



Strategic Plan 2020-2023

Acknowledgement

We acknowledge the traditional owners and custodians of country throughout Australia and their continuing connection to land, sea and community.

We pay our respects to them and their cultures and to their elders past, present and emerging.

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MESSAGE FROM THE PRESIDENT AND EXECUTIVE OFFICER

Since 1992, NT Shelter has proudly represented a range of organisations and individuals committed to improved housing outcomes across the Northern Territory.

An important part of our work involves advocating for an end to homelessness and for additional housing to address chronic overcrowding across the Northern Territory. We especially recognise the disproportionate burden of homelessness and housing insecurity faced by Aboriginal persons and the importance of greater community control and self-determination of their housing needs.

Far too many people across the Northern Territory continue to find access to safe, affordable and appropriate housing elusive. The Northern Territory continues to be the worst performing state or territory in terms of homelessness, at 12 times the national rate. We are still reeling from the impacts of underinvestment in housing over successive decades, with poorly functioning stock and aged housing impacting adversely on the health, safety and quality of life of many families. Long wait lists for public housing in both urban and remote communities, and a lack of accommodation infrastructure for community visitors to town, result in overcrowded housing, couch surfing and rough sleeping.

The adverse impacts of unsafe, poorly functioning and overcrowded housing are well known. There is a need for NT Shelter and our partners to continue to press for appropriately resourced investment in housing in order to deliver the health, educational, social inclusion and employment opportunities and outcomes that all Territorians deserve.

The Northern Territory, like other jurisdictions, has a chronic shortfall of affordable housing. Indeed, there are enormous challenges across the housing continuum from crisis and transitional accommodation all the way through to home ownership. Moreover, there are acute shortages of accommodation in areas such as disability, health and aged care.

Solutions are available. NT Shelter will continue to monitor local, national and international trends, initiatives and progress on housing. An increasing recognition of housing as key social infrastructure and economic stimulus is an important and encouraging recent development.

We are living in rapidly changing times, with a greater and necessary focus on climate adaptation and resilience. Housing must be constructed and maintained in a manner which is habitable and comfortable, as well as performing well on energy efficiency measures. The COVID-19 pandemic also creates its own set of challenges for ensuring that everybody is safely housed and that our tenancy management and support systems are effective, contemporary and respectful of the various needs of tenants.

There is much to be done. The development of outcomes-based frameworks by the NT Government provides an opportunity to focus on what is really valued and important, and ensure that the housing and homelessness sector is aligned and working together in a way that will deliver impact.

Ultimately, we can end homelessness through housing, as other progressive nations such as Finland have demonstrated. This will require a great deal of belief, courage, commitment and ultimately funding by both the Australian and Northern Territory governments. NT Shelter will willingly do our share of the heavy lifting, on behalf of our members, to set out a compelling and achievable path. There are many thousands of Territorians who deserve nothing less.



Lawson Broad
President



Peter McMillan
Executive Officer

WHO WE ARE

NT Shelter is a non-government, not-for-profit incorporated association that provides peak body services to its members across the Northern Territory.

Our board of up to 11 independent directors oversee the strategic direction and governance of the organisation. Board members are appointed for three-year terms and are proven, successful leaders of member organisations across the housing and homelessness sector. Together, they contribute a wealth of knowledge and experience of the housing and homelessness system through a Northern Territory lens.

Our team of four staff are located in Darwin and Alice Springs and are highly engaged, dedicated professionals committed to making a real difference to the housing outcomes of Territorians, particularly those who are disadvantaged in the housing market.

ABOUT THIS PLAN

This plan has been released following a review of the NT Shelter Strategic Plan 2017 to 2020 and supersedes that plan.

It has been developed following widespread consultation with member organisations in Alice Springs, Katherine, Tennant Creek and Darwin in January and February 2020. We thank our members for their insights and feedback which were invaluable for the development of this plan.

In finalising the strategy, we have listened to and heard what is working well in our membership and stakeholder relationships, how we can improve our value proposition for members, and what we need to focus on for the duration of this plan.

In finalising and articulating the organisation's strategic direction, the board has been cognisant of the known and likely challenges across the housing and homelessness space out to 2023. We constantly scan our environment for new developments, innovation, challenges and opportunities and are well placed to respond to changing circumstances.



OUR VISION

Appropriate and affordable housing for ALL people of the Northern Territory

OUR PURPOSE

We advocate, influence government policy and grow public awareness of housing issues. This ensures appropriate, affordable and accessible housing especially for disadvantaged groups on low incomes.

OUR PRINCIPLES

We remind all that housing is a human right

We work collaboratively with all stakeholders

We have a Territory-wide focus

We promote consumer rights

We are a strong voice for all our members

We support the right of Aboriginal communities to regain control of their housing



Working with our stakeholders across the Territory (clockwise): The Salvation Army NT, Anglicare NT, NT Shelter with NTCOSS, Disability Advocacy Service (DAS)

OUR STRATEGIC OBJECTIVES

1 | Engagement and Advocacy

- Influencing policy makers in the decision and implementation of housing policies
- Engaging regularly with members and other stakeholders, including the business community, investors, government agencies
- Actively supporting the needs of the sector, building consensus with members on what is needed to drive equitable housing outcomes in the NT
- On behalf of our members, driving the conversation on what appropriate, accessible and affordable housing looks like
- Clearly communicating calls-to-action in our messaging to government and in the public arena
- Building networks to secure a whole-of-government approach to housing
- Expanding the housing knowledge base for our members and other stakeholders

2 | Sector Consultation (Alignment), Collaboration and Coordination

- Expand and enhance our sector collaboration activities to increase sector participation and engagement, and build effectiveness
- Continuously improve our proposition through listening to our members and prospective members
- Strengthen sector participation in the development of our policy
- Pursuing opportunities to bring the sector together to collaborate on innovation and program design
- Building strategic relationships and alliances with key partners including other peaks
- Secure sector support and alignment to our advocacy and messaging



1 | Engagement
and Advocacy



2 | Sector Consultation
(Alignment), Collaboration
and Coordination

3 | Research and Information Gathering for Benefit of Members

- Engaging in research, networking and idea sharing with others (including other peak bodies)
- Build organisational knowledge and capability through participation in external networks, knowledge transfer, conferences and research
- Compile and disseminate analysis, research and news updates for members through our newsletters, including relevant media content, best practice and innovation
- Optimise website and social media applications to add value for members
- Use available technology/social media platforms to build our audience reach and impact
- Continually scan and analyse key trends and developments in demographics, cohort characteristics, economic considerations



3 | Research and Information Gathering for the Benefit of Members

4 | Grow the Capacity of the Sector

- Provide opportunities for members to attend conferences and further their professional development
- Keep the sector well informed through information exchanges, networking opportunities, briefings and special events
- Identify opportunities to link members to training and education relating to housing, including introduction to innovation and best practice
- Build relationships with other organisations and partners in order to broaden sector expertise and synergies



4 | Grow the Capacity of the Sector

OUR PARTNERS

NT Shelter works closely with a range of Aboriginal and non-Aboriginal peak bodies and organisations operating in, or connected to, the housing and homeless sector. We continue to build our stakeholder network with industry bodies and government agencies in order to work on viable solutions on issues such as affordability, housing provision and homelessness. In addition, we value opportunities to collaborate with educational and research institutions to inform and further develop our work.

NT Shelter receives peak body funding from the Northern Territory Government's Department of Territory Families, Housing and Communities and thanks them for their continued support.

OUR MEMBERS







Phone: (08) 8985 4389

Email: admin@ntshelter.org.au

Mailing address: PO Box 1577, Nightcliff NT 0814

ABN: 12 591 531 723

