NT Human Services Industry Plan

Regional Consultation Workshops Summary Report

July 2019

THE CONSULTANTS

This consultancy has been delivered by Sharron Noske (sharron noske consulting) and Jen Upton (Upton Management & Support Services). Both are passionate advocates for the human services sector and remote service delivery.

Sharron has worked across the not for profit sector and has an extensive background in service delivery in government as a senior executive. Most recently she led community planning for the NDIS with PwC's Indigenous Consulting (PIC) in the Northern Territory, working across the disability sector.

Jen Upton has extensive knowledge of the Northern Territory community services sector. Spanning a period of over 20 years she has held senior policy and management positions with the Northern Territory Government and worked in the not for profit sector in a direct service delivery capacity in senior management roles. Jen was the Northern Territory State Manager of National Disability Services for five years.

The consultants were supported in this engagement by NDS NT Senior Project Officer Vanessa Carusi, AMSANT Project Officer Samantha Fry, NDS NT Manager Susan Burns and NDS NT Administrative Officer Kali Ioannou.

The team happy to touch down after the final workshop in Tennant Creek was delivered.

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About this report

The Northern Territory human services industry is a major contributor to the Northern Territory economy, as well as providing much needed and valuable services to people across the Territory. [1,2]

The Northern Territory human services industry is made up of Government agencies, Not For Profit organisations (NFPs), Aboriginal Community Controlled Organisations (ACCOs) and increasingly more private businesses since the introduction of the National Disability Insurance Scheme (NDIS).

In recognition of the value of the industry, the Northern Territory Government funded a project to develop a Northern Territory Human Services Industry Plan (NTHSIP). The Industry led plan aims to guide further development of the industry, by the industry, over the next 10 years. Similar work has been undertaken in other states including Victoria, Queensland, ACT and Tasmania to assist in building the industry's capacity and capability in an ever changing and demanding service environment. [3]

The consultants, Sharron Noske and Jen Upton, were contracted by National Disability Services Northern Territory (NDS NT) to facilitate five workshops across the Territory to provide industry representatives with an opportunity to meet and have collective input into the development of the 10 year Plan.

This summary report details the result of five regional consultation workshops that were part of a comprehensive consultation process undertaken to guide the development of the Northern Territory Human Services Industry Plan (NTHISP).

Workshop participants were supportive of the development of the NTHSIP as a useful framework to guide the industry. There was a degree of concern expressed regarding the number of consultations that have been undertaken. This in part may be a reflection of the number of different plans and initiatives currently in place and the level of understanding of how they relate to each other. Therefore, it is important that the industry has a good grasp of the broader policy environment and is fully informed of developments related to the timing of the release of the NTHSIP and what actions will be rolled out during Stage 2 of the project (implementation).

The consultants would like to thank everyone who gave up their precious time and generously contributed to an important element of the overall NTHSIP consultation process.

Sharron Noske and Jen Upton

July 2019

References:

1. Gilchrist, D and Knight, P (2017) Value of the Not-for-profit Sector 2017, https://ntcoss.org.au/publications/value-of-the-sector/

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

3. NDS NT (2019) NT Human Services Industry Plan Discussion Paper

   https://www.nthsip.com/

Background

The development of the Northern Territory Human Services Industry Plan (NTHSIP) is funded by the Northern Territory Government and is auspiced by National Disability Services – Northern Territory (NDS NT) in partnership with the Northern Territory Council of Social Service (NTCOSS) and the Aboriginal Medical Services Alliance Northern Territory Aboriginal Corporation (AMSANT).

The value of the NTHSIP is based on the proposition that the human services industry can be connected to build capacity, capability and share this collective strength to improve the lives of Territorians. The NTHSIP is industry led and wide ranging consultation with human services organisations and key stakeholders form an integral part of its development and implementation.

The NTHSIP will set a vision for the future of the Human Services Industry. Over a period of 10 years the NTHSIP 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

(NT Human Services Industry Plan, Discussion Paper, 2017)

The NTHSIP Advisory Group, which comprises representatives from the Northern Territory human services industry and the Northern Territory Government, provides oversight and guidance for the development and the implementation of the NTHSIP.

Two project officers have been tasked with the development and delivery of the NTHSIP. A Senior Project Officer was employed by NDS NT and a Project Officer was employed by AMSANT. NTCOSS has provided in-kind support to the project.

This report presents the findings, ideas and solutions provided by participants at five regional consultation workshops conducted across the Northern Territory in May, 2019.

Organisations from a diverse range of organisations attended the workshops across the NT. Photo source: NDS

Consultation process and regional workshops

The overall NTSHIP consultation phase was extensive and included:

▶ The development of the [NT Human Services Industry Plan Discussion Paper](#)

▶ The development of the NT Human Services Industry Plan Discussion Paper Summary

▶ An online survey

▶ Regional consultation workshops held in Darwin, Katherine, Nhulunbuy, Alice Springs and Tennant Creek

▶ Targeted interviews with key stakeholders including Government agencies, Not for Profit (NFP), Aboriginal Community Controlled Organisations (ACCOs) and private businesses

▶ Submissions (both written and verbal) from people working within the Northern Territory human services industry

An overview of the consultation elements can be seen in Figure 1 on the following page. All the consultation elements, with the exception of the regional consultation workshops, were undertaken by the NDS NT Senior Project Officer supported by the AMSANT Project Officer. The consultants Sharron Noske and Jen Upton facilitated the five regional consultation workshops supported by NDS NT and AMSANT staff.

The regional consultation workshops provided an opportunity for **119 people from 57 organisations and agencies** working in the Northern Territory human services industry to gather in five regional centres to share their experiences and discuss ideas for improving the human service industry under the proposed NTHSIP. Note some participants attended more than one session. As expected, from a largely feminised industry the **attendance rate of females averaged 83% across the five workshops.**

Interactive activities formed the basis of the regional consultations to generate discussion around the five key themes of:

▶ Quality services

▶ A skilled workforce

▶ Strong organisations

▶ Sustainable funding

▶ A connected industry

Workshop participants were encouraged to:

▶ Connect and network with industry representatives;

▶ Discuss the benefits and challenges associated with working in the Northern Territory human services industry; and

▶ Provide ideas and solutions for the development of the NTHSIP

The approach taken by the consultants promoted frank discussion on a broad range of issues and participants readily engaged in conversations related to development of the NTHSIP and how the industry could be better connected and improved into the future.

DEVELOPING THE NT HUMAN SERVICES INDUSTRY SECTOR PLAN

This industry led project has been auspiced by NDS NT in partnership with AMSANT with in-kind support provided by NTCOSS .
Funding was provided by the Northern Territory Government.

NTHSIP Advisory Group

Senior Project Officer NDS NT and Project Officer AMSANT

NT Human Services Industry Plan Discussion Paper and Summary

Regional Consultation

Workshops

- **Darwin**
- **Katherine**
- **Nhulunbuy**
- **Alice Springs**
- **Tennant Creek**

Other consultation elements
- Online survey
- Targeted interviews
- Individual submissions

NT Human Services Industry Plan

Figure 1: The overall NT Human Services Industry Plan consultation process was extensive, including the discussion paper, regional workshops, an online survey, target interviews and submissions.

Satisfaction regarding the experience of those people attending the regional consultation workshops was high (refer to Appendix B).
The following section consolidates the findings, solutions and ideas drawn from the five regional consultation workshops.

Consultant's observations:

The regional consultation workshops created a positive space in which participants could begin to think about themselves as part of a human services sector. The workshops tapped into positive energy and a range of ideas and solutions that could strengthen the sector.

Key themes

Development of findings, solutions and ideas

The five themes identified for consideration in the NTHSHIP Discussion Paper were used as a framework for focused discussion at the regional consultation workshops. However, the interconnectedness of these themes resulted in significant overlap around points of discussion against individual themes.

The following sections presents the solutions and ideas provided by workshop participants. Key findings are grouped as closely as possible to the themes of quality services; a skilled workforce, strong organisations, sustainable funding and a connected industry.

As stated in the NTHSIP Discussion Paper, the development of the Industry Plan would be led by contributions and feedback from industry and key themes would be subject to change throughout its development.   The consultants found the identified themes captured the majority of feedback provided through the workshop discussions across the five regions.

However, it was noted that under the overarching theme of 'A connected industry' there were three issues that emerged as significant for further consideration by the NTHSIP project team. Specifically they were:

- Recognising the value of embracing advocacy both at the individual organisation level and collectively as an industry group to influence and drive change

- Ensuring effective communication is practiced both internal to individual organisations and externally with their key stakeholders. Good communication includes the use of interpreters, new and emerging technology or whatever means is appropriate to form positive working relationships and share knowledge

- Related to promoting effective communication is the urgent need to manage, curate and share knowledge across the industry. There is a need to ensure ease of access to this information for all stakeholders. Discussions at the workshops highlighted gaps in knowledge regarding government strategies and resources available to assist human service industry providers to navigate what is increasingly a complex and ever changing environment

Participants included a number of Chief Executive Officers across the NT. Photo credit :NDS

Quality services

At the heart of human services is the delivery of consistent, quality and responsive services that meet the needs of clients and their support networks. Human services is very much a person centred business.

In the last decade the industry has become increasingly regulated in an effort to provide safe environments and improved services for both the people receiving services and those people who work in the human services industry.

The industry is now in the midst of transformational change associated with major NT and Federal government social policy reforms, including but not limited to, the National Disability Insurance Scheme (NDIS), NT Royal Commission into Youth Justice, NT Sexual Violence Prevention and Response Framework, Community Development Program (CDP) and Aged Care reforms which in some instances has necessitated a move from reliance on recurrent government funding and fundraising to more competitive business models.

In the Northern Territory human services are delivered to a geographically spread population. The Northern Territory has the highest proportion of Aboriginal people and vulnerable isolated populations. [4]

The Katherine workshop was well attended with a number of representatives from Aboriginal Community Controlled organisations. Photo credit: NDS

4. https://www.nthsip.com/

Quality services (continued)
– workshop participants' solutions and ideas

solutions and ideas

- Quality services need to be varied, flexible, responsive and innovative

- Develop place based planning methodologies and place decision making in the hands of those communities

- Move beyond basic cultural awareness training to cultural safety and security training utilising local knowledge and online technology

- Promote the essential role of interpreting services and the importance of 'Two way learning' and equal respectful relationships

- Duplication and fragmentation of services needs to be addressed and rationalised across a number of human service industry sectors

- Encourage co-design of services and real partnerships and agencies

- Create opportunities to explore sharing of infrastructure and back office functions

- More collaboration is a positive move but funding models that promote competition works against true collaboration. A good example of collaborative needs based planning is the NT Aboriginal Health Forum that includes the Northern Territory Government, the Primary Health Care Network, Commonwealth Government and AMSANT

- Improved communication at all levels is increasingly important and the latest technologies need to be harnessed

- Leverage existing resources and referral systems

- Explore existing models of integrated service delivery that are producing outcomes

- Local government should be recognised as playing a key role in the delivery of human services in remote regions in the NT. Local government need to be engaged with the NTHSIP

Solutions and ideas for 'Quality services' were generated by participants across the five workshops and were amalgamated for presentation in this report.

Quality Services (continued)
- key findings

Reference: Word Cloud representing consolidated raw data (Quality Services) from all sites, Regional Consultation Workshops May 2019.
www.worditout.com

➤ People who access human services and the carers and support networks of those people are at the heart of service provision. All human services must be person centred and the role of carers, particularly in remote communities, must be understood from a cultural perspective that is often quite different from mainstream understandings.

➤ The need to provide quality services that meet the cultural safety needs of Aboriginal people was a key message at all consultation workshops. ACCOs were seen as best placed to provide human services to Aboriginal people wherever possible. Transition planning will be key element in the future development of the industry.

➤ There was broad agreement that there is value in better collaborations and partnerships for the delivery of human services. There is a high level of duplication and overlap of services across the sector which wastes resources. Keeping in mind the need for choice, multiple services with differing case management models add more complexity to the access of services and support for clients. Case management models require reviewing in terms of possible rationalisation

➤ Development of place based planning was viewed as important and this approach could be leveraged off the Northern Territory Government's Local Decision Making (LDM) 10 year plan which aims to transfer government service delivery to Aboriginal people and organisations based on their community aspirations. [5]

5. https://dcm.nt.gov.au/supporting-government/

A skilled workforce

Nationally there are huge workforce shortages in the human services sector and in the Northern Territory recruitment and retention of a skilled workforce has additional challenges associated with culture, climate and remoteness.

Local employment is critical for economic sustainability particularly in regional and remote Australia. Long term investment is required to build and sustain local Aboriginal workforces. This investment will require additional resources for Literacy, Language and Numeracy (LLN) programs, interpreting services, in addition to sustainable and secure program funding.

It is acknowledged that the industry is generally highly feminised and in addition has had a lower wage profile. [6] Workshop participants also reported a disparity between Government wages and conditions and those possible in the NFP sector. This was seen as contributing to a movement of NFP workers to the Government sector.

The future will require more integrated transferable qualifications and skills to enable flexible career pathways across the industry.

The NTHSIP Discussion Paper summary proved popular with time poor service providers. Photo credit: NDS

6. https://www.wgea.gov.au/data/fact-sheets/gendersegregration-in-australias-workforce

A skilled workforce (continued)
- workshop participants' solutions and ideas

solutions and ideas

- There is an unintended impact relating to the requirement for formal qualifications which can prevent people from entering the human service workforce. Value non-accredited training and align workplace and life experiences with the skills required

- Advocate for recognition of culturally lived experience in lieu of formal certificate level qualifications to increase Aboriginal employment, particularly in remote regions

- Training programs are fragmented and a more systematic approach to training and development needs to occur across the industry

- Work experience, university holiday placements and gap year experiences could be used to draw new people to the sector

- Increase access to the NFP human services sector for Government employees by increasing secondment opportunities which retain employment benefits as well as opening up options for NFP employees to gain experience working within Government

- The development of supportive Aboriginal training programs to maximise Aboriginal engagement. A good example of engaging Aboriginal people within the industry is the NT Aboriginal Health Academy (A partnership between AMSANT and Indigenous Allied Health Australia) These type of programs have the potential to develop real career pathways for Aboriginal people

- Expand on community led models in the delivery of training which embeds Aboriginal leadership and culture

- Build formal and informal programs that promote the value of mentors

- Volunteers are seen as a valuable resource but the management of volunteers requires the provision of internal business support to organisations to ensure that they meet current legislative requirements and national standards

Solutions and ideas for 'Skilled workforce ' were generated by participants across the five workshops and were amalgamated for presentation in this report.

A skilled workforce (continued)
– key findings

Reference: Word Cloud representing consolidated raw data
(A skilled workforce) from all sites, Regional Consultation
Workshops May 2019. www.worditout.com

➢ Within remote and regional settings culturally appropriate and locally driven training is viewed as a priority for the longer term sustainability of workforces.

➢ While there are many training programs available it is often difficult to navigate these programs, particularly for Aboriginal people living in regional and remote communities. Opportunities exist to better communicate and coordinate training opportunities across the human services industry through the NTHSIP and the sharing of knowledge.

➢ The increasing impact of program administrative requirements and the demand for formal qualifications has redirected energy from service delivery. Workshop participants reported that this situation has impacted upon and reduced local Aboriginal employment in the industry.

➢ Greater movement of staff between the Government and NFP sectors was seen as beneficial to the industry.

➢ Mentoring programs were viewed useful in both building workforce resilience and providing an additional resource, particularly to senior management. Workshop participants identified a number of mentors who had supported them in their work within the human services industry.

➢ Volunteers are a valuable resource for the human services industry and work must continue on resourcing and supporting the volunteer effort. The face of volunteering is changing in line with the changing demographics of the Northern Territory and tighter legislative requirements related to volunteer work.

Strong organisations

Human services organisations require good governance and business acumen to operate successfully in today's environment. Strengthening Aboriginal presence through Board representation and staffing profile is essential for those organisations that provide services exclusively, or to a high proportion, of Aboriginal people. The *APO NT Partnership Principles* and *the NT Government and NGO Statement of Principles* underpin this view and provide guidance in the building of strong organisations in the Northern Territory.

Strong organisations constantly scan their environment for opportunities while confirming their core business and focussing their efforts within those areas of maximum impact. This requires agility and business judgement. Traditionally there has been limited capacity to invest in leadership development. Programs such as the Australian Institute of Company Directors NFP training are valuable in ensuring the industry has access to contemporary governance training. An investment in leadership training and mentoring support with a focus on the human services area is likely to assist the capability and connectedness of the sector more broadly.

Some organisations are becoming very successful at harnessing social media to increase their profile and to attract new income streams. Even small organisations can increase their footprint using technology and develop new ways of doing business. Some organisations in the Northern Territory are managing this exceptionally well.

There is much for organisations to learn from one other and the implementation of the NTHSIP will provide a number of opportunities for the building of positive relationships and the sharing of knowledge and ideas between organisations.

Sessions in each region were quite different in nature although the themes were common. Photo source: NDS

Strong organisations (continued)
– workshop participants' solutions and ideas

solutions and ideas

- Strong Aboriginal organisations are a key part of the human services industry and are vital to reducing disadvantage, promoting community well being and building sustainable economies. The Aboriginal Governance and Management Program delivered by APO NT is a good example of support to these organisations

- Advocate for the support and expansion of programs such as the Australian Institute of Company Directors' Not For Profit Program and APO NT Aboriginal Governance and Management Program

- Examine ways to partner with other organisations and consider consortiums as a way to provide services, particularly where there is a shared purpose. A good example of a consortium that works well is Headspace

- Strong relationships are fundamental to developing any partnership arrangements. The skills needed are not intuitive and could be in part provided through industry capacity building skills organised as part of the Department of Trade, Business and Innovation (DTBI) training program suite

- Continue and expand where necessary the ongoing business development and capacity building support provided by DTBI to the NFP sector

- Shared service provision and the brokering of resources through economies of scale could be investigated, for example the sharing of fleet services and the co-location of services

- Explore the under-utilization of facilities in communities

Solutions and ideas for 'Strong organisations' were generated by participants across the five workshops and were amalgamated for presentation in this report.

Mentors had played an important part in many participants career development. Source: NDS

Strong organisations (continued)
- key findings

Reference: Word Cloud representing consolidated raw data (Strong organisations) from all sites, Regional Consultation Workshops May 2019. www.worditout.com

➢ The importance of Aboriginal community control in the delivery of services was viewed as essential, particularly in remote areas where client groups are largely Aboriginal people.

➢ The delivery of training programs focused on good governance is important to grow and support organisations to provide quality services. This will support the meeting of legislative and regulatory requirements.

➢ Skill development and training in the development of partnerships and collaborations was identified as important. It is not an intuitive skill but rather one that includes business and governance skills as well as an understanding of an organisation's mission, values and service delivery strengths.

➢ Many NFP organisations are reporting they are overburdened by increasing service and system demands. Capacity building and ongoing support, for example, the business program provided by DTBI will continue to be required in the immediate future.

➢ Access to appropriate infrastructure within remote communities was raised as an ongoing challenge in terms of the delivery of services and housing the human services industry workforce.

Sustainable funding

The human services industry sector provides many essential services and community supports across the Northern Territory on behalf of government. The industry is often challenged by the real cost of remote service delivery that is often much higher due to economies of scale, climate, geography and cultural factors.

Funding has moved from block grants to more individual outcomes based funding across a number of areas. Organisations report that energy is often expended trying to make strict program funding sources fit the real service need.

The funding system is relatively inflexible based on historical program boundaries resulting in duplication in some cases and gaps in others. The NT Government has moved to longer term 5 year contracts for some human services industry organisations which is providing greater security and certainty. However, this does not currently apply to all programs and work could be done around improving communication to the sector.

Access to longer term funding was strongly endorsed by all participants as a means to increasing financial security and the delivery of better outcomes. Organisations are also increasingly looking for income generation through philanthropic, fee for service models and profitable business ventures.

The Tennant Creek workshop had a number of participants who had lived in the community for decades with an enormous amount of historical knowledge regarding locally available services. Photo source: NDS

Sustainable funding (continued)
– workshop participants' solutions and ideas

solutions and ideas

- Provide funding security and support for those organisations transitioning to major changes in service delivery, for example the NDIS

- Consider the length of time required to achieve outcomes in remote communities and set funding levels at appropriate levels. Cultural considerations often take time

- Move funding to longer term agreements and streamline reporting to focus on outcomes

- Map the funding sources for a small number of sample sites and share this as a part of a LDM activity. This approach could encourage greater integration of services and better service delivery. An example of this is the work currently being undertaken by the Boosting the Local Care Workforce Program

Solutions and ideas for 'Sustainable funding ' were generated by participants across the five workshops and were amalgamated for presentation in this report.

The workshops were highly interactive. Photo source: NDS

Sustainable funding (continued)
- key findings
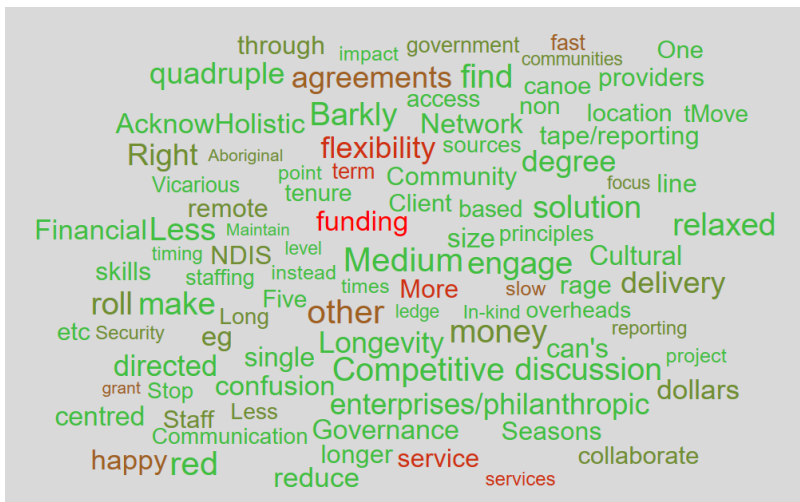
Reference: Word Cloud representing consolidated raw data (Sustainable funding) from all sites, Regional Consultation Workshops May 2019. www.worditout.com

➢ Many small organisations deliver multiple programs and services. Regional and remote organisations require a secure ongoing base funding to maintain organisational capacity in order to deliver services. For example, engagement, training and mentoring of Aboriginal employees requires long term investment.

➢ Resources and programs which are funded on an individual basis such as the NDIS assume a high level of organisation capacity and financial resources. Ongoing viability for community based organisations is a concern due to a range of factors. Short term funding does not always allow for long term investment.

➢ Longer term funding linked to outcomes rather than outputs is viewed as critical to the delivery of quality services and Social Outcomes Framework will increase focus. In addition a degree of flexibility is required regarding the management of funding within the life of contractual arrangements.

A connected industry

The success of the NTHSIP is reliant on a connected human services industry. Workshops participants, as a part of the consultation process, demonstrated an appetite to join forces.

Advocacy was identified as an important factor for human services, both at the organisation level with clients and the community and more broadly in terms of organisations working together to advocate on behalf of the whole industry. *'We need to leave our logos at the door' .*

Local organisations who are part of national and international entities need to be encouraged to influence upwards to ensure adequate consideration of the Northern Territory context is given to resource allocation and program prioritisation.

Peak bodies strongly advocate for the Northern Territory and have increased their respective profiles significantly over the past decade. It is evident that the capacity for them to reach into the regional and remote areas is restricted due to the enormous geographical spread and limited resources they have available.

Common technological platforms, curated information and using new approaches in the retention of accessible information in communities are examples of first steps. *'We have to stop reinventing the wheel'.*

Increasingly organisations require a strong skill base in marketing and communications, both externally and internally, to sustain a high level of connectivity in today's dynamic and challenging environments.

Workshop participants valued the opportunity to network and share knowledge in all locations. Source: NDS

A connected industry (continued)
– workshop participants' solutions and ideas

solutions and ideas

- NTHSIP's action plans and implementation needs to be customised for each region to ensure it 'hits the mark' for human service organisations operating in those areas. This will assist in being able to connect with the overall Plan
- Informal networking and interagency meetings could provide more connection points for organisations. There are many strengths in regional and remote Northern Territory and organisations need to learn from each other and to share information outside of the industry
- The role of the peaks could be strengthened to ensure better coverage as they play a key role in bringing the industry together. A good example is NTCOSS' role in sharing information through its bulletin and providing a platform for training dissemination and sharing workforce opportunities.
- Form a human services network
- The use of technology and social media could be utilised more in regional and remote communities. Look at free resources like Zoom
- Continued focus and development around building and maintaining relationships is required across the human services industry sector to encourage growth, collaboration and stability

Solutions and ideas for 'A connected industry' were generated by participants across the five workshops and were amalgamated for presentation in this report.

The sector could see the value of a better connected industry.
Photo source: NDS

Connected industry (continued)
– key findings

Reference: Word Cloud representing consolidated raw data (A connected industry) from all sites, Regional Consultation Workshops May 2019. www.worditout.com

- Connecting as an industry is viewed as essential in the sharing of knowledge and ideas and developing networking opportunities. However, effective communication both within, and external to, organisations is essential to making this happen.
- The management of knowledge within the industry was identified as being problematic. Collection and retention of knowledge within communities; ownership of data; digital inclusion through the use of common platforms; the need to curate information for dissemination; the development of resource banks; and using social media wherever possible were all viewed as essential components for building a connected industry.
- The need for networking and collaboration at the regional and community level was seen as important in the reduction of duplication and the unnecessary overlap of services
- Building advocacy skills at both the individual organisation and sector level was seen as valuable in order to influence the Northern Territory economic and social agenda for better human services industry outcomes.

Regional workshops

Darwin

Darwin the capital city of the Northern Territory is the seat of the Northern Territory Government and the head office location for many government, NFPs, ACCOs and commercial human services providers. 59.6% of Territorians live in Darwin and surrounds.

Date: 10 May 2019
Numbers: 65 participants
Length of time in industry: Nearly 70% of the participants had over 10 years experience in human services

'Everyone at some point gets touched by human services '

'So important to take time out and look at the big picture.'

'On the ground there are few supports out there for Aboriginal men's health and well being...'

''Important that peak organisations and industry collectively advocate.'

Darwin participants

Consultants' Observation

- A good cross section of human service organisations attended the workshop and demonstrated a well developed understanding of the complexity of the external environment as well as navigating systems and processes
- Many workshop participants were finding keeping across the numerous industry developments and government strategies somewhat overwhelming
- There was strong support for the development and implementation of the NTHSIP
- Maintaining momentum is going to require leadership to capitalise on the current support for the NTHSIP

Katherine

Katherine is the major town in a region that provides human services to remote communities in the Northern Territory from the Western Australian to Queensland borders. The region has a large Aboriginal population and a significant proportion of people do not have English as their first language. [7]

Date: 15 May 2019
Numbers: 15 participants
Length of time in industry: Over 50% of the participants had over 10 years experience in human services

'Anything is possible and we need to dare to make it possible.'

'Katherine isn't Darwin!'

Katherine participants

Consultants' Observation

- There was robust discussion and participants demonstrated a high level of commitment to the human services industry
- ACCOs were well represented at the Katherine consultation workshop
- High levels of burnout and overload were described by workshop participants and many service providers are struggling with administrative and reporting requirements in the provision of multiple services
- Local solutions for local issues was seen as critical in the implementation of the NTHSIP. Without that local customisation of the NTHSIP there is likely to be limited engagement with human service providers in this region

7. http://www.katherine.nt.gov.au/about/indigenous-cultures

Nhulunbuy

Nhulunbuy is the regional service centre for the East Arnhem region with a number of NFPs, ACCOs and community organisations providing human services to the region. East Arnhem is characterised by strong Aboriginal leadership and the predominate language group Yolngu Mata. Considerable work has been undertaken by Developing East Arnhem Ltd (DEAL) in the development of regional service hubs with the closing of the Rio Tinto operated mine in 2017.

Date: 17 May 2019
Numbers: 6 participants
Length of time in industry: 70% of the participants had over 10 years experience in human services
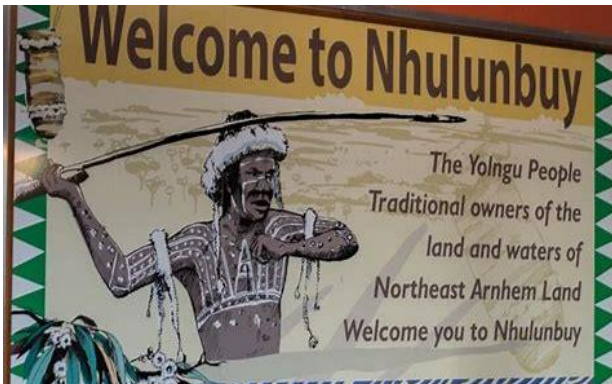
'Competitive funding models work against collaboration particularly when there isn't economies of scale.'

'We need to take a slow, slow fast approach to the development of services with Aboriginal people. Not our fast, fast, slow approach.'

It takes time culturally!'

Gove participants

Consultants' Observation

- While workshop attendance was low the discussion by participants was rich and informative
- The strong relationships between government and the NFP sector in the region was evident from the discussions between participants
- Isolation was raised as a real issue and the need to harness accessible and reliable integrated technology was viewed as critical to the connection of human services industry organisations
- Accessible housing was viewed as fundamental to the provision of regional and remote services
- Participants were keen to have an industry plan that worked for their region. However, given the small numbers attending the consultation workshop more work will need to be done with East Arnhem human service providers to promote the implementation of the NTHSIP

Alice Springs

Alice Springs is the regional service centre for the Central Australian region with many government, NFPs, ACCOs and commercial entities providing a range of human services throughout the region. Alice Springs has a high Northern Territory and Commonwealth government presence in the township. The Central Australian region is vast and outside of Alice Springs more than 80% of people identify as being of Aboriginal or Torres Strait Islander descent.

Date: 21 May 2019
Numbers: 21 participants
Length of time in industry: 55% of the participants had over 10 years experience in human services

'There is a real difference between the regions you just can't wrap it up into a single plan.'

'People have to be passionate about what they do'

Alice Springs participants

Consultants' Observation

- There was a strong focus on providing culturally appropriate service delivery across the region
- Participants reported being overloaded with strategies and plans and were feeling 'over consulted'
- Discussions focussed on workforce issues and participants discussed the negative impact of high turnover of human services employees due to the transient nature of the workforce which includes international workers who move on to eastern states
- A locally based workforce was viewed as essential for stability of the industry
- The customisation of the NTHSIP for the Central Australian region was seen as essential for its success

Tennant Creek

Tennant Creek is the regional service centre for the Barkly region with government agencies, NFPs, ACCOs and private businesses located in the township that provide human services to the region. The Barkly region is characterised by a large population of Aboriginal people who live in small communities and family outstations within an extensive land mass. The Barkly Regional Deal and the Northern Territory Government's Local Decision Making (LDM) initiative is opening up a number of opportunities for the region.

Date: 22 May 2019

Numbers: 12 participants

Length of time in industry: Over 67% of the participants had over 10 years experience in human services

'We influence when we line up our effort'

'We are too reliant on individual personality driven programs'

Tennant Creek participants

Consultants' Observation

- The workshop consultation was extremely high energy and participants represented a good cross section of Government, NFPs, ACCOs and commercial services
- There was a higher representation of Aboriginal people at this consultation workshop who were able to articulate the difficulties associated with human services meeting the real needs of Aboriginal people
- Participants reported being over-consulted and wanted feedback and action from the consultation workshop
- Participants reported operating at capacity and that support would be required to assist them to participate in the implementation of the NTHSIP
- There was concern expressed regarding the lack of investment and focus on successful initiatives such as the Aboriginal Health Worker program and support to remote teachers.

Appendices

A. A selection of interesting Human Services Industry facts...

79%

Percentage of Aboriginal people living in remote NT, 70% of whom speak a language other than English at home...

- **245,000** The total NT population 2018 is about the same population as the Queensland's Sunshine Coast.
- **30.3%** NT population is Aboriginal
- **59.6%** of NT population live in the Greater Darwin area.

96%

of staff employed in early childhood are women.

WHAT IS THE GENDER PAY GAP?

In 2017/18 the gender pay gap in health related services nationally was estimated to be 16.1%

7,600

The number of people employed in Not For Profit organisations (registered as charities) in the NT in 2017.

B. Workshop feedback by region

NT Human Services Industry Plan

Darwin

Location: Michael Long Centre
Facilitators: Jenny Upton and Sharron Noske
Date: Friday 10 May 2019

There were 70 booked and 65 participants attended with 27 providing feedback

Feedback

Score out of 10
0 = waste of time 10 = couldn't be doing anything better
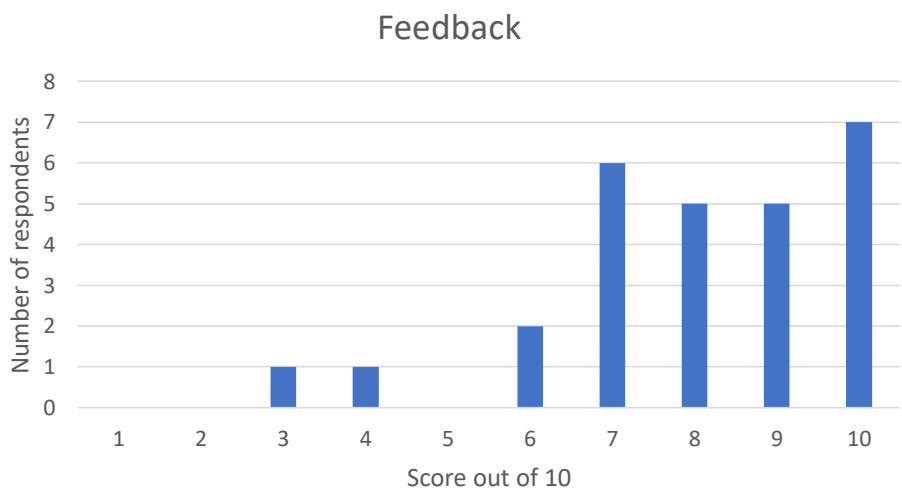
Comments
- Very valuable for our organisation
- Very important and informative
- Maybe move into discussion paper before morning tea
- Good collaboration
- Wonderful collaboration
- Great opportunity to network with the sector
- Great session

NT Human Services Industry Plan

Katherine

Location: Knotts Crossing Conference Room
Facilitators: Jen Upton and Sharron Noske
Date: Wednesday 15 May 2019

There were 15 participants with 10 providing feedback

Feedback

Number of respondents vs Score out of 10
0 = waste of time 10 = couldn't be doing anything better
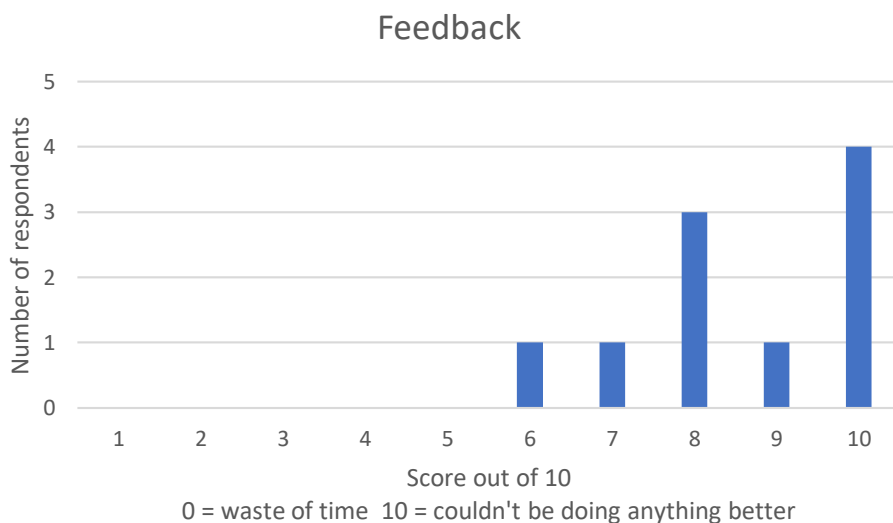
Comments

• No written feedback comments were received

NT Human Services Industry Plan

Nhulunbuy

Location:	Nhulunbuy High School Boarding House
Facilitators:	Jenny Upton and Sharron Noske
Date:	Friday 15 May 2019

There were 6 participants with 2 providing feedback

Feedback

A bar chart titled "Feedback". The y-axis is labelled "Number of respondents" ranging from 0 to 3. The x-axis is labelled "Score out of 10" with "0 = waste of time 10 = couldn't be doing anything better". A single bar of height 2 is shown at score 9.

Comments

- No written feedback comments were received

NT Human Services Industry Plan

Alice Springs

Location: Double Tree Function Room
Facilitators: Jenny Upton and Sharron Noske
Date: Tuesday 21 May 2019

There were 21 participants with 13 providing feedback

Feedback

Score out of 10
0 = waste of time 10 = couldn't be doing anything better
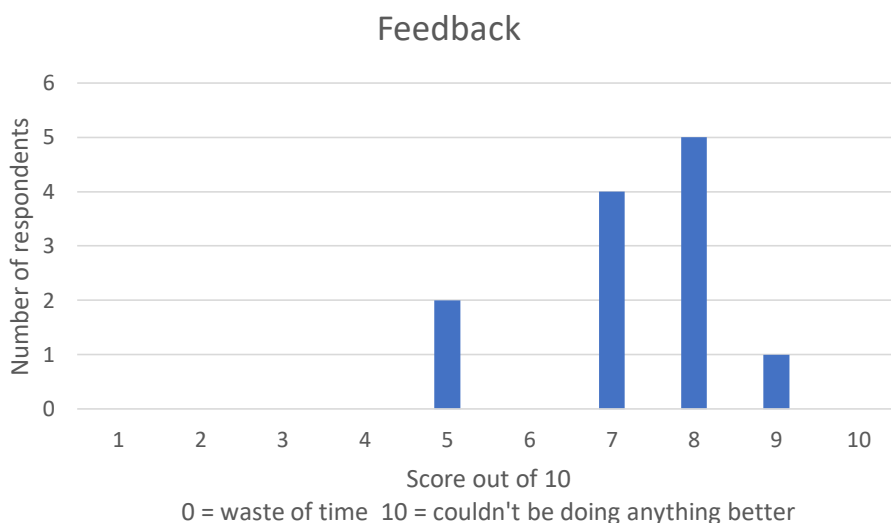
Comments
- Interesting
- Good to know more about the Plan and great networking
- Been to several of these meetings so some follow up and results please
- Really enjoyed the afternoon group work
- Too much getting to know you more time for content
- Great to be part of
- Quicker morning session less intros
- Great networking
- Worthwhile session
- Worth watching and a very useful tool for recruitment (new NTCOSS Human Services Recruitment video)

NT Human Services Industry Plan

Tennant Creek

Location: CDU Training Centre
Facilitators: Jenny Upton and Sharron Noske
Date: Wednesday 22 May 2019

There were 12 participants with 9 providing feedback

Feedback

Number of respondents (y-axis, 0 to 4)

Score out of 10 (x-axis, 1 to 10)
0 = waste of time 10 = couldn't be doing anything better
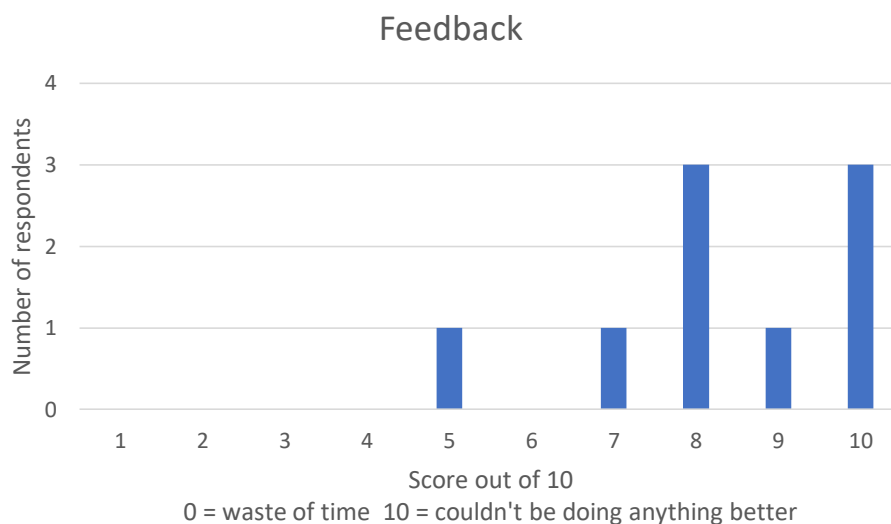
Comments

- It was great to listen and have discussions with other providers
- One of the most interactive and respectful forums I have been to. A 10 only if the 'Plan' comes to fruition and is implemented
- Learnt something new. Hope it does make a difference
- Very informative
- Great interaction with other organisations
- Good communication skills from facilitators
- Very interesting, a number of common themes with other industry sector plans. Implementation will be the key and if the things that need to change will change
- Very active and good input
- I am not sure how this Plan will influence change
- Useful conversations with a range of people and well facilitated

C. Organisations by region

	Alice Springs	Darwin	Gove	Katherine	Tennant Creek
Affordable Housing Company	▲				
AMSANT	▲	▲	▲	▲	▲
Anglicare NT	▲	▲	▲		
APONT		▲			
Binjari Community Aboriginal Corporation				▲	
Boosting the Local Workforce Program		▲			
BRADAAG					▲
Carpentaria		▲			
CatholicCare NT		▲			
Central Australia Remote Development Services	▲				
Central Australian Women's Legal Service Inc	▲				
Chamber of Commerce NT		▲			
Charles Darwin University		▲			
Cheeky Bum Nappies					▲
City of Darwin		▲			
Central Australian Aboriginal Congress	▲				
Council on the Ageing (NT) Inc	▲	▲			

	Alice Springs	Darwin	Gove	Katherine	Tennant Creek
CRC for Developing Northern Australia		▲			
CREST NT	▲	▲			
Darwin Indigenous Men's Service		▲			
Dementia Australia		▲			
Department of Local Government, Housing and Community Development		▲	▲	▲	▲
Department of the Chief Minister		▲			▲
Department of Business Trade & Innovation	▲	▲			
Disability Advocacy Service	▲				
FORWAARD Aboriginal Corporation		▲			
FOX Education		▲			
Golden Glow Corporation (NT) Pty Ltd		▲			
Grow Well Live Well		▲			
Hapori (NT)		▲			
HCI		▲			
HPA Incorporated		▲			
ITEC Health		▲			
Julalikari Council Aboriginal Corporation					▲
Kalano Community Association				▲	

	Alice Springs	Darwin	Gove	Katherine	Tennant Creek
Larrakia Nation Aboriginal Corporation		▲			
Life Without Barriers	▲	▲			
Lifestyle Solutions		▲			
Linkup Australia	▲				
MJD Foundation		▲			
NABS		▲			
National Disability Services (NDS)	▲	▲	▲	▲	▲
Northern Territory PHN		▲			
NT Friendship & Support	▲				▲
NT Mental Health Coalition		▲			
NTCOSS		▲			
Office of the Public Guardian		▲			
Purple House	▲				
Save the Children		▲		▲	
Self					
Somerville Community Services Inc		▲		▲	
St John's Ambulance NT		▲			
Step Out				▲	
SupportLink		▲			

	Alice Springs	Darwin	Gove	Katherine	Tennant Creek
Territory Families		▲			
Variety, the children's charity NT				▲	
Victoria Daly Regional Council				▲	
YouthWorX NT		▲			

Total: 58 organisations

D. Primary data

DARWIN

Quality services

- Relationships – respecting community hierarchies and protocols; allowing time/opportunity
- Co-design of services – capacity building in community
- Outreach
- Utilising collective impact initiatives across the NT
- Varied, flexible, responsive, innovation
- Staff who are reflective of the community
- Collaborative delivery across services
- Staff sharing, pooling resources
- Technology supported delivery
- Use of interpreters
- Value of Indigenous and other cultures, knowledge and practices – actioning feedback
- Transparency and accountability – consultation not lip service through actions
- Partnerships at the coalface e.g. allied health with Aboriginal community worker – 2 way learning – equal respectful relationships
- Stronger focus on 'bolt on' services – share resources
- Re-look at the concept of shared information esp. complex situations and multiple service usage
- Have the conversation around collective choice and control vs individual
- Meaningful education to teach workforce e.g. what is person-centred care?
- Flexible funding settings and innovative service models
- Consultation with ATSI groups/communities
- Sharing leadership to create space to support ATSI – what they want
- Examine ways to better leverage existing resources and systems (e.g. Support Link)

A skilled workforce

- Decrease casualization of workforce but having the choice
- Appropriate remuneration for front line workers (review disability and aged care)
- Systematic approach to training and development across the sector
- Recognition of skills and prior learning and support to advance the individual
- Recognising lived experience in communities of Indigenous people/families

DARWIN (continued)

- Recruitment practices that recognise the context of the position and local employment e.g. culturally appropriate recruitment mechanisms

- Entry level positions and career pathways for Aboriginal staff

- Portability of conditions and entitlements across organisations

- Mentoring within organisations and for new recruits, buddy system across small and large organisations. Peer support

- Shared services, brokering resources through economies of scale e.g. Harry's Place, fleet sharing

- Incentives for under employed, secondments between organisations

- Develop initiatives that support and enable skills development and knowledge transfer through grassroots and community based collaborative processes

- Consistency across AWARDS

- Recognition of depth of skills needed

- Developing positions (funded) that are reflective of differing cultures e.g. highly rostered work schedule may not be suitable for an Aboriginal employee

- Career pathways

- Promotion of choice to schools/jobseekers

Strong organisations

- Multi partner agreements/ventures

- Collaboration/co-design

- Partnership for negotiating/scale and collective bargaining power to negotiate

- Supports to one another to address thin markets

- Building strategic capabilities – understand outcomes and what you do to link in with funding bodies

- Social return on investment – building leadership capability and business acumen in a consumer driven market

- Active involvement with community members/ strong relationships

- Advertising and sharing good new stories

- Need to train/educate government on their outcomes. Not just cost benefit analysis.

- Innovation to adapt to change to a consumer driven market.

- Efficient business models

- Organisations sharing good stories

- Increasing marketing communications in their models

- SELL your good news story

- Transparency required – information available

- Representation of appropriate community members

- Location specific

- How to address finding new Board members

- Good corporate citizens

DARWIN (continued)

- Transparency – financial, accountability

- Provide tailored and targeted training (?workforce)

- Good Practice Principles (NTG) as a guiding strategy/framework

- Skilled – relevant to the organisation

- Soft skills – like-mindedness, good leaders, passionate

- Understand separation of duties/influence (operational)

- Currency/up to date. Future thinking, out of box thinking, ability to identify opportunities

- Diversity

- Lived experience

- Financial acumen (and business)

- Acknowledge volunteer role/boards

Sustainable funding

- Collaborative funding

- 'Group funding – for remote servicing for service providers

- Other funding – sources other than government

- Competitive funding

- Silo funding

- Streamlining access through single point – make it easier to find the right service and reduce red tape/reporting requirements

- Stop moving goal posts – stable reporting guidelines

- Induction for funding services

- Flexibility/funding match requirement. Consumer directed

- Consortium/reduces overheads – more dollars for service delivery

- In-kind support from private enterprises/philanthropic

- Acknowledge the APONT principles of service delivery

A connected industry

- Forming human services network – follow up. Maintain the rage!

- Competitive funding – focus on broader industry issue to form collaborative tender processes and partnerships

- Use 5 year funding – increase scale

- Advocate for funding appropriately for peak organisations – those play a key role in bringing industry together

- Financial cost of technology systems particularly remote (Zoom free resource_ however connectivity/access problematic in remote

- Clear understanding of purpose/scope – niche, to enable connection with others for collaborative purpose. Like – Like

- Strong leadership modelling collaborative

- Value outcomes – understand outcomes. Find and congregate around commonality. Avoid patch protection. Logos left at the door.

- Networks across sectors within Human Services- training consistently, share knowledge and work, support, know what's out there

- Partnerships/pre-talking around who is going for what funding and why

DARWIN (continued)

- AP ONT Principles – signing up and follow up actions

- Resource Bank – policy/programs. Use for all/share/no ownership

- Engagement with 'Social Outcomes Framework' NTG

- Share information outside sectors/'community of practice'/interagency meetings

- Digital inclusion- consistent platforms of communication – to be in the know

- Use the current experts in an area/ back-up and support for work already started

- Getting on the same page for a united message from the whole HS sector

- Moving staff between agencies/organisations

KATHERINE

Quality services

- Geographical issues – can't compare Darwin and Katherine

- What happens in Darwin is not reflective of Katherine

- The reality of the family/child centre.   How do we make it work.? Look at the model in Ngukurr – best in Australia

- Agree – co-design, Indigenous representation, programs

- Sharing/joint resource. Pool = concerns with funding agreements. Individual agencies/organisation agendas

- Pathways

- Connections

- Joint service delivery with NGOs

- Judith's mud map for pilots. Pilot models for community control.

- How do industry access under-utilised building to create the space.

- Collaboration within industry.

- Mud map of the communities and capacity

- Keep updated fully accountable services

A skilled workforce

- Remuneration has to matter – will assist with attraction and retention.

- Positions don't have to be entry level to attract Indigenous people.

- You get what you pay for.

- Primarily agree

- Cultural Awareness

- Accessibility to job – support to and from work sites

- Level playing field in regard to government and non government job – salaries, professional development,

  long term incentives

- Recognition of life experience underlying skill sets

- Traineeships – mandatory, mentoring, start early

- Master and apprentice

- Knowing your staff

- Continued changes to required qualifications –mandated/legislated to work in the industry

- Value of a qualification vs experience/level of knowledge at the local level

- Training – lack of development

- On the job training

- Faith in workforce

- Employment for future

- STOP FIFO

Strong Organisations

- Need for collaboration between services

- Agree location specific

- Internal reflection

- Where – structure and core business and you

- What are our strengths?

- What can we do with others?

- Collaborate – how can this be done?

- Shared client database

- Provide NGOs with the ability to link wrap around services

- Allied Health staff

- Stepping back and looking at your organisation and core business collectively look at gaps e.g. Somerville

- Regional focus

- Place based planning

Sustainable funding

- Holistic 360 degree services

- Whole of life services

- Communication

- Appropriateness of funding – level of dollars, availability, tenure

- Disability services can's engage with other NGOs to collaborate

- More flexibility – roll overs

- Financial security

- Vicarious impact on staffing

- Longevity of assessment

- Happy organisation = happy staff = happy clients

- Client centred decisions

- Right money – enough to collaborate

- One size – geographically

- Security through transition e.g. to NDIS

- Hybrid grant funding e.g. NDIS solution for remote communities

- Funding based on location Keep the focus

- Maintain the rage

KATHERINE (continued)

A connected industry

- Council are more involved in regional and remote areas in human services – needs to be acknowledged

- Varied services represented at Katherine Forum. Not strong connections

- Human services are a critical part of NT. Everyone needs human services.

- Infrastructure – should be needs based with connectivity across human services

Other general discussion

- So much happening in government strategies

- Talkfests – where is this going?

- Too much visiting

- Peaks not representing all organisations

- NDIS is problematic

- Katherine East – design for universal standards   Lots of old housing with no universal design

- Gaps for houses owned by organisations – no assistance for upgrades

- Multiple funding/accreditation standards take up so much time and effort

- Devolution of funding to community control

- Need a point of contact for clients and families to connect with the right services e.g. Children and Families Contact Centres

- The HS Plan can give focus – want it to be there but are sceptical given all of the talkfest and consultation and nothing happens

- Aged care has no peak

NHULUNBUY

Quality services

- Collaboration is important rather than competition. Bringing together 'we grow them up' conference bringing together a range of services auspiced by Anglicare

- The importance of skills leadership language and real community knowledge and community development blood in their veins. Willingness to take on a different cultural perspective and to let go of your cultural perspective.

- Skilled and knowledge

- Common purpose

- Let go of power and government has competitive tender

- Cultural funding of Aboriginal and Non Aboriginal workers

- Partnerships with NGO and co workers and flexible agreements that allow development

- Leveraging and more flexible employment CDP…. Community mentor

- 25 years ago CDD and Education Centres, bi cultural two way approach which means listening …

- Incorporating different world view - Values of Indigenous Language

A skilled workforce

- Recognise lived experience of Aboriginal people

- Unintended impacts of increased qualifications

- Flexibility so important

- Aboriginal School Based flexibility and needs to be tailored – Individualised packaging of training for Aboriginal.

Strong organisations

- Headspace as a consortium rather than a competitive tender. Real good example of changing of funding and mandates. Tender and reporting.

- Funding model that is competitive works against collaboration.

- It's not about buildings….. better use and collaboration

- Place based planning …. And community single use…. Government policies for now that impact e.g. use of school building

- Community services fundamental to plannable ..

- Housing is fundamental to any provision of services regional and remote

- This a key to transition between not for profit staff

- Office space, co locating - multi disciplinary themes

- IT network… scaffold .. new ways of doing

- Harness integrated technological advances…

- Overwhelming…

- CDU closed campus and no support … on the ground mentoring and support critical

- Linkages between VET and university training studies mean

    there is not a smooth – distinct (remote and regional areas)

- Retention… government wages level playing field. Government poaching staff. Housing in Gove. NTG very well paid. NTG versus SCADS.

- Personal development

- Incentives ..

- Annual leave

- NTG Super …

- Building partnerships with Not for Profit and Government to work and for people to move more seamlessly between the two sectors.

- Government to have Case Management Skills ….. Career pathways instead of silos e.g. strengths based approach, not structure for case managers in Australia

- Case work instead of case management encourage movement

- Systems navigation

- Multi sectoral experience…

Sustainable funding

- Move the funding agreements to longer term… industry

- Medium term outcomes

- More flexibility and roll over of funding. Less flexibility with funding within government. …..

- CPI's for 5   Cultural   *fast fast slow non Aboriginal instead of slow slow fast Aboriginal*

- *It takes times culturally*. Recognise Long Term   Groote dugout canoe project…. Seasons

- Community driving powering and controlling

- Less reporting for communities and less players. More confusion.

A connected industry

- Learn how to be a Partner and collaborate

- Youth Week

- Aged and Disability Services – Miwatj, because everything interconnects

- Who is best placed

- Education Health and Police have a footprint everyone

- Place based and this goes in cycles … personality

- Co training and shared training… networking financially

- Clearing building NTCOSS electronically… NT Government   membership… CO TRAINING

- Clearing house of resources - repository

- Shared languages

- Share learning

- Collaboration letters of support…

- Relationships are the heart of everything

- Implement the plan…

- Demonstration of relationship practice…. Trust and respect.

- Parallel practice Wayne McCashen 'The Strengths Approach'.

ALICE SPRINGS

Quality services

- Collaboration is greater than competition

- A new language that specifies responsibilities not lumped in as case management

- Best practice funnelled to local needs and practice. Finding what suits the client

- Collaborative needs based planning e.g. NT Aboriginal Health Forum (NTG, PHN, Commonwealth and AMSANT)

- Cultural safety training to be mandated.   Cultural awareness is not always culturally safe.

- Upskilling community (Aboriginal people) now

- Increase care ratios across the services

- Messages in languages

- Community driven services not driven from above

- Aboriginal community controlled services should be the providers of services to Aboriginal people

- Programs developed on the ground/community

- Cultural appropriateness when it is appropriate

- Knowledge is power! Retention of ID within the community to benefit the community

- Challenges with recruitment - transient workforce – skilled workforce

- Evidence based approach. Evaluation vs statistics. ROI/flow on benefits

- Service connection and sharing of information

- Better local data collection and reporting

- Good Practice Principles (NTG) as a guiding/strategy framework

- Skilled (relevant to organisation)

- Soft skills – like-mindedness, good leaders, passionate

- Understand separation of influence (operational) of duties

- Currency/up to date   Future thinking. Out of the box thinking. Ability to identify opportunities

- Diversity

- Lived experience

- Financial acumen (and business)

- Acknowledge volunteer role/Board

- Communication channels good both internally and externally – looking for opportunities

- Learning to be partner with other organisations is not intuitive

- Better business models and acumen

- Good governance

- Business practices

A skilled workforce

- Gap year incentives for people to work in human services first – give rebate on HECS

- Employment services are developed to meet the localised need

- National Human Services Service (for 18-25 year olds)

- Holiday jobs

- Remote area allowance has not changed in years

ALICE SPRINGS (continued)

- Cultural awareness training

- Acknowledge LLN (D) Implement issues in the workforce

- Online certificates acceptable but not practical

- NFP skill shortage list does not reflect the NFP professional development strategies

- Placements

- Secondments

- Can't compete on wages

- Wages gap

- Gap year incentives for people to work in Human Services first – give rebate on HECS

Sustainable funding

- Increasing discussion to focus on quadruple bottom line

- Increased flexibility and relaxed timing

- Long term grant agreements (5 years)

- Staff turnover (skills for grant applications etc and advocacy

- Responsive grants

- Network with large organisations on submissions

- Governance

A connected industry

- Territory Families back on track. (Younger and older cohorts) Will that work? Watch and learn.

- Mutual benefits

- Update information

- Secondments

- Interagency meetings

- business

Quality services

- It's about community – sharing knowledge, resources, experience, information.
- Co-design – possibility dependent on organisation's mission
- How do traditional owners get involved?
- Community driven. Work alongside – sharing power
- Bolt on services = bolt on resources
- Place-based services = resources, decision making in hand of community
- Invest in local community to support local employment

A skilled workforce

- Problem re recruitment incentives that don't support locals. Recruitment equity e.g. housing.
- Community engagement programs
- Providing support (health, housing, education etc) to support local workers
- Local decision making
- Training to local workers
- Working, collaborating not in solutions.
- Empowering 'clients'
- Gap in health services to people in remote areas, particularly homelands
- Lack of local training capacity – resources and stability
- Aboriginal Health Workers – where are they?   Gap widening with loss of AHW.   Availability of housing is an issue in this area. Attracting carers –difficult
- Problematic 'remote/regional' to staff. Job vacancy – assumption you should apply (issue cultural/not suited/uncomfortable)
- Reconciling local and imported workforce issues/tensions
- Mental Health – maintenance, burn out. What can offer- alleviate support/prevent burnout.
- Community expectation vs reality (funding/training/infrastructure/skill level)
- Location. Infrastructure – issue (across all – affect training/accommodation)
- Critical mass i.e. if staff leave for 2 days – no replacements
- $$ to employ an adequate number of staff.
- Promotion of existing carers – highlight the work they do or can do
- Promotion of existing services to highlight what they can do
- Local decision making should align with NT Human Services Plan
- Purpose-driven training – adaptable – locally driven learning
- Flexible employment options (job share etc)
- Value non-accredited training – alignment of experience with skills. Local experience
- Lack of knowledge of existing service providers
- Visibility of providers/outcomes
- Do something different – don't know what it is!!. Alternative models of training. Non accredited training.
- Blended workplace.   Align what is required with existing skill sets.
- Need to re-invigorate the Aboriginal Health Worker program
- When we had ATSIC in remote communities local council on ground. No local decision making. No community control,
- No incentive to work – key structures taken away.
- Capacity building – governance, administration. Community delivery provided in ATSIC days.
- Community driven – community led
- Over consultation – don't get back to us. How do we give power back to local people?
- We influence when we line up our effort

TENNANT CREEK (continued)

- Attracting carers –difficult
- Problematic 'remote/regional' to staff. Job vacancy – assumption you should apply (issue cultural/not suited/uncomfortable)
- Reconciling local and imported workforce issues/tensions
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- Purpose-driven training – adaptable – locally driven learning
- Flexible employment options (job share etc)
- Value non-accredited training – alignment of experience with skills. Local experience

Strong organisations

- Sharing information is important but can be a risk when sharing with other organisations. Need to understand purpose of other organisation. Need to keep within capacity.
- Secondments and shared resources between organisations = achieving for both/all
- Clear purpose and vision
- Multi-level accountability and transparency
- A learning culture – workforce buys into the organisational culture
- Focus on priorities
- Not focusing on core services can be to the detriment of that organization (falling down and no service delivery)
- Good governance – not allowing managers to manage.
- Strategic vs operational
- Ability to want to learn

Sustainable funding

- Five year funding agreements
- Complexity of funding resources
- 'Chasing the money' and losing your way
- Barkly Plan

A connected industry

- Representative of different realities/situations – need to be able to respond regionally, remotely, urban.
- Accountability of both funding bodies and service providers
- Multiple bureaucracies
- Too reliant on personality – driven programs.

TENNANT CREEK (continued)

- Who measures/how/criticism. What constitutes success?

- Field workers' forums – feeding up to industry

- Quit the scatter gun approach to funding

- Sharing infrastructure and staff

- Adequate operational funding

- Embed program content/expectations into local structure

- Support to strengthen collaboration and develop realistic expectations

- Loss of continuity and local knowledge

- Programs are not embedded in local governance structure

General discussion

- ATSIC provided real local input and empowerment.

- There are no incentives to work the CDP has taken away that opportunity to link work at the community level.

- So many times people consult and don't get back to us.