

TERRITORY FAMILIES, HOUSING AND COMMUNITIES

Action Plan 2021-22



Connected Communities
Thriving Places
Empowered Territorians





Communities are engaged, diverse and vibrant places where everyone belongs.

All Territorians are safe, and can access services to enhance their lives.



Our people are valued, empowered and have opportunities to develop and contribute to our agency.

Our agency and partners are agile, responsible and focussed on our collective impact for all Territorians.

Our values

We care about Territory communities, people and places and commit to upholding the following values:

Compassionate and Collaborative
Accountable and Accessible
Respectful
Empowering

Communities are engaged, diverse and vibrant places where everyone belongs

Enable lifelong community participation and connection



1. Deliver a new **NT Sport and Active Recreation Strategic and Infrastructure Plan** to improve grass roots participation for all Territorians with an emphasis on women, children, people with a disability and multicultural groups.
2. Enhance the **Seniors Recognition Scheme** and develop a Senior Territorians strategy to guide initiatives that promote community participation.
3. Deliver a **Disability Strategy for the Territory** that aligns to the national strategy and review the companion card scheme.
4. Deliver the community outcomes articulated in **Connected Communities: Vision for NT Public Libraries 2017-2023**.
5. Support the completion of the **Live Music Strategy**, including a feasibility study in support of a Music Industry Conference.
6. Progress a Masterplan that identifies **opportunities to develop cultural attractions**, including the **Territory Arts Trail** that provides unique visitor experiences for locals and tourists.

Enable Territorians and communities to shape the Territory's future through investment, local decision-making and employment opportunities

1. Develop a new **homelands policy** and funding framework that supports Aboriginal people to live on their ancestral lands.
2. Establish a sustainable **community housing** industry in the Territory to deliver social and affordable housing.
3. Leverage our investments in other organisations to build their capability and provide employment and training opportunities for local people.
4. Complete the **feasibility studies** for a **digital textile print and clothing manufacturing hub**, and **online platform for people with disability** to find, hire and manage support workers.
5. Establish new mechanisms for **community influence** in our work including through a Creative Industries representative body, Community Accountability Boards and Community Housing Reference Groups.

Design thriving places and connected neighbourhoods and communities through robust planning, infrastructure asset management and tenancy support

1. Through the Strategic Asset Management Plan deliver new housing reform that improves our **government employee housing** and **industry housing schemes**.
2. Manage the **remote housing investment** package and land servicing for new homes to deliver sustainable homes, employment and economic growth in regional areas.
3. Use our capital grant and program investment to ensure housing programs deliver **infrastructure to support communities** to thrive.
4. Establish a **property and tenancy management** framework and service system that contributes to community harmony.
5. Invest in places where visitors and Territorians can participate in sports and active recreation and connect with our arts, culture, history and heritage – including the **NT Library, National Indigenous Cultural Centre, Megafauna Central, and the Museum and Art Gallery of the NT**.

Promote social inclusion and accessibility, and celebrate the value of our diverse communities and their history

1. Progress the delivery of infrastructure that enables us to display and celebrate the Territory's cultural collections including the **National Aboriginal Art Gallery** and the **State Square Art Gallery**.
2. Use our **social inclusion funding** to empower community groups in the Northern Territory to celebrate and engage others in understanding and valuing their presence.
3. Build our collections to **preserve and share the NT's history and culture**, and expand our audience and their access.
4. Work with local music, arts and culture organisations to **support creative activity and economic growth** in the Territory.
5. Develop the **Gender Equality Statement of Commitment action plan** to remove barriers to full participation and inclusion.



All Territorians are safe, and can access services to enhance their lives

Equip individuals, families and communities with the resources to improve their circumstances and lead enjoyable lives

1. Provide comprehensive in-home support by streamlining and **strengthening our preventative and early intervention services** including through targeted family and tenancy support and behaviour change programs.
2. Identify and **assist individuals to receive NDIS support**, and grow the provider market to expand service choice.
3. Improve interagency responses to at risk individuals and **provide more accessible accommodation options** to address homelessness and improve the transition for young people to independent living.
4. Provide financial assistance, rebates, concessions and support to eligible Territorians including through ongoing **improvements to the NT Concession Scheme**.
5. Produce information and **manage referral networks** that provide families and workers with reliable and useful information in a manner and way that is easily understood.

Connect individuals to coordinated services that respond to their holistic needs

1. **Integrate our frontline services and phone lines**, to ensure individuals can seek and receive holistic services and help when required.
2. Invest in outsourced programs that take a holistic approach, and **foster collaboration across the NGO service systems**.
3. Continue to enhance and expand our **diversionary services** that keep young people out of the criminal justice system.
4. Implement new mechanisms that encourage joint working – including the **Multi-Agency Community and Child Safety Teams Framework**.
5. Work in **partnership with the Australian Government** to design and implement national strategies and programs across all of our portfolios such as the **Generational Plan for Children and Families**.



Provide safe places for individuals and families that enhance opportunities to thrive



1. **Streamline and improve practice** so a 'no wrong door' approach is taken in all our services.
2. Continue to maintain and **expand the Child and Family Centre network**.
3. Design, build and operationalise the **new Darwin Youth Justice Centre** and operationalise **more youth camp sites and Community Youth Justice Services** as part of a connected youth justice system.
4. Implement the **NT Housing Strategy** to reduce homelessness, increase affordable housing options and increase Territorians access to safe, secure and appropriate houses.
5. Continue to reform the out-of-home care system by embedding the **therapeutic residential care model**, and enhancing the **Aboriginal family and foster care system**.
6. Provide strong and supportive **tenancy selection, support and management services** to improve communities and minimise anti-social behaviour.

Respond when risks to individual or community safety are identified

1. Continue to **embed the reforms to the child protection and youth justice systems** focussed on early intervention, prevention and family responsibility.
2. **Strengthen interagency responses** and support to reduce exits into homelessness from out-of-home care, health services and correctional settings.
3. **Implement community work orders** provided by local businesses, community organisations and local government to increase consequence options for youth offending.
4. Fund and provide programs that offer safety and support to vulnerable cohorts including **seniors, multicultural groups, youth, women and elders**.
5. Produce a business model for the long-term **operation of an emergency welfare facility**.
6. **Respond to domestic and family violence** through implementation of the **Domestic and Family Violence Risk Assessment Framework, Safe and Together Model**, and development of a service delivery model for remote women's safe houses.

Our people are valued, empowered and have opportunities to develop and contribute to our agency

Attract, recruit and retain a skilled, diverse and inclusive workforce that is reflective of the community we serve



1. Maintain an agile and robust recruitment strategy that attracts and **recruits the right people** for our roles and our future.
2. Deliver initiatives under the **Aboriginal Workforce Plan** to grow our Aboriginal staff, specifically in leadership positions.
3. Strengthen our **Early Career Programs** to provide new graduates and trainees with valuable work experience and employment pathways.
4. **Implement the Recruit Ability principles** to improve confidence in attracting, recruiting and retaining staff who live with a disability.

Our work environment is safe and supportive and staff have a voice

1. Listen and respond to staff feedback through formal and informal processes including the **People Matter Survey**, Employee Consultative Committee, and our governance mechanisms.
2. Implement an agency **Disability Action Plan**.
3. Refresh our **Aboriginal Cultural Security Framework** and embed the protocols and expectations in all aspects of our work.
4. **Co-locate our staff** in modern work environments that ensure that our teams and services are collaborative, integrated and connected, and information can be shared more easily across portfolios.
5. Build a **work, health and safety** culture where every employee is safe and is responsive to the safety of clients, co-workers and the community.

Invest in our workforce to grow and develop their capabilities

1. Embed a commitment to **continuous professional learning** to enable staff to achieve their career development goals and meet their individual support needs.
2. Leverage our **partnership with Charles Darwin University** to upskill our staff with recognised training programs and formal qualifications.
3. Continue to invest in leadership development and professional training through **consolidation of our training programs**.
4. Deliver the **new agency functional alignment** to integrate service delivery with an **enhanced regional footprint**.

Provide staff with diverse opportunities and celebrate the efforts of our people



1. Extend our **staff recognition program**, and ensure individual efforts are recognised within an inclusive culture where all staff can celebrate our shared achievements.
2. Enable staff to participate in **career growth** and learning opportunities including conferences, professional networks, and **communities of practice**.
3. Celebrate the diversity of our community and organisation through **activities and events that promote social inclusion** and acknowledge our people, their heritage and culture.
4. Promote **opportunities for staff** to participate in **secondment opportunities** that contribute to their growth, development and wellbeing.

Our agency and partners are agile, responsible and focussed on our collective impact for all Territorians

Foster a performance and evidence culture through transparency, accountability and opportunities to celebrate success

1. Publically **report on our performance** transparently to celebrate our success and accountability.
2. **Cooperate with our regulators** and oversight bodies to ensure we identify, respond to, and learn from their reviews and investigations.
3. Design performance measures and monitoring techniques and deliver on a **purpose driven research agenda** where findings translate into improved practice and services.
4. Collect and **analyse feedback on our performance** through two-way contract management, community engagement, complaint management, surveys, evaluations and audits.
5. Develop **relationships with partners** and invest in areas that inform our evidence base and assess whether services are meeting their intended outcomes.

Develop legislation, policies and processes that are contemporary and enable best practice

1. Build an **integrated operational policy team** that produces and provides consistent, high-quality instruction to all staff.
2. **Review the legislation** and policy governing our work and ensure we enable best practice outcomes through our legislation design.
3. Progress development of an **Act for Children and Families** that delivers on the remaining reforms outlined in the Northern Territory Government's **Safe, Thriving and Connected** plan.
4. Improve the **cultural security of our services** through support of key cultural references such as the Aboriginal Justice Agreement, Local Decision Making policy and Treaty arrangement.
5. Continue to design and **embed contemporary practice models and frameworks** to deliver quality, evidence based services.
6. Identify duplication of services across our portfolios and **remove inefficiencies** to improve delivery of outcomes.



Deliver resources that support staff to be efficient and extend the reach of our services across the Northern Territory



1. Progress the **CARE system** to support a holistic approach to children and families.
2. Provide more frontline staff with **mobile technology and devices** that maximises their time spent delivering services.
3. **Implement a worker screening scheme** for the National Disability Insurance Scheme.
4. Maximise funding by identifying integration opportunities and **leveraging funding** available from the Australian Government and other sources.
5. Expand our **remote office footprint** through partnerships and consultation with local communities including review and **improvements to the Government Employee Housing model**.

Enhance partnerships to deliver high-quality services to achieve shared outcomes

1. Continue to support the **growth and expansion of Aboriginal organisations** to deliver services.
2. Implement an **Investment Framework**, with an emphasis on relational contracting, to ensure our investment has maximum impact and our partners feel supported to achieve strong outcomes.
3. Increase **capability of the library sector** to serve and respond to local community needs, and represent the NT library sector locally and nationally.
4. **Represent the NT's interests** in national forums and work with interstate and Government to provide best practice outcomes for the people of the Northern Territory.
5. **Support the Australian statutory authorities, ministerial councils, and NGO forums** including the Tripartite Forum – to make sound decisions.

