

TERRITORY FAMILIES STRATEGIC PLAN 2017-2020

First half year report 2017-18



CONTENTS

INTRODUCTION	3
1. PARTNER TO EMPOWER CHANGE	4
2. PROVIDE EARLY SUPPORT TO CHILDREN, YOUNG PEOPLE AND FAMILIES	6
3. SAFEGUARD THE WELLBEING OF CHILDREN, YOUNG PEOPLE, FAMILIES AND THE COMMUNITY	9
4. ENCOURAGE AND CELEBRATE INCLUSIVE, DIVERSE AND CONNECTED COMMUNITIES	12
5. ENSURE THE STRUCTURES, SYSTEMS AND LEGISLATION SUPPORTS OUR VISION	14
6. VALUE AND INVEST IN OUR PEOPLE	16

TERRITORY FAMILIES
WE  CARE

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 vision is to empower families and communities for a safe and better future. To help build stronger families in stronger communities, where children are safe, healthy and happy; women and men from all cultural and linguistic backgrounds have equal opportunities; and senior Territorians are appreciated and respected.

Our first Strategic Plan was launched in September 2017 and set a new direction for Territory Families for three years, outlining our six key goals and associated strategies; each of which provide the foundations for our efforts and service delivery.



1. PARTNER TO EMPOWER CHANGE

Partnerships are vital to achieving our vision and mission. Over the past six months we have strengthened our existing partnerships and forged new associations, particularly with Aboriginal community controlled organisations. We are also building better relationships with other agencies and as a result we are providing more coordinated services to Territorians.

Partnerships with Aboriginal Community Controlled Organisations

In July 2017 we formed a partnership with the Aboriginal Peak Organisations of the Northern Territory (APONT) and the Secretariat for Aboriginal and Islander Child Care (SNAICC) to re-design a holistic, culturally appropriate, and child-centred out-of-home care system focussed on achieving the best outcomes for children and young people. As part of the partnership, we provided a total of \$234,000 of funding to these organisations. Later this year, the partnership will deliver a strategy for building Aboriginal led and managed out-of-home care services in the Northern Territory.

We know that Aboriginal children placed with kin or Aboriginal foster carers experience greater cultural safety and connection to family and community. Therefore, we recently committed to providing an additional \$150,000 to Tangentyere Council in Alice Springs for a new program which will identify Aboriginal foster and kinship carers for Aboriginal children in care in the Central Australia and Barkly Regions. This partnership will also contribute to implementing a key Royal Commission recommendation.

To support the social and emotional wellbeing of young people in detention, we've also continued our partnerships with Danila Dilba and the Central Australian Aboriginal Congress. The programs and activities that Danila Dilba and Congress run for young people at the Don Dale and Alice Springs Youth Detention Centres are culturally appropriate, build resilience and enhance personal creativity and expression.

Secondment arrangements between NGOs and Territory Families

To invest in and support our non-government partners to build their capacity and to improve our knowledge and understanding of the opportunities and challenges faced by our partners, we have arranged a number of secondments with NGOs over the past six months. We have seconded senior policy officers to APONT and the National Association for the Prevention of Abuse and Neglect (NAPCAN), the Council of the Ageing (COTA) and the Foster Care Association of the Northern Territory (FCANT).

Reinvigorating and expanding child safety and wellbeing committees

As part of our commitment to local and community-led solutions, Territory Families has been expanding the Child Safety Coordination Groups (CSCGs). The CSCGs provide advice and local responses to child safety and wellbeing issues. Currently, CSCGs are run in six communities, including Maningrida, Borroloola, Kalkarindji, Wurrumiyanga, Wadeye and Yuendumu, and we are progressing plans to establish CSCGs in Jabiru and Angurugu in 2018.

Operation Shulton

Better and strong relationships with other government and non-government agencies are vital to improving the coordination and effectiveness of government services.

In conjunction with the "Summer in Alice Program" (see section 2), we worked with NT Police, the Department of the Chief Minister, the Department of Education and Licensing NT on Operation Shulton. Operation Shulton aimed to prevent and reduce crime, anti-social behaviour, domestic violence and drink driving in Alice Springs over the summer.

Partner to empower change: Key actions for 2017/18	Status
Implement principles for collaboration and co-design with non-government organisations and empower our non-government partners to design new programs, services and initiatives	Complete - Ongoing
Work with Aboriginal Peak Organisations to increase the number of Aboriginal carers, improve the support provided to Aboriginal families and grow and develop Aboriginal organisations focused on out-of-home care	Delivery
Implement the Carer Recruitment and Support Strategy and implement and embed the Foster and Kinship Carer Charter of Rights	Delivery
Develop a clear investment strategy to inform prioritisation of new programs and initiatives and provide funding certainty to our partners	Delivery
Support the establishment of local community reference groups to provide advice and local solutions to issues relating to child safety and wellbeing	Delivery
Integrate cultural understanding and consideration into our practice and embed the APO NT Partnership Principles for working with Aboriginal organisations and communities	Delivery
Increase the focus on client outcomes through the way in which services are designed, contracted, managed and delivered	Complete - Ongoing
Consider the requirements of regional and remote service delivery and ensure it reflects local needs	Delivery
Drive better agency collaboration and coordination through the Children and Families Standing Committee and the establishment of the Reform Management Office to lead Child Protection and Youth Justice Reform	Complete - Ongoing

2. PROVIDE EARLY SUPPORT TO CHILDREN, YOUNG PEOPLE AND FAMILIES

Providing early intervention and support to families is a key priority in our strategic plan. The Family Enhanced Support Services, Youth Outreach and Re engagement Teams, new youth diversion programs and youth services investments all represent significant progress towards this goal.

Family Enhanced Support Services

In the first six months of this financial year, we have implemented phase 1 of the \$3 million investment in Family and Parenting Support reforms. Through a partnership with NTCOSS, we have launched a new family support online service directory. We have also opened a new referral centre, with the Territory Families Connect and Family and Children Enquiry and Support teams operating since February 2018.

The new Territory Families Connect team of specialists assist callers with general enquiries and provides supported redirections to relevant areas of Territory Families. The Families and Children Enquiry and Support team, made up of experienced family support workers, connects Territorians with services or resources that support parents and families in their area.

We are also in the process of developing a community education campaign that will promote early support services, prompt families to ask for help before a crisis and remove the stigma associated with seeking help.

Our care and protection workforce is also ramping up its focus on family support. Currently our staff are working with the families of almost 1000 children through our Strengthening Families teams. We are providing these families case managed support to address concerns that have arisen through child protection notifications and investigations.

We are also increasing our investment in prevention and early intervention services delivered by Aboriginal community controlled organisations. In February 2018, Territory Families staff met with a number of Aboriginal community controlled organisations to

discuss how we will implement the Royal Commission's recommendations by partnering to deliver place-based family support services to Aboriginal children and families.

Youth Outreach and Re-engagement Teams

Over the past six months we finalised recruitment of Youth Outreach Re-Engagement Officers (YOREOs). Most recently we recruited and trained nine Senior YOREOs who completed a six week intensive training in November and December 2017 to prepare them for work in the statutory environment, including case management, assessment and report writing through NT Correctional Services and trauma informed care through Australian Childhood Foundation. The newly delegated Senior YOREOs accepted 164 active cases from Community Corrections on 5 January 2018. This followed significant efforts to amend legislation that resulted in Territory Families becoming legally responsible for youth community corrections.

The Senior YOREOs are working closely with young people who will be, and are, transitioning back into the community from the Don Dale and Alice Springs Youth Detention Centres as part of a 'through-care' service model.

Youth Outreach and Re-engagement Teams (YORETs) continue to focus efforts on engagement and development of collaborative working partnerships with stakeholders. For example, the Northern YORET established and coordinated the first Palmerston Family Safety Group meeting in August 2017.

Operation Flinders and YORETs team up on youth diversion

In 2017-18 we have committed \$1.8 million of funding to youth wilderness camp programs. This included engaging Operation Flinders to run a program in the Flinders Ranges in South Australia. The program aim is to reduce offending, substance use and at risk behaviour. It also seeks to increase educational and vocational engagement, improve cultural connectedness and identity, and enhance health and wellbeing.

Throughout 2017-18 Operation Flinders will run four, eight-day camps, each for 10 youths. In September 2017, two camps were held and eight female youths from Alice Springs and 10 male youths from Katherine successfully completed these camps.

Territory Families staff based in these regions also attended the camps to form ongoing case management relationships with the young people. Attendees at the camps will each receive at least three months' post-camp case management support.

Planning has commenced for the next Youth Wilderness Camp in March 2018 which will support 10 male youths from the Nhulunbuy region.

Strengthening our investment in youth services

Over past six months we have been providing new youth services grants for after-hours and school holiday programs. In Darwin, Palmerston, Katherine, Tennant Creek and Alice Springs, we have committed over \$600 000 to support a range of sporting, cultural, social and development activities. This additional investment compliments other services we have funded to deliver after-hours and school holiday programs in Alice Springs and Tennant Creek.

In Alice Springs, the "Summer in Alice" program, funded through the Youth Innovation Grants Program, had 230 activities spread over 45 days of the school holidays, including a youth drop-in centre, soccer and night programs at the Gap Youth Centre and Brown Street, arts and craft programs and music workshops. Free programs were running most days across town and were open on week days and up to six nights a week. Examples of this engagement includes:

- 485 young people attending 39 technology-based activities in seven locations including Alice Springs Town Council Library.
- 147 young people attending five Children's Ground events with elders and families.
- 278 young people attending three recreation events on Saturday nights.

In Palmerston, innovation grants have funded eight organisations to deliver school holiday programs. Examples include:

- Youth Sports Nights which have been run by the Palmerston and Regional Basketball Association, attracted approximately 60 young people each night, five nights a week during the first five weeks of the school holidays.
- Palmerston Beats, which was run by Skinnyfish Music, attracted between 60-100 people at each of the five events held to date.

In Tennant Creek the Youthlinx youth centre has been operating seven days and nights per week and providing safe transport home. Between 25 - 60 participants attend each day and 45 70 each night, while Barkly Regional Arts has provided arts programs for three weeks of January.

In Katherine we have funded over 22 events including family pool days, movie screenings and video game LAN parties. The YMCA have held Roller Disco, skate boarding and indoor soccer attracting 40 80 participants each session. These summer youth programs highlight how we are taking an increasingly collaborative approach to engaging children, young people and their families. By working together with other government and non-government agencies to coordinate available resources and utilise a range of skill-sets we can improve outcomes.

Provide early support to children, young people and families: Key actions for 2017/18	Status
Introduce multiple pathways for families and children in need of support by developing and delivering a dual pathways model	Complete - Ongoing
Embed the Youth Outreach and Re-Engagement Teams into regional centres to provide through-care coordination for young people.	Complete
Target youth diversion investment to programs that work and deliver outcomes for young people	Delivery
Work with young people and the sector to develop a coordinated and cohesive policy for young people including increasing workforce participation and tackling key issues identified by young people	Delivery
Work with partners to increase youth engagement in education culture and training and improve after-hours services for young people in Alice Springs and Tennant Creek	Delivery

3. SAFEGUARD THE WELLBEING OF CHILDREN, YOUNG PEOPLE, FAMILIES AND THE COMMUNITY

A key priority of the strategic plan is to safeguard the wellbeing of children, young people, families and the community. In order to achieve this, we are making changes to ensure we respond appropriately and constructively to the child protection, youth justice and domestic and family violence challenges facing our families and communities.

We are progressing a number of important reforms to ensure at risk children, young people and families are protected and helped to recover and thrive. This includes getting our policy setting right, such as through the release of the Northern Territory Domestic, Family and Sexual Violence Reduction Framework, as well as enhancing and expanding services, including new youth conference programs, youth bail support services and a new women's shelter in Alice Springs.

Safe, respected and free: the Domestic, Family and Sexual Violence Reduction Framework

In December 2017 Minister Wakefield launched the Northern Territory's Domestic, Family and Sexual Violence Reduction Framework 2018-2028, entitled "Safe, respected and free". The framework lays our vision for reducing violence and working together to achieve safer homes, communities, workplaces and schools

To develop the framework we ran consultations across the Territory and reviewed and evaluated a number current initiatives, such as the Family Safety Framework.

The framework will be implemented over the next ten years through a series of three rolling action plans. We are currently working with our partners to develop the First Action Plan: Changing Attitudes, Intervening Earlier and Responding Better 2018-21. To implement this action plan, the NT Government has committed \$25.3 million.

Pre-sentence victim-offender conferencing

In 2017 we funded Jesuit Social Services to deliver a new youth conferencing program in Palmerston and Katherine involving young people diverted by the courts. Between 1 July and 31 December 2017, there were 51 victim-offender conferences and 82 family group conferences. These restorative conferences are providing opportunities for everybody involved to be heard and understood and allows those most affected by an offence to be a part of the process of deciding how the young person should make up for their behaviour.

Youth bail support services

In 2017 we introduced youth bail support services for the first time in the Northern Territory. Youth Bail Support services offer an alternative to custodial remand in youth detention centres. We expect the new bail support services to improve accountability by providing the support and supervision that young people need to meet their bail conditions. These services are endorsed in the recommendations of the Royal Commission Report and are already available in all other Australian jurisdictions.

To deliver this service we awarded a three-year contract to Saltbush Social Enterprises on 28 November 2017 to deliver bail support accommodation and supervision services for 12 young males in Alice Springs and in Darwin.

Previously, in August 2017, we established youth bail support accommodation for young females in partnership with the Alice Springs Youth Accommodation and Support Services.

We have also put in place 24/7 bail supervision, as a collaborative effort between YOREOs and Saltbush Social Enterprises. Bail supervision includes transport to ensure that children get to court, school, medical and therapeutic appointments and other services that will help them meet their bail conditions and case management plan with the ultimate goal of addressing the causes of their offending behaviours.

Under their service agreement, Saltbush Social Enterprises are also operating a new youth bail support line (1800 BAILED) to ensure referral enquiries can be received 24/7, 365 days per year.

New youth justice facilities in Darwin and Alice Springs

The Northern Territory Government has set aside \$70 million for the development of two new Youth Justice Centres, which will provide secure, cottage-style accommodation for approximately 30 people. On 17 February 2018, a plan for the replacement of Don Dale and Alice Springs youth detention was delivered to the Children's Commissioner.

To design and plan the new centres we have been working closely with the Department of Infrastructure, Planning and Logistics. We established a process for developing a design brief and assessing the possible sites for the location of the new centres in Darwin and Alice Springs.

Both new youth training facilities will enable evidence-based, restorative and culturally and age appropriate programs that are aimed at reducing recidivism, while ensuring community safety through secure and fit-for-purpose design. While the new facilities are designed developed, we have upgraded the Don Dale and Alice Springs Youth Detention Centres including improving room amenities, strengthening security and safety and upgrading CCTV systems. We have also developed a new education facility and accommodation block for females at the Alice Springs centre. The new facilities for girls in Alice Springs will enable girls from Central Australia to stay closer to their families and communities.

Emergency relief efforts

Our efforts to improve our capacity and capability to provide emergency relief were tested in the final weeks of January 2018 when monsoonal rainfall in the community of Daly River required the airborne evacuation of 367 residents by helicopter. We worked collaboratively with our partner the Australian Red Cross to set up the evacuation centre at Foskey Pavilion and provided support ranging from meals to full accommodation for up to 250 evacuees, including approximately 90 children.

Interim figures indicate that over the 17 days from 25 January to 12 February, 93 Territory Families staff and staff from other agencies worked approximately 5000 hours on evacuation centre operations and welfare activities and incident management.

Our Infrastructure and Emergency Management group is using the intelligence gained from this exercise to develop a plan to grow our reserve of volunteers and to improve roster management. Feedback from all partners has indicated a significant improvement in the welfare group's response.

A new women's shelter in Alice Springs

We have progressed with plans to build a new Alice Springs Women's Shelter to support women and children who need to relocate from their home. The project will reconfigure the facility to replace existing outmoded communal accommodation so that the shelter can provide specialist domestic and family violence services to women and their children.

We have now finalised the grant agreement, engaged design consultants and commenced the preparation of tender documents. Construction is due to begin in March or April 2018.

Safeguard the wellbeing of children, young people, families and the community: Key actions for 2018/18	Status
Commence the transition of out-of-home care to the non-government sector over the next seven years	Delivery
Lead the reform of youth justice and child protection by refocusing the system towards early intervention and restoration	Delivery
Introduce appropriate measures to improve intake services and manage statutory demand	Delivery
Ensure that there is appropriate planning and placements to meet the needs of children and young people in care	Delivery
Facilitate the successful reintegration of young people from detention through focused and relevant programs and planning	Delivery
Develop and implement a domestic, family and sexual violence reduction framework to reduce the impact of violence on our community	Complete
Grow and develop Indigenous non-government organisations focused on looking after children in out-of-home care	Delivery
Establish victim youth conferencing in regional centres	Complete
Enhance youth detention facilities and programs	Delivery
Embed a therapeutic residential care model	Delivery

4. ENCOURAGE AND CELEBRATE INCLUSIVE, DIVERSE AND CONNECTED COMMUNITIES

The Northern Territory is celebrated for its cultural, linguistic and social diversity. Our strategic plan recognises that supporting and including all groups in our society is key to improving the lives of all Territorians. Protecting elders from abuse and supporting seniors, pensioners and carers has been a key focus of our efforts to encourage and celebrate inclusive, diverse and connected communities over the past six months.

Supporting Territory elders at risk of abuse

In 2017 we provided \$300 000 to the Darwin Community Legal Service to support a project to minimise elder abuse in our communities. The Legal Service is raising community awareness around the issue and providing advocacy and legal assistance to people suffering from elder abuse. Darwin Community Legal Service is also researching the prevalence of elder abuse by meeting with community members and carers to learn more about:

- the impacts of elder abuse
- the effectiveness of current responses
- possible solutions to this hidden problem.

As part of the funding, Darwin Community Legal Service is also operating the Elder Abuse Information Line to assist elderly people suffering from abuse, making referrals to support organisations and providing legal information to people wanting to make informed choices about their situation.

Together with the Department of the Attorney-General and Justice, Territory Families has been working with the national Council of Attorneys-General Working Group on a National Plan on Elder Abuse.

Better schemes for Territorian Seniors, Pensioners and Carers

In November 2017 we completed a review of the NT Pensioner and Carer Concession Scheme. To inform the review we consulted more than 10,000 Territorians through online surveys, postal surveys and face-to-face forums. We also engaged Deloitte to independently review schemes and identify inequities and inefficiencies.

Our review's recommendations were accepted by government and the current scheme will be replaced with two contemporary schemes that respond to the needs of Senior Territorians:

- The NT Concession Scheme
- The Seniors Recognition Scheme

Both schemes will commence from 1 July 2018 and involve an additional government investment of \$4.9 million in 2017-18, and a further \$7.2 million in 2018-19.

There are currently over 16,000 members who have claimed concessions under the current scheme, this financial year. An additional 3000 members are expected to join the new Seniors Recognition Scheme on 1 July 2018. We have prepared information packs to be made available to the public via the Territory Families shopfronts and online, including pamphlets; fact sheets tailored to each scheme; and FAQs.

Encourage and celebrate inclusive, diverse and connected communities: Key actions 2017/18	Status
Develop coordinated services to assist senior Territorians suffering from elder abuse	Complete - Ongoing
Reform the Senior Concessions and the NT Pensioner and Carer Concession Scheme	Complete
Establish mechanisms to ensure the voices of children and young people including those in care and within the youth justice system are heard and acted on	Delivery
Develop, implement and promote appropriate programs and support for multi-cultural communities	Delivery
Develop a Gender Equity and Diversity Framework for the Northern Territory	Planning
Ensure the funding provided to community groups aligns with the strategic direction of government	Delivery
Investigate how our vibrant multicultural communities can contribute to business, trade and economic growth in the Northern Territory	Complete
Develop a communication strategy to promote positive community attitudes, greater awareness and better perceptions about Territory Families	Delivery
Build Territory Families' capacity to manage, respond and recover from emergencies	Complete

5. ENSURE THE STRUCTURES, SYSTEMS AND LEGISLATION SUPPORTS OUR VISION

In order to deliver frontline services that empower families and communities for a safe and better future, we need legislation, systems and processes that are fit-for-purpose. We have progressed a number of initiatives to ensure we have contemporary governance structures, smarter technology solutions and best practice methods of designing, delivering and monitoring the programs and services we deliver.

Law reform

In September 2017 we established a law reform unit to progress the legislative amendments necessary to enact the Royal Commission's recommendations and to reform other Acts for which Territory Families is responsible.

The new law reform team made an immediate impact, developing the Adoption of Children (Equality) Bill to allow same sex and de facto couples the right to legally adopt children in the Northern Territory. The bill is currently being considered by Parliament and is anticipated to come into effect in early 2018.

New provisions under the *Youth Justice Legislation Amendment Act 2017* also came into effect on 5 January 2018. At this time statutory responsibility for young offenders being supervised in the community was transferred from Correctional Services to Territory Families. We are now responsible for the supervision and management of around 100 young offenders on orders of the Court and Parole Board, including those on bail and electronic monitoring.

These changes enable us to deal with young people in a manner appropriate for their age, level of maturity and with a key focus on trauma-informed care.

With the NT Government's commitment to introduce a single Act for child protection and youth justice, the law reform team is working closely with key stakeholders from government agencies and our non-government sector to review existing legislation, analyse and assess the findings and recommendations from both Royal Commissions, and to consider how they align with existing work to improve and amend youth justice and child protection legislation.

Changing the culture in youth detention

In youth detention centres, we have introduced new operating procedures and processes to formalise the change from a culture based on correction and punitive behavioural management systems to one based on the principles of rehabilitation, healing, care, restorative justice and through-care. A new support, incentives and privileges program has also been introduced for young people in detention.

Better performance management

In 2017 we created the Performance and Data Management (PADM) unit within our structure to be the primary source of advice regarding the agency's performance. Since its inception PADM has been providing and organising evidence and expert analysis of services, systems and new policy proposals. In the past six months PADM has also taken the first steps towards integrating youth justice, police and child protection data and enhanced the relationship with research institutes including the Menzies School of Health and Research.

Listening to the voices of children in out-of-home care

In December 2017 we introduced the Viewpoint Survey to seek and consider the views of children and young people in our care. The survey caters for children and young people aged 5 to 17 years. The questionnaire is comprised of the core 57 questions to capture information from children and young people about their experiences in out-of-home care. Children and young people who participated were positive about the use of the Viewpoint survey. The findings will be used to improve services and outcomes for children in care.

Ensure the structures, systems and legislation supports our vision: Key actions for 2017/18	Status
Review and amend the <i>Care and Protection of Children Act</i> , the <i>Youth Justice Act</i> and the <i>Adoption of Children Act</i>	Delivery
Align all child protection information systems with a new client management solution	Delivery
Introduce electronic document records management	Complete
Improve our information and evidence through enhanced data analysis services	Delivery
Develop common risk assessment and case planning tools	Planning
Explore and scope the introduction of a common client identifier	Planning
Introduce an accreditation scheme for Out of Home Care providers	Delivery
Ensure procurement and acquisition processes support good outcomes for clients and introduce five year funding agreements	Delivery
Establish global demand based budgeting to allocate resources according to need including establishing a governance framework that ensures quality control and delivery	Complete
Respond to the findings of the Royal Commission into the Protection and Detention of Children in the Northern Territory, and the Royal Commission into Institutional Responses to Child Sexual Abuse	Delivery
Improve feedback mechanisms for clients and the community	Delivery
Deliver an upgrades program to Territory Families' infrastructure	Complete - Ongoing

6. VALUE AND INVEST IN OUR PEOPLE

We are aiming to be an employer of choice by operating a safe and nurturing workplace. We are bringing to life our commitment to valuing and investing in our people by equipping staff to work in a complex and dynamic environment. We are also working to ensure that our workforce has the right composition and balance to best meet the needs of the community we serve. In particular, we are growing our Aboriginal workforce across all employment levels, including by providing professional development opportunities for our existing Aboriginal staff.

Launch of Territory Families workforce development plan

Recently we launched our Workforce Development Plan. The Plan identifies five strategic priorities to enable the Agency to achieve its goals and vision.

Key reforms to meet our immediate workforce needs are mapped across six priority areas:

- workforce acquisition
- leadership development
- learning and development
- career paths
- Aboriginal workforce development
- enabling initiatives.

Work is already underway on a range of initiatives to progress the Plan's key objectives, in particular:

- growing our Aboriginal workforce through targeted measures such as the Special Measures Plan
- introducing cultural awareness training
- delivering leadership training for all Senior Professional and Officer level staff
- developing a new performance development framework
- recruiting an Aboriginal Workforce Development Officer to lead work around Aboriginal Workforce Strategy
- appointing an Aboriginal Policy Officer to develop a Cultural Security Framework.

The Plan's success will be measured through milestone analysis, monitoring, and evaluation to ensure it continues to meet the agency's needs and changing circumstances.

New induction process

In December 2017 we rolled out a new induction process. The new corporate induction program is an opportunity to make the agency's employee value proposition shine and provides new employees with information relating to the operations of the agency and their work providing relevant, consistent information to enable new staff to integrate into their new role safely.

Developing and implementing improved training

We are meeting our employees' development needs by developing and implementing targeted training where needed. We have introduced the Certificate IV in Youth Justice for all youth justice officers and continue to provide routine training in trauma-informed, strength-based and restorative practice. We are also strengthening our leadership capability, especially at the senior levels, to influence, define and drive performance improvements. Youth Justice and Operational Support senior managers have been provided with an executive coach and five Territory Families senior directors successfully completed an Inspirational Leadership Program in November 2017 and February 2018.

Employee engagement and advisory committee

We have created the Employee Engagement and Advisory Committee to continue the excellent work of the former Employee Consultative Committee. The group's aim is to ensure a positive, inclusive and stimulating workplace for all staff.

Senior Executive Group roadshows

Over the past six months our Senior Executive Group has been travelling across the Territory to seek the views of staff and stakeholders.

The roadshow sees our senior executive discussing the unique opportunities and challenges faced by each regional team.

The visits also provide an opportunity for regional staff to meet the senior executive face to face and put forward their suggestions for Territory Families.

Value and invest in our people: Key actions for 2017/18	Status
Introduce an Operational Support area charged with supporting the continuous growth and improvement of operational services	Complete
Develop and implement improved online and face- to-face training	Complete - Ongoing
Improve connectivity and support for remote and regional staff	Delivery
Introduce a Territory Families induction and orientation program that affirms the principles and workplace culture	Complete
Implement a Strategic Workforce strategy that delivers improved capacity and capability of all levels of the organisation	Complete
Embed an Aboriginal workforce plan that is focused on growing our Aboriginal workforce in operations, organisational services and leadership teams	Planning
Enhance attraction and recruitment processes to ensure Territory Families attracts and retains best in class staff to professional and administrative roles	Delivery
Introduce trauma informed and therapeutic training across child protection and youth justice	Complete - Ongoing
Enhance the capacity and capability of our leaders by focussing on their development	Complete - Ongoing
Establish employee engagement mechanisms that enable open and transparent dialogue and staff to influence agency direction and decision making	Complete



TERRITORY FAMILIES

Strategic Plan 2017-20

First half year report
2017-18

