

# TERRITORY FAMILIES STRATEGIC PLAN REFRESH 2017-2020



## KEY ACTIONS 2018 - 2019

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# INTRODUCTION



Territory Families was established by the Northern Territory Government to bring together a range of policy, advocacy and frontline service delivery functions that work together to deliver a whole of life approach to supporting children and families across the Territory.

Our first Strategic Plan was launched in September 2017 after comprehensive consultation with staff and non-government stakeholders. The Strategic Plan covers three years to 2020 and defines our key strategic vision, mission and goals.

Our vision is to empower families and communities for a safe and better future.

## Our goals are to:

- Provide early support to children, young people and families
- Safeguard the wellbeing of children, young people, families and the community
- Partner to empower change
- Encourage and celebrate inclusive, diverse and connected communities
- Ensure the structures, systems and legislation supports our vision
- Value and invest in our people

The Strategic Plan also outlines the key activities Territory Families will focus on for the coming year. In May 2018, Territory Families published the First Half Year Report 2017-18 on progress implementing the strategic plan. Some of the key achievements over the first six months highlighted in the report include:

- Partnering with Aboriginal community-controlled organisations on a range of reforms, including the Aboriginal Peak Organisations of the Northern Territory (APONT), the Secretariat for Aboriginal and Islander Child Care (SNAICC), Tangentyere Council, Danila Dilba, and the Central Australian Aboriginal Congress
- Implementing of the first phase of the family support services reform, including partnering with NTCOSS to launch a new family support online service directory and establishing a new referral centre
- Establishing the Youth Outreach and Re-Engagement Teams, and their ongoing work with young people transitioning from youth detention as part of a through-care service model
- Delivering Safe, respected and free: the Domestic, Family and Sexual Violence Reduction Framework, which articulates Government's vision for creating safe homes, communities, workplaces and schools
- Introducing youth bail support services for the first time in the Northern Territory via a three-year contract awarded to Saltbush Enterprises
- Completing the review of the NT Pensioner and Carer Concession Scheme, and commencement of the new NT Concession Scheme and NT Seniors Recognition Scheme from 1 July 2018.

A full report on the delivery of the 2017-18 plan will be provided through Territory Families 2017-18 Annual Report.

At the commencement of the second year of the Strategic Plan, we have identified new priority actions for the 2018-19 year. This addendum to our Strategic Plan outlines our focus and priorities for the year ahead as we continue to strive to empower families and communities for a safe and better future.



# PARTNER TO EMPOWER CHANGE

**Territory Families will work with families, the community, government and non-government organisations to address challenges and strive for a safe and better future.**

## STRATEGIES

- Expand collaborative partnerships and build better relationships to provide co-ordinated services
- Respect, support and provide assistance to our partners, including those who volunteer as careers
- Co-design and implement quality approaches to deliver locally-informed and effective programs and services
- Build and nurture stronger relationships with communities and families to ensure all children are raised in a nurturing and caring environment
- Invest in and support our partners to build capacity and strengthen service delivery
- Be transparent and accountable and share information effectively to build robust support around families
- Expand our knowledge and appreciation of Aboriginal culture, particularly principles connected with community and family
- Empower communities to break the cycle of domestic, family and sexual violence.

## Key actions for 2018-19

- Deliver the Aboriginal Carers Growing Up Aboriginal Children service in partnership with Aboriginal peak organisations to increase the number of Aboriginal and kinship carers.
- Establish relationships with the Queensland and Western Australia child protection departments to share best practice and build a common approach to protecting children and supporting families experiencing vulnerability.
- Support carers by providing improved information and training, including through the launch of a new Carer Handbook in partnership with Foster and Kinship Care NT and an Aboriginal Carer Handbook in partnership with APONT.
- Work with local communities to build a new women's shelter in Alice Springs and to establish a remote women's safe house in Galiwinku.
- Establish Family Group Conferencing by engaging with stakeholders to develop an agreed model and identify workforce requirements.
- Expand our partnership with Charles Darwin University to improve staff capability and provide employment options to local graduates.



# PROVIDE EARLY SUPPORT TO CHILDREN, YOUNG PEOPLE AND FAMILIES

**Territory Families will expand, develop and deliver services and programs which provide the earlier support families and communities need to tackle their problems.**

## STRATEGIES

- Support communities and families through targeted investments in early intervention and prevention programs and services
- Create a responsive service system that provides pathways and options to flexibly meet the needs of families
- Empower communities and families to tackle and prevent child abuse and neglect
- Engage with young people earlier to reduce the risk of future offending and divert young people away from crime
- Value and respect the views and ideas of children and young people and help them to build stronger connections with the community

## Key actions for 2018-19

- Continue to implement the phased reform of the family support system, including new investment into Aboriginal led family support services, the re-design of the Intensive Family Preservation Services Program, and the commencement of outsourced family support call centre services.
- Launch the Child Safety and Wellbeing Framework articulating Government's approach to preventing child abuse and neglect.
- Deliver a community education campaign to promote early support services, assist families to find help before a crisis and remove the stigma associated with seeking help.
- Develop and implement the Remote Service Delivery Framework to improve access to help and support for families living in remote areas.
- Implement the Domestic, Family and Sexual Violence Reduction Framework Action Plan 1: Changing attitudes, intervening earlier and responding better 2018-2021.
- Deliver the \$3.6 million Regional Youth Services Fund and establish new Regional Youth Programs Coordinators in Darwin/northern suburbs, Katherine and Tennant Creek to improve support for activities and programs that address the needs of vulnerable young people.
- Create an evaluation framework for family support services and establish a research program to inform strategies and approaches for working with children and families in need.



# SAFEGUARD THE WELLBEING OF CHILDREN, YOUNG PEOPLE, FAMILIES AND THE COMMUNITY

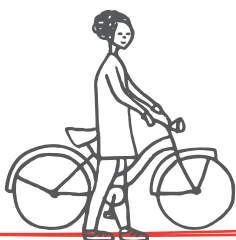
**Territory Families will respond appropriately, practically and constructively to family and community challenges in child protection, youth justice and domestic and family violence.**

## STRATEGIES

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## Key actions for 2018-19

- Implement a new Children and Families Practice Model and develop common risk assessment and case planning tools to improve the assessment and response to child abuse and neglect.
- Deliver a new intake and assessment function to better respond to children at risk, including the launch of a professional reporting portal for reports to Territory Families Central Intake.
- Implement a new youth detention model of care that provides health and wellbeing programs, culturally secure care programs, case management procedures, record keeping and surveillance and staff training improvements.
- Partner across Government to establish a multi-agency taskforce to oversee the delivery of new policies, programs, practices and campaigns to prevent and respond to the sexual exploitation of children.
- Develop a collaborative and coordinated youth diversion framework in consultation with the community sector, which will include the delivery of wilderness camps and training pathways for young people at risk of becoming involved in the youth justice system.
- Reform the service model for women experiencing domestic, family and sexual violence in remote communities, with a strong focus on the Tennant Creek region.
- Design, procure and implement new specialised home-based care services and therapeutic residential care services to respond to the needs of children unable to stay in family, foster or kinship care.
- Expand restorative youth justice conferencing across the Northern Territory by 100 conferences per annum and increase its effectiveness and suitability.
- Enhance the youth outreach and reengagement program and expand existing bail services to improve support for young people, including post-release support.



# ENCOURAGE AND CELEBRATE INCLUSIVE, DIVERSE AND CONNECTED COMMUNITIES

**Territory Families will support and implement initiatives aimed at improving the lives of all Territorians.**

## STRATEGIES

- Promote, support and celebrate the community harmony and diversity
- Support increased social inclusion and participation for groups at risk of social isolation and exclusion
- Foster and develop programs, strategies and services to further engage Territorians in the community
- Promote gender equality and diversity to value the contributions of all Territorians
- Improve programs and initiatives that attract and keep people in the Northern Territory

## Key actions for 2018-19

- Develop and embed an Aboriginal Cultural Security Framework by the end of 2018 that promotes the highest level of cultural competency across individuals, services and governance.
- Establish new mechanisms to incorporate the views of children and young people in decisions that affect them and in the design of policy and legislation.
- Expand Territory Families' use of the Aboriginal Interpreter Service to better engage Aboriginal children and families in decision making about their care options.
- Implement the new Northern Territory Concession Scheme and Seniors Recognition Scheme.
- Consult on, develop and implement a Gender Equity and Diversity Framework for the Northern Territory.
- Support the protection of senior Territorians from abuse through the Elder Abuse project.
- Support implementation of initiatives to attract and retain seniors, young women and multicultural groups through the Northern Territory Government's Population Strategy.
- Enhance support for the emerging needs of culturally diverse communities through the Multicultural Grants Program, development of community profiles and enhanced community engagement.





# ENSURE THE STRUCTURES, SYSTEMS AND LEGISLATION SUPPORTS OUR VISION

Territory Families will use contemporary governance, technology solutions and best practice methods to design, deliver and monitor programs and services.

## STRATEGIES

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## Key actions for 2018-19

- Provide frontline child protection case management staff with mobile technology so they can access information in the field and provide better support to clients.
- Lead the development of new youth justice facilities in Darwin and Alice Springs.
- Implement stage one of the new client information system and establish a data warehouse and business intelligence function for the agency to improve access to relevant and timely information about the children and families we work with.
- Amend existing legislation to implement recommendations of the Royal Commission, and engage the community on the design of a single Act for children, young people and families in the Northern Territory.
- Introduce an accreditation scheme for out of home care, introduce Child Safe Standards, and continue to improve the Quality Assurance Framework and inspection program for providers of care to children.
- Improve our complaints system to encourage more feedback from carers, clients and families, provide more thorough responses and improved practice quality as a result of feedback.
- Introduce a defined Agency wide risk management and audit program.
- Continue to improve the collection and reporting of Territory Families data, including its availability for public reporting, analysis by research institutes, and national reporting.
- Enhance the way we fund programs and services by implementing improved procurement arrangements, establishing five year funding agreements and enhancing contract management practice within Territory Families.





# VALUE AND INVEST IN OUR PEOPLE

**Territory Families will operate a safe and nurturing workplace and aim to be an employer of choice.**

## STRATEGIES

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- Improve programs and initiatives that attract and keep people in the Northern Territory

## Key actions for 2018-19

- Establish a Clinical Practice Directorate within Territory Families to improve child protection outcomes for children and families by mentoring professional staff, creating professional networks, and championing best practice.
- Develop and implement an Aboriginal Workforce Plan to grow our Aboriginal workforce in operations, organisational services and leadership teams.
- Implement a new staffing model in youth justice facilities that recognise the complexity of the work, and provides more training, support, and opportunities for career progression.
- Provide scholarships for Aboriginal students, and support staff to undertake further studies to transition to professional roles.
- Value and invest in our staff through the implementation of the Territory Families Workforce Development Plan 2018-2020.
- Deliver and implement strategies that will focus on addressing recruitment and retention challenges in regional areas.





**TERRITORY FAMILIES**  
Strategic Plan Refresh  
2017-2020