

TERRITORY FAMILIES, HOUSING AND COMMUNITIES

# Mid-Year Report 2022-2023 Action Plan



2022-2023

TERRITORY FAMILIES,  
HOUSING AND  
COMMUNITIES



# Introduction

The Department of Territory Families, Housing and Communities' (the Department) 2022-23 Action Plan details the goals and strategies for the Department's third year of operation.

The mid-year report outlines how we are achieving these targeted actions and deliverables, to support the agency to continue to deliver culturally appropriate services that promote engaged, diverse and vibrant communities for all Territorians.



## Acknowledgement of Country

The Department acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands and waters. We pay our respects to ancestors and Elders past, present and emerging. Our agency is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased persons.



## Goal 1

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

### **1.1 Progress the development of the State Square Art Gallery, National Aboriginal Art Gallery and the Education Community Precinct.**

Construction is underway on the Education and Community Precinct. This includes the new Northern Territory Library, which will relocate the existing library from Parliament House. This is scheduled to open in July 2024. Construction of the Northern Territory Art Gallery (formerly known as the State Square Art Gallery) has commenced. The Museum and Art Gallery of the Northern Territory is developing the exhibition program ahead of an anticipated opening in early 2025.

The concept designs for the National Aboriginal Art Gallery have been presented to key stakeholders. Further consultations will be undertaken in early 2023 on a selected design.

### **1.2 Develop a Northern Territory wide Arts Strategy.**

Work will commence in 2023 to develop the Northern Territory Arts Strategy.

### **1.3 Review the Connected Communities Strategy and Public Library Funding Agreement model.**

Stakeholder workshops with public libraries were completed in November 2022. Consolidation of stakeholder feedback has commenced.

### **1.4 Deliver the Sport Volunteer Strategy.**

Work on a Northern Territory Sport Volunteer Strategy, including community consultation, commenced in the second half of 2022. The Strategy is expected to be released in mid-2023.

### **1.5 Review the Remote Sport Voucher program.**

Financial modelling of the Remote Sport Program and additional consultation with regional councils and remote schools will occur in early 2023. This will inform any changes to the Remote Sport Voucher model.

### **1.6 Implement the Northern Territory Seniors' Policy.**

An Implementation Plan to support the rollout of the Northern Territory Seniors Policy will be released in mid-2023.





## Goal 1

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

### **1.7 Grow membership of the Northern Territory Concession Scheme and Northern Territory Seniors Recognition Scheme in regional and remote locations to support vulnerable people to access the scheme.**

The Council on the Ageing (COTA) Northern Territory has been funded to manage the Seniors Card Program for another five years, from 2022-2027. The Schemes continues to be promoted through participation at community events to attract and retain members, including Seniors Month, Ministerial Seniors Luncheons and Seniors Expositions across the Northern Territory. Tailored remote and regional promotional messaging for both schemes was developed in late 2022.

### **1.8 Deliver and implement the Northern Territory Disability Strategy 2022-32 and first Action Plan.**

The Northern Territory Disability Strategy and first Action Plan were launched in August 2022. The first quarterly meeting with agency stakeholders to discuss progress against the Action Plan was held in November 2022.

### **1.9 Provide opportunities for the disability sector to construct Specialist Disability Accommodation.**

Vacant Departmental land is being provided to support non-government investment in Specialist Disability Accommodation, with land transferred to non-government organisations when construction is complete.

Round one - 2021: Two Lots were offered each to Carpentaria Disability Services and Life Without Barriers. Construction has commenced on all four dwellings with completion due in mid-2023.

Round two - 2022: Seven Lots were released in an Expression of Interest to the non-government sector. The outcome of this process will be announced in the future.

### **1.10 Implement the Gender Equality Action Plan 2022-2025.**

The Gender Equality Action Plan 2022-25 was launched in 2022. Consultation is underway with Northern Territory Government agencies to map work and initiatives that contribute to achieving the specified actions.

### **1.11 Release and implement a Men's Places Policy and Program.**

The Men's Places Policy and Program was released and the Men's Places Grants Program opened in November 2022.



### **1.12 Develop a Northern Territory wide Youth Strategy and three-year action plan.**

Consultation on the development of a Northern Territory wide Youth Strategy commenced in November 2022. This process is youth-led and the Strategy's launch is scheduled for Northern Territory Youth Week 2023.



## Goal 1

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

### **1.13 Transition all remote public housing dwellings to a simplified, consistent rent model.**

The new Remote Rent Framework commenced on 6 February 2023.

### **1.14 Incorporate a sustainable rent collection model into the centralised Government Employee Housing program.**

The Government Employee Housing centralised management model commenced on 1 July 2022 and includes a user pays rent system.

### **1.15 Reinvigorate the Homelands Policy in partnership with the Australian Government and Land Councils.**

The Advisory Committee on Homelands meets regularly, with attendance from Land Councils, Aboriginal Housing Northern Territory and the Australian and Northern Territory governments.

To assist the Committee, the Department undertook a housing and infrastructure audit to assist with future homelands policy and funding priorities.

### **1.16 Develop a long-term Multicultural Infrastructure Plan through the Minister's Advisory Council on Multicultural Affairs.**

The 2022 meetings of the Minister's Advisory Council on Multicultural Affairs informed the project direction for a long-term Multicultural Infrastructure Plan and a register of multicultural community facilities has been prepared. In early 2023, community consultation will occur with stakeholders in Alice Springs, Katherine and Darwin to better understand the wishes of the multicultural communities.

### **1.17 Undertake community engagement for a purpose-built youth services hub and drop-in centre in Darwin's northern suburbs.**

The former Casuarina Fire Station has been confirmed as the preferred site for the construction of a purpose-built youth hub. Community engagement and consultation regarding the design and program model has commenced.

### **1.18 Complete a further survey dive on the I-124 submarine, the Japanese submarine wreck dating back to the Second World War**

The survey was completed in November 2022.



# Goal 1: Case study 1

## 1.11 Men's Places Policy and Program.

The need for increased access to healing places for men, access to men's health, encouraging health-seeking behaviours and support for dads were some of the issues raised during consultations to develop the Northern Territory Gender Equality Statement of Commitment and Action Plan. In response, the Men's Places Policy and Program has been developed as an initiative under the Gender Equality Action Plan 2022-2025.

On 18 November 2022, the Hon Lauren Moss MLA, Minister for Equality and Inclusion, launched the Men's Places Policy and Program, which provides guidance on program delivery, grants and networking opportunities with the goal of enhancing life outcomes for Northern Territory men.

The Men's Places Policy and Program principles are:

1. Men's activities and programs are community-led, developed and designed to meet the needs of the community.
2. Social connections, peer support, education and skills development, and positive health and wellbeing will be supported through men's activities and programs.
3. Positive male role models and the positive contributions that men can make to their community and for their families will be promoted through men's activities and programs.

The Department is establishing a Men's Places Network to assist in connecting men's places across the Northern Territory to share resources and ideas, exchange knowledge and provide opportunities for partnering and collaboration. The Network will hold quarterly online meetings and produce a quarterly e-newsletter.

On 19 November 2022, the inaugural Men's Places Grants Program opened. The grants support the delivery of programs and activities at men's places that align with the focus areas of the Gender Equality Action Plan 2022-2025. Grants of up to \$10,000 will be available each year. The total annual grant pool is \$100,000.



Department staff (left to right) Alexander Storey, Community Engagement Officer; Dilli Binadi, Senior Policy Officer; and Anthony Ahmat, Men's Places Engagement Officer at the Darwin International Men's Day Forum where the Men's Places Policy and Program was launched.

**The Men's Places Policy and Program was developed in consultation with established Men's Places, in particular the Darwin Indigenous Men's Service, Central Australian Aboriginal Congress, Darwin and Alice Springs Men's Places and CatholicCare NT as well as state, territory and Commonwealth men's places peak organisations.**

**Men's Sheds in the Northern Territory are operated by a variety of men's groups, non-government organisations and Land Councils in Darwin, Palmerston, Katherine, Alice Springs, Santa Teresa, Titjikala, Finke and Angurugu.**

# Goal 1: Case study 2

## 1.15 Reinvigorate the Homelands Policy in partnership with the Australian Government and Land Councils.

The Department supported the establishment of Aboriginal Housing Northern Territory through grant funding and capacity development by seconding a senior staff member to assist with the development of a new homelands policy and service model.

Aboriginal Housing Northern Territory is a member of the Coalition of Peaks through the National Aboriginal and Torres Strait Islander Housing Association. Through this arrangement, Aboriginal Housing Northern Territory advocates at the national level on a range of issues specific to the Aboriginal Community-Controlled Housing Sector in the Northern Territory. In September 2022, Ms Skye Thompson, Chief Executive Officer of Aboriginal Housing Northern Territory, and members of the Coalition of Peaks travelled to Canberra to formally launch the National Aboriginal and Torres Strait Islander Housing Association and meet with Australian Government Ministers.

On 25 October 2022, the Commonwealth Budget confirmed a commitment of \$100 million for work on urgent housing and essential infrastructure in Northern Territory homelands. This includes improvements to water, power and community facilities as well as housing upgrades, extensions and new builds.

The \$100 million commitment will be released in two parts, with \$25 million expected in 2022-23 and \$75 million in 2023-24. Targeting this investment includes a component of community engagement which will be undertaken by Aboriginal Housing Northern Territory.



# Goal 1: Case study 3

## 1.18 Complete a further survey dive on the I-124 submarine, the Japanese submarine wreck dating back to the Second World War.

On 20 January 1942, the Japanese submarine I-124 sank close to Darwin, after an engagement with Allied naval vessels.

The I-124 submarine is the grave of the 80 submariners that lost their lives. The fieldwork was done in consultation with the Australian Japanese Association of the Northern Territory, the Japanese Ambassador to Australia, Consul-General of Japan and representatives of the families of the deceased submariners.

The wreck of the submarine, which lies about 50 metres underwater, is protected under the Commonwealth Underwater *Cultural Heritage Act 2018*.

In late 2021, the Department completed a remote sensing survey of the wreck and in November 2022 oversaw a detailed survey of the wreck. Divers took thousands of high resolution images of the wreck, as well as video footage. The divers did not disturb the submarine, but did retrieve sand from the seabed near the submarine. This was given to Australian Japanese Association of the Northern Territory to share with the families of those that were lost.

This data will help to understand, manage and protect the wreck. It will also support public engagement, including allowing people to complete a virtual dive on the wreck to see it in detail.



*“The fieldwork was a great success. We collected extraordinary baseline data that will help us better understand, manage and protect this important place, and promote a greater appreciation of its story through education and interpretation.”*

– David Steinberg, Senior Heritage Officer and Maritime Archaeologist



## Goal 2

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

### **2.1 Finalise and implement the Strategic Asset Management Plan to support the planning and management of housing assets used in service delivery.**

The development of the Strategic Portfolio Plan for Urban Public Housing is underway with internal consultation complete. External consultation is expected to occur in the first half of 2023.

### **2.2 Support improved management of anti-social behaviour in public housing through responding effectively to incidents, complaints, compliance and supporting tenancies to succeed.**

A Tenancy Reform program has implemented strategies to improve engagement with tenants, increase tenants' awareness around lease conditions and educated and empowered staff to better manage antisocial behaviour.

### **2.3 Develop the Community Housing Industry Development Plan.**

Funding was provided to NT Shelter to work in partnership with Community Housing Industry Association Northern Territory and Aboriginal Housing Northern Territory to develop a Community Housing Industry Development Plan. After extensive sector engagement, the plan is expected to be finalised in the first half of 2023.

### **2.4 Implement Phase 1 of the Northern Territory Community Housing Growth Strategy 2022-32 to grow the community housing sector and attract more non-government investment for social and affordable housing.**

An Expression of Interest was released in April 2022 for the transfer of two packages of 250 dwellings in Darwin and Palmerston. Negotiation to finalise these transfers is underway.

Contracts for the management of affordable housing were awarded to Community Housing Central Australia in Alice Springs and Venture Housing in Darwin.

Work is underway with sector partners to develop the policy, legal and system reforms needed to transform public housing in the Northern Territory to a multi-provider social housing system that delivers increased efficiencies and improved outcomes for tenants and communities.

### **2.5 Develop a visitor and accommodation model to support a new homelessness strategy.**

The Homelessness Strategy 2024-29 is being developed in consultation with the homelessness sector and NT Shelter.

In 2023, an evaluation of the Darwin Visitor Park will be undertaken and the recommendations will be incorporated into the development of future visitor park models.

A feasibility study for the Katherine Visitor Park will be completed to identify a suitable location and service model. The service model for the Tennant Creek Visitor Park will be developed during 2023.

### **2.6 Embed the domestic and family violence risk assessment and management framework into government and community sector operations.**

The Northern Territory Council of Social Service is funded to deliver training for the Risk Assessment and Management Framework across the Northern Territory. In 2022, risk assessment training was delivered in remote communities, enabling place-based service networks to be trained together. Over 700 government and non-government workers have been trained since the commencement of the Risk Assessment and Management Framework in 2019.



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

### **2.7 Invest in Women's Safe House upgrades at Dawn House, Darwin Aboriginal and Islander Women's Service and Katherine Women's Crisis Centre.**

Consultation is underway to develop Funding Agreements to deliver these projects.

### **2.8 Implement a Youth Detention Centre Model of Care alongside the delivery of purpose-built youth justice centres in Darwin and Alice Springs.**

The Model of Care for youth detention operations was launched on 20 September 2022.

Implementation of the Model of Care is occurring alongside the construction of the Darwin Youth Justice Centre which is expected to open in late 2023, and the refurbished Alice Springs Youth Justice Centre, which is expected to open in mid-2023.

### **2.9 Implement Signs of Success practice framework in community youth justice, youth detention and through care.**

Youth Justice staff attended Signs of Success intensive training in Darwin and Alice Springs in August 2022. Signs of Success focuses on supporting young people to achieve their goals and reduce reoffending, and is based on complete through care planning for each youth justice order, including when a young person is in detention.

Practice Guidance has been developed to support Signs of Success implementation.

### **2.10 Deliver the Barkly Youth Justice Accommodation Facility infrastructure and program.**

An Indigenous Land Use Agreement with the Central Land Council has been executed, and construction of the facility continues. Applications from organisations to deliver the accommodation program are currently being assessed.

### **2.11 Implement more timely, efficient and streamlined processes to support effective youth diversion, in collaboration with agencies, service providers and families.**

In 2022, three inter-agency workshops occurred to improve coordination and timeliness of youth diversion services. Agencies are now working together to develop an Enhancing Youth Diversion Implementation Plan. Fortnightly collaborative case management meetings have been established with youth diversion service providers.

### **2.12 Embed the Safe and Together practice into responses to domestic, family and sexual violence and child protection concerns.**

During 2022, the four day Safe and Together training was delivered to 354 internal and external participants across the Territory.





## Goal 2

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

### **2.13 Embed support to young people transitioning from care to independence until age 22.**

Work to define the transition from care service network and needs is occurring. This process considers the direct service delivery to young people and adults, existing programs and long term future direction.

### **2.14 Extend interagency service delivery to reduce anti-social behaviour and enhance community safety, including co-location with Northern Territory Police.**

A Northern Territory Police delegate has been seconded to the Department's Central Intake Team since October 2022, to support timely, informed assessment of complex cases, improve information and referral management and improve cross agency communication and cooperation.

In the Greater Darwin region, delegates from the Department, Northern Territory Police and the Department of Education are co-located and have worked together to reinvigorate Operation Orion to deliver cross agency responses to young people at risk of entering the youth justice system.

The Central Australia Social Order Response Team has driven a coordinated approach across government and non-government sectors to improve social order in Alice Springs.



# Goal 2: Case study 1

## 2.4 Implement Phase 1 of the Northern Territory Community Housing Growth Strategy 2022-32 to grow the community housing sector and attract more non-government investment for social and affordable housing.

John Stokes Square is a 78-unit public housing complex in the heart of Nightcliff, Darwin Region, with units specifically designed for seniors and people living with disabilities.

John Stokes Square:

### 1. Delivers housing for vulnerable Territorians

Provides homes for 78 households who were previously on the public housing waiting list or awaiting transfer from an existing public housing property.

### 2. Raises the standard of social housing

The design supports creating a community environment with a sense of place and sets a new standard for social housing, which includes:

- common areas for tenants to meet for community events and social activities;
- the highest standards of energy efficiency;
- design that supports people living with a disability, and ageing in place;
- parking and security;

- proximity to and walkability of local amenities and essential services; and
- support organisations on site, including TeamHEALTH.

### 3. Grows the community housing sector

This is the first new development in the Northern Territory to be delivered as a partnership between the Northern Territory Government and a Community Housing Provider, a key principle of the Community Housing Growth Strategy. Venture Housing has been provided a 20-year lease to manage the complex.

Venture Housing's management of the complex supports their organisational growth and allows them to strengthen their financial position, helping them to invest in new supply to deliver more social and affordable housing for vulnerable Territorians.

The redevelopment supported 140 jobs through local construction company Greenspace.

*Photo credit: Greenspace*



Through the use of best practice building techniques and cutting edge materials, the buildings meet the highest standards of energy efficiency including multi-layered insulation systems that produce high rated thermal and acoustic insulation properties.

Units have between a 6.3 to 7.3 star energy rating (above the minimum requirement of 5.5 star).

Each building is designed to encourage prevailing breezes through the central atrium, which also creates naturally cooled common areas on each floor.

# Goal 2: Case study 2

## 2.11 Implement more timely, efficient and streamlined processes to support effective youth diversion, in collaboration with agencies, service providers and families.

Representatives from Northern Territory Police, Departments of Attorney-General and Justice, Education, Health and Territory Families, Housing and Communities participated in three youth diversion workshops, between June and October 2022, to maximise their coordinated approach to better support young people in the youth justice system,

Topics of discussion included:

- streamlining diversion processes;
- identifying and addressing gaps and barriers within processes to enhance coordination;
- maximising information sharing; and
- exploring opportunities for co-location of agency staff across the Northern Territory.

An outcome of these workshops is enhanced collaboration, including case management meetings with providers each fortnight. Part of these case management meetings focus on how to streamline processes.

To support a coordinated approach across government, the Department is working with agency representatives who attended the workshops to develop an Enhancing Youth Diversion Implementation Plan.





## Goal 3

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

### 3.1 Implement the Department of Territory Families, Housing and Communities Strategic Workforce Plan.

The Strategic Workforce Plan was launched in September 2022 and implementation is underway.

### 3.2 Develop and implement the Aboriginal Employment and Career Development Strategy Action Plan.

The Aboriginal Employment and Career Development Strategy Action Plan was completed in August 2022 and implementation is underway.

### 3.3 Develop and implement a Customer Service Charter.

A Customer Service Charter is under development. Launch of the charter is planned for 2023.

### 3.4 Implement the Work Health and Safety Management System.

Implementation of the Work Health and Safety Management System is underway. The First Aid Policy was added to the system in September 2022. A new Remote Travel Policy and Fatigue Management Policy are in development. A gap analysis is in progress to identify future system components for inclusion.

### 3.5 Embed the Risk Management Framework through the delivery of staff training across the agency.

The Risk Management Framework is complete. Tools and resources are being finalised to support staff developing operational risk management registers.

### 3.6 Provide professional development for Tenancy Officers and Public Housing Safety Officers.

The Life Cycle of the Tenancy, Public Housing Safety Officer and Government Employee Housing induction training package have been developed and are available for ongoing delivery of training.

Since 1 July 2022, housing staff have participated in:

- Investigative Interviewing training online through Griffith University;
- Safe and Together Overview training in Katherine;
- Diploma of Child, Youth and Family Intervention, through Charles Darwin University;
- Maybo training in Alice Springs and Katherine; and
- Rental Rebate training in Alice Springs.

### 3.7 Support staff to deliver integrated services aligned to community based decision-making, and family and community-led approaches.

In partnership with Aboriginal Medical Services Alliance Northern Territory, the Department co-designed and completed the Review and Reset of the Multi Agency Community and Child Safety Framework. More than 90 consultations were conducted. The Framework has been re-established as the Child Wellbeing and Safety Partnership Framework. Implementation focuses on the 18 communities where partnership meetings have been occurring most frequently to continue delivering multi-agency responses to support vulnerable families. The future model includes Aboriginal leaders informing and supporting delivery of culturally appropriate responses.





## Goal 3

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

### **3.8 Grow place-based staff in remote communities and regional centres where we have an existing footprint, including additional tenancy officers and family support staff.**

In 2022, the Department developed regional structures to embed the workforce in remote communities and regional centres. The Department is implementing a new integrated service delivery model in 14 remote communities. Work is continuing to build the capability of the workforce to deliver more holistic, place based integrated services to Territorians.

### **3.9 Deliver the CARE and 360 Degree View of Child systems for integrated case management of child protection and youth justice clients.**

CARE information and training sessions occurred in late 2022 with staff across the regions. Preparing for the CARE system to go live from the end of March 2023 is in progress.

### **3.10 Refresh the Aboriginal Cultural Security Framework and embed the protocols and expectations in all aspects of the agency**

The Aboriginal Cultural Security Framework refresh is underway and it will be published in 2023. Ongoing training, support and guidance was provided to program areas throughout 2022 to strengthen cultural considerations in the Department's programs and policies.



# Goal 3: Case study 1

## 3.7 Support staff to deliver integrated services aligned to community based decision-making, and family and community-led approaches.

As part of the Department's integrated service delivery model, Ntaria became a hub of service provision, which includes Northern Territory Concession Scheme and Northern Territory Seniors Recognition Scheme registration, child protection, sport and active recreation and housing support services.

Ntaria's Women Safe House operates as a refuge for women and children seeking a safe place to reside as a result of family and domestic violence and is staffed by child protection practitioners, Aboriginal remote workers and family support workers.

The staff support two community groups:

- Ntaria Grandmothers' Group; and
- Young Ladies' Group.

### Program Purpose

Both groups started to promote the value of the Department in the community, community engagement and culturally appropriate support to the Ntaria community to address growing social needs. These groups also provide information to the Ntaria community about the Department's services.



Ntaria, also known as Hermannsburg, is an Aboriginal community in the Ljirapinta Ward of the MacDonnell Shire in the Northern Territory. Ntaria is located 125 kilometres southwest of Alice Springs, in the traditional lands of the Western Arrernte people.

# Goal 3: Case study 1 (continued)

## Program Outcomes

### Ntaria Grandmothers' Group

Grandmothers play a crucial leadership and support role in their family and community. Grandmothers are identified on the Signs of Safety safety plans as a safety network and natural support network for their grandchildren and families where appropriate. The Group:

- Provides mental health support and social support to grandmothers in the community.
- Meets at the Women Safe House every two months which helps reduce social isolation.
- Provides a platform for early intervention and family support referrals to family support agencies in Ntaria which reduces child protection notifications. The group is also a child protection advocacy group where child protection practitioners working in Ntaria can seek guidance, case direction and support for a complex child protection case.
- Supports identification of solutions to community child protection concerns and critical housing issues.
- Provides mentoring and support to young women as well as mothers and their new born babies in the community.

- Promotes public value and engages community members in decision making.
- Supports vulnerable residents in registering for the Northern Territory Concession and Northern Territory Seniors Recognition Schemes.
- In the longer term, the group plans to evolve into a more defined cultural authority working alongside the Department to identify and support individual safety plans for children.

### Young Ladies' Group

- This Group provides culturally appropriate support to young women around their hygiene and sexuality. The Grandmothers' Group is often invited to gatherings to provide culturally appropriate advice to the young women.



***"I am very excited that we have a community group where community opinions are considered in decision making."***

– Helen Stuart, Grandmothers' Group member

***"We are happy to receive the recognition and support from government to address social issues in our community in a culturally appropriate way."***

– Mary Anne Malbunka, Grandmother's Group member

## Goal 3: Case study 2

### 3.7 Support staff to deliver integrated services aligned to community based decision-making, and family and community-led approaches.

The carer of Roxanne\*, a young person with impairments and challenging behaviours, identified they were experiencing issues with the demands of caring for a family member with high needs and felt they could not continue caring for Roxanne.

Through the coordination of services which valued family-led decision making, Department staff worked with Carers NT and National Disability Insurance Scheme service providers to advocate and align support services so Roxanne could remain at home with family. This integration of services helped the carer to access counselling, training and respite and provided Roxanne with stability and safety. Roxanne is now receiving the specialist support to which she was entitled and has future opportunities to build her capacity to live independently.

*\*Name changed to protect identity.*

## Goal 3: Case study 3

### 3.2 Develop and implement the Aboriginal Employment and Career Development Strategy Action Plan.

### 3.7 Support staff to deliver integrated services aligned to community based decision-making, and family and community-led approaches.

In October 2022, Sophia Garrkali, Senior Aboriginal Community Worker, was supported by the Department's Arnhem Office to travel to Darwin to undertake a short-term secondment working with the Department's Elder in Residence, Dr Christine Fejo-King. Sophie and Christine worked together to develop the Clan Based Respite Nawa Nawa Project Plan. This project will support the identification of Yolngu children and their families at risk, for placement in a homeland environment to engage with clan based cultural programs and to connect with culture and strengthen identity.

This will assist children and young people to be more connected to language, law and culture, with a stronger sense of who they are, how they fit into the Aboriginal world, gaining respect for their elders and the knowledge they hold.





## Goal 4

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

### **4.1 Increase the number of integrated Remote Service Delivery Hubs through leasing, upgrades to existing infrastructure and co-location of multidisciplinary teams, including the construction of a new service delivery hub in Maningrida.**

The Department plans to develop infrastructure in 14 priority remote communities. Construction work is expected to commence in Maningrida and Elliott in early 2023, following completion of the tender processes.

### **4.2 Utilise established local governance models, such as Regional Coord Groups in all regions that support integrated responses to complex social issues.**

Regional leaders are members of place-based cross-agency groups which enhance the planning and delivery of integrated responses to complex social issues emerging in regions. Enhanced reporting commenced to strengthen these groups' ability to respond to emerging issues.

### **4.3 Develop outcomes frameworks for youth justice and out-of-home care.**

The Department's outcomes framework is in development. This outcomes framework will inform the drafting of the youth justice and out-of-home care outcomes frameworks.

### **4.4 Develop a monitoring and evaluation framework for the Northern Territory's collecting institutions.**

A literature review and a process for developing a sector-wide monitoring and evaluation framework for collecting institutions have been prepared. An implementation project plan was drafted in late 2022. A stakeholder briefing occurred, attended by Northern Territory Government owned and funded collecting institutions. Further internal stakeholder interviews and consultation with the sector will occur in 2023.

### **4.5 Produce a decision-making tool to support evidence-based investment decisions and better outcomes for Territorians.**

The Investment Management Framework and strategic investment tools have been developed. A pilot program to test and review the tools efficiency commenced in early 2023.





# Goal 4: Case study 1

## 4.1 Increase the number of integrated Remote Service Delivery Hubs through leasing, upgrades to existing infrastructure and co-location of multidisciplinary teams, including the construction of a new service delivery hub in Maningrida.

The Department is committed to making its services more accessible by integrating and expanding its remote service delivery footprint.

The Department intends to develop infrastructure in 14 priority remote communities. With improved office infrastructure and staff housing, the Department will be well placed to deliver a greater reach of coordinated place-based services to families and communities.

Planning is under way, considering existing infrastructure and available resourcing.

Hubs will be a one-stop-shop that bring all the Department's services and partners together to offer a full range of activities, programs and services in one building.

- Evidence shows that integrated services in one place are the most effective way to tackle complex social issues and provide targeted support.
- The hubs will be new or refurbished buildings located in community. All hubs are subject to community consultation and leasing negotiations to confirm suitable sites.

- The hubs will follow a place-based approach to design because every community has a unique combination of people, history, culture, climate, infrastructure and natural features that should be considered to make the buildings welcoming, functional and culturally appropriate.
- The hubs will offer services including housing, family support, child protection, seniors and concessions, youth engagement, sports activities, library services and cultural activities.
- The communities identified to receive a service hub are:
  - » Arafura
    - ✦ Maningrida
    - ✦ Wurrumiyanga (Tiwi Islands)
    - ✦ Jabiru
    - ✦ Gunbalanya
    - ✦ Wadeye
  - » Central Australia
    - ✦ Papunya
    - ✦ Ntaria (Hermannsburg)

- » East Arnhem
  - ✦ Angurugu (Groote Eylandt)
  - ✦ Nhulunbuy
  - ✦ Milingimbi
  - ✦ Galiwinku
- » Big Rivers
  - ✦ Borroloola
- » Barkly
  - ✦ Elliott
  - ✦ Arlparra



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