Northern Territory
Human Services

What are Human Services?

Human services are…. Disability, Housing and Homelessness, Home and Community Care (including Aged Care), Seniors, Community Mental Health, Domestic and Family Violence, Sexual Assault, Women's Services, Men's Services, Culturally and Linguistically Diverse Services, Child Protection and Out of Home Care, Youth, Family, Alcohol and other Drugs, Community Health, Financial Hardship and Crisis, Community Legal Services, LGBTIQ+, Gambling , Migrant and Multicultural Support, Community Safety, Carers, Aboriginal and Torres Islander Services, Community Employment Services

The Territory is a unique setting for delivering human services.

Factors impacting service delivery:

- Small, vastly spread population
- Workforce trends and challenges
- High cost and challenges of remote service delivery
- Service and infrastructure gaps
- Complex and increasing population needs
- Changing funding models/policy reform

The Territory population is small and geographically isolated. Its 245,000 people make up only 1% of the Australian population, but are spread over 17.5% of the Australian land mass.
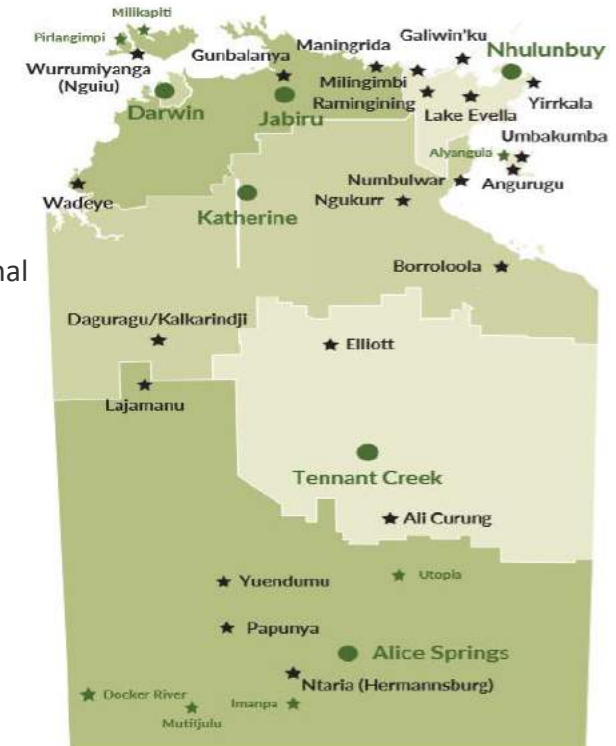
59.6% of Territorians live in Darwin and surrounds
(The other 98,980 people are spread across 1.3m km^2)

30.3% of Territorians are Aboriginal

79% of Aboriginal people live in remote areas, mostly speaking a language other than English at home

To read the full Discussion Paper, go to:
www.nthsip.com/about

Northern Territory Human Services Industry Plan

Why do we need an Industry Plan?

- ✓ To set a vision for the future of the human services industry
- ✓ To unify and strengthen the industry to work together
- ✓ To learn from the collective wisdom and innovation
- ✓ Continue to improve the experience of people who access human services

Vision

The NT Human Services Industry Plan will form a vision for the industry over the next 10 years. What words do we want to be using to describe the sector in 10 years?

Let's highlight the importance of our industry, and work together to strengthen what we know is working.

What would you like to see in an Industry Plan? Consider some of these themes and share your own!

Quality services	A skilled workforce	Strong organisations	Sustainable funding	A connected industry
• Person-centred services • Appropriate, place-based systems and services • Evidence-based approaches • Culturally safe, secure systems and services	• Quality staff attraction and retention • Transferable skills and systems • Representing the community, boosting local employment • Culturally skilled • Valued, remunerated, career pathways	• Best practice governance • Financial sustainability • Strong leadership and capability • Streamlined, effective quality management	• Flexible, co-designed agreements • Appropriate, place-based funding • Outcomes-based, evaluated performance • Alternate funding streams, social enterprise and social impact funding	• Collaborative • Addressing service gaps together • Shared resources, corporate knowledge and skills • Improved connectivity through systems and technology • Advocacy, unified voice

JOIN THE CONVERSATION →

Go to www.nthsip.com to:

- Read the full **Discussion Paper**
- Attend a regional **Industry Forum**
- Complete the **Online Survey**
- Contact the **Project Team**

NT Human Services Industry Plan

DISCUSSION PAPER

March 2019

THIS DISCUSSION PAPER

This Discussion Paper is just the starting point of industry consultation and planning. With the NT context front of mind and taking into consideration the various social policy changes and reform affecting service provision, some key themes have been outlined in this paper for consideration and to guide the discussion and planning process. The Industry Plan will be led by the contribution and feedback from industry, therefore these key themes are subject to change throughout its development.

WHY WE NEED A HUMAN SERVICES INDUSTRY PLAN

Through the development of an NT Human Services Industry Plan, we can connect our industry to build capacity, capability and share collective strength to improve the lives of Territorians. The Industry Plan will articulate a vision for the future of the industry and set out the steps needed to achieve this vision. It can also influence how government assists industry development, through policy, funding and support decisions.

The human services industry are providers of services which aim to develop the capacity of people and families to enable their full participation in a strong, healthy and inclusive Northern Territory (NT). The human services industry in the NT plays a vital role in the lives of Territorians, and underpins economic and social participation.

Let's highlight the importance of our industry and work together to strengthen what we know is working.

An Industry Plan will:

- ✓ Set a vision for the future of the human services industry
- ✓ Unify and strengthen the industry to work together
- ✓ Capture the industry's collective wisdom and innovation
- ✓ Influence government in the development of future policy, funding and support
- ✓ Continue to improve the experience of people who access human services

The planning process will be led by industry. It will be collaborative, consultative, and take a co-design approach to ensure maximum engagement and opportunity for success.

It's important to note that to effect industry change a partnership approach is needed; between industry as service providers and the funding bodies. The NT Government has committed to support the ongoing development of the human services industry, having identified human services as a *Developing Sector* in its 2018 Economic Development Framework. It states: "Changing the way that governments deliver human services can create economic development opportunities in regional and remote areas of the Northern Territory. This will require innovative contemporary organisational practices and new delivery models." (NT Government 2018)

Why get involved?

There is greater advocacy potential with a unified voice.

NT human service providers know what is working and what isn't. An Industry Plan can capture and share 'on-the-ground' knowledge and practice.

The industry is in a period of significant change and reform; we can work together to adapt and innovate.

Industry needs can change between different service types, organisation types and locations. However, working together is the way to drive real industry change that will benefit us all.

The industry planning process is supported by NT Government, and will also be informed by the *NT Government and NGO Statement of Principles*, which guide how the two sectors should work together to provide services for NT residents.

The NT Human Services Industry Plan development will be also informed by the Aboriginal Peak Organisations NT (APO NT) Partnership Principles. The APO NT Partnership Principles are designed to guide the development of a partnership-centred approach for non-Aboriginal organisations engaging in the delivery of services or development initiatives in Aboriginal communities in the Northern Territory. (APO NT 2017)

Look out for these question boxes throughout the Discussion Paper, with questions to get you thinking about what we want for the future of the human services industry, and what we might want to include in the Industry Plan… submit a response to this paper or complete the Online Survey to have your say. (See end of Discussion Paper or website for details)

THE TERRITORY CONTEXT

The Northern Territory is a unique context for the delivery of human services. The Territory population is small and geographically isolated. At 245,000 people in 2018, it accounts for only 1% of the Australian population over 17.5% of the Australian land mass. 59.6% of Territorians live in the Greater Darwin area, with the remainder spread over regional, remote and very remote areas of the Territory's 1.35 million square kilometres. (NT Government 2018b, p7)
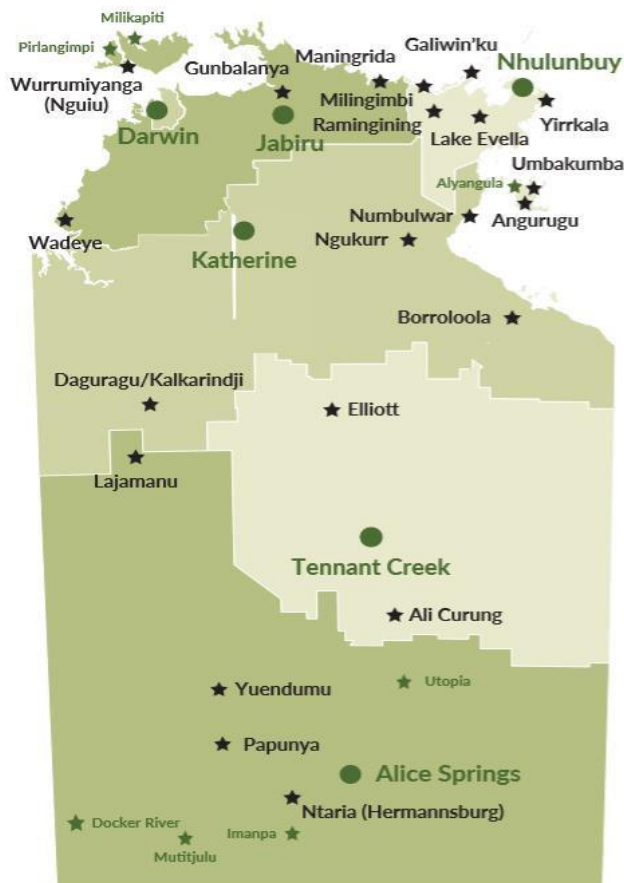

Of the Territory's population, 30.3% are Aboriginal. 79% of Aboriginal people live in remote areas and of these people, 70% speak a language other than English at home.   (NT Government 2017, p4) "Indigenous Australians living in (remote) communities have significantly worse quality of life than most other Australians." (Productivity Commission 2017, p268) The Territory's large Aboriginal population means that culturally safe, secure and appropriate service delivery is of critical importance.

In remote areas, innovative approaches are required to achieve economies of scale and contestability in the delivery of services. A lack of infrastructure and extreme seasonal conditions can affect access to some remote areas for parts of the year. When remote areas are accessible, travel is time-consuming and costly for service providers. Information, communication and reporting can be affected where internet access is limited (or not available).

What else is unique about deliverin human services in the Territory?
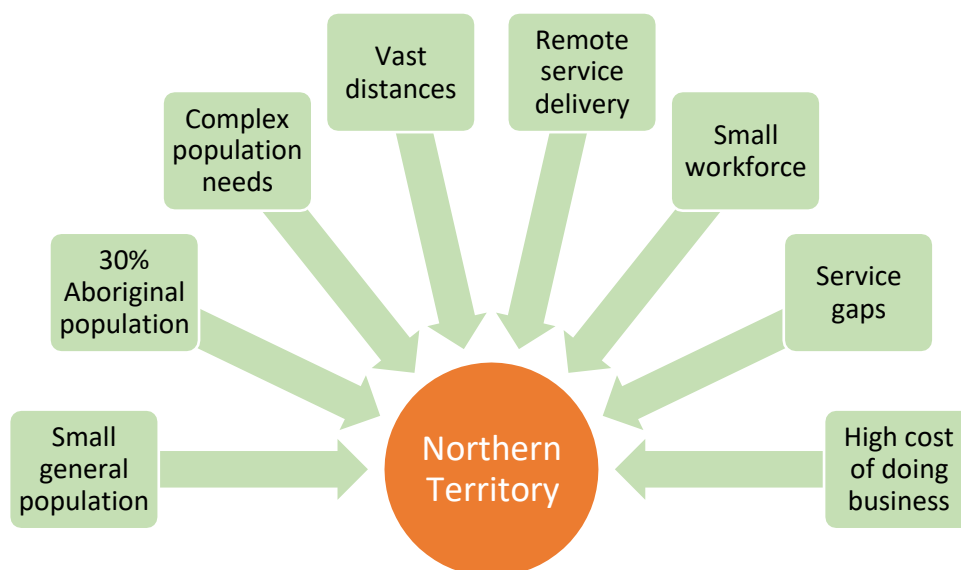
There are currently 7600 people employed in not-for-profit human services organisations across the Territory (registered as charities); which equates to 8% of the NT workforce (more than manufacturing and mining sectors combined). (Gilchrist and Knight 2017, p2) This is yet to include the substantial number employed in the industry in Aboriginal Community Controlled Organisations, government human service delivery (local, NT and Commonwealth) and in private businesses. Health Care and Social Assistance is one of the top 5 industries by employment growth in the Territory, and the human services workforce is set to grow rapidly. (NT Government 2018 p7) However recruiting and retaining skilled staff in the Territory (especially in regional and remote areas) continues to be a significant challenge for service providers, especially workers with the necessary cultural knowledge and competencies.
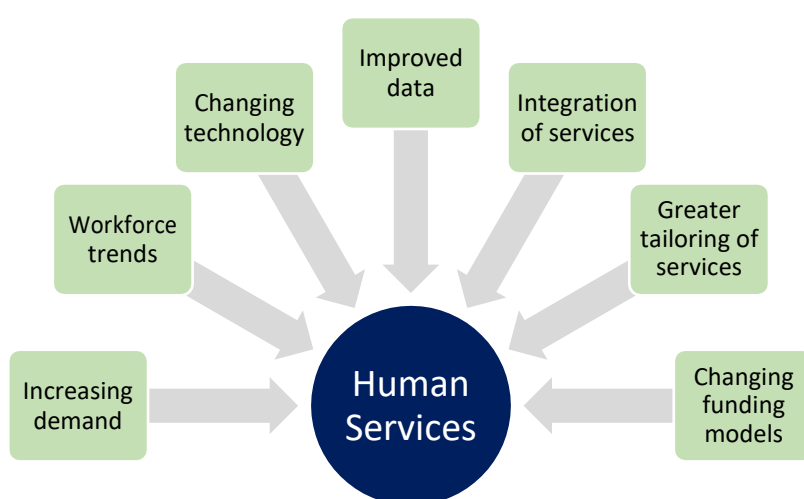
The NT human services industry is also in a period of significant change, with increasing demand for services, the growing complexity of population needs, the effect of technology and increased costs associated with new and more complex service provision demands.

Ongoing social policy changes and reforms led by the Australian and Territory Governments will also have major impact on the way human service organisations operate.
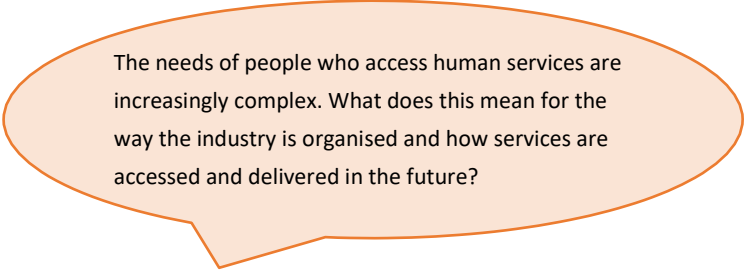
Some examples include:

Australian Government

- National Disability Insurance Scheme
- Royal Commission into Aged Care Quality and Safety (and ongoing reforms)
- Royal Commission into Institutional Responses to Child Sexual Abuse

NT Government

- Local Decision Making
- Economic Development Framework
- Aboriginal Contracting Framework
- Royal Commission into the Protection and Detention of Children in the NT
- Homelessness Strategy
- Alcohol Harm Minimisation Action Plan
- Remote Housing Program
- Child Safety and Wellbeing Framework
- Child and Adolescent Health and Wellbeing Plan
- Domestic Family and Sexual Violence Reduction Strategy

> The needs of people who access human services are increasingly complex. What does this mean for the way the industry is organised and how services are accessed and delivered in the future?

INDUSTRY PLAN SCOPE

The NT human services industry is diverse, with organisations of different sizes, locations, specialities, resources, and governance models. Some organisations deliver specialist services and work with specific groups of people. Others deliver a wide range of services to help meet the different needs of people and families of a specific community or place. This Territory-wide diversity is a strength, often giving people choice about the type of support they want and the provider best placed to deliver it. There is no 'one-size-fits-all' response to the challenges experienced by Territorians. The below scope has been developed to guide the industry planning process. If your organisation or business provides a service in one of these service types, it is within the scope of the Human Services Industry Plan.

Human Services (Primary Scope):

Youth
Seniors
Women's Services
Family
Men's Services
Gambling
LGBTIQ+
Disability

Housing and Homelessness
Community Mental Health
Community Legal Services
Financial Hardship and Crisis
Community Health
Community Safety
Alcohol and other Drugs
Carers

Domestic and Family Violence
Sexual Assault
Culturally/Linguistically Diverse Services
Migrant and Multicultural Support
Aboriginal and Torres Islander Services
Child Protection/Out of Home Care
Home/Community Care (incl. Aged Care)
Community Employment Services
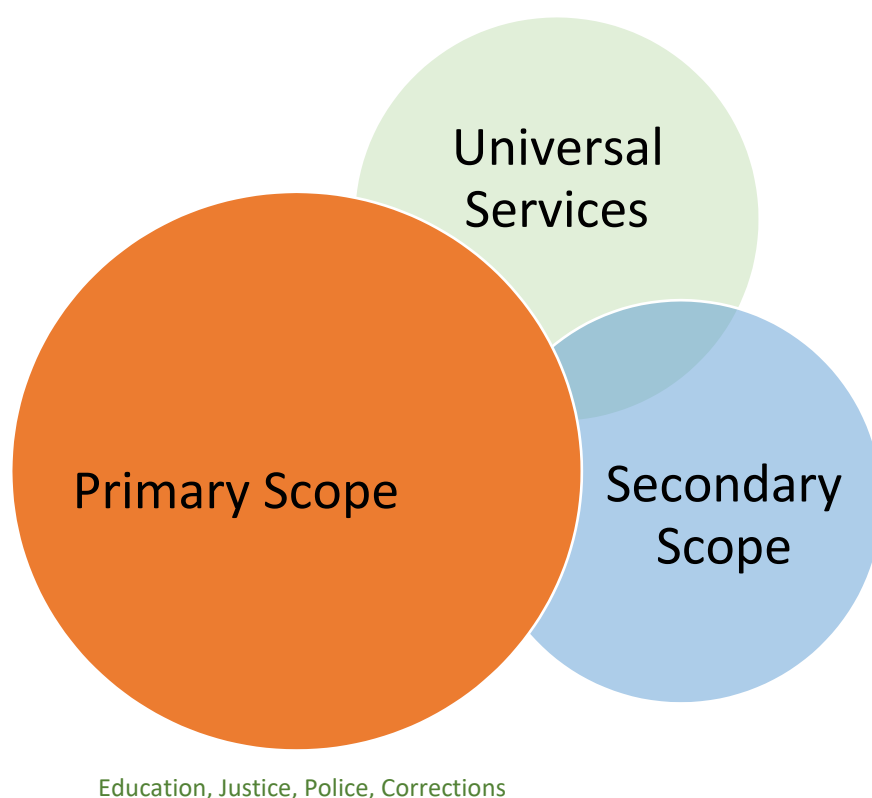
Secondary:

*Services that may be interdependent or interconnected to human services:*

Early Childhood Education and Care, Community Education, Maternal Child Health, Residential Aged Care, NT Housing and Accommodation Support Initiative, Health and Community Services Complaints Commission, Office of Public Guardian, Anti-Discrimination Commission

Universal: Primary Health Care, Hospitals, Primary and Secondary

Universal Services

Primary Scope

Secondary Scope

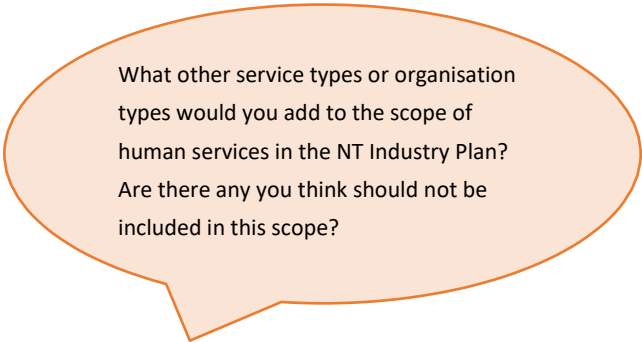Education, Justice, Police, Corrections

The Human Services Industry Plan is intended to be generally inclusive and there is no precise industry definition. Therefore workers and organisations can self-identify whether they fall within scope.

There are various organisational types that are providers of human services, across urban, regional and remote parts of the Territory:

Organisational Type	Example
Not-for-Profit Organisations	*Incorporated Associations, Companies Ltd by Guarantee, Territory based or national organisations*
Aboriginal Community Controlled Organisations	*Aboriginal Medical Services, Aboriginal Corporations,*
Government Agencies	*Commonwealth, NT and Local Government bodies that provide direct services*
Private Businesses	*Sole traders (e.g. allied health professionals), Partnerships or Companies*

NT Human Services Industry Plan: Discussion Paper
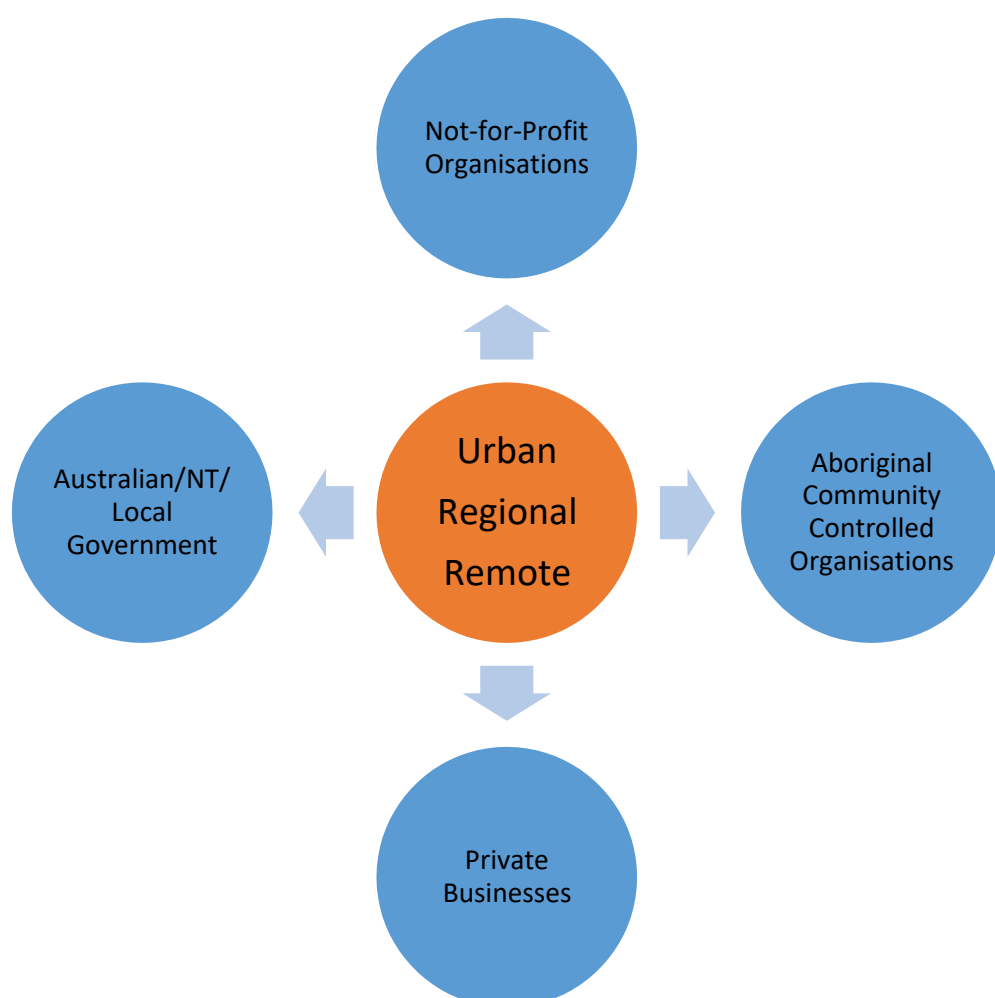
Each of these service and organisation types will operate in different ways and have different needs. However, there are shared challenges and opportunities across the industry, and examples of innovative approaches to service delivery that can be captured and shared, to strengthen our ways of working. This is the intent of the NT Human Services Industry Plan, and why we need all different types of service organisations to engage and contribute.
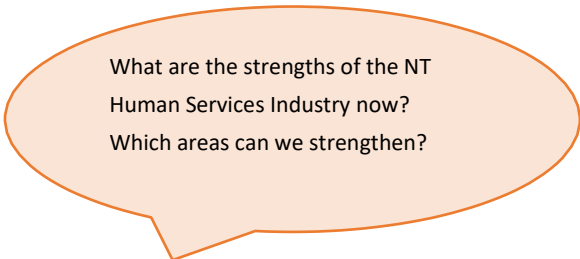
What other service types or organisation types would you add to the scope of human services in the NT Industry Plan? Are there any you think should not be included in this scope?

VISION FOR THE NT HUMAN SERVICES INDUSTRY

The Human Services Industry Plan aims to set a vision for the NT human services industry over the next 10 years. Industry planning is part of an industry's natural evolution and life cycle. Every industry needs to adapt and respond to new challenges and opportunities. The human services industry in the NT is facing a time of significant change and opportunity and it is vital that human services organisations, government, and have a shared vision of the future of the industry.

The human services industry is already a major driver of social innovation and uses its 'on-the-ground' experience to identify emerging trends and devise fresh ways of tackling complex disadvantage. However
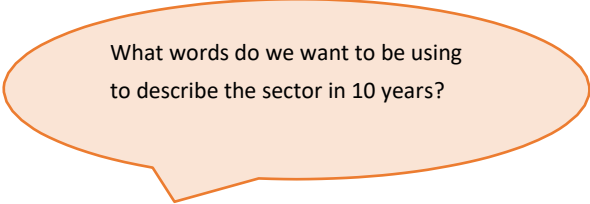
What are the strengths of the NT Human Services Industry now? Which areas can we strengthen?

welfare services are often perceived as a cost to society, rather than a major and growing employer that has diversified revenue contributing millions to the Territory and Australian economies. A vision for the industry can help shape the direction and narrative about its contribution to society.

Because people often have a range of interconnected needs that one service type alone cannot address, it is important that the industry, a key strength of which is diversity, also has some unifying values, goals and aspirations.

This is an opportunity for the human services industry to articulate its common values and shared purpose, which will assist in promoting it as an important and vibrant industry in the Territory, leading to better industry advocacy and attracting more people to its important work.

What words do we want to be using to describe the sector in 10 years?

KEY THEMES

This Discussion Paper outlines some themes for consideration during the industry planning process. The themes outlined below are not in order of importance or priority.

Quality services

What would this look like in the future?
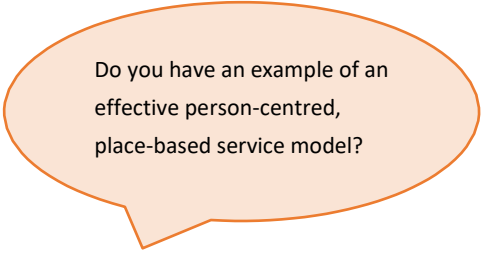
Person-centred services	Place-based systems and services	Evidence-based approaches
	Culturally safe, secure systems and services	

NT human service providers are focused on continuous improvement in the quality of the services they provide. As the operating context become increasingly complex, the NT human services industry needs to find new ways of working; to meet regulations, remain competitive and ensure services and approaches are contemporary, based on evidence and meet the needs of the Territorians.

Person-centred services place the person receiving the service at the heart of all decisions and actions relating to their support. *Place-based systems and services* encourage people to come together to identify local challenges and consider local solutions. Both of these models of care move away from a 'one size fits all' approach, and encourage people and their communities to be involved in the decisions that affect the services and outcomes they receive.
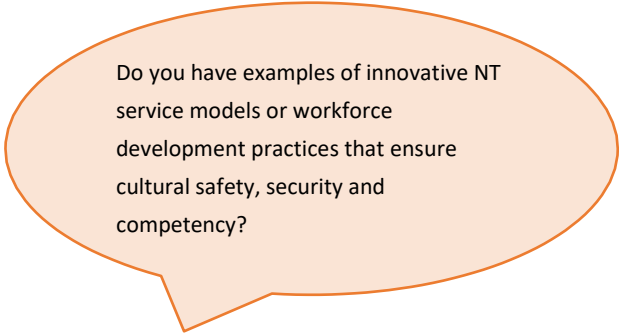
Do you have an example of an effective person-centred, place-based service model?

In the Territory, and particularly in regional and remote areas, holistic, individualised models of care can be challenging and costly, however person-centred and place-based approaches are particularly necessary. Fragmented program delivery that addresses certain needs (often driven by prescriptive funding parameters) without considering a person's health, welfare and circumstances holistically, will fail to be truly person-centred. For example, service providers stress the need to ensure basic human needs are met (food, shelter, safety and warmth) before they can move to addressing other needs, such as counselling, assistive equipment or community access.

Of the Territory's rich and diverse population, Aboriginal people living in remote communities often have more complex health and welfare needs, and cultural security is integral when providing support. "Recognising the centrality of culture to health and respecting Aboriginal people and cultures is necessary to enhance service access, equity and effectiveness." (NT Government 2016 p5)
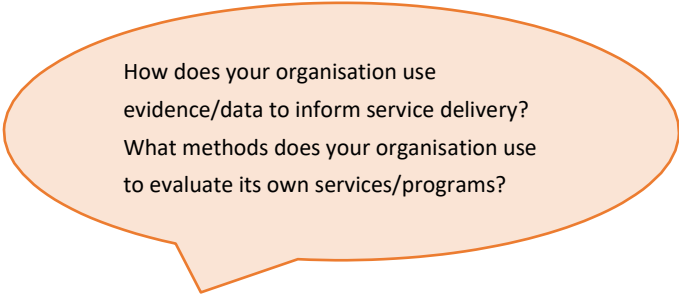
Governments and service providers are committed to ensuring Aboriginal people experience *cultural safety and security* when receiving services. Services are embedding these principles and ways of working into workforce training and development, organisational structures, policies and procedures, service documentation and communications. There are service quality frameworks that require providers to assess their organisations performance in this regard, for example, the *Northern*

Do you have examples of innovative NT service models or workforce development practices that ensure cultural safety, security and competency?

Territory Health Aboriginal Cultural Security Framework 2016 – 2026, and Domain 5 of the *NT Quality and Safeguarding Framework 2016* for NDIS service providers. (NT Government 2016a) (NT Government 2016b)
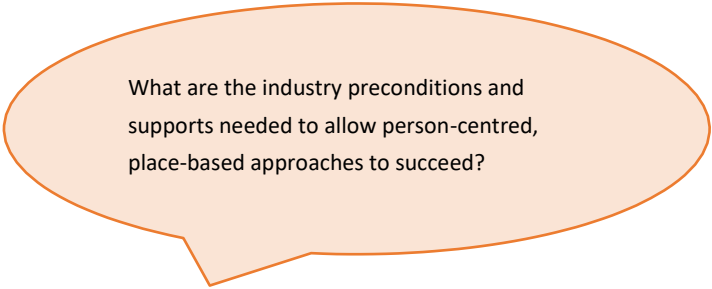
Service providers in the NT, Aboriginal Community Controlled Health Organisations in particular, have developed innovative models of culturally safe and secure service design and delivery. Sharing ideas and practices can ensure human services are appropriate for our diverse Territory population, across all service types and organisations. There is a need for continued consideration of differences in needs of Territorians, culturally and geographically. An Industry Plan could advocate for the unique factors that influence true person-centred, place-based service quality in the NT.

How does your organisation use evidence/data to inform service delivery? What methods does your organisation use to evaluate its own services/programs?

It is also critical that the NT human services industry embed *evidence* across all decision-making so that it delivers quality, efficient services that can demonstrate improved outcomes. Improved data, client feedback, research, evaluation and analytics can ensure policy development, service design and delivery are evidence-informed and high-quality. Ongoing, planned industry investment is needed in agreed research priority areas; with strong partnerships between industry and research organisations.

What are the industry preconditions and supports needed to allow person-centred, place-based approaches to succeed?

A skilled workforce

What could this look like in the future?

Quality staff attraction and retention	Transferable skills and systems	Reflective of the community, boosting local employment
Increased numbers and capacity of Aboriginal workforce	Culturally skilled workers	Valued, remunerated, career pathways

The NT faces significant challenges across many industries, when it comes to attracting and retaining quality, skilled staff, particularly in regional and remote locations.

Industry reforms such as NDIS have promised increased and improved services for Territorians with disability (and doubled the projected disability funding in the NT by 2020) but the predicted growth in services will also require significant growth in workers, in an already stretched industry workforce.

What ways are currently working to attract workers to the industry and develop their skills?

What are the priorities for your workforce in adapting to the new ways of working? What would help workers and organisations to adapt?

Reforms and policy changes are requiring organisations and their workers to adapt to new ways of working requiring training, up-skilling and in some cases, major shifts in workplace cultures.

The NT Government's Population Strategy recognises the need to grow our local population and workforce through international and interstate migration. (NTG 2018b) Attempts to increase the human services workforce have had success bringing skilled workers to the Territory to meet the gap. This approach has faced challenges in regional and remote parts of the NT however, perhaps because of the observation that 'migrants relocate to metropolitan areas once they fulfil visa sponsorship requirements'. (ISACNT 2017)

Other challenges include culturally and linguistically diverse workers bring their own cultural values, beliefs and accepted ways they interact, as well as sometimes experiencing English difficulties; at times lacking Aboriginal cultural awareness and competence.
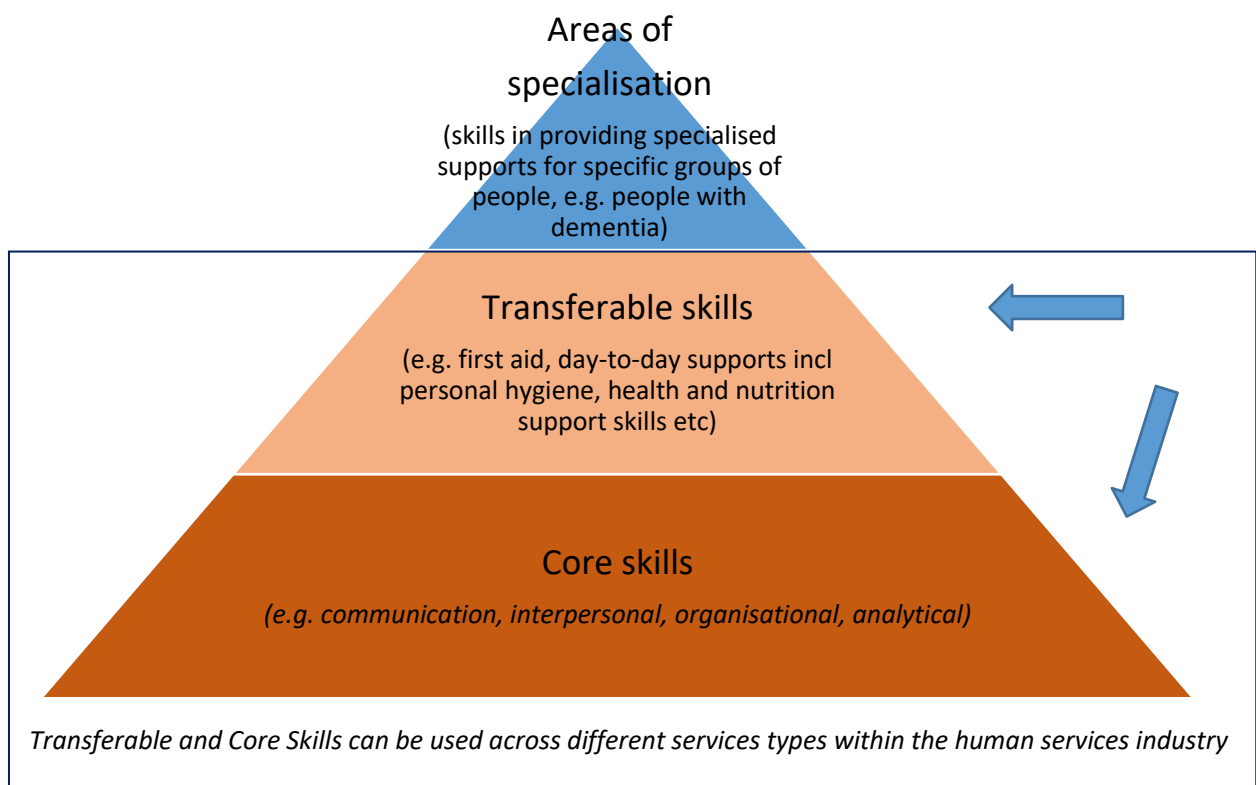
What are the key challenges to attracting workers? Are the barriers industry specific, or NT-wide?

What workforce challenges do you currently experience and what challenges do you anticipate over the next 10 years?

"A greater focus on skilling local people to deliver services will have tremendous benefits for workforce development, participation and engagement at the local level, bringing with it significant economic and social benefits." (NT Government 2018a). An Aboriginal workforce is representative of the community it serves and is more likely to support cultural security and safety, and offers locals employment opportunities.

Yet 'growing our own' local workforce comes with its own challenges. These include the need to invest in professional/semi-professional or job specific skills, and in some cases provide additional, intensive and culturally competent training and supports in English literacy, numeracy and intensive 'ready for work' foundational skills. There is a recognised need to balance bringing new workers to the Territory to meet workforce demand, with building our local workforce.

In regional and remote organisations, workers are often required to be 'all-rounders', possessing skills to work with clients with varying needs. In developing the core skills and transferable skills of workers, they are able to move more easily between different types of human service delivery.

Areas of specialisation
(skills in providing specialised supports for specific groups of people, e.g. people with dementia)

Transferable skills
(e.g. first aid, day-to-day supports incl personal hygiene, health and nutrition support skills etc)

Core skills
(e.g. communication, interpersonal, organisational, analytical)

Transferable and Core Skills can be used across different services types within the human services industry

While organisations and service types have different ways of working, there are consistencies across many of the quality assurance/compliance frameworks requirements. Streamlining systems and practices across industry also improves the workforce adaptability.

> How could we make workforce skills and systems more transferable?

> What is the role of volunteers in the human services industry of the future?

The industry also relies on volunteers to contribute to community outcomes and help deliver its services in a cost effective way. Organisations balance the need for community involvement and cost-savings while ensuring quality and safety of service provision.

The pressure on service providers to be competitive, flexible and responsive due to industry reforms, has increased the need for a flexible, cost-effective workforce. This has led to a 'casualised' workforce, with less certain working hours and less financial security for workers. An Industry Plan will provide opportunity for collective advocacy for the human service industry workforce, regarding recognition of skills and the importance of the work, as well as remuneration and conditions for workers.

> Portable long-service leave is an example of how industry could support better workforce conditions. Can you think of other examples?

Strong organisations

What could this look like in the future?

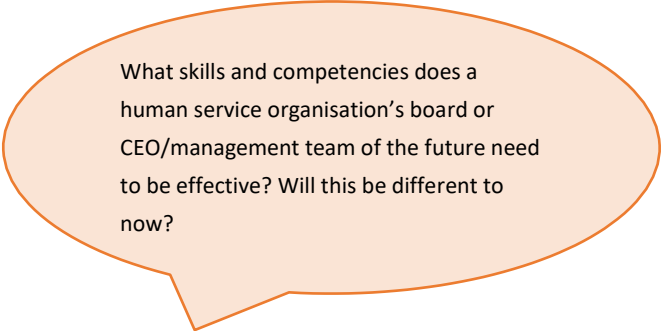|		
Best practice governance	Strong financial management and sustainability	Strong leadership/ capability
	Streamlined, effective quality management systems	

Effective governance and leadership is the critical to an organisation achieving its outcomes. It leads to:

- Better organisational strategies and plans
- Improved operational effectiveness
- More prudent regulatory compliance, financial and risk management
- Improved member and stakeholder engagement and communication flow
- Increased likelihood and degree to which an organisation actually delivers on its purpose

> What skills and competencies does a human service organisation's board or CEO/management team of the future need to be effective? Will this be different to now?

(AICD 2013, p7)

Competent boards, management teams and business owners strengthen the performance of the human services industry as a whole. An important component of good governance is strong financial and risk management, which supports sustainable organisations and services.

Across the different types of organisations operating in the Territory, whether NFP, ACC, local government or private business, there are common challenges to governance, leadership and financial management; and organisations vary considerably with their governance capacity and capabilities. Boards also need to be reflective of the communities they support and be diverse in their composition, to ensure balanced decision-making.

> How do boards and management teams ensure they are representative of the communities they serve, particularly ensuring Aboriginal voice and balanced gender representation?

In the changing landscape of human services delivery, it is becoming increasingly important for organisations to critically analyse the skills, competencies and systems needed for effective organisational management.

> How does your organisation ensure sustainability with new service and funding models? What supports would help your organisation adapt to new ways of operating?

New service and funding models are dramatically changing the cost of service delivery and how organisations receive their funding (for example, individualised funding in arrears as opposed to block funding in advance); requiring careful financial analysis, planning and monitoring.

There is also an increasing need for organisations to meet new and more complex compliance requirements from service reform and the introduction of new quality management frameworks. These are generally supported by industry as they provide a vehicle for continuous improvement of services, but often come at a considerable administrative cost, especially during the transition stage. Where organisations provide more than one service type, they often need to comply with various quality frameworks.

Many organisations support the need for industry to comply with quality standards, but express frustration that the accreditation standards and assessments and related government reporting aren't more streamlined across service types, thereby reducing red tape and creating industry efficiencies.

How could compliance obligations placed on human services be streamlined or integrated without compromising the intended outcomes of minimal quality standards?

Sustainable funding

What could this look like in the future?

Flexible, co-designed agreements	Place-based programs and funding	Outcomes-based, evaluated with strong and integrated performance and regulation frameworks
	Alternate funding streams: philanthropy/social enterprise/social impact funding	

When funding models are designed and implemented well, they can contribute to better outcomes for people by supporting innovation, integration and effectiveness. Some current funding models create difficulties for organisations to tailor support to the needs of the person or community they support. This can lead to organisations tailoring their programs and services to meet the funding agreements and outputs required, sometimes at the expense of person-centred, place and evidence-based approaches.

NT Human Services Industry Plan: Discussion Paper

Recent national funding reforms such as the Aged Care Reforms and NDIS, have significantly shifted the funding model to a market-based system; from block-funding organisations to deliver services, to individualised person-centred funding. While this has the potential to ensure Territorians receive more, or improved services suited to their needs, in many cases it requires major organisational change. These 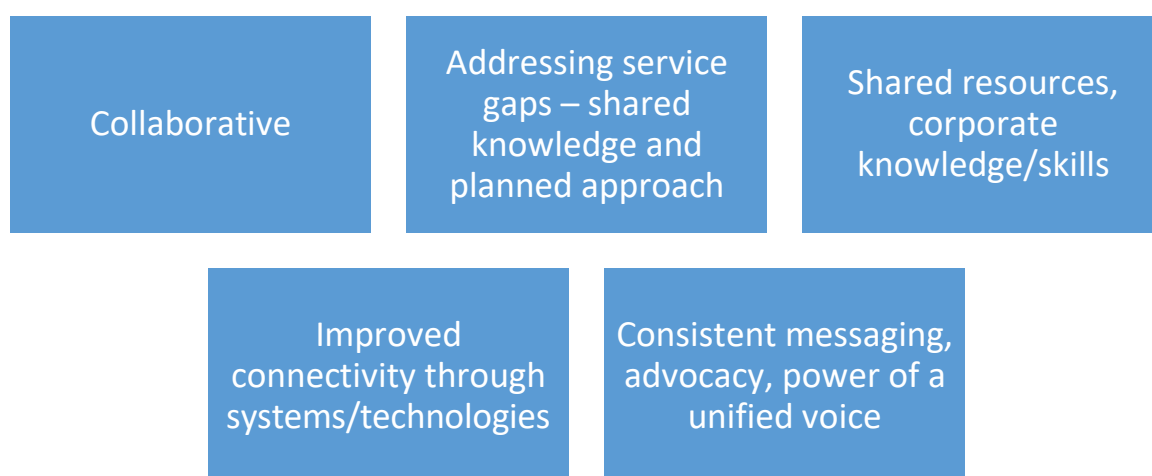changes can impact program/service models, financial models and management, workforce planning and management and communications and marketing. Organisations have faced numerous financial/workforce/regulatory challenges in continuing to provide services, especially in regional and remote areas.

Funding models that support person-centred, place-based solutions require strong partnerships between funding bodies and service providers, and emphasise local decision-making and co-design principles in all aspects of funding and program planning. Funding models can encourage greater collaboration between services, flexibility for person-centred care, and support evidence-based and innovative approaches. Evaluation and strong performance and regulation frameworks should mitigate the risks of funding flexible, person-centred service delivery.

A connected industry

What could this look like in the future?

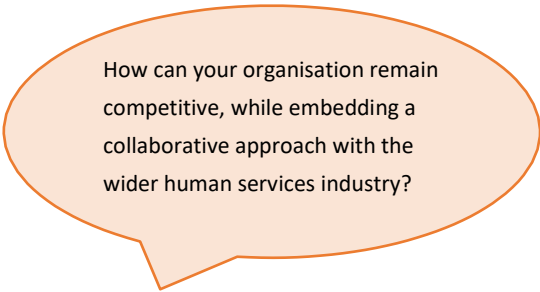|		
Collaborative	Addressing service gaps – shared knowledge and planned approach	Shared resources, corporate knowledge/skills
Improved connectivity through systems/technologies	Consistent messaging, advocacy, power of a unified voice	

NT Human Services Industry Plan: Discussion Paper

A more connected and integrated industry would strengthen organisations providing human services. Some benefits include:

- ⬚ Shared knowledge, systems, information to boost industry capacity
- ⬚ Better understanding of the needs of clients and communities and taking a planned approach
- ⬚ Creating cost efficiencies for organisations through shared travel, training, systems, procurement etc.
- ⬚ Investing in industry knowledge and evidence base
- ⬚ Having more influence as a unified industry, with funding and policy decision-makers
- ⬚ Partnerships allowing industry to meet needs of Territorians by recognising and linking organisational strengths

In the Territory, the need for human services often exceeds supply. While some organisations are seemingly in direct competition for funding and service delivery, for the most part, organisations recognise that there are many gaps in service provision. There is a general consensus that working together is essential to ensuring Territorians receive quality, linked-up services.

> How can your organisation remain competitive, while embedding a collaborative approach with the wider human services industry?
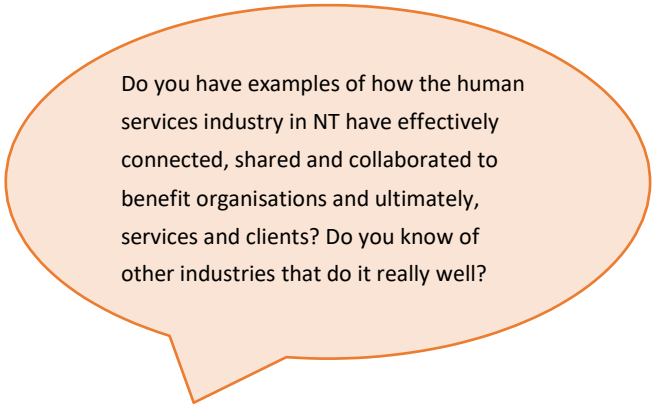
There is a lot currently being done by industry to collaborate, share information and resources and create partnerships to improve service delivery. They are often formed due to shared challenges or to meet a specific need at the time, and they mostly form within service or organisational types rather than industry wide. Some examples are below (for an extensive list of networks head to the NTCOSS website, https://ntcoss.org.au/sector-development/community-networks/):

- ⬚ NTCOSS Community Sector Manager Skill Swap Network (Darwin)
- ⬚ Mental Health Sector Updates (Alice Springs)
- ⬚ Not-For-Profits HR Network (Darwin)
- ⬚ NDIS Support Coordination meetings (Darwin, Alice Springs and Katherine)
- ⬚ Barkly Youth Service Providers Network (Tennant Creek)
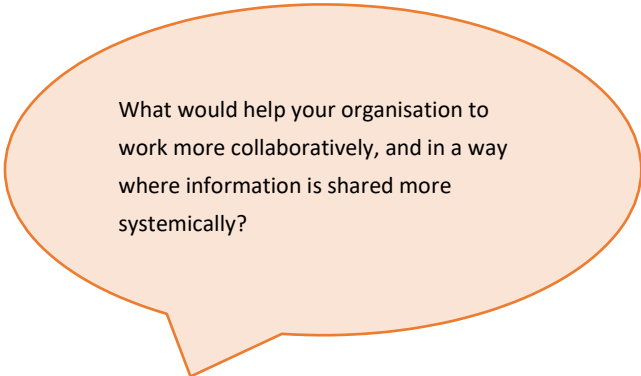
Shared service arrangements, partnerships or consortiums and joint funding submissions have formed to create operational efficiencies and ensure wrap-around services for clients.

For Territorians to receive the best possible services (whether living urban or remote), organisations need to plan for what services they can provide effectively, where they can sustainably provide those services and what resources they need (workforce, infrastructure etc).

For organisations to undertake effective business planning, they need to consider the demand for services across the NT – including approximate client numbers, where they are based and the needs profiles of client cohorts. This is an area where industry and government can partner to build a shared understanding of the service needs of communities and co-design policy and programs to meet the needs of Territorians.
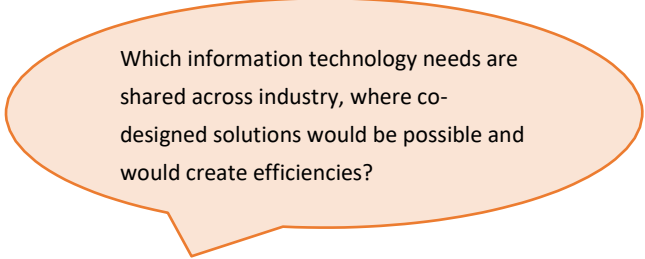
> Do you have examples of how the human services industry in NT have effectively connected, shared and collaborated to benefit organisations and ultimately, services and clients? Do you know of other industries that do it really well?

> What would help your organisation to work more collaboratively, and in a way where information is shared more systemically?

The pace of progress with technology is rapid, with new digital technologies, information systems and platforms becoming available that can improve business models and organisational capabilities. This provides opportunity for industry to make services more accessible for clients, create administrative and operational efficiencies, and improve the data and understanding about client needs and service outcomes.

It also creates challenges for organisational sustainability due to high costs of technology upgrades. Workers need to be developed and trained to navigate a wide array of systems and technology across industry. Through industry connection and integration, organisations can learn from those at the forefront of innovation, and reduce costs of purchase and training through shared or co-designed technology and systems.

> Which information technology needs are shared across industry, where co-designed solutions would be possible and would create efficiencies?

There is power in numbers and a unified industry drives effective and influential advocacy. To increase industry influence over public policy, action and funding from government, community and business partners; NT human services' need to recognise themselves within this overarching industry, with a shared vision, values and goals. Understanding and advocating the importance of the industry in economic, social and political terms, will strengthen industry support and attract the workforce it needs for future growth and quality improvement.

JOIN THE CONVERSATION

Let's highlight the importance of our industry and work together to strengthen what we know is working.

For us to shape the narrative of our important industry into the future, we need to hear from all facets of the industry. There are various ways for you to be involved in the conversation and contribute your valuable industry knowledge and insights:

Face to face consultations

You are invited to attend an Industry Forum in your closest regional hub:

Darwin: Michael Long Learning and Leadership Centre
                     Friday 10 May, 2019 8:30am – 12 noon

Katherine: Knotts Crossing Resort
                     Wednesday, 15 May, 2019 8:30am –12 noon

Nhulunbuy: Nhulunbuy High School
                     Friday, 17 May 2019 10:00am – 2:00pm

Alice Springs: Double Tree Hilton
                     Tuesday, 21 May 2019 10:00am – 2:00pm

Tennant Creek: Karguru Centre
                     Wednesday, 22 May 2019 8:30am – 11:30am

To register for a face to face Industry Forum, go to: https://www.eventbrite.com.au/e/nt-human-services-industry-plan-join-the-conversation-tickets-57958720092

You can also speak with the Project Manager directly to provide your feedback. Please phone 08 8930 2803 or email hsipnt@nds.org.au to arrange a meeting.

Discussion Paper response

Individuals and organisations are welcome to submit a response to the Discussion Paper. The questions throughout this document have been listed on the next page to guide your thinking. Please submit responses to: hsipnt@nds.org.au

Online survey

We also invite all industry stakeholders to complete a short online survey. For more information or to complete the survey go to:

www.nthsip.com

Note: individuals or organisations will not be identified in the survey.

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DISCUSSION PAPER QUESTIONS

If you would like to submit a response to this Discussion Paper (either personally, or on behalf of your organisation) please email your submission to hsipnt@nds.org.au

The questions below have been provided to guide your thinking, but how you respond is up to you. You can address all or any of the questions below, or add additional themes/points that you think ought to be covered in the Industry Plan. You can also submit a general response without answering the questions directly. If you would like to discuss any aspect of the Industry Plan before lodging a submission, please contact the Project Team at – PH: 08 8930 2803 or Email: hsipnt@nds.org.au

Human Services – Territory context

1. What is unique about delivering human services in the Territory?
2. The needs of people who access human services are increasingly complex. What does this mean for the way the industry is organised and how services are accessed and delivered in the future?
3. What other service types or organisation types would you add to the scope of human services in the NT Industry Plan? Are there any you think should not be included in this scope?

Vision for the NT human services industry

4. What are the strengths of the NT Human Services Industry now? Which areas can we strengthen?
5. What words do we want to be using to describe the sector in 10 years?

Quality services

6. Do you have an example of an effective person-centred, place-based service model?
7. Do you have examples of innovative NT service models or workforce development practices that ensure cultural safety, security and competency?
8. How do you/your organisation use evidence/data to inform service delivery? What methods do you/your organisation use to evaluate its own services/programs?
9. What are the industry preconditions and supports needed to allow person-centred, place-based approaches to succeed?

A skilled workforce

10. What ways are currently working to attract workers to the industry and develop their skills?
11. What are the priorities for your workforce in adapting to the new ways of working? What would help workers and organisations to adapt?
12. What are the key challenges to attracting workers? Are the barriers industry specific, or NT-wide?
13. What workforce challenges do you currently experience and what challenges do you anticipate over the next 10 years?
14. How could we make workforce skills and systems more transferable?
15. What is the role of volunteers in the human services industry of the future?
16. Portable long-service leave is an example of how industry could support better workforce conditions. Can you think of other examples?

Strong organisations

17. What skills and competencies does a human service organisation's board or CEO/management team of the future need to be effective? Will this be different to now?

18. How do boards and management teams ensure they are representative of the communities they serve, particularly ensuring Aboriginal voice and balanced gender representation?
19. How do you/your organisation ensure sustainability with new service and funding models? What supports would help your organisation adapt to new ways of operating?
20. How could compliance obligations placed on human services be streamlined or integrated without compromising the intended outcomes of minimal quality standards?

Sustainable funding

21. What are the major opportunities and risks with introducing new funding models? What are your priorities in preparing for new funding models (new software, workforce development, financial modelling)?
22. How would you envisage effective funding models for service delivery in 10 years' time?
23. How can your organisation remain competitive, while embedding a collaborative approach with the wider human services industry?

A connected industry

24. Do you have examples of how the human services industry in NT have effectively connected, shared and collaborated to benefit organisations and ultimately, services and clients? Do you know of other industries that do it really well?
25. What would help your organisation to work more collaboratively, and in a way where information is shared more systemically?
26. Which information technology needs are shared across industry, where co-designed solutions would be possible and would create efficiencies?

REFERENCES AND FURTHER READING

Northern Territory Industry Insights:

Northern Territory Government (2018a) Northern Territory Economic Development Framework:
https://edf.nt.gov.au/home

Aboriginal Peak Organisations Northern Territory (APO NT) (2017) APO NT Partnership Principles for working with Aboriginal organisations and communities in the Northern Territory:
http://www.amsant.org.au/apont/wp-content/uploads/2015/02/21070504-APO-NT-Partnership-Principles-Updated-version.pdf

Northern Territory Government (2018b) 2018-28 Northern Territory Population Growth Strategy:
https://population.nt.gov.au/_data/assets/pdf_file/0007/559384/Population-Strategy.pdf

Northern Territory Government (2017) Submission to the Productivity Commission Inquiry into Reforms to Human Services: https://www.pc.gov.au/_data/assets/word_doc/0011/221699/subdr593-human-services-reform.docx

Gilchrist, D. J. and P. A. Knight, (2017) Value of the Not-for-profit Sector 2017: An Examination of the Economic Contribution of the Not-for-profit Human Services Sector in the Northern Territory. A Report for the Northern

Territory Council of Social Service, Darwin, Australia (found here: https://ntcoss.org.au/publications/value-of-the-sector/)

Northern Territory Government (2016) Northern Territory Health Aboriginal Cultural Security Framework 2016-2026: https://digitallibrary.health.nt.gov.au/prodjspui/bitstream/10137/730/8/Northern%20Territory%20Health%20Aboriginal%20Cultural%20Security%20Framework%202016-2026.pdf

Industry Skills Advisory Council NT (ISACNT) (2017) Trends in the Northern Territory: how urban and remote areas now have different workforce challenges: http://www.isacnt.org.au/insights/trends-northern-territory-how-urban-and-remote-areas-now-have-different-workforce

Industry Insights:

Productivity Commission (2017) Introducing Competition and Informed User Choice into Human Services: Reforms to Human Services, Report No. 85, Canberra: https://www.pc.gov.au/inquiries/completed/human-services/reforms/report/human-services-reforms-overview.pdf

Australian Industry and Skills Committee (2018) Community Services Industry Insights: https://nationalindustryinsights.aisc.net.au/industries/community-services

Australian Institute of Company Directors (AICD) (2013) Good Governance Principles and Guidance for NFP Organisations: https://aicd.companydirectors.com.au/-/media/cd2/resources/director-resources/nfp/pdf/nfp-principles-and-guidance-131015.ashx

Gujral, Gaurav: Accenture (2018) For human services the future workforce will be agile, and people will be empowered: https://voicesfrompublicservice.accenture.com/unitedkingdom/for-human-services-the-future-workforce-will-be-agile-and-people-will-be-empowered?lang=en_GB

Australian Government Department of Jobs and Small Business (2018) Industry Employment Projections 2018 Report: http://lmip.gov.au/PortalFile.axd?FieldID=2787733&.docx

To read more about how other jurisdictions/industries have approached industry planning:

VIC:
(Victorian Council of Social Service)
2017 - Industry Plan Discussion Paper: http://vcoss.org.au/wp-content/uploads/2018/02/10-Year-Community-Services-Industry-Plan-Discussion-Paper-FINAL-OCT-2017.pdf
2018 - 10 Year Community Services Industry Plan: https://vcoss.org.au/sector-hub/key-projects/community-services-industry-planning/

QLD:
(Queensland Government)
2017 - Partnering for the future: Advancing Queensland's community services industry 2017-25: https://www.communities.qld.gov.au/resources/dcdss/industry-partners/partnering-future/communityservices-industry-strategy.pdf

ACT:
(Australian Capital Territory Council of Social Service)
2016 - Industry Plan Scoping Paper: https://www.actcoss.org.au/sites/default/files/public/documents/2016-kpmg-scoping-paper-industry-plan-feb2016.pdf
2016 - ACT Community Services Industry Strategy 2016-26: https://www.actcoss.org.au/industry-strategy

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TAS:
(Tasmanian Council of Social Service)
Tasmanian Community Sector Industry Plan: https://www.tascoss.org.au/people-community-systems/

VIC Family Violence:
Family Violence Reform Industry Plan: https://www.vic.gov.au/familyviolence/family-safety-victoria/industry-plan.html

NT Tourism:
(Tourism NT, a statutory authority of the NT Government)
Tourism Vision 2020: Strategy for Growth: https://www.ecotourism.org.au/assets/Resources-Hub-Destination-Management-Plans/Tourism-Vision-2020-Northern-Territorys-Strategy-for-Growth.pdf

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