

## NORTHERN TERRITORY IMPLEMENTATION PLAN

### Element 1: Early Childhood service integration—Children and Family Centres (CFCs)

Plan period: 2009-2014      Implementation Plan Agreed:  
December 2010

Commonwealth Investment: \$ 42.35m over 6 years

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Management – Site locations.</b>	<p>Identify CFC locations with key stakeholders using criteria</p> <ul style="list-style-type: none"> <li>• large community population with high Indigenous %</li> <li>• significant % of 0-4 year old population at risk of low health and education outcomes</li> <li>• unmet childcare demand</li> <li>• community readiness for integrated CFC services</li> <li>• Remote Service Delivery locations</li> <li>• Territory Growth Towns</li> </ul> <p>Negotiate and announce locations for all 5 CFCs</p>	<p>NT Department of Education and Training (DET) Early Childhood Policy and Regulations in consultation with</p> <ul style="list-style-type: none"> <li>• Department of Health and Families</li> <li>• DEEWR, FaHCSIA, DoHA</li> <li>• Local government</li> <li>• NGO service providers</li> <li>• Community stakeholders/ leaders</li> </ul>	<p>Data analysis of CFC location criteria in consultation with government and non-government agencies to determine locations</p> <p>Build on previous consultations undertaken by FaHCSIA/DEEWR</p> <p>Negotiate nominated locations with DEEWR</p>	<p>CFC locations Maningrida and Yuendumu negotiated with Australian Government and announced</p> <p>CFC locations Ngukurr, Gunbalanya and Palmerston negotiated with Australian Government and announced</p>	<p>June 2009</p> <p>September 2009</p>

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Management – Building/refurbishment</b>	Sites for the establishment of a CFC selected using criteria <ul style="list-style-type: none"> <li>• suitability of childcare or other service for refurbishment to facilitate integrated service delivery</li> <li>• suitable sites for new build</li> <li>• comparison of cost for refurbishment or new build</li> </ul>	DET Early Childhood Policy and Regulation in consultation with <ul style="list-style-type: none"> <li>• DET Infrastructure Services</li> <li>• Department of Planning and Infrastructure</li> <li>• Department of Health and Families</li> <li>• DEEWR, FaHCSIA, DoHA</li> <li>• Local government</li> <li>• NGO service providers</li> <li>• Community stakeholders/ leaders</li> </ul>	Determine service integration models, existing services, services gaps and cultural requirements to inform CFC site design/co-location  Design, tender, refurbish/ new build	Communities and service providers consulted on options for refurbishment or new build, including site identification and land tenure Maningrida Ngukurr Gunbalanya and Yuendumu  Palmerston  Refurbishment/new build completed Maningrida Ngukurr Gunbalanya and Yuendumu  Palmerston	December 2010  December 2011  December 2011  December 2012

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Service Delivery – types and/or models</b>	<p>Using a place-based model, integrate existing services, identify service improvement and unmet needs and provide additional services including child care, early learning, parent and family support, antenatal care for young women, teenage sexual and reproductive health services, maternal and child health services</p> <p>Develop governance structures at cross</p>	<p>DET Early Childhood Policy and Regulations in consultation with</p> <ul style="list-style-type: none"> <li>• Department of Health and Families</li> <li>• DEEWR, FaHCSIA, DoHA</li> <li>• Local government</li> <li>• Community service providers</li> <li>• Community stakeholders/ leaders</li> </ul> <p>NT Early childhood cross agency</p>	<p>Using community engagement model map data and analyse</p> <ul style="list-style-type: none"> <li>• Data sharing</li> <li>• % of 0-4 year old population at risk of low health and education outcomes</li> <li>• Existing services</li> <li>• Community use of and access to services</li> <li>• Unmet or culturally appropriate service need</li> <li>• Outreach models</li> <li>• AEDI survey data and other data sources</li> </ul> <p>Use community partnership models to maximise community engagement and ownership with capacity to adapt and respond to changing needs</p> <p>Develop place-based governance in each</p>	<p>Service model established and implementation commenced</p> <p>Maningrida &amp; Yuendumu</p> <p>Gunbalanya &amp; Ngukurr</p> <p>Palmerston</p>	<p>July 2009</p> <p>July 2010</p> <p>January 2012</p>

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
	agency and community level using existing governance structures	<p>steering committee; executive level NTG, AG and key stakeholder representation</p> <p>NT Early childhood cross agency working group: operational NTG, AG and key stakeholder representation</p> <p>Community steering committee; service provider and community stakeholder/leader representation</p>	<p>location where options include</p> <ul style="list-style-type: none"> <li>• Individual local service providers</li> <li>• a representative board of local service providers</li> <li>• non-government agency partnership</li> <li>• community stakeholders – parents/family and leaders</li> </ul> <p>Early childhood community steering committee with service agency and community leader representation to implement place-based service delivery, evaluation and modification</p>	<p>Early childhood steering committee established Maningrida and Ngukurr Gunbalanya and Yuendumu</p> <p>Palmerston</p>	<p>December 2010</p> <p>January 2011</p> <p>June 2012</p>

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Service Delivery – Staffing and Workforce Development</b>	Build capacity of local workforce including existing and future staff	DET Early Childhood Policy and Regulations in consultation with service providers and community stakeholders will determine immediate staffing for urgent unmet demand eg childcare director, childcare staff	Northern Territory Early Childhood Workforce Action Plan will provide the framework for accredited training	Action plan developed	December 2010
	Build community governance capacity through skills training and mentoring				Use community engagement model to <ul style="list-style-type: none"> <li>• Determine urgent unmet workforce training demand</li> <li>• Develop optimum model to respond</li> <li>• Recruit or tender for service delivery and capacity building</li> </ul> <p>For each CFC location, develop and implement a workforce recruitment, retention and development plan incorporating Northern Territory Indigenous workforce policies</p> <p>Workforce development will</p>
		DET Early Childhood Policy and		Workforce plan developed and implementation commenced Maningrida, Ngukurr and Gunbalanya Yuendumu Palmerston	December 2010 December 2009 December 2011

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
		<p>Regulations will develop accredited generic and service-specific training in consultation with</p> <ul style="list-style-type: none"> <li>• Department of Health and Families</li> <li>• DEEWR</li> <li>• Charles Darwin University</li> <li>• Batchelor Institute of Indigenous Tertiary Education</li> </ul>	<p>include accredited generic early childhood education and care training with service specific service modules offered in community</p> <p>Early childhood education and care accredited training offered as secondary VET option to develop workforce and future parenting skills</p> <p>Externally recruited staff to focus on mentoring and training locally recruited staff</p> <p>Ongoing negotiations with DEEWR regarding pre-employment training, job placements and mentoring support for participants</p>	<p>Increase in the number of Indigenous and culturally competent early childhood employees in CFC locations</p> <p>Increase in the number of staff undertaking education and training</p>	<p>Commenced July 2009 and will progressively increase as CFC services and facilities are established</p> <p>2010-2014</p>

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
				Externally recruited staff to develop a training and mentoring plan for locally recruited staff requiring training including utilising DEEWR Indigenous Economic Participation workforce strategies and funding	Within 6 months of recruitment
<b>Linkages and co-ordination</b>	<p>Establish a seamless service system for children and families</p> <p>Improve community access to and take up of existing and new services</p> <p>Establish strong governance for CFC communities</p> <p>Utilise CFC service delivery as an integrated child and family service model for the remaining 16 of 20 Territory Growth Towns</p>	<p>DET Early Childhood Policy and Regulations, in consultation with the early childhood cross agency steering committee will</p> <ul style="list-style-type: none"> <li>• Facilitate early childhood service integration in a staged rollout across Northern Territory communities</li> <li>• Facilitate coordination of early childhood and closing the gap reforms with an emphasis on 20</li> </ul>	<p>Establish horizontal and vertical coordination of service delivery at Territory, NT and AG agency and community level through</p> <ul style="list-style-type: none"> <li>• Early childhood cross agency steering committee; executive level NTG, AG and key stakeholder representation</li> <li>• Early childhood cross agency working group: operational NTG, AG and key</li> </ul>	<p>CFC service integration framework developed</p> <p>CFC community governance structure developed and implemented Maningrida Ngukurr Gunbalanya and Yuendumu</p> <p>Palmerston</p>	<p>September 2009</p> <p>June 2011</p> <p>June 2012</p>

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
		Territory Growth Towns <ul style="list-style-type: none"> <li>• Ensure data sharing strategies and supporting IT infrastructure</li> <li>• Facilitate place-based fund pooling for early childhood service providers</li> </ul>	stakeholder representation Community early childhood steering committee; service provider, local government and community stakeholder/leader representation		
<b>Community Involvement</b>	Engage whole community, government and non-government stakeholders in CFCs  Community ownership of early childhood steering committee, governance and CFC facility	DET Early Childhood Policy and Regulations, in consultation with the community through representation on <ul style="list-style-type: none"> <li>• the early childhood steering committee</li> <li>• governance body</li> <li>• staffing and staff development and training</li> <li>• families utilising the CFC services</li> <li>• community outreach with child and family services</li> </ul>	Establish place-based community engagement in CFC governance, service provision and integration and workforce arrangements that support local Indigenous participation in and staffing of CFC services  Initial community engagement will <ul style="list-style-type: none"> <li>• establish whether an existing facility is available for CFC and need for upgrade or new build is more service/cost</li> </ul>	Community engagement commenced Maningrida & Ngukurr  Gunbalanya & Yuendumu  Palmerston  Evidence of strong community use of services, participation in governance and early childhood steering committee, decision-making, and workforce participation and training	June 2009  January 2010  June 2010  2013



Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
			<p>effective</p> <ul style="list-style-type: none"> <li>• establish site and design for CFC taking into account existing cultural and service mix and future CFC requirements</li> <li>• advise on local staffing options and training/mentoring requirements and options</li> <li>• advise on local governance options</li> <li>• advise on service gaps, improvement and service integration requirements</li> </ul>		
<b>Data and Reporting</b>	Report on staged CFC integrated service delivery and CFC capital works supported with data against outcomes	DET Early Childhood Policy and Regulations will be responsible for reporting and data collection in collaboration with <ul style="list-style-type: none"> <li>• Inter-governmental Data and Reporting Group</li> <li>• Department of</li> </ul>	Report on negotiated outputs including <ul style="list-style-type: none"> <li>• Phased implementation of 5 CFCs in announced locations</li> <li>• Phased implementation of integrated service framework in all</li> </ul>	Provide performance measurement data in annual reports  Provide biannual progress reports according to National Partnership Agreement  Contribute to the	August 2009 August 2010 August 2011 August 2012 August 2013 August 2014

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
		Health and Families <ul style="list-style-type: none"> <li>• CFC governance body in each location</li> </ul>	CFC locations <ul style="list-style-type: none"> <li>• Phased implementation of governance in all CFCs</li> <li>• Phased implementation of workforce recruitment and development plan in all CFC locations</li> </ul> Data collection supported by cross agency protocols and IT infrastructure  Monitor outcomes agreed under IECD NPA	work of the data and evaluation working group  Include data collection and reporting requirements in service provider contracts	

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Risk Management</b>	Identify and address CFC implementation risks at Territory, agency and community levels	DET Early Childhood Policy and Regulations will be responsible for risk <ul style="list-style-type: none"> <li>• Identification</li> <li>• Mitigation</li> <li>• Monitoring</li> <li>• Reporting</li> </ul>	Develop monitoring and reporting strategies at the Territory cross agency, DET and community levels of CFC governance structures	<p>CFC risk management issues and strategies identified in project plan</p> <p>Broad-based risk management identified by NT cross agency steering committee</p> <p>Agency implementation risk management identified by DET Early Childhood Services</p> <p>Community risk management identified by CFC community governance group in consultation with stakeholders eg DEEWR, FaHCSIA, DET and DHF Maningrida Ngukurr Gunbalanya &amp; Yuendumu</p> <p>Palmerston</p>	<p>June 2009</p> <p>December 2009</p> <p>December 2009</p> <p>June 2011</p> <p>June 2012</p>

Reporting Period	Agreed Milestones for the Period	Basis of Payment	Commonwealth Payment Amount * \$42.35m
Jan –June 2009	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Maningrida and Ngukurr <ul style="list-style-type: none"> <li>Ø Centres Ministerially agreed and announced</li> </ul> </li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Data analysis complete and short list of locations proposed</li> <li>• Early childhood NT cross agency working group established</li> </ul>	Receipt of Annual Report 31 August 2009 describing satisfactory achievement against Milestones	
July – Dec 2009	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Maningrida and Ngukurr <ul style="list-style-type: none"> <li>Ø Community consultation for capital elements of the centres commenced</li> </ul> </li> <li>• Gunbalanya and Yuendumu <ul style="list-style-type: none"> <li>Ø Centres Ministerially agreed and announced</li> </ul> </li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Maningrida and Ngukurr <ul style="list-style-type: none"> <li>Ø early childhood coordinator/community engagement coordinator recruited and working full-time to link existing services and facilitate community consultations</li> <li>Ø Community and service providers consulted, priority service improvements identified and action taken</li> <li>Ø Service integration commenced</li> </ul> </li> <li>• Yuendumu <ul style="list-style-type: none"> <li>Ø Workforce plan developed and implementation commenced</li> </ul> </li> </ul>	Receipt of Progress Report 31 January 2010 describing satisfactory achievement against Milestones	
Jan –June 2010	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Maningrida and Yuendumu <ul style="list-style-type: none"> <li>Ø Site location agreed</li> </ul> </li> </ul>	Receipt of Annual Report 31 August 2010 describing	

	<ul style="list-style-type: none"> <li>Ø CFC design plans completed</li> <li>• Gunbalanya and Yuendumu</li> <li>Ø Community consultation for capital elements of the centres commenced</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Gunbalanya and Yuendumu</li> <li>Ø Community and service providers consulted, priority service improvements identified and action taken</li> </ul>	satisfactory achievement against Milestones	
July – Dec 2010	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Maningrida, Ngukurr, Gunbalanya and Yuendumu</li> <li>Ø Community consultation for capital elements of the centres ongoing</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Maningrida Ngukurr and Gunbalanya</li> <li>Ø Workforce plan developed and implementation commenced</li> <li>• Ngukurr Gunbalanya and Yuendumu</li> <li>Ø early childhood coordinator/community engagement coordinator recruited and working full-time to link existing services and facilitate community consultations</li> </ul>	Receipt of Progress Report 31 January 2011 describing satisfactory achievement against Milestones	
Jan –June 2011	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Maningrida and Yuendumu</li> <li>Ø Construction 50% complete (civil works complete, all frame work up, roof on)</li> <li>• Ngukurr and Gunbalanya</li> <li>Ø Community consultation for capital elements of the centres ongoing</li> </ul>	Receipt of Annual Report 31 August 2011 describing satisfactory achievement against Milestones	

	<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Maningrida Ngukurr Gunbalanya and Yuendumu <ul style="list-style-type: none"> <li>Ø CFC community governance structure developed and implemented</li> </ul> </li> <li>• Maningrida Ngukurr Gunbalanya and Yuendumu <ul style="list-style-type: none"> <li>Ø Service integration commenced</li> </ul> </li> </ul>		
July – Dec 2011	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Ngukurr and Gunbalanya <ul style="list-style-type: none"> <li>Ø Construction 50% complete (civil works complete, all frame work up, roof on)</li> </ul> </li> <li>• Maningrida, Yuendumu, Ngukurr and Gunblanaya <ul style="list-style-type: none"> <li>Ø Construction complete (practical completion)</li> </ul> </li> <li>• Palmerston <ul style="list-style-type: none"> <li>Ø Community consultation for capital elements of the centre commenced</li> </ul> </li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Maningrida, Ngukurr, Gunbalanya and Yuendumu <ul style="list-style-type: none"> <li>Ø Service integration ongoing</li> </ul> </li> <li>• Palmerston <ul style="list-style-type: none"> <li>Ø CFC community governance structure developed</li> </ul> </li> </ul>	Receipt of Progress Report 31 January 2012 describing satisfactory achievement against Milestones	
Jan –June 2012	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>• Palmerston <ul style="list-style-type: none"> <li>Ø Construction 50% complete (civil works complete, all frame work up, roof on)</li> </ul> </li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Maningrida Ngukurr Gunbalanya and Yuendumu <ul style="list-style-type: none"> <li>Ø Operations ongoing</li> </ul> </li> <li>• Palmerston</li> </ul>	Receipt of Annual Report 31 August 2012 describing satisfactory achievement against Milestones	

	∅ Service integration plan developed		
July – Dec 2012	<b>Capital</b> <ul style="list-style-type: none"> <li>• Palmerston</li> <li>∅ Construction complete (practical completion)</li> </ul> <p>Ongoing operations for 4 remote centres</p>	Receipt of Progress Report 31 January 2013 describing satisfactory achievement against Milestones	
Jan –June 2013	Ongoing operations for 5 centres	Receipt of Annual Report 31 August 2013 describing satisfactory achievement against Milestones	
July – Dec 2013	Ongoing operations for 5 centres	Receipt of Progress Report 31 January 2014 describing satisfactory achievement against Milestones	
Jan-June 2014	Ongoing operations for 5 centres		
<b>Total Australian Government Payment</b>			\$42,350,000

**\* Payments can be made on a pro-rata basis if milestones for the period are only partially completed. If this occurs, the remaining portion of the payment will be made available immediately following completion of relevant milestone**