

TERRITORY FAMILIES, HOUSING AND COMMUNITIES

# Strategic Plan 2021–2025

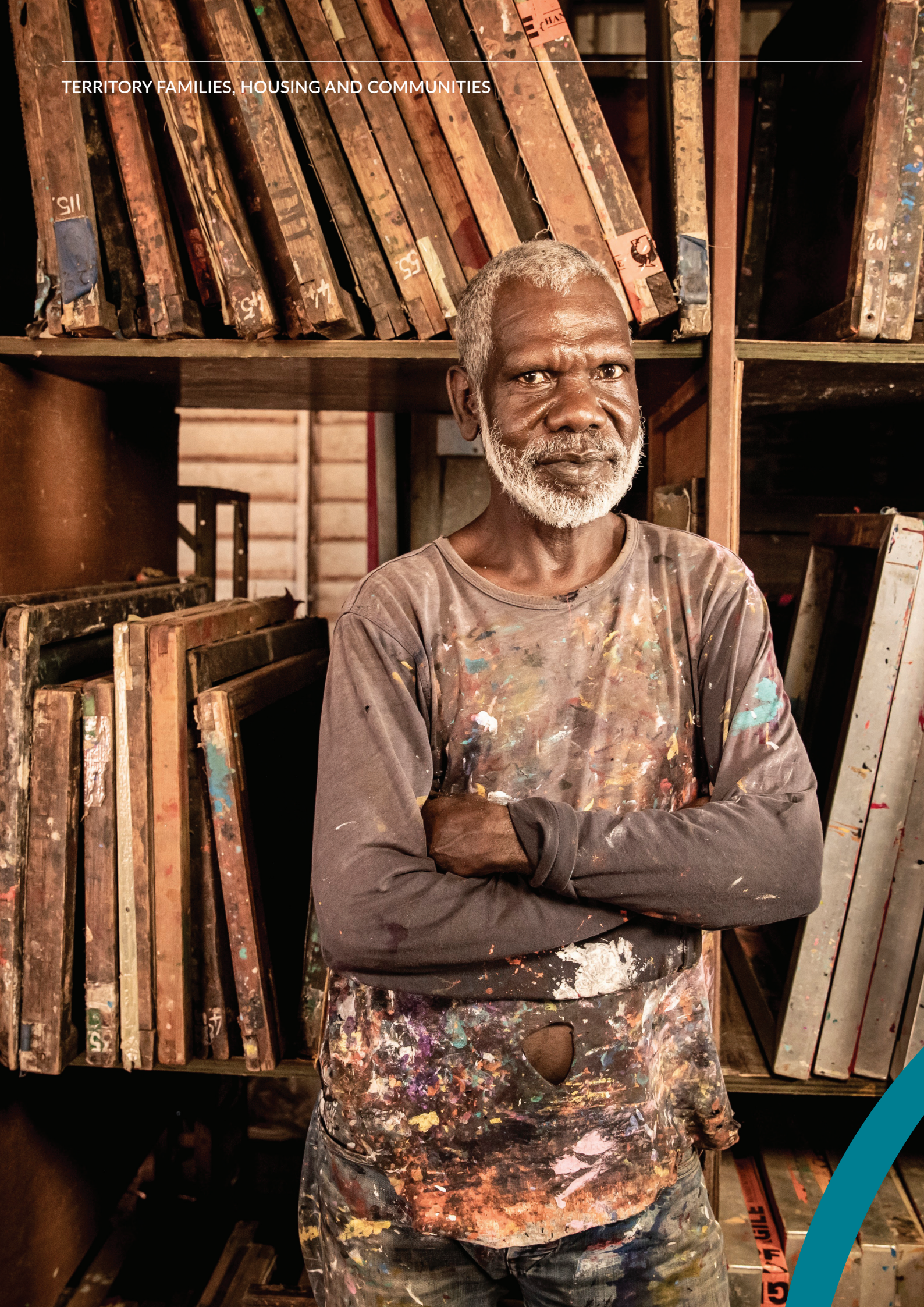


Connected Communities  
Thriving Places  
Empowered Territorians





TERRITORY FAMILIES, HOUSING AND COMMUNITIES





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# Chief Executive message

It is with great pleasure that I present to you the Territory Families, Housing and Communities Strategic Plan 2021-25. The Plan delivers a clear direction for the next four years through a common vision and purpose for our staff, clients, partners and the community.



Territory Families, Housing and Communities was established in 2020 as part of a major realignment of the Northern Territory Public Sector with the aim of working smarter.

Bringing together services that support families and communities enables us to work with greater sophistication in the delivery of integrated, holistic services, programs and initiatives to the people of the Territory.

This Plan outlines our opportunity to streamline and integrate our services, be aspirational and strive for greater outcomes for all Territorians. It is a blueprint that will unite our work, relationships and funding – with a common vision, values and shared goals.

Our agency is diverse and connected through functions that are responsible for ensuring that Territorians are safe, have a home, remain connected to their heritage and culture, live active and inspired lives, feel valued and included in their community and can access support when needed. Through its whole-of-life approach, our agency has extraordinary

opportunities to make differences in the lives of all Territorians.

We recognise the importance of local employment and empowerment through local decision making. We will create positions and establish remote offices so Territorians can stay in their region and access employment and economic opportunities that benefit their community.

Our partnerships, funding and collective efforts are key to delivering change. Internally we will align for greater impact and work in culturally safe ways. Externally we will focus on relational contracting to maximise the value of our investment by working together – we will communicate and share responsibility.

We are an agency that can make an immense impact on the lives of Territorians. We work, live in and contribute to the communities we serve. We have been charged by government with significant responsibilities to lead a massive agenda to effect generational change for the Territory.

I look forward to working together to pursue our vision for: **Connected Communities | Thriving Places | Empowered Territorians**

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Ken Davies,  
Chief Executive Officer



# ACKNOWLEDGEMENT OF COUNTRY

Territory Families, Housing and Communities acknowledge 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.

## Our backdrop

While the Northern Territory spans approximately one sixth of Australia's land mass, it is home to just one per cent of the Australian population. Our small population is also highly dispersed, with vast landscapes often separating small communities across various locations in the outback.

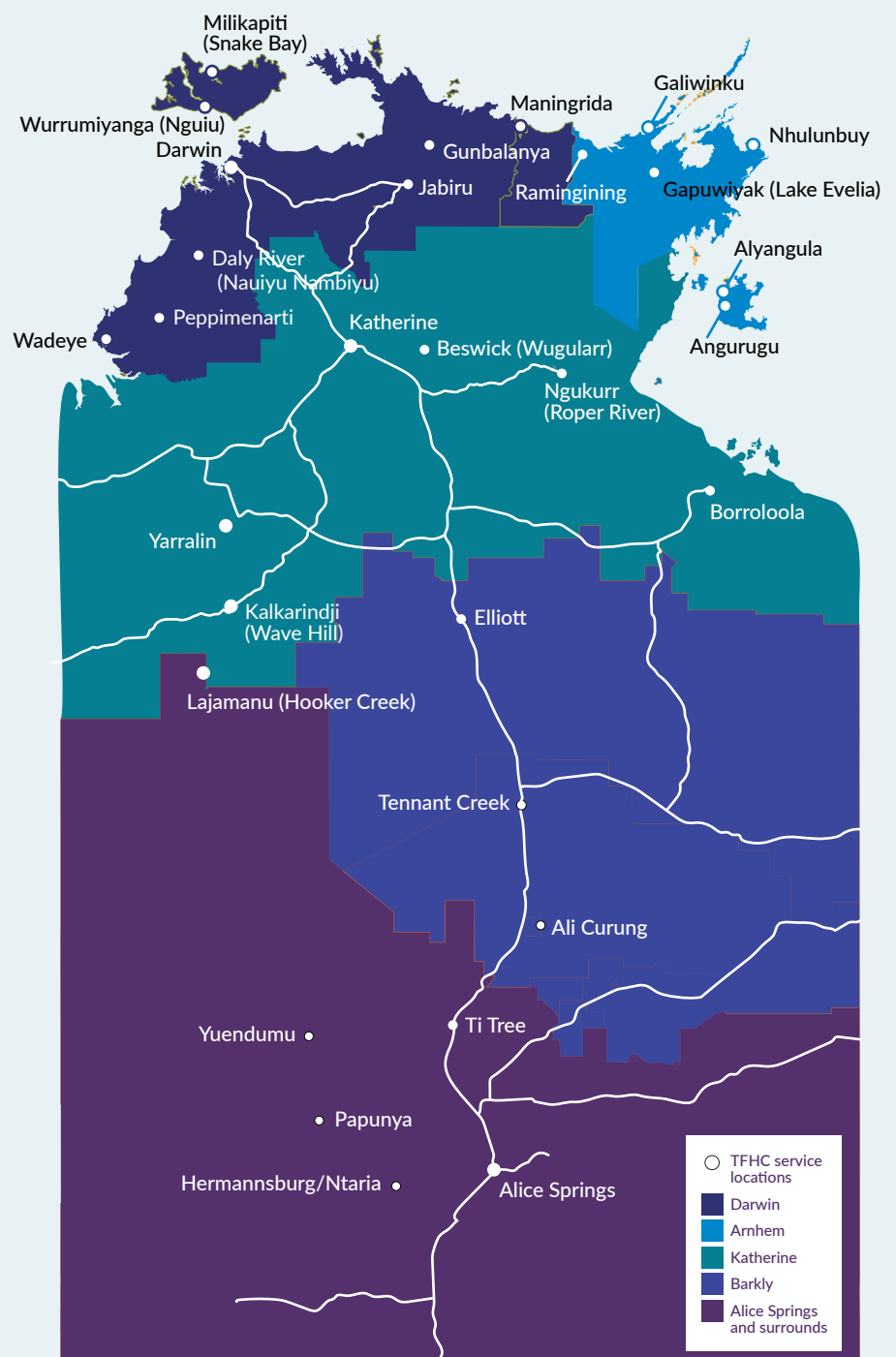
The Territory is home to a diverse range of people and cultures. We have more than 100 nationalities living together in harmony, and more than 100 spoken Aboriginal languages and dialects. Aboriginal and Torres Strait Islander cultural practices have a special place in world heritage as the oldest continuing culture.

This unique demographic offers diversity that must be celebrated and protected – with some of the most awe-inspiring arts, culture and heritage in the world.

While we have so much to celebrate, we also experience the highest rates of social disadvantage of all states and territories of Australia. This includes high rates of homelessness, incarceration, domestic, family and sexual violence, and child abuse and neglect.

With our community and partners we have an ongoing opportunity to make profound change in an individual's life.

Our unique geographical, cultural and social environment requires us to operate innovatively to assist all Territorians to lead a connected, thriving and empowered life.





# Our services and people

Territory Families, Housing and Communities aims to deliver cohesive and community-focussed services and activities to improve the lives of all Territorians. Our agency provides responsive and integrated human services that empower people to be successful, safe and engaged. Our staff are committed to excellence, striving to improve service delivery and empowering communities to be vibrant, safe and thriving places. Our responsibilities and breadth of services can connect with every Territorian and our collective impact is to improve the social, cultural and economic well being of all Territorians.

We deliver services for all Territorians. Each year we:

- manage 13,000 dwellings in urban and remote locations
- undertake 5000 children protection investigations
- care for approximately 1000 children in out-of-home care
- deliver 33,000 sport and Learn to Swim vouchers
- support 15,000 seniors, pensioners and carers concession recipients
- support arts, culture and creative industries that generate \$735M to the Territory economy
- support 31 public library services
- operate two youth detention centres
- provide 6000 clients with crisis accommodation services
- Provide advocacy support to 20,700 people living with a disability
- deliver NT Youth weeks with 8000 children, young people and families involved in events
- support 108 multicultural events across the Territory.





Youth Justice



Housing and Homelessness Services



Family Support



Remote Housing Programs



Domestic, Family and Sexual Violence Prevention and Reduction



Government Employee Housing



Heritage



Indigenous Essential Services



Out-of-home Care



Arts and Culture



Adoptions



Sport and Active Recreation



Multicultural Affairs



Gender Equality and Diversity



Disability Services



Emergency Management



Youth Affairs



Reform Management Office



Seniors and Concessions



Libraries and Archives



Town Camps and Homelands



Child Protection



Urban, Social and Affordable Housing



Corporate Services





# Our commitment to maintaining Aboriginal Cultural Security

*“It doesn’t matter where someone comes from or what they do, our agency can have a positive impact on every life.”*

*“We need to listen to the voices of the community, because most often they have the solution.”*

Aboriginal culture is a strength that must be acknowledged and celebrated. We are committed to improving our cultural safety and valuing our Aboriginal staff and partners. We recognise that self-determination, healing, dignity and respect are all fundamental elements needed for us to improve our relationships with Aboriginal peoples and communities. We will embed culturally safe and responsive service design practices and delivery across our agency.

Our Aboriginal Cultural Security commitment is that:

**Our agency is a responsive and safe place for Aboriginal people where cultural values, strengths and differences are integrated into the governance, management, design and delivery of services.**

To achieve this we will:

- deliver ethical, safe and high quality services underpinned by honest, transparent and collaborative communication with Aboriginal people and communities
- build and maintain meaningful partnerships with Aboriginal community controlled organisations, cultural authorities, and community groups and representatives
- create team environments that inspire others to grow and work together to achieve Aboriginal Cultural Security
- ensure Aboriginal children, young people, families and communities are engaged as lead decision makers for their future as a fundamental human right
- base relationships with Aboriginal people on respect for cultural differences, cultural humility, and ability to engage in culturally safe and responsive services.















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



# Our goals and strategies

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

Enable lifelong community participation and connection.

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

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

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

**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.

Connect individuals to coordinated services that respond to their holistic needs.

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

Respond when risks to individual or community safety are identified.

**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.

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

Invest in our workforce to grow and develop their capabilities.

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

**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.

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

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

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

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

We provide a range of services that promote an engaged, diverse and vibrant community. Our core business includes:

- working with communities to design and deliver homes and housing programs that provide safe, secure and appropriate homes
- improving essential services to remote communities, homelands and town camps
- providing sport and active recreation activities across the Territory
- protecting, preserving and promoting the Territory's heritage and cultural collections
- funding and delivering library services that foster community learning, connection and inclusion
- enhancing the Territory's arts, culture and creative economy
- supporting art, music and creative works to be displayed and accessed at museums, galleries, theatres, public places and through live events.

To achieve our goal we will:

- Enable lifelong community participation and connection.
- Enable Territorians and communities to shape the Territory's future through investment, local decision-making and employment opportunities.
- Design thriving places and connected neighbourhoods and communities through robust planning, infrastructure asset management and tenancy support.
- Promote social inclusion and accessibility, and celebrate the value of our diverse communities and their history.



Success will be shown in the continued preservation of cultural sites; increased visitation to our galleries, libraries, archives and museums; greater local Aboriginal employment in remote and regional areas; greater social inclusion and increased participation in sports, arts and cultural activities. The Territory will be a place where more people want to live and experience.

*“Let’s create a community that is vibrant,  
safe, resilient and empowered.”*

*“We are here to create opportunities for  
engagement, enjoyment and celebration  
within the community.”*



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

An individual's wellbeing is a combination of physical, mental, emotional and social factors. Our primary focus is to promote the optimal wellbeing of all Territorians, and provide support when they're experiencing crisis.

Our core business promotes and safeguards the wellbeing of Territorians through:

- preventing, identifying and responding to child harm and exploitation
- supporting children in our care and contributing to the foundations for their success
- providing safe homes, crisis accommodation and supportive services for people who need assistance
- preventing, identifying and responding to domestic, family and sexual violence
- delivering an effective youth justice system which changes offending behaviour, holds offenders to account and keeps the community safe
- supporting families, carers, seniors and people living with a disability, when assistance is needed
- leading the Territory Welfare Group to support individuals and communities who have been impacted by an emergency such as cyclones, floods and bushfires.

To achieve our goal we will:

- Equip individuals, families and communities with the resources to improve their circumstances and lead enjoyable lives.
- Connect individuals to coordinated services that respond to their needs holistically.
- Provide safe places for individuals and families that enhance opportunities to thrive.
- Respond when risks to individual or community safety are identified.



Our success will be demonstrated in the improved wellbeing of Territorians. This can be demonstrated through increased child, family and community cohesion and safety; more people accessing our prevention services; and improved service responses when safety risks are identified. We will begin to see the indicators of generational change in our families and communities as more Territorians are equipped with the resources to improve their circumstances.

*“We have a responsibility to empower Territorians to change their circumstances. Give them the tools and skills to be the driver of their future.”*

*“We can provide opportunities and experiences that mean people do not need to hit the safety net.”*

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

Our workforce is our greatest asset. We are committed to supporting the growth of our workforce in order to deliver better outcomes for the Territory. To achieve this goal, we have a number of programs and processes that foster continuous development of employees.

As an organisation, we are committed to maintaining and developing a dedicated education and training team that develops, brokers and delivers targeted training to staff and our service providers. We run robust recruitment practices that attract and select the most suitable candidates and comprehensive programs and processes to integrate new staff into their roles.

Our staff will receive professional development investment and learning opportunities, and cultural awareness training to promote a culturally-safe work environment, and we will ensure that our work, health and safety practices prevent occupational injury and illness.

To achieve our goal we will:

- Attract, recruit and retain a skilled, diverse and inclusive workforce that is reflective of the community we serve.
- Our work environment is safe and supportive, and staff have a voice.
- Invest in our workforce to grow and develop their capabilities.
- Provide staff with diverse opportunities and celebrate the efforts of our people.



Across the next four years, we will be the agency of choice in the Northern Territory Public Sector. The proportion of Aboriginal employees in our workforce will increase - overall and in leadership roles. Likewise our workforce will become more representative of the diversity of the Northern Territory population.

We will have strong candidates attracted to our roles. Internally, our staff will report feeling valued in the work they deliver, have the skills and support to implement safer working conditions, be proud to work for the agency, and feel supported to continuously develop. Externally, our partners will be part of a cohesive, proactive, responsive service system supported by timely information sharing.

*“Let’s create a workplace where our people feel safe to be courageous.”*

*“We have more capacity than ever to make a meaningful difference.”*



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

We are committed to ensuring our services are high-quality, timely and accessible to every Territorian. We will establish an integrated set of business systems that allow for flexibility, consistency and information sharing across our work. To support a high performing organisation, we will manage and participate in strong governance practices, be innovative with our efforts, and strive for

collective impact. We will seek and collect feedback from others and continue to develop contemporary policy and legislation governing our work.

To achieve our goal we will:

- Foster a performance and evidence culture through transparency, accountability and opportunities to celebrate success.
- Develop legislation, policies and processes that are contemporary and enable best practice.
- Deliver resources that support staff to be efficient and extend the reach of our services across the Northern Territory.
- Enhance partnerships to deliver high-quality services to achieve shared outcomes.



Across the next four years, the Northern Territory will be recognised for areas of best practice, with our innovative services, legislation, policies, research and systems informing developments in other jurisdictions. We will have a continually improving reputation for service delivery, and be known for our ability to identify and address issues before they escalate to crisis. We will be delivering better outcomes for all Territorians, and be able to demonstrate the positive impact we create. Most importantly, our success will be reflected through the delivery of joined up services and from our customers feeling as though they have had their voices heard.

*“Let’s create an agency that has no wrong door. Let’s work together to make sure our clients don’t have to tell their story twice.”*

*“We have to challenge how we do things. Just because it’s how we’ve always done it, does not mean it creates the outcome we want.”*

Territory Families, Housing and Communities is a transparent and accountable agency. This Strategic Plan will be a primary mechanism for tracking our progress on the key priorities we have been entrusted to deliver.

Each year we will produce an Action Plan to outline our efforts to achieve our vision. The progress we make against these key actions will be publicly reported on every six months.

Success will also be measured through our key performance measures and the outcomes that we achieve. These are publicly reported on our website, within the Budget and Estimates processes of Government, and through our contributions to national public reporting.

## Monitoring success

