agency (VACCA) in 1976. As there are always a number of important milestones in developing a new organisation, I therefore propose 5 September to be the future SAF,T birthday.

Our Board meeting decided that while the term 'ACCA' has a long and proud tradition nationwide, our service name needs to reflect the broader service needs framework. We therefore named our new services Aboriginal child, youth and family services (ACYFS).

It has been an honour to be the Chair of our SAF,T Interim Board. Our Board has clear vision, a plan for the long term and we are growing our peak, step by step. Having now secured funding for a two year trial, this new financial year will be about growing our membership and rolling out our new services.

I look forward to working with services and communities across the Territory to help our children and youth have the opportunity to live safely and prosper within their own families and in their own communities, as reflected in our name *SAF,T – Strong Aboriginal Families, Together*.

A handwritten signature in black ink, appearing to read 'Margaret Furber'.

**Margaret Furber**  
Chairperson, SAF,T Interim Board

*August 2012*



# From the CEO

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## Josie Crawshaw

SAF,T was commissioned by the Board of Inquiry into the Child Protection System in the NT to do a big job in a very short time – setting up a new Peak Body to advocate for our Aboriginal children, youth and families and setting

up a new service structure for working with some of our families in great need.

The road has not always been easy – developing a new constitution and governance structure, an administrative machine and staff team, plus developing a strategic plan and new service model. We have been busy and we are proud to report our 2011–12 priorities are on schedule.

I want to thank our Board members and our Chair, members of the Working Group and Expert Panel, our staff, consultants and pro-bono supporters. Thanks also to our many friends and supporters both in the NT and interstate.

Particular thanks go to our auspicing body AMSANT for their support in nurturing our new organisation. SAF,T has now established our business and governance systems and organisational policies and procedures and we are now incorporated as a legal entity under *NT Associations Act 2008*. While we are now separately incorporated, our relationship with AMSANT will remain strong – indeed, we have only moved next door!

As we consult, our partnerships grow – with NGOs, with government, through our Board and Expert Panel; and through our nation wide research tour of Aboriginal child and family services.

We developed our SAF,T Manifesto, our three year strategic plan and developed our new *Circles Of Care*, Care Needs Service Framework for the new Aboriginal child, youth and family services (ACYFS) in Darwin and Alice Springs. We are now consolidating our new staff structure arising from these developments and planning for our first major sector event in September this year, the *Protecting Children, Creating Hope* forum headlined by Cindy Blackstock and Muriel Bamblett.

As the Peak Body for the sector we have undertaken policy representations on a range of important matters for our children, youth and families with a number of good outcomes arising. We have also already provided support and advocacy for many Top End Aboriginal families and we now look forward to implementing our new service model over the coming period. We are pleased to celebrate SAF,T's first National Aboriginal and Islander and Children Day this August, as we broaden our scope to work with the many services and agencies working to promote the wellbeing of our children.

The key to our sustainability will be, as always, consultation, good governance, good leadership, creative partnerships and keeping the interests of children, youth and families as our key driver. We plan to hold our first General Meeting in June 2013 and one of our key priorities for the coming year is to build our Aboriginal community controlled service membership and develop ways to involve youth.

I look forward to working with all the SAF,T Board members, our staff team and our many friends. It will be a busy year, and we will seek to remember, through it all, our child focussed motto "Through little one's eyes".

Josie Crawshaw  
CEO, SAF,T

August 2012

# Milestones and key events

## Background

### October 2010

- Board of Inquiry into the Child Protection System in the NT (Bol) Report.
- Minister announced an NT peak agency for Aboriginal children, youth and families would be formed.

### January–June 2011

- Aboriginal Medical Services Alliance of the Northern Territory (AMSANT) named as auspicing agency to establish a new Peak Body in line with the recommendations of the Bol.
- AMSANT funded to establish the Peak Body and held consultations in Tennant Creek, Alice Springs, Nhulunbuy and Darwin on the shape the Peak Body should take.
- Fourteen Interim Board members selected by AMSANT following an advertised call for expressions of interest.

### July 2011

- Josie Crawshaw appointed CEO of the new Peak Body.

### September 2011

- Peak Body business case developed.
- First Peak Body Board meeting elected the Interim Board executive, named the new peak SAF,T and developed the motto and logo.

### October 2011

- SAF,T business case secured DCF second service plan funding of \$0.5 million for the Peak Body for three years, plus \$2 million to establish two ACCA (ACYFS) child, youth and family services in Darwin and Central Australia.
- SAF,T Manifesto and work plan presented to the NT Minister for Families and Communities, with regular ministerial meetings scheduled.
- SAF,T research tour of Victoria.

### November 2011

- Communication process secured between SAF,T and DCF.

- SAF,T presentation to public meeting organised by Anyiniginyi Congress, Tennant Creek.

### December 2011

- Second Interim Board meeting adopted draft constitution, governance documents and policy scoping papers.
- SAF,T joined the Closing the Gap Steering Committee National Child Protection Framework Working Group.

### January 2012

- SAF,T Expert Panel meeting in Darwin, developed their terms of reference. Pauline Meemeduma engaged to guide the development of the Aboriginal child, youth and family services (ACYFS).

### February 2012

- Joint proposal with AMSANT and North Australian Aboriginal Justice Agency (NAAJA) advocating for a Stolen Generation on site memorial at Kahlin Compound.
- SAF,T research tour of WA and SA.
- SAF,T incorporated under the *NT Associations Act 2008* – 28 February.





- SAF,T moved into new Darwin premises.

#### April 2012

- Third SAF,T Interim Board meeting and strategic planning workshop with Pauline Meemeduma.
- SAF,T received ATO charity status.
- Meeting with NAAJA legal services.
- SAF,T research tour of Queensland.
- SAF,T research tour of NSW (via teleconference).
- Met DCF Reference Group about partnerships and DCF MoU.
- Minister visited new SAF,T office.
- Presentation of the *Circles of Care* model to FaHCSIA.
- SAF,T *Care Needs Service Framework* developed.

#### May 2012

- Information sharing with DCF Legislative Reform Team regarding the *Care and Protection of Children Act*.
- Met Howard Bath, NT Children's Commissioner.

- SAF,T presentation to NTCOSS annual conference.
- SAF,T met CEOs of Tangentyere Council and Central Australian Aboriginal Congress.
- NSW Ombudsman Bruce Barbour visited SAF,T.
- Presentation of the *Circles of Care* model to DCF.
- Planning for sector development forum *Protecting Futures, Creating Hope* for National Child Protection Week 2012, supported by NAPCAN and NTCOSS, sponsored by DCF.
- SAF,T organisational policies and procedures completed.

#### June 2012

- SAF,T transitioned to independent operation 30 June 2012, following its formative support through auspicing body AMSANT.
- Developed draft *SAF,T Strategic Plan 2012–15*.
- Met Chief Executive of DCF to launch *SAF,T Strategic Plan 2012–15*
- DCF received the SAF,T four interstate research tour reports.

- Planning began for SAF,T official opening on 7 September 2012.
- SAF,T website development began.
- Preparation began for first SAF,T annual report.
- Presented strategic plan to NAAJA.
- Partnership between SAF,T and Life Without Barriers and NT Department of Children and Families to celebrate the 25<sup>th</sup> National Aboriginal and Islander Children's Day on 4 August.
- Secured research project funding in partnership with Child Protection Research Unit, Menzies School of Health.

**Left:** November 2011. SAF,T visits Red Cross Tennant Creek. Linda Turner – SAF,T Interim Board member and Chair of Anginyingi Congress.

**Centre:** April 2012. The Honourable Konstantine Vatskalis MLA (right), Minister for Children and Families and Minister for Child Protection visits the new SAF,T premises and meets Interim Board members and Sharon Wallace (left) and Sue Stanton (centre).

**Right:** October 2011. VACCA CEO Muriel Bamblett and Connie Salamone meet with SAF,T staff on the first leg of the SAF,T national research tour (see page 12).



# Policy context

The 2007 NT *Little Children are Sacred* report and the 2010 Board of Inquiry into the Child Protection System in the NT report, *Growing Them Strong Together* point out the rates of maltreatment of Aboriginal children are twelve times that of non-Aboriginal children and that the rates of Aboriginal children being removed from their families and placed with foster carers are over ten times more than others.

SAFT operates in a context of growing recognition that the best way to protect children and prevent removals is to prevent child abuse and neglect from happening in the first place. Recent critical points for the development of our Peak Body and the development of our strategic plan are:

## The National Framework for Protecting Australia's Children 2009–2020

The *National Framework for Protecting Australia's Children 2009–2020* promotes a long-term, integrated, national approach to promoting the wellbeing and safety of children. Similar measures are contained in the 2009 Indigenous *Early Childhood Development National Partnership* agreed to by States, Territories and the Federal Government. These frameworks focus on the following outcomes:

- Children live in safe and supportive communities;
- Children and families can access adequate support to provide safety and early intervention;
- Risk factors for a child's care environment are addressed;
- Children whose care needs are not being met receive the care they need for their wellbeing and safety;

- Aboriginal children are supported and safe in their families and communities;
- Child sexual abuse and exploitation is prevented and survivors receive adequate support.

## The National Quality Framework for Early Childhood Education and Care

Early years education investment is more effective than investment in later years and early childhood is one of COAG's 2008 seven building blocks to close the gap in Indigenous disadvantage. This understanding is reflected in the *National Quality Framework for Early Childhood Education and Care (2009)*. The National Quality Framework includes:

- A national legislative framework that consists of the Education and Care Services National Law, and Education and Care Services National Regulations;
- A National Quality Standard;
- An assessment and rating system;
- A regulatory authority in each state and territory with responsibility for the approval, monitoring and quality assessment of services in accordance with the national legislative framework and the National Quality Standard;
- The Australian Children's Education and Care Quality Authority (ACECQA).

## The Board of Inquiry report into the Child Protection System in the NT

The 2010 BoI report *Growing them Strong, Together* (by Bath, Bamblett, Roseby) made 147 recommendations for reform to the NT child protection system. The NT Government supported all the recommendations and developed an implementation plan 2011–15 in *Safe Children, Bright Futures*. Three of the key BoI recommendations include:

- **Recommendation 4.4**  
The NT Government funds the development, establishment and ongoing work of an Aboriginal Peak Body for child, youth and family safety and wellbeing and child protection. This Peak Body would support the process of the development of Aboriginal child and family safety and wellbeing and child protection agencies.
- **Recommendation 4.2**  
*An Aboriginal Child Care Agency or Agencies* be developed in stages, and that such an agency or agencies is funded by Government with a major role in child safety and wellbeing, with consultations to determine how the Aboriginal community should be represented.
- **Recommendation 13.9**  
The NT Government funds the development of an advice and support program for vulnerable families who come into contact with the statutory services of NT Families and Children in both the Top End and Central Australia. This might be developed as part of the service offered by an Aboriginal Child Care Agency.



## HIGHLIGHT 1

# SAF,T Strategic Plan 2012–15

The new *SAF,T Strategic Plan 2012–15* is based on findings from our interstate research tour of child, youth and family services, from our Expert Panel and from our reading of Commonwealth and Territory Frameworks related to child protection, safety and child wellbeing. All highlight the need for innovative thinking and an integrated approach.

In following this advice, our strategic plan advocates best practice service delivery to Aboriginal children and young people and their families based on addressing their care needs in a culturally appropriate context.

### Growing an alternative child protection service

Our strategic plan proposes an alternative child protection service model called *Circles of Care*, which will:

- Support and capacity build families;
- Intervene immediately when a child's or young person's care needs are not being met;
- Facilitate care environments where an Aboriginal child or young person is cared for, safe and protected;

- Address blocks to appropriate care environments for Aboriginal children and young people;
- Provide services which reflect and support Aboriginal child-rearing practices.

### The seven care needs of children

Our *Circles of Care* model is based around the seven care needs that are universal to all children, all of which need to be embedded in culture. The seven circles of care are: physical care, psychological care, moral care, spiritual care, social care, cognitive care and emotional care (see diagram on page 11).

### Supporting research and policy

Our research unit will contribute to an evidence base to underpin the sustainable and effective care of Aboriginal children, young people and families in the care system. The Policy, Advocacy and Communications unit of SAF,T will base its advocacy firmly in the context of human rights, self-determination, cultural respect and cultural safety.

### Proposed outcomes for the *SAF,T Strategic Plan 2012–15*

- Operational structures, policies, protocols and procedures, that reflect the new child protection model;
- An alternative child protection service model called *Circles of Care* delivering new integrated services in Darwin and Alice Springs (with a view to regionalisation Territory wide subject to resourcing);
- A shared evidence base of Aboriginal child care, safety and protection knowledge by building research capacity;
- An Aboriginal community controlled sector delivering services to children, youth and families;
- Advocacy at federal and state level in policy development and legislative reform;
- Highlighting sectorial issues and changing the discourse and language of child protection through media and appropriate communications strategies.



*National Aboriginal and Islander Children's Day, Darwin.*



## HIGHLIGHT 2

# SAF,T Expert Panel

The SAF,T Expert Panel is a group of practitioners and organisational leaders, academics, authors, and commentators with a high level of expertise in child safety and youth and family wellbeing (see list of members on page 19). The Expert Panel agenda is determined by the SAF,T Board, seeking advice on:

- National and international statutory frameworks;
- Culturally appropriate common assessment and referral tools;
- The use of Key Performance Indicators in processes for improving the safety and wellbeing of Aboriginal children and young people;
- Programs that support Aboriginal children, youth and families that governments should fund for inclusion in Aboriginal Child Care Agencies' service delivery models.

The Expert Panel met in Darwin 30–31 January 2012. The meeting was facilitated by Lisa Hillan from the Aboriginal and Torres Strait Islander Healing Foundation and included presentations by: Alison Wunungmurra from Gapuwiyak; Howard Bath, the NT Children's Commissioner; Sophia Garrkali-Gurruwiwi, DCF Child Protection and Family Support Worker from Galiwinku; and Terese Niehus from Foster Care NT.

## Recommendations arising

- **Recommendation 1**  
That SAF,T establish and articulate its legitimacy as an organisation, in particular about who and what it represents and the basis for these assertions. That SAF,T identify and develop proposed key outcomes for children and families, together with key indicators to meet these outcomes.
- **Recommendation 2**  
That SAF,T set up and auspice the ACCAs through the development stage and develop sound governance and operational structures to allow best practice service delivery. That SAF,T consider whether "ACCA" is an apt reference term given that SAF,T is also the Peak Body for youth and families.
- **Recommendation 3**  
That SAF,T establish an advocacy service for families in need of assistance to navigate the child protection system but keep the service separate from day-to-day business. This service could be in operation before the ACCAs are established.
- **Recommendation 4**  
That SAF,T consider how their organisational structure will support its role in developing a policy and best practice framework (given that the best policy is often developed through practice).
- **Recommendation 5**  
That SAF,T base its model for the ACCAs on building the care environment for children and:
  - Stage the ACCA development from the creation of an auspiced service delivery arm through to the delivery of a separate operation/s;
  - Focus on front end prevention in the early stages through to the delivery of culturally appropriate out of home care;
  - Be innovative on the design of the service delivery model;
  - Design key activities, determine staffing and cost, build in evaluation and use the expertise of the panel to support ACCA development.
- **Recommendation 6**  
That SAF,T renegotiate the deliverable date for the opening of the ACCA service model with the Minister and DCF. The Expert Panel does not accept that it is feasible or realistic that a service model developed by 30 May 2012 can be functional and operational by 1 July 2012.
- **Recommendation 7**  
That the SAF,T Board determine conflict of interest issues and develop a clear process for managing them.
- **Recommendation 8**  
That SAF,T refine and further develop the Terms of Reference for the Expert Panel to assess its continuing role and commitment to that role.

## HIGHLIGHT 3

# SAF,T service developments

The 2010 NT Board of Inquiry (BoI) recommendations tasked the proposed new Peak Body (SAF,T) with re-establishing Aboriginal Child Care Agencies (ACCAs) in the NT. Supported by our Expert Panel, our Interim Board has decided that SAF,T will auspice these service delivery agencies during their formative period. We have chosen to call these services Aboriginal Child, Youth and Families Services (ACYFS).

Our central question has been how to keep children safe in an unsafe environment rather than remove them into the already overwhelmed child protection system. To guide our ACYFS service development we have sought advice from services and supporters nationwide. Many have advised SAF,T to take this opportunity to develop a new approach, not just look at "child protection". We have therefore adopted an understanding of child protection in which the seven key care needs of all children and young people must be met if they are to develop well. These seven key care needs are: social, emotional, spiritual, psychological, cognitive, moral and physical. This is our *Care Needs Service Framework* whereby care needs are understood and responded to within the Aboriginal cultural reference, and meeting these care needs in an appropriate manner is the key focus of our service efforts.

We plan to start an ACYFS model with 30–60 Darwin and Alice Springs families, developing services around the care environment model, growing at a community development pace, working with morally committed people. We will show how it can work for our mob and keep children with their families, connected.

*Circles of Care* is about building the capacity of families to care for their own children – it's about family preservation, a return to labour intensive, resource rich "old fashioned social work". Care Needs workers will be trained and recruited locally to work closely with vulnerable families building up trust and ensuring the best possible care environment for the child to keep them out of the child protection system. These workers will work closely with Risk Responsive workers who will respond to any areas of risk. Their job – except under quite exceptional circumstances – is to remove the risk from the child not the child from the risk.

Over time our ACYFS will include parenting and family support programs such as family preservation and counselling support services and family reunification services; placement and cultural support for children in out-of-home care; follow up of children currently in the system without care plans and cultural

care plans; support and assistance for kinship carers and family way placements; cross-cultural awareness advice and training to non-Aboriginal carers and agencies; recruitment, training and support of Aboriginal foster carers; and advocacy and referrals for Aboriginal families caught up in the child protection system.

It is expected in a small number of cases there may be no other option but removal. We will work in partnership with the Statutory Authority. However we plan to have our own kinship carers recruited, assessed and trained to comprehensively address the child's care needs and reunification with family will be a key focus of their care plan from the outset.

*Circles of Care* will be run as a two year trial in Darwin and Alice Springs and will be comprehensively reviewed and assessed.

*The seven care needs of children and young people. Diagram courtesy of P. Meemeduma, 2012.*



## HIGHLIGHT 4

# Interstate research tour

### Services and advisors

SAF,T talked with the following services and advisors:

#### Victoria

Victorian Aboriginal Child Care Agency (VACCA), Berry Street, Australian Institute of Family Studies (AIFS), Parenting Research Centre, SNAICC, Professor Dorothy Scott and Professor Marie Connolly.

#### W.A.

Department for Child Protection West Kimberley, the former COAICCA CEO, Marninwarntikura Women's Resource Centre, Yorganop, Djooraminda, Department for Child Protection Perth, WA Commissioner for Children and Young People, Yorgum Aboriginal Corporation, Indigenous Psychologist Society.

#### S.A.

Aboriginal Family Law Service, Aboriginal Family Support Services (AFSS), Metropolitan Aboriginal Youth and Family Services (MAYFS), Nunkawarrin Yunti, Dulwich Centre.

#### N.S.W.

NSW Children's Guardian, Aboriginal Child, Family and Community Care State Secretariat (AbSec), KARI Aboriginal Resources Inc., Ngunya Jarjum Aboriginal Child and Family Network Inc.,

Burrundjil Aboriginal Corporation, Great Lakes / Manning Aboriginal Children Services (G.L.M.A.C.S.), Hunter Aboriginal Children's Services Inc., Terri Liebesman.

#### Queensland

Kalwun South East Queensland Recognised Entity and Family Support Service, Queensland Aboriginal and Islander Child Protection Peak (QATSICPP), Indigenous Family and Child Support Service, Children of the Dreaming, the Aboriginal and Torres Strait Islander Human Services Coalition, Kummara Association, Karbul Indigenous Placement Agency, Cape York / Gulf Remote Area Aboriginal and Torres Strait Islander Child Care Advisory Association Inc. (RAATSICC), GenX Enterprises, Pormpuraaw Aboriginal Corporation, Coen Wellbeing Centre, Chuulunga Outstation, Wuchopperen Health Service, Remote Area Child and Youth Mental Health Service, Safe House – ACT for Kids.

- Melbourne, October 2011
- Perth and Broome, March 2012
- Adelaide, March 2012
- Brisbane and Far North Queensland, April 2012
- NSW, (via teleconference), April March 2012

### Stories from services across the nation

Over the last year, SAF,T has visited or consulted with forty child, youth and family agencies across the nation. We asked them what they do that works, which could guide us as we begin our NT work. We have been inspired by these services and we thank them all for their time, patience, vision and hospitality.

The tour highlighted the creativity of locally developed services, adapting to their community circumstance and overwhelming need, based on the dedication of staff. They work in early intervention, intensive family support, out-of-home care, foster care support, community outreach and cultural support.

The SAF,T research team included CEO Josie Crawshaw, supported by different team members on each trip, including SAF,T Chair Margie Furber. We thank Black Wattle Consulting staff Rosie Elliott, Nina Kelabora and Julie Sleight for their





organisation, participation in and documentation of our nation-wide meetings. The tour reports are now on our new website and will be presented at the forthcoming Darwin Family Relationships Australia conference.

We spoke with two sister state peak organisations – the Queensland peak, QATSICPP, and the NSW peak, AbSec, both of which provide child protection services as well as their peak functions – where practice informs policy. We were also inspired by the Victorian Aboriginal Child Care Agency (VACCA) and the S.A. Aboriginal Family Support Services (AFSS), which both have such a breadth of service and depth of experience that they are defacto state peaks, combining advocacy and service provision.

Our tour highlighted the importance of a long term, respectful relationship between state departments and the Aboriginal service sector. We were excited to feel the sense of achievement arising from the

recent NSW transfer of out of home care case management to the NSW NGO sector. The energy radiates from community controlled services like KARI, Burrun Dalai, Ngunya Jarjum and G.L.M.A.C.S. We were also impressed with the ongoing cooperative work between Departments and Aboriginal services in SA and Victoria, and the creative work between community controlled services and the Children's Commissioners/Guardians in WA and NSW.

We heard about different state accreditation processes, most particularly in NSW, where services which originally resisted accreditation now praise them! On the other hand, we heard services nation-wide worry about regulatory demands that limit the pool of potential foster carers (eg. police checks and Blue Cards).

We were inspired to hear of WA foster care and alternative accommodation services, which are extending their role in a new case-management trial. We heard

of how Yorganop, the WA ACCA, combines foster care work with the IPSU early childhood training arm, given the value of the Early Years Learning Framework for both foster carers and early years services.

We heard of locally driven, flexible, community-based solutions to keep kids safe in an unsafe environment – to keep kids safe in community. The Far North Queensland Pormpuraaw Child Safe House is built in the heart of the community, staffed by community, overseen by an

**Above left:** Marninwarntikura Women's Resource Centre – June Oscar, Emily Carter; SAFT – Josie Crawshaw, Margie Furber. **Above centre:** Djooraminda Centrecare – Glenda Kickett; SAFT – Victoria Pollifrone, Margie Furber, Josie Crawshaw. **Above right:** Yorganop – Kathleen Pinkerton, Dawn Wallam; SAFT – Josie Crawshaw. **Below L-R:** AbSec – Tracey Keevers-Keller (centre). Ngunya Jarjum – Lenore (Minna) Marlowe. KARI – Paul Ralph. AbSec – Bill Pritchard. Great Lakes / Manning Aboriginal Children Services – Amanda Bridge.





## HIGHLIGHT 4

# Interstate research tour

Elder's group. This contrasts with stories from many other Queensland services, where there has been a change from a local AICCA model to a more controlled Recognised Entity model, and a separation of family support from statutory advice services. This differs from the Victorian Lakidjeke

model, where the statutory function is embedded in the wider VACCA holistic service.

And organisations of every size and type across the nation told us of the central role of promoting the cultural wellbeing of children – from urban services

like Yorganop, AFFS, VACCA, Children of the Dreaming and RAATSICC, to remote services like Fitzroy Valley, Chuulunga Outstation and Pormpuraaw. Their main message was that Aboriginal community control is central to delivering culturally appropriate, effective services.

**Top row L-R:** Top row L-R: Berry Street – Julian Pocock, Margie Furber (SAF,T), VACCA – Muriel Bamblett, Josie Crawshaw (SAF,T). MAYFFS – Sharen Letton; Margie Furber (SAF,T), Geoffrey Abdulla. AFSS – Sharron Williams).

**Second row L-R:** IFACSS – Elaine Tanaka, Brenda Boustead; Josie Crawshaw (SAF,T), Greg Upket. Kummara Association – Gerald Featherstone. Coen Healing Centre

& Coen Justice Group – Amie Franchi, Donna Kawane (SAF,T), Rhys Gardiner, Shaun Sellwood, Marilyn Keppele.

**Third row:** Pormpur Paanth Aboriginal Corporation, Pormpuraaw Safe House & Pormpuraaw Council – Kurt Noble, Freddie Tyore, Bessie Holroyd, Richard Tarpencha, Lucy Foote. RAATSICC – Desley Thompson, Emma Schuh, Donna Kawane (SAF,T), Sandra Ambrum, Josie Crawshaw (SAF,T), Dorothea Philip.

Kalwun – Vanessa Summers. Chuulangun Aboriginal Corporation – Patrick Liddy, David Claudie.

**Last row:** QATSICPP – Natalie Lewis, Royden Fagan. Children Of The Dreaming – Rosie Connors. Aboriginal and TSI Human Services Coalition – Dianne Harvey, Josie Crawshaw (SAF,T). Indigenous Urban Indigenous Urban Health Institute – Jody Currie & Josie Crawshaw (SAF,T).





## Advocacy and policy

- Submission on reforms to the *NT Care and Protection of Children Act*.
- Feedback to the DCF on the draft *Carer's Handbook*.
- Advocacy to DCF on secure care in the NT.
- Submission on secure care facilities.
- Submission on juvenile youth justice system.
- Presentation to the Council of Territory Co-operation public hearing into child protection.
- Submission on the second discussion paper on proposed reforms to the *NT Care and Protection of Children Act*.
- Advocacy to DCF calling for the remuneration of kinship carers at the same rate as foster carers and the clarification of 'family way' placements through reforms to the *NT Care and Protection of Children's Act*.
- Submission to Parliamentary Select Committee on Youth Suicide.
- Recommendation to the Child Death Review Committee (CDRC) on Youth Suicide.
- Recommendation to the CDRC on the practice of co-sleeping and SUDI.
- Submission on *Information Sharing* reforms to *the Act*
- Ongoing advocacy to protect the interests of hospitalised Aboriginal children at risk of entering the child protection system through the NT Multi Agency Assessment and Co-ordination (MAC) team.
- Advocacy to the Department of Justice on reforms to the Juvenile Detention System.
- Advocacy with the Minister, the Department and the NT Children's Commissioner on 'finding' or reconnecting Aboriginal children currently in out-of-home care of unknown origin and kin.
- Recommendation calling DCF to support the development and implementation of a Territory-wide protocol as initiated by the Child Welfare Coalition (Central Australia).
- Call for the development of a "best practice" child and youth care and safety companion manual as a companion to the Protocol, with input from service providers including medical practitioners.
- Call for progress on a Cooperative Research Centre for Aboriginal Health style round table.
- Personal advocacy on behalf of families subjected to bad practice by service providers and/or the statutory authority.
- Call for collaboration approach to SUDI/CO – Sleeping research and education awareness program through Public Health Advisory Group (PHAG)
- Alerted PHAG to early intervention partnership for vulnerable mothers at risk of removal at birth.

## Research

- Secured funding to undertake qualitative research into best practice models of services across the NT in partnership with Centre for Child Development and Education, Menzies School of Health Research.
- Expression of interest submitted to undertake research into the impact of the use of new technologies by young people and escalating incidents of cyber bullying and suicide.
- Commenced collaborative project with the Indigenous Policy Unit of DCF to profile Children in Out of Home Care.







## Publications and media

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### Publications and policy documents

- Child protection update (AMSANT website).
- *SAF,T Manifesto*.
- *SAF,T Care Needs Service Framework* – a service delivery proposal, responding to the care needs of Aboriginal and Torres Strait Islander children and youth, in the NT.
- SAF,T research tour – four separate reports of SAF,T meetings with Aboriginal child, youth and family service providers from across Australia

– from Victoria, WA/SA, NSW and Queensland.

### Media

- TV news – inaugural Peak Body Interim Board meeting.
- CEO interviews: ABC Radio, ABC Talkback, Lounge Room, TEABBA, SBS radio, National Indigenous Radio Service, and Tiga Bayles Radio 4AAA.
- Media release – 10 December 2011, first anniversary of the *Growing Them Strong Together Report*.
- Media release – 13 February 2012, *Let's not forget the Kahlin*

*children* fourth anniversary of the Apology to the Stolen Generations.

- Media release – 29 March 2012, *'Give Us a Go'* – release on Commonwealth funding announcement and call for the establishment of an NT Aboriginal children and family services forum.
- Stories in SNAICC and AMSANT annual reports, *SNAICC News May 2012* and Anyinginyi Congress newsletter.
- Development of the SAF,T website.

## External committees and memberships

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### External committee and advisory groups

- Closing the Gap Steering Committee, National Child Protection Framework Working Group.
- NT Child Deaths Review and Prevention Committee.
- NT Multi Agency Assessment and Co-ordination (MAC) team.

### External memberships

- National Congress of Australia's First Peoples (Chamber Two).
- NT Chamber of Commerce.
- Secretariat of National Aboriginal and Islander Child Care (SNAICC).

# SAF,T organisational structure 2012–15

In accordance with the recommendations of the 2010 Board of Inquiry into the Child Protection System in the NT, SAF,T was funded both to establish itself

as a Peak Body for Aboriginal children, youth and families and also to set up two service arms (ACCAs / ACYFS) – one in the Darwin region, the other in Central

Australia. The SAF,T organisational model and staffing arising to address these two functions are illustrated below.

## Peak Body, and Aboriginal child, youth family services

### Research Monitoring Evaluation

(Including: internal programs, service model data collection, research partnerships, assessment / accountability role)

### Policy Advocacy Communications

(Including: high level strategic advocacy, resource development, legislative reform, media & marketing etc.)

### Business & Finance

(Including: HR, OHS, IT, Board Secretariat, record keeping, budgets & finance, admin support & asset management)

### Training & Sector Development

(Including: member services & support, service projects grants / funding applications, quality assurance & standards, internal & external training modules, governance policies, Board development)

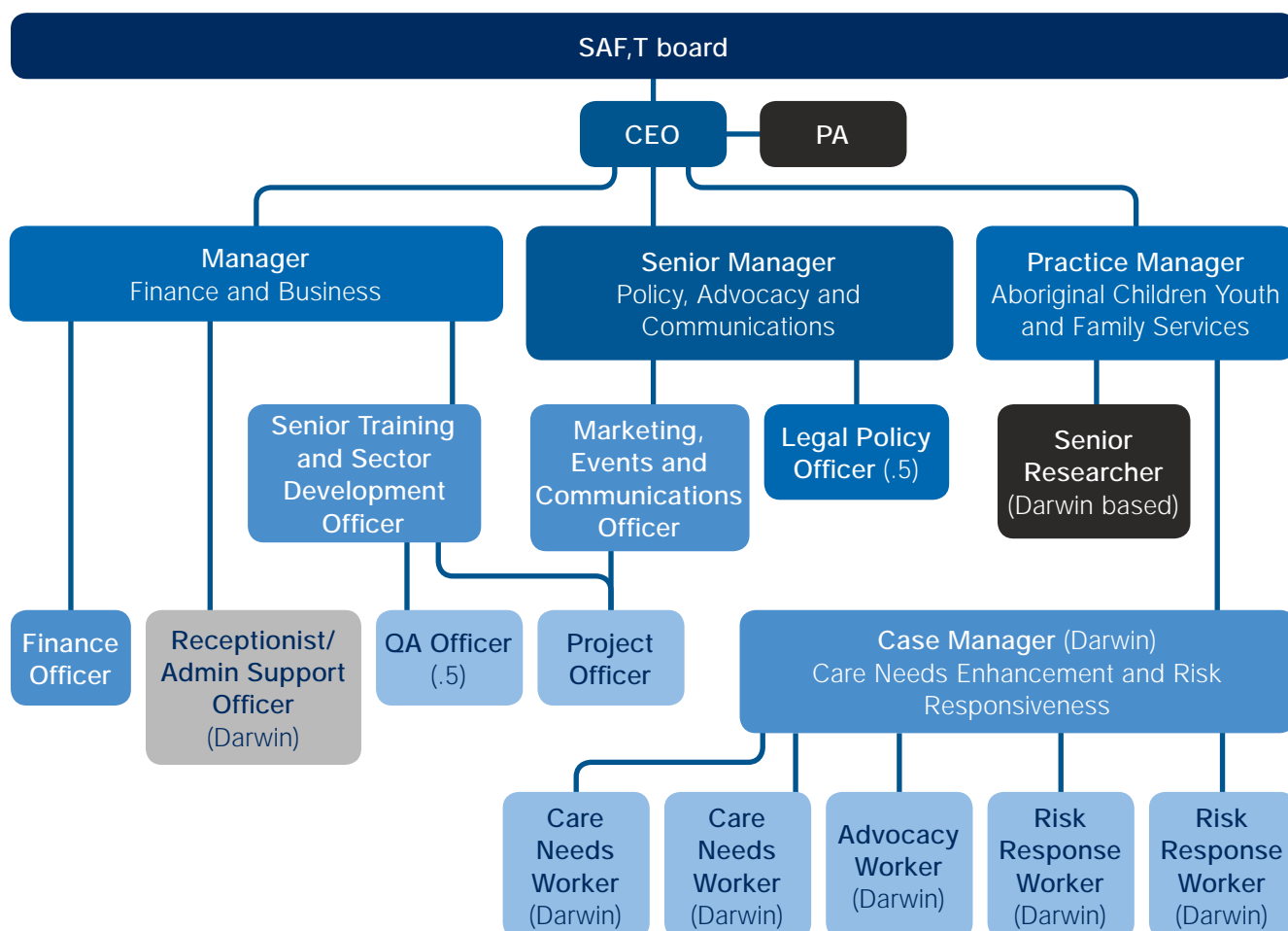
### “Circles of Care” Aboriginal Child Youth & Family Services

#### DARWIN & ALICE SPRINGS

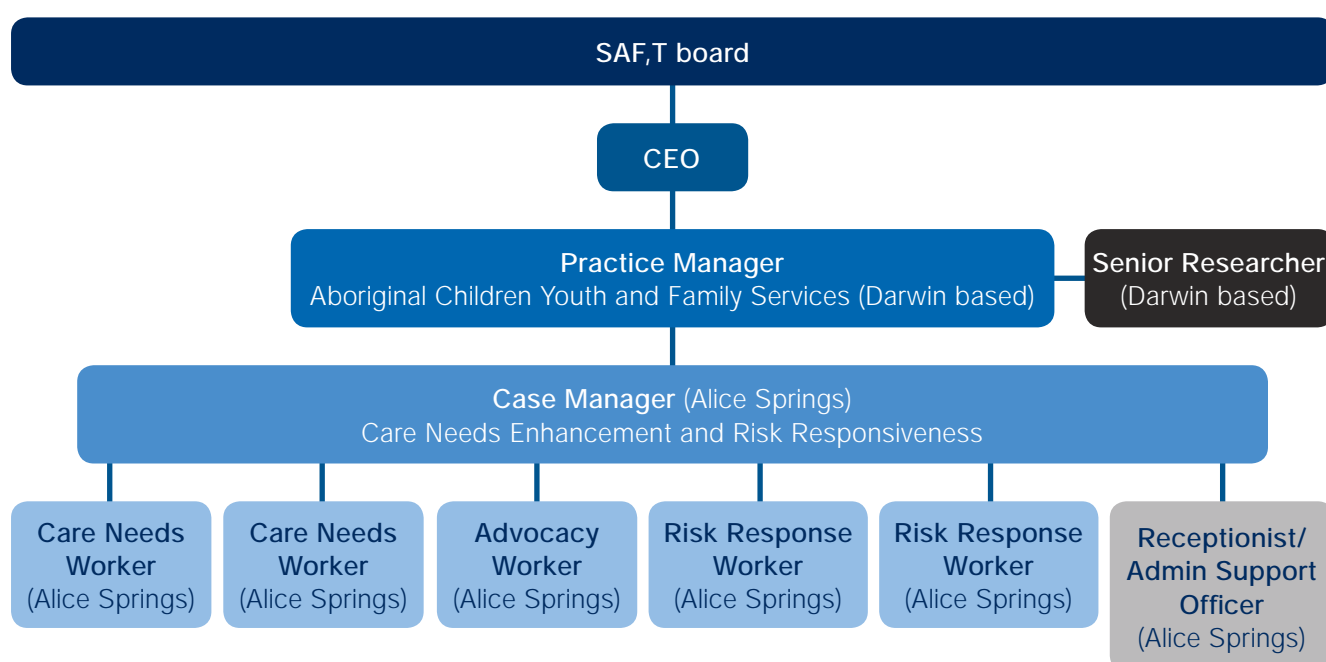
Holistic care needs service model (2 year trial comprehensively reviewed & assessed), encompassing intensive early intervention, family support & preservation, risk response, advocacy & referrals, out of home care support, case monitoring

# SAF,T organisational structure 2012–15

## Proposed staffing of SAF,T and the Darwin Aboriginal child, youth and family service



## Proposed staffing of the Alice Springs Aboriginal child, youth and family service





# Acknowledgements

SAF,T thanks the many people and agencies in the NT, nationally and internationally who have supported us in our foundation year. In particular we thank:

## Our staff

We thank all staff, past and present, for their contribution to the development of the SAF,T from the beginning to where we are today.

## Our funding body

Northern Territory Department of Children and Families.

## Our auspicing partner

Aboriginal Medical Services Alliance of the NT (AMSANT).

## Our Expert Panel

- Brian Babington, Families Australia.
- Daryl Higgins, Australian Institute of Family Studies.
- Debbie Scott, Australian Institute of Family Studies.
- Fiona Arney, Centre for Child Development and Education, Menzies School of Health Research NT.
- Frank Hytten, Secretariat of National Aboriginal and Islander Child Care.
- Lesley Taylor, NAPCAN NT.
- Lisa Hillan, Aboriginal and Torres Strait Islander Healing Foundation.
- Megan Brown, Save the Children NT.
- Pauline Meemeduma, international child protection consultant.
- Victor Nossar, NT Department of Health.

## Other Expert Panel supporters

- Cindy Blackstock, First Nations Child and Family Caring Society of Canada, University of Alberta.
- Leah Bromfield, Australian Centre for Child Protection, University of South Australia.
- Sven Silburn, Menzies School of Health Research NT.
- Geoff Stewart, Maningrida Health NT.
- Tracey Westerman, Indigenous Psychological Services WA.
- Nancy Sweeny, Save the Children NT.

## Our consultants and pro-bono assistants

- Black Wattle Consulting, Rosie Elliott, Nina Kelabora, Julie Sleight.
- Big Picture Graphics, James Carter.
- Blake Dawson (now Ashurst Australia), senior associate Ernie Lagis.
- Captovate.
- Creative Options and Local Knowledge (NT), Jane Lawton.
- Indigenous Community Volunteers, Stephanie Harvey.
- Local Knowledge, Community Engagement, Daniel Suggit.

## NT Aboriginal community controlled services

- Aboriginal Peak Organisations NT (APONT).
- Anyinginyi Congress.
- Central Australian Aboriginal Congress.

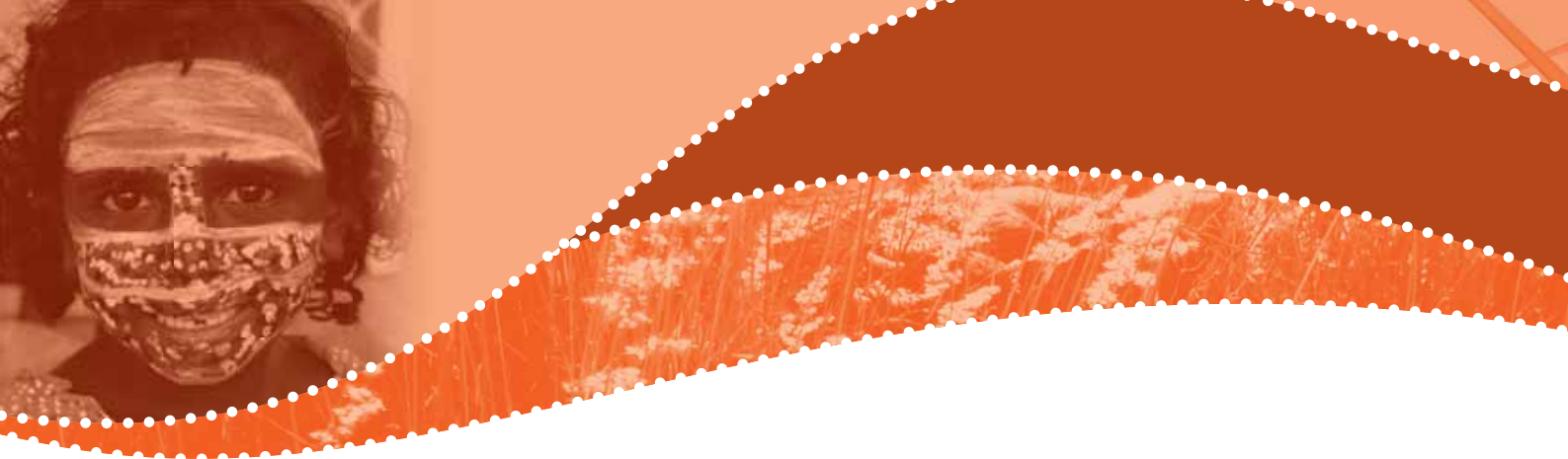
- Central Australian Aboriginal Legal Aid Service (CAALAS).
- Central Australian Child Welfare Coalition.
- Danila Dilba Health Service.
- Maningrida Child Safety Service.
- Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council (NPY).
- North Australian Aboriginal Justice Agency (NAAJA).
- Northern Land Council.
- NT SNAICC representative – Alison Wunungmurra.
- Sector advocate – Barbara Cummings.
- Stolen Generation Darwin.
- Tangentyere Council.

## Other NT agencies

- CREATE.
- Department of Children and Families.
- Fostercare NT.
- Life Without Barriers.
- NAPCAN.
- NT Co-ordinator General.
- NTCOSS.
- NT Office of the Children's Commissioner.
- Red Cross Tennant Creek.

## Interstate agencies and supporters

See pages 12–14.



## Objects and purposes of SAF,T Incorporated

SAF,T became incorporated under *The NT Associations Act 2008* on 28 February 2012.

### Item 2.1 of the constitution of SAF,T Incorporated

Under item 2.1, the objects and purposes of SAF,T Incorporated are:

(a) to advocate and publicly campaign for policy changes, and to engage with and inform policy makers and the community, to promote the safety and well-being of children in the Aboriginal community suffering from violence, abuse or neglect and/or fear of violence, abuse or neglect or who are in danger of violence, abuse or neglect so that the children have the chance to live and grow in safety without fear of such violence, abuse or neglect within a thriving, caring and loving family unit and according to Aboriginal culture (the Charitable Objective);

and

(b) to achieve the Charitable Objective in the manner determined by the Board from time to time, including by:

(i) operating as a peak body, and engaging in advocacy, for organisations engaged in the direct provision of services which

promote the safety and well-being of children and families in the Aboriginal community in the Northern Territory;

(ii) engaging with and informing policy makers and the community about the risks to the safety and well-being of children and families in the Aboriginal community and the measures available to address these risks;


(iii) working with local, Territory and Commonwealth government agencies to increase Aboriginal decision making and promote evidence based approaches to the design and implementation of policies, programs and services which target children and families in the Aboriginal community;

(iv) establishing Aboriginal child care agencies in conjunction with the Northern Territory government;

(v) advocating for the rights of Northern Territory Aboriginal children, youth and families by taking positions on Northern Territory and Commonwealth government advisory groups;

(vi) providing Aboriginal representation on the issues of child protection, youth and families in the Northern Territory;





(vii) monitoring existing programs and services for children and families in the Aboriginal community delivered by the government and non-government sectors;

(viii) undertaking activities, programs and training towards the elimination of all forms of poverty and injustice which impact upon the lives of Northern Territory Aboriginal children, youth and families, including (without being limited to):

(A) providing resources, training, program development and advice for member organisations, the wider community, government, and non-government organisations to encourage, assist, promote and provide quality services for the safety and well-being of Aboriginal children and families;

(B) promoting the early childhood development needs of Northern Territory Aboriginal children;

(C) providing assistance to Northern Territory Aboriginal organisations and communities to develop independent

and sustainable responses to the needs of Aboriginal children and families; and

(D) undertaking or promoting research work relevant to Aboriginal children's safety, protection and wellbeing;

(ix) supporting public awareness and understanding of the historical and contemporary practices whereby Northern Territory Aboriginal children were forcibly removed from their families and the ongoing consequences of these practices;

(c) The interpretation of any object or purpose of the Association stated in clause 2.1 must not be restricted by reference to or inference from any other object or purpose.



# Audit and finance reports

## Balance Sheet as of 30 June 2012

### Current Assets

|                             |                  |
|-----------------------------|------------------|
| Cash at Bank                | \$363,269        |
| Petty Cash                  | \$2,000          |
| Accounts Receivable         | \$1,555          |
| <b>Total Current Assets</b> | <b>\$366,824</b> |

### Non-Current Assets

|                                 |                  |
|---------------------------------|------------------|
| PP&E                            | \$43,127         |
| Acc Dep – PP&E                  | (\$2,502)        |
| <b>Total Non-Current Assets</b> | <b>\$40,625</b>  |
| <b>Total Assets</b>             | <b>\$407,449</b> |

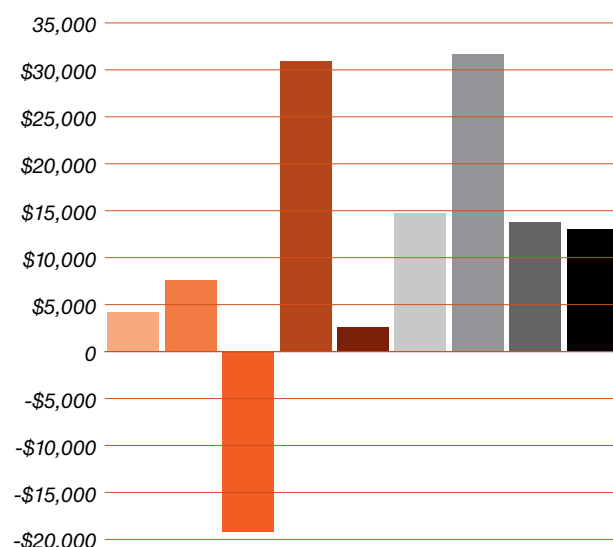
### Current Liabilities

|                                  |                   |
|----------------------------------|-------------------|
| Accounts Payable                 | \$4,238           |
| Accrued Expenses                 | \$7,608           |
| GST Payable                      | (\$19,159)        |
| Accrued S&W                      | \$30,982          |
| Accrued Super                    | \$2,635           |
| Accrued PAYG                     | \$14,774          |
| Annual Leave Provision           | \$31,716          |
| EBA Entitlement Provision        | \$13,789          |
| Termination Settlement           | \$13,051          |
| <b>Total Current Liabilities</b> | <b>(\$99,634)</b> |

### Equity

|                   |           |
|-------------------|-----------|
| Retained earnings | \$307,815 |
|-------------------|-----------|

### Liabilities



Accounts Payable

Accrued Expenses

GST Payable

Accrued S&W

Accrued Super

Accrued PAYG

Annual Leave Provision

EBA Entitlement Provision

Termination Settlement

## Income and Expenditure from 01 July 2011 to 30 June 2012

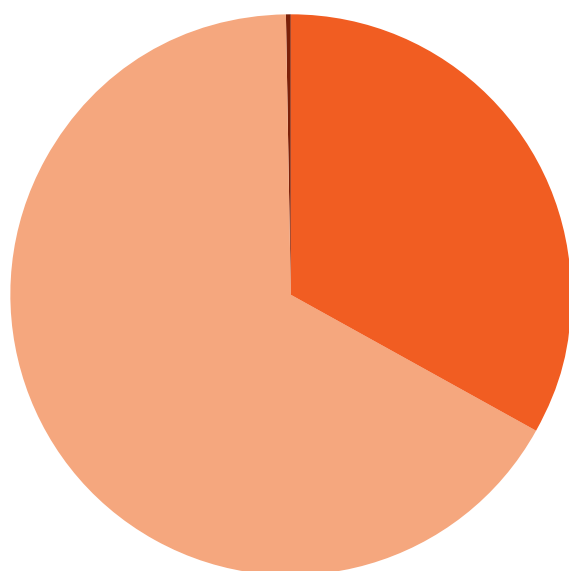
### Income

|                                  |                    |
|----------------------------------|--------------------|
| Grants Operating – Recurrent     | \$500,000          |
| Grants Operating – Non-recurrent | \$1,000,000        |
| Other income                     | \$1,555            |
| <b>Total Income</b>              | <b>\$1,501,555</b> |

### Expenses

|                                 |                    |
|---------------------------------|--------------------|
| Accounting Fees                 | \$600              |
| Advertising and Promotion       | \$4,638            |
| Agency Temp Staff               | \$13,859           |
| Assets purchased <5000          | \$21,326           |
| Business Planning and Reporting | \$135,475          |
| Computer Expenses               | \$5,756            |
| Consultancy Fees                | \$85,631           |
| Donations Paid                  | \$200              |
| Entertainment Costs             | \$985              |
| Management Fees                 | \$180,000          |
| Meeting Expenses                | \$3,098            |
| Membership Fees Paid            | \$2,723            |
| Motor Vehicle Expenses          | \$11,264           |
| Printing and Stationery         | \$751              |
| Publication Resources           | \$3,452            |
| Rent                            | \$56,003           |
| Repairs and Maintenance         | \$1,018            |
| Salary and Wages                | \$554,823          |
| Staff Amenities                 | \$97               |
| Sundry Expenses                 | \$1,382            |
| Telephone                       | \$6,412            |
| Training and Development        | \$1,369            |
| Travel and Accommodation        | \$48,863           |
| Board / Meeting expenses        | \$51,513           |
| <b>Total expenses</b>           | <b>\$1,191,238</b> |
| <b>Balance</b>                  | <b>\$310,317</b>   |

### Income



- Grants Operating – Recurrent
- Grants Operating – Non-recurrent
- Other income

# Audit and finance reports



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## **Independent Auditor's Report to the Department of Children and Families**

We have audited the attached Financial Acquittal Statement ("the Statement") of the Australian Medical Services Alliance Northern Territory ("AMSANT"), for the year ended 30 June 2012 in respect of Safe Aboriginal Families Together (the "Program").

### *Management's Responsibility for the Statement*

The organisation's management is responsible for the preparation and fair presentation of the Statement and has determined that the accounting policies used are appropriate to meet the requirements of the terms and conditions of the Program and the needs of the Department of Children and Families. This responsibility includes such internal control as management determines is necessary to enable the preparation of the Statement that is free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on the Statement based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the Statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Statement. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and presentation of the Statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the Statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Independence*

In conducting our audit we have met the independence requirements of the Australian professional accounting bodies.

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under Professional  
Standards Legislation.



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*Auditor's Opinion*

In our opinion, the Financial Acquitall Statement of AMSANT in respect of Safe Aboriginal Families Together:

- a. presents fairly, in all material respects, the financial transactions for the year ended 30 June 2012 in accordance with the terms and conditions of the grant agreement; and
- b. is based on proper accounts and records.

*Basis of Accounting and Restriction on Distribution*

The Statement has been prepared to assist AMSANT meet the requirements of the funding terms and conditions of the Department of Children and Families. As a result the Statement may not be suitable for another purpose. Our report is intended solely for AMSANT and the Department of Children and Families and should not be distributed to parties other than AMSANT or the Department of Children and Families.

*Merit Partners*

Merit Partners

*Matthew Kennon*

Matthew Kennon  
Registered Company Auditor

Darwin

Date: 30/8/2012



## SAF,T

SAF,T (pronounced 'safety') is the Northern Territory Peak Body for Aboriginal children, youth and families. The name, SAF,T stands for Strong Aboriginal Families, Together.

[www.saft.org.au](http://www.saft.org.au)