Community Safety Implementation Plan Extension

NATIONAL PARTNERSHIP ON NORTHERN TERRITORY REMOTE ABORIGINAL INVESTMENT-EXTENSION

PART 1: PRELIMINARIES

- This Implementation Plan is a schedule to the National Partnership on Northern Territory Remote Aboriginal Investment - Extension (the Agreement) and should be read in conjunction with that Agreement. The objective in the National Partnership is to support safe and healthy communities.
- The outcomes to be achieved under this Implementation Plan include improved safety and wellbeing of individuals, children and families, and communities by:
 - a. strengthening the frontline services that support the safety and wellbeing of children, youth and families via the Family Support Activities and Casework Services (previously known as the Remote Family Support Service) and through Women's Safe Houses (also known as the Remote Child and Family Safety Program);
 - supporting continued improvements in community safety in remote
 Northern Territory communities through additional remote policing and specialist units; and
 - c. supporting community led initiatives in reducing alcohol related harms and providing support and enforcement responses to individuals and communities.
- Parties to this Implementation Plan recognise the importance of thorough community engagement in delivering these programmes in communities.

PART 2: TERMS OF THIS IMPLEMENTATION PLAN

- 4. This Implementation Plan is for extending the Community Safety Implementation Plan under the National Partnership. The Implementation Plan will commence as soon as it is agreed between the Commonwealth of Australia, represented by the Minister for Indigenous Australians and the Northern Territory of Australia, represented by the Chief Minister.
- 5. As a schedule to the National Partnership, the purpose of this Implementation Plan is to provide the public with an indication of how the project is intended to be delivered and demonstrate the Northern Territory's capacity to achieve the outcomes of the National Partnership with regard to improving the safety and wellbeing of communities and the promotion of a positive culture in which people feel safe and violence is not tolerated.

- 6. This Implementation Plan includes three schedules:
 - a. Child and Family 1 1 July 2022 30 June 2024;
 - b. Remote Policing 1 July 2015 to 30 June 2024; and
 - c. Alcohol 1 July 2015 to 30 June 2024.
- 7. This Implementation Plan will cease on completion or termination of the National Partnership, including final performance reporting and processing of final payments against performance benchmarks or milestones.
- 8. This Implementation Plan may be varied by written agreement between the Commonwealth and Northern Territory Ministers responsible for it under the overarching National Partnership.
- g. The Parties to this Implementation Plan do not intend any of the provisions to be legally enforceable. However, that does not lessen the Parties' commitment to the plan and its full implementation.

PART 3: STRATEGY FOR IMPLEMENTATION

Relevant Northern Territory Context

- 10. In developing this Implementation Plan consideration has been given to relevant Northern Territory context. Key factors that have influenced the proposed direction are listed below:
 - a. Actions to address community safety cannot be considered in isolation. The causes of unsafe circumstances in communities are interrelated and intergenerational and require responses at multiple levels and over an extended period of time.
 - b. The Northern Territory's child protection system has experienced increasing demand which has resulted in a targeted statutory response through investigations, intensive family preservation and out of home care. In 2019- 2020, 80% of children in care were Aboriginal, with the rate of children entering care higher than any other jurisdiction.
 - c. Domestic and family violence rates in the Northern Territory show that 63% of assaults in the Northern Territory are related to domestic violence. Aboriginal women in the Northern Territory have the highest rates of victimisation in the world in regards to domestic, family and sexual violence. For example, Aboriginal women in the NT are hospitalised due to assault at 40 times the rate of non-Indigenous women².
 - d. The Northern Territory is the third largest jurisdiction in area in Australia which presents difficulties of distance and environment, as well as highly variable socioeconomic factors. As a result, and in addition to high staff turnover, the Northern Territory has the highest expenditure per person of any jurisdiction on policing.

¹ The Child and Family Schedule was funded under the NTRAI from 2015-16 to 2019-20. In 2020-21 and 2021-22 the Schedule was funded under the Indigenous Advancement Strategy and will expire on 30 June 2022. Hence, the Child and Family Schedule to this Implementation Plan can be considered as a new schedule under the extension arrangements of the NTRAI.

https://apo.org.au/sites/default/files/resource-files/2021-11/apo-nid315037.pdf

Over the past decade there have also been changing patterns of demand on police and emergency services that stem from increased social issues such as substance abuse, family violence and mental illness. The demand for policing services over the past decade has not only grown as a whole but has also significantly increased in complexity.

- e. While self-reported survey data finds that the proportion of Aboriginal people who consume alcohol at levels that exceed the 2009 National Health and Medical Research Council guidelines is lower in the Northern Territory than nationally, alcohol remains a significant driver of harm. The Northern Territory has the highest Indigenous alcohol related death rate among the five jurisdictions with adequate data quality (NSW, Qld, WA, SA and NT), and the second highest rate of Indigenous alcohol related hospitalisations among all states and territories. Alcohol misuse contributes to poorer health, violence, accidents and suicides and is linked to mental health, social and emotional wellbeing and other drug issues.
- 11. The community safety measures in this Implementation Plan are designed to provide greater implementation flexibility and improved integration of services to enable responsiveness to local needs and greater efficiency and effectiveness in utilising resources. The approach recognises the importance of thorough community engagement and integration with programmes addressing other factors which impact on community safety, including education and employment initiatives.
- 12. The range of programmes and initiatives under this Implementation Plan build on and integrate with existing programmes to address continuing high levels of need.
- 13. The programmes under this Implementation Plan have further dependencies as detailed in Table 1.

Table 1: Links with past and existing reforms or projects

Elements	Existing reforms or projects	Complementary nature of activities
Child and Family	NT Child Protection system and out of home care services NT Family Safety Framework NT 10 Year Generational Strategy for Children and Families Safe and Supported: the National Framework for Protecting Australia's Children 2021-2031 National Aboriginal and Torres Strait Islander Early Childhood Strategy NT Domestic and Family Violence Reduction Strategy 2014-2017 NT Domestic, Family & Sexual Violence Reduction Framework 2018–2028	The community safety activities under this Implementation Plan will provide additional effort to complement existing programmes and services. Funding under this Implementation Plan will assist with the improved integration of services to enable responsiveness to place-based needs and greater efficiency and effectiveness in utilising resources across the Northern Territory. Specifically: the Remote Child and Family Safety Program will provide community based support to families to keep women and children safe; and the Remote Policing Model and the development of a more responsive sustainable approach to remote policing will result in closer integration of NT Police with other services.

Remote	National Plan to End Violence Against Women and Children 2022-2032 Safe, Thriving and Connected: Generational Change for Children and Families 2018-2023 Place based, community led	The delivery of outcomes against the Alcohol Schedule will depend on a cooperative approach to alcohol measures between the Northern Territory and the Commonwealth, in accordance with the terms of the National Partnership, including the Alcohol Schedule. This is consistent with the Commonwealth funding a range of related alcohol and health services outside of this National Partnership.
Policing	Community Safety Action Plans	Farthership.
	Cross Border Domestic Violence Intelligence Desk	
	Community Engagement Police Officers funded through other sources	
	Strategic Framework, Vision 2020	
	Remote Policing Strategy	
	Community Resilience and Engagement Command	
	Project 2030	
Alcohol	Banned Drinker Register	
	Other remote alcohol workers and services supported through the Northern Territory Government	
-	Other Commonwealth and Northern Territory alcohol and health services	*

Schedule information

14. The Schedules detail the estimated costs, programme logic, milestones and associated payments, risk management, reporting, and roles and responsibilities of each element.

Estimated costs

- 15. The maximum financial contribution to be provided by the Commonwealth for the project to the Northern Territory was \$370.271 million payable from 2015-16 to 2021-22 inclusive. Under the extension arrangements, the maximum financial contribution to be provided by the Commonwealth to the Northern Territory is \$92.316 million payable from 2022-23 to 2023-24 inclusive, in accordance with the milestones and performance benchmarks set out in each of the relevant Schedules. All payments are exclusive of GST.
- 16. The estimated overall budget (exclusive of GST) is set out in Table 2. The budget is indicative only and the Northern Territory retains the flexibility to move funds between components and/or years, as long as outcomes are not affected. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.
- 17. In addition to payments for the milestones and performance benchmarks set out in the relevant schedules, a one-off payment of \$22.566 million was made to the

Northern Territory in 2015-16, for work completed under the former Stronger Futures in the Northern Territory National Partnership.

Table 2: Estimated financial contribution

(\$ million)	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Schedule 1: Child and Family (extension)	18.451	16.910	12.567	11.064	9.580	-	•	9.758 ·	9.847	88.177
Schedule 2: Remote Policing (extension	36.218	35.161	35.790	29.369	22.982	24.040	24.757	25.083	25.484	258.884
Schedule 3: Alcohol	13.795	15.396	14.888	13.505	12.060	10.872	11.072	11.072	11.072	113.732
Schedule 4: Alice Springs Transformation Plan (expired)	1.794	-		-			-	-	÷	1.794
Total estimated budget	70.258	67.467	63.245	53.938	44.622	34.912	35.829	45.913	46.403	462.587
Total Commonwealth contribution	70.258	67.467	63.254	53.938	44.622	34.912	35.829	45.913	46.403	462.587

PART 4: PERFORMANCE AND REPORTING ARRANGEMENTS

18. Schedules to this Implementation Plan will detail the milestones and performance reporting of each activity.

Review and Evaluation

19. The Implementation Plan will be reviewed in line with reviews of the overarching National Partnership.

Sign off

The Parties have confirmed their commitment to this agreement as follows:

Signed for and on behalf of the Northern Territory by

Signature

Date

The Honourable Michael Gunner MLA NATASHA Chief Minister of the Northern Territory of Australia

FYLES MLA

Signed for and on behalf of the Commonwealth of Australia by

Signature

Lunda Burney

The Honourable Ken Wyatt AM MP Minister for Indigenous Australians

Date 1419122

SCHEDULE 1: CHILD AND FAMILY SCHEDULE (NEW)

Estimated costs

- 20. The estimated overall budget (exclusive of GST) is set out in Table 3. The budget is indicative only and the Northern Territory retains the flexibility to move funds between components and/or years, as long as outcomes are not affected. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.
- The Commonwealth's contribution for Domestic, Family and Sexual Violence Crisis (Women's Safe Houses) will be indexed annually by reference to the Wage Cost Index 3.

Table 3: Estimated financial contribution

(s million)	2022-23	2023-24	Total
Family Support Activities and casework services	4.230	4.230	8.46
Domestic, Family and Sexual Violence Crisis	5.528	5.617	11.145
Total Commonwealth contribution	9.758	9.847	19.605

- 22. The Commonwealth previously provided \$68.572 million for the Child and Family schedule under the Agreement from 2015-16 to 2019-20. The Commonwealth then provided \$19.080 million for similar child and family services through the Indigenous Advancement Strategy for two financial years, 2020-21 and 2021-22.
- 23. Funding for 2015-16 included amounts for work completed under the National Partnership Agreement on Stronger Futures in the Northern Territory. These payments were for achievement of service delivery benchmarks between 1 January and 30 June 2015 under: Mobile Outreach Service Plus, Remote Aboriginal Family Community Worker Program, Mobile Child Protection Team and Women's Safe Houses.

Project Information

- 24. This schedule aims to support Indigenous families, women, and young people in the NT to remain safe in remote communities with a reduced need for formal child protection interventions. The schedule aims to achieve the following outcomes:
 - a. improved social capacity of families where adults are able to take responsibility for their actions and make decisions which improve child safety outcomes;
 - b. families experience reduced impact and prevalence of intergenerational trauma;
 - families identify well informed, holistic, place-based solutions in collaboration with community and child safety representatives, which improve their physical, social and emotional wellbeing;
 - d. women are enabled with safe options through case planning;
 - e. women and children are safe from immediate family violence;

- f. safe houses act as pathways for families to receive well informed, holistic solutions which improve their safety and wellbeing;
- g. communities have ready access to culturally appropriate services; and
- h. Aboriginal frontline workers are skilled to deliver best practice engagement to improve the safety and well-being of children, young people and families.
- 25. The project elements are:
 - a. Family support activities and casework services (casework services);
 - b. Place-based planning; and
 - c. Domestic, family and sexual violence crisis response (crisis response services).
- 26. The casework services will involve a family focused, child-centred approach to improve the safety and well-being of children in communities across the Northern Territory. The services aim to reduce the need for children to enter or re-enter the out-of-home care system by providing culturally responsive, tailored, holistic and coordinated casework services.
- 27. Place-based planning will involve regular meetings with a community and family support coordination group or safety group. Membership will include government and non-government services related to child safety, education and well-being, and domestic and family violence services. Place-based planning will:
 - a. drive a collaborative and integrated approach to family support and safety;
 - enable collaboration to address concerns about individual children and families collectively;
 - c. provide a platform to share best practice and culturally appropriate implementation across the core membership; and
 - d. plan targeted family support responses and provide support and if necessary, referrals for vulnerable families to support services in the local community.
- 28. The crisis response services involve short-term crisis accommodation (woman's safe houses) for women and their children who are experiencing or may be escaping domestic, family and sexual violence. Women's safe houses will be available seven days a week on a 24-hour basis. The service will interact with the broader community safety network including police, local night patrol, child protection workers, community health centres, legal and other community service providers. The service will involve safety planning for clients including referrals to community-based services, outreach prevention and education to promote safety and protective behaviours.

Programme logic

29. The way in which the activities under this Schedule will contribute towards achieving the outcomes and objectives set out in the National Partnership is detailed in Table 4.

Table 4: Programme Logic

Project Element	Outputs	Outcomes	Objectives
Family support	Culturally	Improved social	Indigenous
activities and	responsive,	capacity of	families, women,
casework services	tailored, holistic,	families where	and young people
(casework	coordinated	adults are able to	in the NT remain
services)	casework services	take responsibility	safe in remote
	to reduce the need	for their actions	communities
	for children to	and make	without the need
s	enter out-of-home	decisions which	for formal child
	care.	improve child	protection
		safety outcomes.	interventions.
-	Casework services		
	identify parental	Families	
	strengths and	experience	
	risks, and support	reduced impact	
	parental capacity	and prevalence of	
	building.	intergenerational	
	Casework services	trauma.	
	must be delivered	Families' physical,	
	in at least 23	social and	
	communities.	emotional	
	COTTO TO	wellbeing is	,
	Family case plans	improved.	
	are developed		
	with agreed goals.	Women are	
	5 5	enabled with safe	
-	Referrals to	options through	
	appropriate	case planning.	
	services (support		
	health, welfare,	Communities have	
	education,	ready access to	
	parenting skills,	culturally	
	budgeting, coping	appropriate	
	with family issues,	services.	
	household skills,		
	improving family		
	relationships, and		
	family, domestic		
	and sexual		
CONTRACTOR OF THE PROPERTY OF	violence).		

Project Element	Outputs	Outcomes	Objectives
Domestic, family	Short-term crisis	Women and	Aboriginal women
and sexual	accommodation in	children are safe	and young people
violence crisis	at least 19	from immediate	in the NT remain
response (crisis	communities	family violence.	safe in remote
response services)	available seven	Safe houses act as	communities.
	days a week, on a	pathways for	
	24-hour basis	families to receive	
	(clients can call for	well informed,	
	assistance during	holistic solutions	
	non-staffed	which improve	
	hours).	their safety and	,
	and a	wellbeing.	
	Short-term crisis		
	accommodation in		
	Darwin and Alice		
	Springs for clients		
	from remote		
	communities, and		
	available seven		
	days a week, on a		
	24-hour basis.		
	Safe house staffs		e e
	work with other		"
	safety and justice		
	services (police,		= +
	night patrol, child		
	protection		
	workers,		
	community health		**
	centres, legal, and		
	domestic and		
	family violence		
	services) as part of		
	the broader		
	community safety		
	network.		
	Encourage clients		
	to develop Safety		,
	Plans developed		
	with referrals to		
	appropriate		
42	support services.		

Project Element	Outputs	Outcomes	Objectives
Place-based	Facilitate regular	Families identify	Government and
Planning	multi-agency	well-informed,	non-government
,	community and child safety	holistic, place-based	stakeholders drive a place-based
	meetings or	solutions in	collaborative and
	existing family	collaboration with	integrated
	wellbeing and	community and	approach to family
	safety group	child safety	support and
	meetings in at	representatives,	safety.
	least 23	which improve	9
	communities.	their physical,	
		social and	
	Multi-agency	emotional	
	community and	wellbeing.	
	child safety		
	representatives collaborate and		
	share best practice		
	and culturally		
	appropriate		
	implementation,		9
	and provide		
	targeted family		
	support responses		
	and referrals.		
	Case plans for		
	children and		
	families must have		
	input from		
	appropriate		
	multi-agency		
	representatives.		

Project Element	Outputs	Outcomes	Objectives
Staffing	60% of the hours worked across the combined casework and crisis response services in the reporting period are accomplished by Indigenous persons. 100% of the staff working in remote safe houses (excludes Darwin and Alice Springs) on an ongoing basis must be local Indigenous community members. Staff must participate in training and professional development in the last 12 months.	Communities have access to culturally appropriate services. Aboriginal frontline workers are skilled to deliver best practice engagement to improve the safety and well-being of children, young people and families.	Build the capacity of local Indigenous workforce to ensure Indigenous families, women, and young people in the NT remain safe in remote communities.
Evaluation	Update the existing evaluation of the IAS agreement with Addendum / trend analysis / data consolidation / verify findings.	Existing evaluation is strengthened with extension data.	Expand the evidence to identify best practice service delivery for child and family support and safety services.

Risk management

30. A risk management plan is in place. Risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood.

Milestones / Performance Benchmarks

To qualify for the associated payment, the Northern Territory must meet the milestones and performance benchmarks as set out in Table 5.

Reporting

32. The Northern Territory will provide reporting in accordance with Table 5.

Table 5: Milestones and performance benchmarks

Family support activities and casework services (casework services)		Report	ng Period due date (s millions)	
Miles	tone	2022-23	2023-24	
1.1	(a) Deliver casework services in at least 23 communities that includes: • Culturally responsive, tailored, holistic, coordinated casework services • Referrals to other appropriate services • Family case plans developed with agreed goals. (b) Provide data to the Commonwealth on the: • list of communities where services were delivered • number and percentage of children reunified with their families at the NT level with a regional breakdown • number and percentage of fostering kinship care replacements in the remote community • number of family support services provided and the number of children who are the recipients of family support services • number of referrals to other services at an NT level	1 July 2022 to 31 December 2022 1 May 2023 2.538	1 January 2023 to 29 February 2024 1 May 2024 2.538	
1.2	 (a) Ensure 60% of the hours worked across the combined casework and crisis response activities in the reporting period are accomplished by Indigenous persons. (b) Provide data to the Commonwealth on the: number and percentage of hours worked in the reporting period by all Indigenous people employed under both the casework services and crisis response services. 	1 July 2022 to 31 December 2022 1 May 2023 0.846	1 January 2023 to 29 February 2024 1 May 2024 0.846	

1.3	(a) Ensure 100% of staff across both	1 July 2022 to	1 January 2023 to
	casework and crisis response services	31 December 2022	29 February 2024
	participate in training and professional development in the last 12 months.	1 May 2023	1 May 2024
	(b) Provide data to the Commonwealth on the:	0.846	0.846
	 number and percentage of staff undertaking training in the reporting period (breakdown Indigenous and non-Indigenous) and details of the training commenced and completed, including any Certificate or Diploma courses commenced or completed. 		

(crisis	stic, family and sexual violence crisis response response services)		ng Period due date ons)
Miles	tone	2022-23	2023-24
2.1	 (a) Ensure women's safe houses are operating in at least 19 remote communities and are accessible 24x7, 365 days a year (b) Ensure Safe house staff refer clients to appropriate support services (when required). (c) Woman's Safe Houses in Darwin and Alice Springs are available for woman and children travelling from remote communities. (c) Provide data to the Commonwealth on the: number of remote safe houses that are accessible 24x7, 365 days a year number of attendances and bed nights over the reporting period 	1 July 2022 to 31 December 2022 2 May 2023 3-3-17	1 January 2023 to 29 February 2024 1 May 2024 3.370
2.2	 (a) Encourage clients to develop Safety Plans (b) Provide data to the Commonwealth on the: number of Safety Plans commenced or updated in the reporting period the number of clients who did not commence or update a Safety 	1 July 2022 to 31 December 2022 2 May 2023 1.105	1 January 2023 to 29 February 2024 2 May 2024 1.123

	Plan, the reasons why safety plans were not commenced or updated and the total numbers against the reasons.		
2.3	 (a) Ensure 100 % of staff who are employed on an ongoing basis in women's safe houses run by the NT Government are local Indigenous community members. (b) Provide data to the Commonwealth on the: the number of Indigenous staff employed in the safe houses run by NT Government on an ongoing basis breakdown of the number of Indigenous staff employed in the safe houses run by non-government organisations 	1 July 2022 to 31 December 2022 1 May 2023 0.553	1 January 2023 to 29 February 2024 1 May 2024 0.562
2.4	 (a) Ensure 100% of staff across both casework and crisis response services participate in training and professional development in the last 12 months. (b) Provide data to the Commonwealth on the: number and percentage of staff undertaking training in the reporting period (breakdown Indigenous and non-Indigenous) and details of the training commenced and completed, including any Certificate or Diploma courses commenced or completed. 	1 July 2022 to 31 December 2022 2 May 2023 0.553	1 January 2023 to 29 February 2024 1 May 2024 0.562

Place	-based planning	Reporting Period Report due date Payment (\$ millions)				
Miles	tone	2022-23	2023-24			
3.1	 (a) Ensure multi-agency community and child safety groups or existing family wellbeing and safety groups are operating in at least 23 communities each year. (b) Provide data to the Commonwealth on the following: 	1 July 2022 to 31 December 2022 1 May 2023 Nil	1 January 2023 to 29 February 2024 1 May 2024 Nil			

 number of multi-agency community and child safety meetings convened in each of the communities number of families discussed at multi-agency community and child safety meetings number of other family wellbeing and safety related coordination meetings convened every month in each of the communities

SCHEDULE 2: REMOTE POLICING (EXTENSION)

Estimated Costs

- 33. The estimated overall budget (exclusive of GST) is set out in Table 6. The budget is indicative only and the Northern Territory retains the flexibility to move funds between components and/or years, as long as outcomes are not affected. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.
- 34. The Commonwealth's contribution for this Schedule will be indexed annually by reference to the Wage Cost index 3.

Table 6: Estimated financial contribution

(s million)	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20	2020- 21	2021- 22	2022- 23	2023- 24	Total
Stronger Futures in the Northern Territory activities	11.781	•	*	-	₽7	•				11.781
Remote Policing	12.259	22.983	23.624	23.293	22.982	24.040	24.757	25.083	25.484	204.505
Construction of Police Complexes	12.178	12.178	12.166	6.076	•	•	•			42.598
Total estimated budget	36.218	35.161	35.790	29.369	22.982	24.040	24.757	25,083	25.484	258.884
less estimated Commonwealth contribution	36.218	35.161	35.790	29.369	22.982	24.040	24.757	25.083	25.484	258.884
equals estimated balance of non- Commonwealth contributions	*	*		•	*	. *	-	*		
Total Commonwealth contribution	36.218	35.161	35.790	29.369	22.982	24.040	24.757	25.083	25.484	258.884

- 35. Funding for 2015-16 includes amounts for work completed under the National Partnership Agreement on Stronger Futures in the Northern Territory. These payments were for achievement of milestones and service delivery benchmarks between 1 January and 30 June 2015 for activities under the former Community Safety and Justice Implementation Plan, including:
 - a. continued use and maintenance of police infrastructure;
 - b. 60 additional police to support remote policing services;
 - c. operational police presence in specific communities; and
 - d. provision of specialist police services through the Substance Abuse Intelligence Desk (SAID) and Dog Operations Unit.

Project Information

- 36. This schedule aims to support improved safety in remote communities across the Northern Territory by contributing funding to support activities undertaken by the Northern Territory Police, Fire and Emergency Services (NTPFES) as part of the Remote Policing Model.
- 37. The Remote Policing Model is a strategic approach to support a sustainable allocation of resources to communities. It seeks to ensure that police operations in remote areas across the Northern Territory are well supported, agile, have adequate staffing coverage, and include remote service and engagement as part of its priorities.
- 38. A more flexible and mobile policing model will maximise community engagement across remote communities, develop specialist expertise and responsiveness in areas of need, and target policing response services to locations where demand is greatest. The policing response will be supported by appropriate infrastructure development.

Programme logic

39. The way in which the activities under this Schedule will achieve the outcomes and objectives set out in the Agreement is detailed in Table 7 below.

Table 7: Programme logic

Project Element	Outputs	Outcomes	Objectives
Remote Policing	Provision of appropriate and responsive policing services in remote NT communities. Continuation of the Dog Operation Unit and the Substance Abuse Intelligence Desk to improve the collection and management of intelligence and interruption to alcohol, kava and drug supplies. Continuation of the Community Engagement Police Officers initiative to assist local police in regional and remote police stations of the NT, including engagement with Community Safety Committees, Community Night Patrols, and NT Emergency Services. Employment of sworn officers who identify as Aboriginal. Embed cultural competence through appropriate education, training and inductions for police stationed in remote locations.	The safety of remote Aboriginal communities is increased through a reduction in: criminal activity, demand and supply of illicit substances in remote communities; and improved police relationships with communities which leads to increased cooperation and reporting of crime.	Improved safety of individuals, children and families, and remote Aboriginal communities.

Risk management

40. A risk management plan is in place. Risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood.

Milestones

- 41. To qualify for the associated payment, the Northern Territory Government must meet the milestones outlined in Table 8. The Remote Policing Schedule contains both historical performance requirements for the period 2015-16 to 2021-22 and new requirements for the extension arrangements covering the period 1 July 2022 to 30 June 2024.
- 42. Activity under this Schedule is based on calendar years. Payments will be made based on financial years (2015-16 to 2023-24).

Table 8: Milestones

		Reporting Perio Report due date Percentage of A	nnual Funding							
Mile	estone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1.	carry out remote	31 December 2015	1 January – 31 December 2016 2 March 2017 60%	1 January – 31 December 2017 1 March 2018 60%	1 January – 31 December 2018 1 March 2019 70%	1. January – 31December 2019 1. March 2020 70%	1 January – 31December 2020 1 March 2021 70%	1 January 2021 - 31 December 2021 1 March 2022 70%	1 January 2022 – 31 December 2022 1 March 2023 70%	1 January 2023 - 31 March 2024 1 <i>May</i> 2024 70%
2.	Maintain 2 operational Substance Abuse Intelligence Desks.	1 July – 31 December 2015 29 April 2016 10%	1 January – 31 December 2016 1 March 2017	1 January – 31 December 2017 1 March 2018 10%	1 January — 31December 2018 1 March 2019 10%	1 January – 31 December 2019 1 March 2020	1 January – 31 December 2020 1 March 2021 20%	1 January 2021 	1 January 2022 - 31 December 2022 1 March 2023 10%	1 January 2023 – 31 March 2024 1 May 2024 10%

Total	12.259	22,983	23,624	23.293	22.982	24.040	24.757	25.083	25.484
 Maintain a police facility in 50 remote communities for hosting permanent or temporary operational capability* (*A police facility is a police station, a police post or visiting officers' quarters). 	10% 1 July – 31 Decembe 1 2015 29 April 2016 10%	1 January — 31 Decembe r 2016 1 March 2017	1 January 31 Decembe r 2017 1 March 2018 10%	1 January – 31 December 2018 1 March 2019 10%	1 January – 31December 2019 1 March 2020 10%	1 January – 31December 2020 1 March 2021	1 January 2021 – 31 December 2021 1 March 2022	1 January 2022 – 31 December 2022 1 March 2023 10%	1 January 2023 31 March 2024 1 May 2024 10%
 Maintain at least 2 Community Engagement Police Officers (CEPOs) who support general duties police. 	Decembe r 2015 29 April 2016	1 January – 31 Decembe r 2016 1 March 2017	1 January – 31 Decembe r 2017 1 March 2018						
 Maintain 3 Dog Operational Units to service remote communities. 	1 July - 31 Decembe r 2015 29 April 2016	31 Decembe r 2016	1 January - 31 Decembe r 2017 1 March 2018	1 January – 31 December 2018 1 March 2019	1 January – 31 December 2019 1 March 2020	1 January – 31December 2020 1 March 2021	1 January 2021 – 31 December 2021 1 March 2022	1 January 2022 – 31 December 2022 1 March 2023	1 January 2023- 31 March 2024 1 May 2024 10%

Reporting

- 43. The Northern Territory will provide reporting in accordance with Table 8. The Remote Policing Schedule contains both historical reporting requirements for the period 2015-16 to 2021-22 and new requirements for the extension arrangements covering the period 1 July 2022 to 30 June 2024.
- 44. The following information will be included in the Northern Territory's reports and will be used by the Commonwealth to monitor progress in meeting the milestones in Table 8:
 - a. Element 1 Remote Policing Milestone 1: An outline of the remote service delivery response is provided to the Commonwealth, including:
 - offence report for the Northern Territory (including alcohol-related assault offences, offences against property, and public order offences), separating urban areas and remote community locations;
 - ii. graphical event (demand) report by Police Division showing total reactive events and total proactive events;
 - iii. data on arrest and alternate resolution numbers;
 - iv. the number and percentage of sworn police officers who identify as Aboriginal; and
 - v. the number and percentage of sworn in police officers who complete cultural competency education, training and inductions.
 - b. Element 1 Remote Policing Milestone 2 and 3: Information from SAID and Dog Operational Units on number of information reports handled and seizures/arrests.
 - c. Element 1 Remote Policing Milestone 4: Information on activities and programmes undertaken, including the number of signed Community Safety Action Plans and the activity (meetings) by each Community Safety Committee.

SCHEDULE 3: ALCOHOL (EXTENSION)

Estimated Costs

45. The estimated overall budget (exclusive of GST) is set out in Table 9. The budget is indicative only and the Northern Territory retains the flexibility to move funds between components and/or years, as long as outcomes are not affected. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.

Table 9: Estimated financial contribution

		the second second second	The second second							
(s million)	2015- 16	2016- 17	2017-	2018-	2019-	2020-	2021-	2022- 23	2023- 24	Total
Stronger Futures in the Northern Territory activities	1.787	*	-	-	-	-	•		-	1.787
Alcohol Action Initiatives	2,136	2.833	2.290	2.518	1.203	0.994	1.070	1.070	1.070	15.18
Alcohol Action Initiatives Workforce	2.283	2.337	2.394	1.799	1.799	1.799	1.799	1.799	1.799	17.80 8
Individual support	0.200	2.800	2.741	1.681	1.600	0.600	0.650	0.650	0.650	11.57 2
Aftercare treatment services	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	12.6
Remote Alcohol and Other Drug workforce	4.530	4.530	4.530	4.536	4.448	4.428	4.461	4.461	4.461	40.38 5
Liquor Licence Compliance	1.459	1.496	1.533	1.571	1.610	1.651	1.692	1.692	1.692	14.39 6
Total estimated	13.79	15.39	14.88	13.50	12.06	10.87	11.07	11.07	11.07	113.7
budget	5_	6	8	5_	0	2	2	2	2	32
Total Commonwealth contribution	13.79 5	15.39 6	14.88 8	13.50 5	12.06 0	10.87	11.07 2	11.07 2	11.07 2	113.7 32

46. Funding for 2015-16 includes amounts for work completed under the National Partnership Agreement on Stronger Futures in the Northern Territory. These payments were for alcohol management planning activities and reporting, and licensing compliance activities.

Programme logic

47. The way in which the activities under this Schedule will contribute towards achieving the outcomes and objectives set out in the National Partnership is detailed in Table 10.

Table 10: Programme logic

Project element	Outputs	Outcomes	Objectives		
Alcohol Actions Initiatives (AAIs)	Practical, locally supported AAIs to reduce alcohol related harm implemented in identified communities building on the current evidence base and community consultation and consistent with the key issues and priority areas for action to address supply, demand and harm reduction as outlined in the National Drug Strategy 2017-2026 and National Aboriginal and Torres Strait Islander Peoples Drug Strategy 2014-19 and in accordance with the priorities of the individual community. An annual programme of works which details the community driven AAIs.	The health, safety and wellbeing of remote Aboriginal communities are improved through the prevention of alcohol related harms and an increase in remote communities' capacity, local governance and leadership in managing alcohol harms.	Improve the health and safety of remote Aboriginal communities in the Northern Territory.		
	A coordinated approach across the Northern Territory to reduce alcohol related harms, focusing on enabling identified communities to address alcohol related harms by implementing practical locally supported actions on the ground more quickly and working with the Commonwealth to align and target complementary programmes.				
	Locally agreed and available place-based alcohol indicators to measure reductions in levels of alcohol related harms in communities (such as assaults, family violence, incidents of anti-social behaviour health presentations and injuries etc).				
2. Alcohol Action Initiatives Workforce	A workforce which facilitates identified communities to: develop, implement, manage, monitor and review AAIs aimed at reducing alcohol related harm in their communities; build capacity and develop skills in managing alcohol harms, through the provision of tools, information and resources to help communities generate and own AAIs; and access funding for AAIs. A stable, supported and skilled local workforce	The health, safety and wellbeing of remote Aboriginal communities are improved through the prevention of alcohol related harms and an increase in remote communities' capacity, local governance and leadership in managing alcohol harms.	Improve the health and safety of remote Aboriginal communities in the Northern Territory.		
	through: • best-practice recruitment with a focus on Indigenous employment;				
	Ongoing and targeted workforce training and professional development;				
	 support for all front-line, client-based employees to obtain a minimum qualification of Certificate IV in Alcohol and Other Drugs or other relevant discipline. 				

Project element	Outputs	Outcomes	Objectives
3. Individual Support Programme	The implementation of a support programme for individuals in two regional centres for people living rough and for visitors from remote communities who are vulnerable to alcohol misuse. Outreach, direct support and case management to targeted individuals to assist them to manage their own alcohol use and to minimise harms through: outreach and coordinated referral and support services, including early intervention; encouragement into employment and training; and assisting with return to country.	The health, safety and wellbeing of remote Aboriginal communities are increased through a sustained behavior change away from harmful use of alcohol.	Improve the health and safety of remote Aboriginal communities in the Northern Territory.
4. Aftercare Treatment Services	An aftercare service in remote communities to support residents when they exit from treatment for substance misuse. Support in community for up to six months after discharge from treatment for the primary purpose of relapse prevention, and to enable clients to change their drinking behaviour and achieve pathways to recovery. Services will include: brokering and coordinating a mix of	The health, safety and wellbeing of remote Aboriginal communities are increased through a sustained behavior change away from harmful use of alcohol.	Improve the health and safety of remote Aboriginal communities in the Northern Territory.
	 therapeutic, social and cultural support; monitoring need and follow up of planned interventions; and providing crisis intervention and ongoing care coordination. 		
5. Remote Alcohol and Other Drugs Workforce (RAODW)	A local RAODW operating in regional and remote communities to provide clinical, culturally safe, culturally relevant and trauma informed intervention and management of alcohol and other drugs misuse in communities. The provision of health related services to reduce AOD related harm including: supporting treatment, and rehabilitation; community education; collection and reporting at the community level of alcohol health related information; and work with the AAI Workforce and Liquor Compliance Officers to provide on the ground support to the Alcohol Reference Group and other alcohol management roles	The health, safety and wellbeing of remote Aboriginal communities are increased through the treatment and rehabilitation for harmful use of alcohol for individuals from remote communities; and a workforce with increased capacity to deliver support services to address harmful AOD use and dependence.	Improve the health, wellbeing and safety of remote Aboriginal communities in the Northern Territory.

Project element	Outputs	Outcomes	Objectives
5. Liquor Licence Compliance	as relevant to the work of RAODW. A stable supported and skilled local RAODW through: • best-practice recruitment of the RAODW with a focus on Indigenous employment; • Ongoing and targeted workforce training and professional development; • support for frontline, client-based employees to obtain a minimum qualification of Certificate IV in Alcohol and Other Drugs or other relevant discipline: and • integration of services with the AAI program of works. License inspectors will continue to be employed to boost proactive education, advice and engagement with liquor licensees. Continued support for a program of liquor license compliance in accordance with a risk based regulatory licensing and compliance approach. The risk based approach will take into account a range of factors including but not limited to: • wholesale consumption data from that area; • data relating to alcohol related assaults in that area; and • data in respect of alcohol related hospital admissions in that area.	The health, safety and wellbeing of remote Aboriginal communities are increased through licensed establishments in regional and remote locations complying with their license conditions.	Improve the health and safety of remote Aboriginal communities in the Northern Territory.

Risk management

48. A risk management plan is in place. Risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood.

Milestones

- 49. To qualify for the associated payment, the Northern Territory must meet the milestones as set out in Table 11. The Alcohol Schedule contains both historical performance requirements for the period 2015-16 to 2021-22 and new requirements for the extension arrangements covering the period 1 July 2022 to 30 June 2024.
- 50. Activity under this Schedule is based on calendar years. Payments will be made based on financial years (2015-16 to2023-24).

Table 11: Milestones

	Reporting Perior Report due date Payment (\$ mill								
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1. (1.1) a. 2016 Alcohol Action Initiative (AAI) programme of works agreed. b. 5 service agreements or contracts under the programme of works issued to the approved providers. c. Work commenced	From commencement of this Implementation Plan – 30 April 2016	A.							
with organisations and providers to secure delivery arrangements for an additional 5 initiatives under the programme of works, including									
identifying capacity and expertise and support required, the need for a tender							,		

Milestone	Reporting Period Report due date Payment (\$ milli 2015-16		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
or procurement process, support for putting together tenders, consultation with the community and negotiation of arrangements for community engagement and local									
employment. (1.2) a. At least 80 % of the remaining 2016 AAIs (i.e. excluding the 5 AAIs with contracts issued under Milestone 1.1b) in the agreed programme of works have either: a signed service agreement or contract in place where needed for		1 April 2016 - 31 December 2016 1 March 2017 2.833							

	Report due date Payment (\$ mil	Reporting Period Report due date Payment (\$ millions)											
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24				
implementation; or have been completed. b. An update on progress in					>	:							
delivery of previously funded AAIs provided to the Commonwealth.													
(1.3) a. At least			1 January –	1 January -	1 January -	1 January -	1 January 2021 -	1 January 2022 -	1 January				
80% of the AAIs in the agreed			31 December	31December	31December	31December	31 December 2021	1-	2023 – 31 March 202				
annual		1	,				1 March 2022	1 March 2023					
programme of		}	1 March 2018	1 March 2019	1 March 2020	1 March 2021	1.070	1.070	1 May 202				
works have either: a signed service			2.290	2.518	1.203	0.994			1.070				
agreement or contract in place													
where needed for	6												
implementation; or have been completed.									<				
b. An update on progress in													
delivery of previously		,		ſ		3							
funded AAIs				l									

	Reporting Period Report due date Payment (\$ milli								
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
provided to the Commonwealth.									
2. a. The AAI Workforce supports a target number of communities to develop, implement and monitor AAIs (notIng that up to agreement of this Schedule, work relates to Alcohol Management Planning Activities). b. Data provided to the Commonwealth on the number and percentage of people employed in the AAI Workforce who Identify as Aboriginal; and c. Number and percentage of the AAI		1 April 2016- 31 December 2016 1 March 2017 2-337 Target: 25 Communities	2017 1 March 2018 2.394 Target: 25	2018 1 March 2019	2019 1 March 2020 1.799 Target: 30	2020 1 March 2021	1.799 Target: 30 Communities	1 March 2023	31March 202 1 May 2024

	Reporting Perio Report due date Payment (\$ mil											
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
Workforce with a minimum qualification of Certificate IV in Alcohol and Other Drugs or other relevant discipline.												
d. a list of the communities with an AA! Workforce presence, and amendments to Table 4 as required.	,											
(. (3.1) Commencement of service delivery proposal for Individual Support Program model in one regional centre.	- -											

	Reporting Period Report due date Payment (s millions)										
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24		
(3.2) a. Individual Support Program delivered in one regional centre and an update provided to the Commonwealth		1 April 2016-31 December 2016 1 March 2017 2.800									
on the number of clients supported.					g						
awarded for the service delivery planning, development and delivery of the Individual Support Program model for a second regional centre, and commencement of delivery.											
c. Data provide to the Commonwealth on the number and percentage of Individual Support											

	Report due dat Payment (\$ m	Reporting Period Report due date Payment (s millions)											
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24				
Programme workers who identify as Aboriginal,													
(3.3) a. Individual Support Programme delivered in two identified regional centres and an update provided to the Commonwealth on the number of clients supported at each centre. b. Data provided to the Commonwealth			2017	2018 1 March 2019	31 December 2019	2020 1 March 2021	31 December 2021 1 March 2022 0.650	1 January 2022 – 31 December 2022 1 March 2023 0.650	1 January 2023 – 31 March 2024 1 May 2024 0.650				
commonwealth on the number and percentage of Individual Support	× g	à.											

	Reporting Perio Report due date Payment (\$ mill	ions)							
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Program workers who identify as Aboriginal.									
4. (4.1) Aftercare Treatment Service designed, implementation planned, and processes in development.	1 July - 31 December 2015 29 April 2016		,,						
(4.2) a. Aftercare Treatment Service offered to all people exiting a rehabilitation program		1 April 2016- 31 December 2016 2 March 2017	2017 1 March 2018	2018 1 March 2019	2019 1 March 2020	2020 1 March 2021	1.400	1 January 2022 – 31 December 2022 2 March 2023 1.400	1 January 2023 – 31 March 2024 1 May 2024 1.400
b. Aftercare Treatment Services delivered ³ to the clients who consent.									
c. Data provided to the Commonwealth				,					

³ A "delivered" Aftercare Treatment Service is defined as client engagement with the aftercare service for at least 3 months after being discharged from rehabilitation.

	Reporting Perio Report due date Payment (\$ mill	ions)							
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
on: the number of clients who receive treatment; the percentage of clients exiting treatment that receive treatment; and the number and percentage of Aftercare Treatment Service workers who identify as Aboriginal.									
5. a. Remote Alcohol and Other Drugs Workforce (RAODW) operating in at least 18 communities where an RAODW has been identified as a priority. b. Data provided to the Commonwealth on the number	1 July 31 December 2015 29 April 2016 4-530	1 January – 31 December 2016 1 March 2017 4-530	31 December 2017	2018 1 March 2019	2019 1 March 2020	2020 1 March 2021	1 January 2021 – 31 December 2021 1 March 2022 4.461	1 January 2022 – 31 December 2022 1 March 2023 4.461	1 January 2023 – 31 March 2024 1 <i>May</i> 2024 4.461

	Reporting Period Report due date Payment (s milli	Report due date Payment (s millions)										
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
and percentage of RAODW who identify as Aboriginal; and c. Number and percentage of the RAODW with a Certificate IV or higher in Alcohol and Other Drugs or other relevant discipline	1,											
6. a.go% of licensed premises servicing remote areas are compliant at time of liquor compliance inspection or following intervention. b. Information provided to the Commonwealth on examples of the types of corrective action	1. July – 31 December 2015 29 April 2016 1.459	1 January – 31 December 2016 1 March 2017 1.496	1 January — 31 December 2017 1 March 2018 1-533	1 January - 31 December 2018 1 March 2019 1.571	2019 1 March 2020	2020 1 March 2021	1.692	1. January 2022– 31 December 2022 1 March 2023 1.692	1.January 2023 – 31 March 2024 1.May 2024 1.692			

	Report due date Payment (\$ mill	Reporting Period Report due date Payment (\$ millions)										
Milestone	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
to initial liquor license non- compliance by region, and the number of venues required to take corrective action by region.												
c. Data provided to the Commonwealth on the number and percentage of Licensing inspectors employed who identify as Aboriginal.												
Total	12.008	15.396	14.888	13.505	12.060	10.872	11.072	11.072	21,07			

Strategic guidance for funding of Alcohol Action Initiatives (AAIs) under this Implementation Plan

- 51. AAIs will be agreed in line with the following criteria:
 - a. An AAI builds on the current evidence base and community consultation and supports the harm minimisation approach outlined in the <u>National Drug Strategy 2017 2026</u> and the <u>National Aboriginal and Torres Strait Islander Peoples' Drug Strategy 2014-19</u> (or as updated), targeting a direct reduction in one or more of the following:
 - Supply whether measures reduce alcohol consumption by controlling, managing and/or regulating the availability and accessibility of alcohol. Examples of actions that fall within scope are: dry community declarations; restrictions on alcohol sales or product-type; restrictions on trading hours and liquor outlet density.
 - ii. Demand whether measures prevent the uptake and/or delay the onset of alcohol use, reduce the misuse of alcohol in the community, and support people to recover from dependence and reintegrate with the community. Examples of actions that fall within scope are: screening and brief interventions; early intervention (to reduce the prevalence of AOD use during pregnancy, to facilitate the social and emotional development of children, and youth diversionary programmes); alternatives to AOD use, education and persuasion; community and residential treatments; aftercare support.
 - iii. Harm whether measures reduce the adverse health, social and economic consequences of alcohol consumption. Examples of actions that fall within scope are: increased venue safety; risk based licensing; Responsible Service of Alcohol (RSA) practice; and education around the risks of drinking while pregnant.
 - Preference for AAI funding in communities will be prioritised according to need, community and proposal readiness and capacity for the initiative to be effectively delivered.
 - c. In deciding which AAIs will be supported, weight will be given to the following, in addition to paragraphs 51.a.i-iii:
 - i. initiatives that improve community safety and wellbeing of individuals, children, families and communities;
 - ii. community-led initiatives;
 - iii. leadership and administration of an initiative by the community;
 - iv. initiatives that address prevention, early intervention, and social determinants of alcohol misuse, such as community capacity and strength, personal and community wellbeing, alternative and meaningful activities for men and young people, regional impacts from community visitors, school attendance, community amenity, economic engagement, and employment participation;
 - v. initiatives that have demonstrated success, including the effective implementation of previously agreed initiatives; and
 - vi. the promotion of initiatives tailored to a local context.

- d. A programme of AAIs recommended for funding by the Northern Territory will be developed annually by the Northern Territory and agreed with senior Commonwealth Government officials by 30 November each year (and as soon as possible in 2016 after the National Partnership commences), for implementation the following year. It will be known as a "programme of works".
- e. The Northern Territory may amend its annual programme of works throughout the year through agreement with senior Commonwealth Government officials.
- f. AAIs that run for longer than one year will be agreed to once between the Northern Territory and senior Commonwealth Government officials, even though implementation will continue over more than one year.
- g. Any initiatives involving capital works, such as renovation, building and construction, with a total expenditure over \$80,000 will require additional endorsement by the Commonwealth Minister for Indigenous Australians.
- The Commonwealth may at any time propose initiatives to the Northern Territory, which the Northern Territory will consider including in the programme of works.

Reporting

52. The Northern Territory will provide reporting in accordance with Table 11. The Alcohol Schedule contains both historical reporting requirements for the period 2015-16 to 2021-22 and new requirements for the extension arrangements covering the period 1 July 2022 to 30 June 2024.