



**Building our communities, together**  
**Town Camps Reform Framework 2019-2024**





This piece of artwork represents the different aspects of living in town camps. The tree represents the Aboriginal Kinship system and how Aboriginal people relate to each other through kin, skin groups, adoption and marriage, the 'Family Tree'. The children represent the future of Aboriginal Nations and the next caretakers of land, song lines, culture, art, beliefs, language and population growth. The camp fire symbolises life, cooking food, back burning, storytelling and the getting together during the dry season and winter for warmth. The footprints symbolise our ancestors and how they have been walking this land for thousands of years. Also how Aboriginal people will continue to walk this land as we will always be a part of this Nation for future generations to come. The hands symbolises the unity within the many Aboriginal Nations who co-exist and live in harmony most of the time in town camps. It also represents Aboriginal people giving a helping hand to one another in times of need.

The Northern Territory Government proudly acknowledges the Traditional Owners of country and recognises their continuing connection to their lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present. Please be aware that this document may contain images of Aboriginal and Torres Strait Islander people who have passed away.



**Cover image - A culturally informed understanding of town camps**







# Message from the CEO

**I am proud to share with you the *Building our communities, together* Town Camps Reform Framework 2019-2024 outlining the Northern Territory Government's commitment to delivering generational change across our 43 town camps. Our vision is the development of a sustainable housing model for town camps which emphasises local decision making and connections to family, culture and country, while recognising the fundamental importance of safe and suitable housing to the social and economic development of Aboriginal Territorians.**

We have engaged with town camp stakeholders to develop this strategic framework and there is strong support for the five outcome areas. In line with the principles of local decision making, community consultation has occurred across town camps, and an external reference group has been established for community leaders and Aboriginal controlled housing organisations to provide advice on how to create real, sustainable change.

The framework builds on the important work undertaken through the Northern Territory Government's investment into remote housing, and will support better outcomes for Aboriginal Territorians. The framework and the development of place-based action plans also align with the Council of Australian Governments (COAG) Statement on the Closing the Gap Refresh which recognises that "in order to effect real change, governments must work collaboratively and in genuine,

formal partnership with Aboriginal and Torres Strait Islander peoples as they are the essential agents of change".

I am excited about the level of commitment I have seen from town camp residents, their Aboriginal controlled organisations, local Aboriginal Business Enterprises and the broader community, to drive key social and economic change. I look forward to working together to drive the reform for a future where our town camps are sustainable, safe and thriving.

Jamie Chalker APM  
Chief Executive Officer



## What do town camps mean to Aboriginal people?

Early in the development of the Town Camps Futures Unit a meeting was arranged with the Aboriginal Interpreter Service (AIS) to gain a greater understanding of what town camps mean to Aboriginal people. The key messages that were taken away from the meetings were:

Town camps are unique and diverse communities that consist of a mix of tribes who have co-existed peacefully for a long time. In the words of one AIS interpreter and town camp resident, "walking into town camps is like walking into the United Nations, there are different tribes and language groups from all over the Territory living together in the one space".

Town camps are seen as places that bring family together and play an important role for Aboriginal people across the Territory. "Our town camps hold a lot of cultural knowledge. Elders who live in town camps hold the knowledge of the stories and song lines. These are the people we go to for cultural advice or permission to undertake activities".

For Aboriginal people, town camps are communities where people have lived and raised their children over many generations. Residents have a strong connection to their town camp and are highly valued as places for Aboriginal families to live together and thrive.

Town campers view their land and housing as a common legacy to be handed to their children and grandchildren.

“**They are communities where people have lived and raised their children over many generations**”



# Why a new strategic direction?

## Our history

Town camps are Aboriginal and Torres Strait Islander (Indigenous) communities in, or adjacent to, urban centres across the Northern Territory. They evolved as a result of discriminatory laws and practices which prevented Aboriginal people from living within urban areas and “required them to live in ‘fringe camps’ of their own creation – some of which were in authorised camping areas, others which were illegal – or in government or mission-controlled compounds”.<sup>1</sup>

Historically many of the urban areas in the Northern Territory where Aboriginal people met were seen as temporary settlements for a mobile population that came in from remote communities. The initial housing in town camps consisted of little more than tents and tarpaulins with limited infrastructure and municipal services provided.

Over time the town camps became communities made up of family members from the same language group, living in one area. They were situated both in the heart of, and around, the fringes of many towns across the Northern Territory, and some sites were traditional ceremonial camping areas from before European settlement.

By the 1970s, 43 town camps had been established across the Northern Territory, located around major regional centres including Darwin, Palmerston, Katherine, Tennant Creek and Alice Springs. Remaining in place today, these communities range in size, housing standards, infrastructure and amenities. In each community there remains strong ties between remote communities and the town camps, due to kinship, cultural and geographical connections.

Funding for Aboriginal housing and services in town camps was provided by the Commonwealth until 2012, when responsibility for these arrangements transitioned to the Northern Territory Government as part of the Australian Government Stronger Futures negotiations. Over time, town camps funding has been provided by both governments without the full funding necessary to meet ongoing repairs and maintenance, and resident support and capability building programs. Overall the standard and condition of housing in town camps is significantly lower than that of urban public housing and private sector housing.

There are two distinct town camp housing systems in operation in the Northern Territory which differ due to their underpinning leasing arrangements, administrative arrangements and funding models. The Northern Territory Government currently has full administrative responsibility for the Alice Springs and Tennant Creek town camps, and funds a complete housing management service as it holds a sub-lease over these camps.

Across the remaining town camps, the Northern Territory Government does not have any sub-leasing arrangements in place and has no responsibility for housing services. These town camps are the responsibility of the leaseholder organisations, and the Northern Territory Government provides grant funding to contribute to repairs and maintenance of the houses. These complex and differing arrangements are the product of Commonwealth and Northern Territory legislations and policy, historical arrangements and decisions made by Aboriginal organisations. The lack of clarity surrounding the roles and responsibility of leaseholder organisations, residents and organisations delivering repairs and maintenance services, is significantly affecting the standard of housing and community wellbeing.

<sup>1</sup> Terrill, L (2016) Beyond Communal and Individual Ownership – Indigenous land reform in Australia, Routledge, Oxon, p.88.





As a result of the sub-leasing arrangements significant funding has been directed to Alice Springs and Tennant Creek town camps for housing and infrastructure upgrades. However until recently, limited resources have been invested in the remaining regions, with housing and infrastructure assessed as being in poor to very poor condition as identified in the 'Living on the Edge' Northern Territory Town Camps Review May 2017 report.

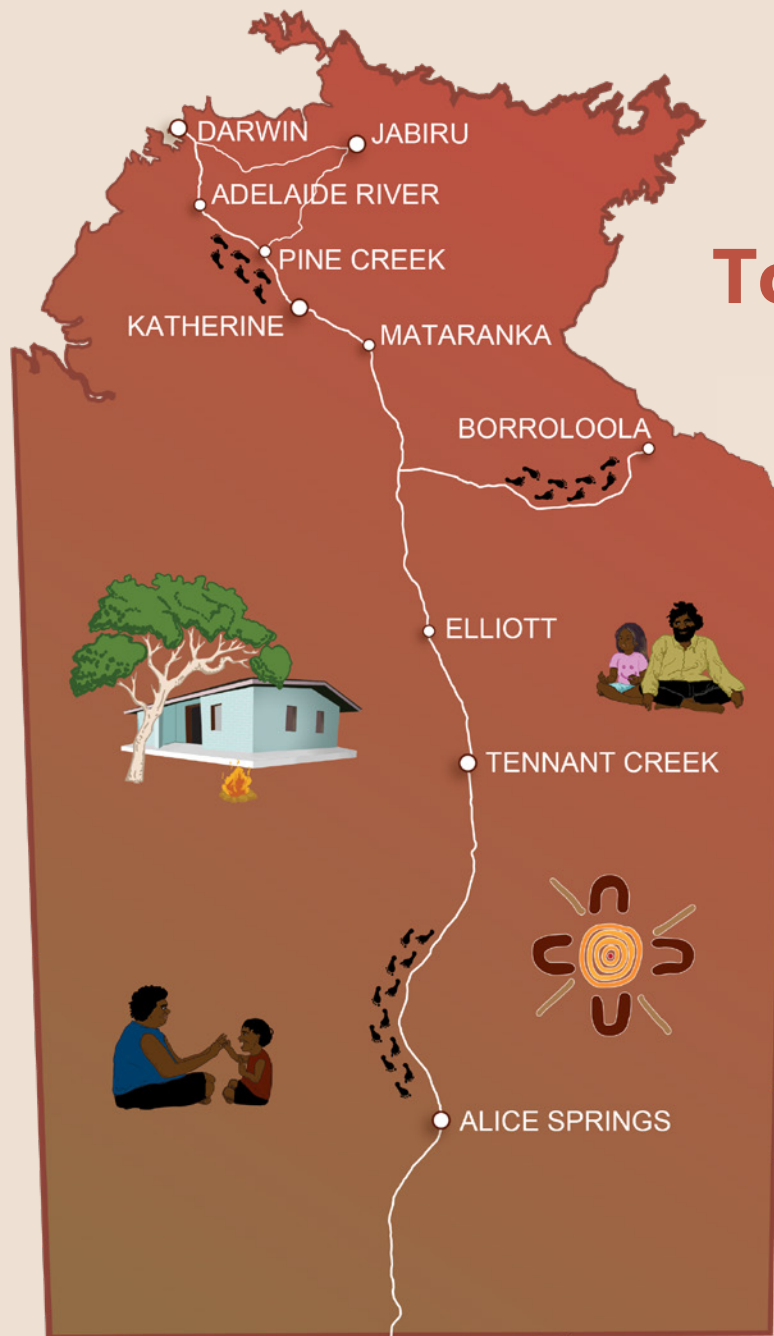
In April 2016 the Northern Territory Government commissioned an independent review into systemic issues and challenges associated with the housing, infrastructure, governance and administration support for the 43 town camp areas across the Northern Territory. The Living on the Edge review report includes key findings and recommendations which were supported, or supported-in-principle.

In April 2018, the Northern Territory Government approved the public release of the Northern Territory Government's Initial Response to the Town Camp Review Report, and provided \$35.5 million to undertake urgent housing repairs and maintenance, and establish the Town Camps Futures Unit. The Town Camps Futures Unit was established in August 2018, within the Department of Local Government, Housing and Community Development, and immediately commenced work to develop the policy framework, and undertake the most urgent housing and infrastructure repairs based on the findings of the independent review.



**\$35.5 million  
to undertake urgent housing  
repairs and maintenance**





## Town camps in the Northern Territory

### Darwin

6 town camps  
124 dwellings  
418 people

### Adelaide River

1 town camp  
9 dwellings  
30 people

### Jabiru

1 town camp  
10 dwellings  
40 people

### Pine Creek

1 town camp  
4 dwellings  
16 people

### Katherine

2 town camps  
35 dwellings  
231 people

### Mataranka

1 town camp  
8 dwellings  
150 people

### Borroloola

4 town camps  
84 dwellings  
551 people

### Elliott

2 town camps  
46 dwellings  
302 people

### Tennant Creek

7 town camps  
78 dwellings  
414 people

### Alice Springs

18 town camps  
289 dwellings  
1358 people

## The story of Bagot

Bagot Reserve was established in 1938. The site was chosen for its location near the sea, where Aboriginal people could fish or travel by canoe. It's also close to centres of totemic and ceremonial significance. The photo below is an aerial view of the Bagot Aboriginal Reserve in 1951. At the time it was estimated that there were 26 family cottages and three dormitories with a population of 150 people living there.

**1938**



Image courtesy of the National Archives of Australia. NAA: A1200, L13794

This photo shows housing in Bagot community in 1974, prior to the destruction of Cyclone Tracy. In the following years Bagot would be rebuilt and by the late 1970s Bagot reserve was granted status as an Aboriginal community council. This change in status gave the community self-governance for permanent residents and visitors.

**1974**



Image courtesy of the National Archives of Australia. NAA: A8769, CT740527/38 - Old Housing, Bagot, Darwin, NT - 1974

Today Bagot is a vibrant community made up of different Aboriginal clan groups from all across the Northern Territory (NT) living in the heart of Darwin.

There are 56 houses in Bagot and is home to between 200-300 people during the dry season and can increase to over 500 people during the wet season.

**Today**





## Our challenge

Inequity exists between Aboriginal and non-Aboriginal people which persists across multiple socio-economic indicators including health, education, justice, housing and child protection. The cycle of intergenerational disadvantage continues to persist for Aboriginal families residing in social housing (i.e. public and community housing). As our population grows, in both remote and regional communities, there is a need for suitable and culturally appropriate housing and service systems to grow and diversify.

There are many factors affecting the standards and up-keep of housing and infrastructure across the town camps. Power and Water Corporation (Power and Water) has advised that it has no legal tenure on the majority of assets in town camps, and that the responsibility for maintenance is essentially that of the land owner or leaseholder. The ownership and who is responsible for the maintenance of the sewage pump stations, underground water infrastructure and street lighting, is a significant concern.

In many town camps, Power and Water has been maintaining some assets on an in-kind basis, although there are no maintenance or access agreements in place and the infrastructure is generally not compliant to Power and Water standards. Power and Water has indicated that due to this uncertainty surrounding ownership and responsibility of the internal sewerage, water and electrical infrastructure, there has been a deficit in maintenance and only emergency repairs have been generally undertaken.

In addition to providing permanent housing options for many Aboriginal people and their families, the town camps support mobility of Aboriginal people across the Northern Territory which is a necessary way of life. Any reform must factor the impact of population mobility and visitors to town camps through appropriate service design and infrastructure.

**As our population grows, in both remote and regional communities, there is a need for suitable and culturally appropriate housing and service systems to grow and diversify.**

A 2011 mobility study in Alice Springs<sup>2</sup> identified that visitors stayed for a longer period of time in town camps than public housing. Visitors are staying longer in town camps than anywhere else, with a large proportion of visitors to town camp houses staying for over three months. As part of our reform work it is important that we support the permanent residents, elders and leaseholders, to effectively manage their visitors, given that many of the people visiting are family and staying for a period of time.

Across Australia there is a growth in Aboriginal people accessing mainstream public and community housing. In line with this growth, the demand on social housing in the Northern Territory continues to increase due to:

- a. Demographic reasons: the Aboriginal population is growing faster than the non-Aboriginal population. The Aboriginal population is also ageing and likely to require social housing. Many of the houses are overcrowded.
- b. Access to health services: an increasing number of Aboriginal people require ongoing medical treatment in urban areas.
- c. Mobility reasons: there are strong and remaining connections between remote communities and town camps, resulting in regular visits to keep connections to family, kin, and culture.
- d. Economic reasons: there is ongoing debate about urban drift<sup>3</sup> from remote communities (due to a lack of employment opportunities), and it's perceived that this drift is growing.

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<sup>2</sup> Centre for Remote Health, a joint centre of Flinders University and Charles Darwin University, in conjunction with Tangentyere Council (2011). Aboriginal population mobile in Alice Springs: Analysis of public housing. DKCRC Report 57. Ninti One Ltd, Alice Springs.

<sup>3</sup> Urban drift is a situation where people move from adjacent communities or settlements into an urban area.







## Action required

Today town camps are an important part of the wider community and in many locations are fully integrated into their surrounds. Town camps are highly valued by their residents and families, and continue to be visited by family and friends from connected remote communities. Since their establishment, these communities have become a place where many Aboriginal families have lived and raised their children over many generations. Residents of town camps have a strong connection to their community and they have become an important focal point for many Aboriginal people; they are here to stay.

Town camps are an integral part of the Northern Territory's future, however for social and economic progress to be achieved for residents, leaseholders and visitors, there is a requirement for reform between governments, the Aboriginal housing sector, leaseholder organisations and the community.

New approaches are required to create a stronger, sustainable and independent future for Aboriginal people across our town camps. There is evidence that housing can provide the foundation for reducing inequality by using it as a lever to link residents into services that can change their lives. However social housing should be an aspect of the housing pathway for communities, not an end point.

We know that investment into housing and infrastructure alone will not see the generational change required across the town camps. Our approach must be people-centred, place-based and driven by the residents themselves. The development of place-based action plans with underpinning investment for each town camp or region, will provide an accountable and clear process for government, residents, community and key Aboriginal controlled organisations to partner together.

**Our approach must be people-centred, place-based and driven by the residents themselves.**

Through targeted investment, assets (up to the household meter) across town camps will be transitioned to Power and Water Corporation once each town camp is upgraded to Power and Water standards and specifications, in line with mainstream sub-division arrangements.

This will improve the ongoing repairs and maintenance and improve leaseholder organisations and resident accountability. Residents will be able to better manage their water use through improved maintenance of the critical infrastructure, the installation of household water meters, issuing household bills, and providing targeted community education on bill management and water use.

We need to do things differently in order to:

- Transfer management, and potentially assets, to well-performing Aboriginal controlled organisations as they are best placed to deliver culturally appropriate services to their communities. This transfer will benefit the community through increased employment, improved resident support, and local decision making.
- Support town camp leaseholders and residents to better manage their power and water.
- Empower residents to better manage their homes and community, including the management of visitors.
- Reform the land tenure arrangements through informed consent and support for leaseholders. All town camps land owners should have the ability to use and develop the land in line with community and resident aspirations.
- Facilitate the transfer of leasing arrangements to suitable Aboriginal controlled organisations.
- Build the capacity of the Aboriginal controlled community housing sector to ensure that residents and their visitors receive appropriate services.
- Develop investment plans outlining the resource commitment required by the government and other stakeholders to achieve the reforms across each of the town camps. This investment into housing, critical infrastructure, resident capacity, and capability building programs for the Aboriginal community housing sector are essential for generational change to be achieved.

**All town camps land owners should have the ability to use and develop the land in line with community and resident aspirations.**







## Our action so far

The Northern Territory Government has engaged with community stakeholders to develop this strategic framework and five-year investment plan which will guide the key reforms to town camps across the Northern Territory. In line with the principles of local decision making, community consultation has occurred across a number of town camps, and an external reference group has been established for community leaders and the Aboriginal controlled housing sector to provide advice on how to create real change.

The recommendations and findings of a number of independent and government reviews have also been considered to ensure there is an evidence-based approach to the reform. These include:

- a. The 2016 Northern Territory Government commissioned independent review into town camps, the Living on the Edge Review. The review identified a number of systematic issues and challenges associated with the administration and conditions of housing and infrastructure of the 43 town camps.
- b. Bipartisan review (2016) through the Legislative Assembly of the Northern Territory Public Accounts Committee Report relating to repairs and maintenance of housing in town camps.
- c. The Ombudsman NT Investigation Report, Bills, Bills, Bills Essential Services – Power and Water billing and debt management practices in an urban Aboriginal community.





To date the Northern Territory Government has undertaken a number of key actions:

- a. Invested over \$35 million across Top End town camps to address the most urgent housing and infrastructure works.
- b. Established the Town Camps Futures Unit; a key recommendation of the Living on the Edge review, to work with town camps residents and stakeholders, including the Australian Government, to develop future government policy and a five-year plan for each of the Northern Territory's 43 town camps.
- c. Established the External Advisory Group with representatives from the Aboriginal controlled housing sector and Aboriginal Housing NT to provide evidence around actions to reform and improve town camps.
- d. Consulted with leaseholders, residents and elders on the issues and solutions to improve town camps.

The *Building our communities, together* Town Camps Reform Framework identifies that for sustainable change to occur, we need to partner with community residents, the Aboriginal controlled sector, leaseholders, Aboriginal elders and Traditional Owners, local government and the Australian Government.



Work is required to improve the capability of our residents to live safely, be connected to the services they need, and provide choices for economic and social development. We need to invest in, enable and facilitate progress, and support our evolving Aboriginal controlled housing sector working in our town camps. To facilitate these changes, we need to remove the barriers for future development and streamline our governance, leasing, service delivery and accountability arrangements.

Through the Town Camps Futures Unit further work will be undertaken with the Aboriginal controlled housing sector, other Aboriginal and

non-Aboriginal organisations, town camp residents, and government agencies to implement the five-year investment plan, develop community-specific action plans and achieve the generational change required.

This framework identifies the five outcome areas requiring reform, however there is flexibility in how this may be achieved.





# Our reform outcomes

## Our vision

The Northern Territory Government supports the development of sustainable models for town camps which emphasise local decision making, connections to family, culture and country, while recognising the fundamental importance of safe and suitable housing to the social and economic development of Aboriginal Territorians.

## Our outcomes

### This will be achieved by

- community specific action plans outlining assets, investment and community aspirations
- fit for purpose regulation and legislation
- partnership between governments and community
- resident empowerment through local decision making in action
- person and community centred approach
- a skilled and capable workforce
- clarity of leasing arrangements and responsibilities
- accountability through robust monitoring, reporting and evaluation.

### Outcome 1

Residents and their communities are capable, safe and thriving.

Residents actively engage in local decision making through housing associations and reference groups.

Residents' knowledge and capacity to manage their rent, homes, and essential services is strengthened through community education.

Residents and their families are strong and connected, resulting in a reduced need for intensive, crisis- oriented support and interventions.

Communities are recognised as experts in their lives and engaged in local decision making, planning, implementing and delivering services.

Homes and community spaces are kept healthy.

### Outcome 2

Housing choices and support services are people centred, flexible and suitable to town camps.

Houses are maintained through preventative repairs and maintenance programs.

Formal rent settings and collection arrangements are supported and progressed.

Improve the evidence base for housing investment.

Housing upgrades to better support Aboriginal foster and kinship carers.

Improve town camp visitor management by residents and housing organisations.





### Outcome 3

Strengthen and grow the Aboriginal community housing sector through capacity building, regulation and transfer of housing and asset management.

Where suitable, the transition of housing stock to Aboriginal controlled housing organisations occurs when ready.

The capacity and capability of Aboriginal controlled housing organisations is improved through working towards appropriate National Regulatory System Community Housing registration.

Aboriginal controlled housing organisations share good practice and build their capability.

Investment into the workforce across the Aboriginal community housing sector.

### Outcome 4

Land tenure, infrastructure and leasing arrangements are fit-for-community purpose.

Formalise the roles of leaseholders, residents and service providers so that responsibilities and rights are clearly understood.

Work with leaseholders to voluntarily transfer select Special Purpose Leases to Crown Leases to enable the diverse use of land.

Aboriginal controlled housing organisations are better supported by registration under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 or the Corporations Act 2001.

In partnership with local governments and Power and Water, ensure that key asset upgrades comply with local government standards and a phased transfer of responsibility occurs.

### Outcome 5

Create local jobs and support the local economy.

Scope and fully cost the housing and infrastructure investment requirement for each town camp.

Increase the quality of assets by delivering housing refurbishments, and power and water infrastructure upgrades.

Build local workforce capability across the sector through participation in training and skills.

In line with the Aboriginal Contracting Framework, build a 'pipeline' of works with contracting arrangements.

Create and support real jobs for town camp residents through the pipeline of works.

## What will we do immediately?

We have identified a number of areas for immediate action. This will require working with a range of partners including government agencies, town camp residents, the Aboriginal controlled housing sector, leaseholders and the Australian Government.

Outcome	Priority actions
<b>1 Residents and their communities are capable, safe and thriving.</b>	<p>Develop and implement a community education program about water management for residents and leaseholders.</p> <p>Community education about the importance and use of rent.</p> <p>Support the water management pilots through the introduction of water meters and resident education.</p>
<b>2 Improve town camp housing and infrastructure.</b>	<p>Support and progress formal rent setting and collection arrangements in collaboration with the Aboriginal controlled housing sector.</p> <p>Move towards a preventative repairs and maintenance program once housing upgrades are completed.</p>
<b>3 Strengthen and grow the Aboriginal community housing sector through capacity building, regulation and transfer of housing and asset management.</b>	<p>Support the registration of Aboriginal controlled organisations under the National Community Housing Registration Scheme.</p> <p>Invest in the Aboriginal housing sector workforce to build capacity and skills.</p> <p>Work with the Office of Township Leasing, Australian Government, to progress the transition of tenancy and asset management for the Alice Springs town camps to the appropriate Aboriginal controlled organisation.</p> <p>Understand the needs of the Aboriginal housing sector workforce and build their capacity.</p>
<b>4 Land tenure, infrastructure and leasing arrangement are fit-for-community purpose.</b>	<p>In collaboration with the leaseholder, support the transition of leases to appropriate traditional owner entities.</p> <p>Improve leaseholder awareness and knowledge of their roles and responsibilities.</p> <p>Invest in essential services infrastructure upgrades across town camps to appropriate standards.</p> <p>Through investment upgrades, transition assets (up to the household meter) across all town camps to Power and Water Corporation once each town camp is upgraded to Power and Water standards.</p>
<b>5 Create local jobs and support the local economy.</b>	<p>Build a pipeline of works with contracting arrangements for housing and infrastructure upgrades in line with the Aboriginal Contracting Framework.</p> <p>Support employment opportunities for local residents through Aboriginal Business Enterprises and the Aboriginal controlled housing sector.</p>





## Our investment and community action plans

Through local decision making the Northern Territory Government is working with Aboriginal communities to determine service delivery models that work best for their community. Local decision making is strengthened by the principles of self-determination for Aboriginal communities and seeks to transition services and programs to community control, where appropriate and desired.

By implementing this framework we will achieve the transition of housing and infrastructure programs to a capable Aboriginal controlled housing sector. Each town camp will have an investment plan outlining housing and infrastructure funding.

We will support and facilitate local decision making through the development of a community-specific action plan for each town camp.

Each action plan will be developed in partnership with local residents, key organisations, government and local councils.

Government, the Aboriginal controlled housing sector, communities and their residents will be able to work together to achieve the reform commitments.

## Investment Plans

An investment plan will be developed for each town camp which will detail funding for Housing maintenance Services, Municipal and Essential Services, Tenant enrichment / support programs for sustainable tenancy and living skills, Sector capacity building for transfer of housing and asset management, House Refurbishments

## Action Plans

Through the development of an action plan for each town camp, local decision making will be achieved.

Each plan will be developed in partnership with local residents, key organisations, government and local councils.

Government and Aboriginal communities will be able to work together to develop policies and practices for service delivery for each town camp.

# Implementation and next steps

## Framework milestones

This framework will be implemented over the next five years through community specific action plans. These plans will outline what activities and investment that will be made to achieve the five outcome areas of this framework.

## Key milestones for framework achievement

The Outcomes	2019-2020	2020-2021
<b>Outcome 1</b>	Support the establishment of resident local housing groups and/or associations.  Community specific action plans developed.	Effective and engaged local decision making.  Implementation of the community action plans.
<b>Outcome 2</b>	Work with key Aboriginal organisations and residents to improve housing services.	Work with key Aboriginal organisations and residents to improve housing services.
<b>Outcome 3</b>	Raise awareness of the National Regulatory System Community Housing.  Work closely with Aboriginal Housing NT to improve support for key Aboriginal controlled housing organisations.	Raise awareness of the National Regulatory System Community Housing.  Work closely with Aboriginal Housing NT to improve support for key Aboriginal controlled housing organisations.
<b>Outcome 4</b>	Develop leaseholder information packages to improve awareness of roles and functions.  Invest in essential services upgrades to support sustainable water use.	Support the transition of town camp leases where appropriate.  Transition relevant associations and support the formation of new organisations under national legislation.  Invest in essential services upgrades to support sustainable water use.
<b>Outcome 5</b>	Commence the five-year pipeline of housing and essential services upgrades.  Create local jobs and local contracts.	Continue investment into housing and infrastructure upgrades.  Create local jobs and local contracts.





2021-2022	2022-2023	2023-2024
Effective and engaged local decision making. Implementation of the community action plans.	Effective and engaged local decision making. Implementation of the community action plans.	Effective and engaged local decision making. Implementation of the community action plans. Capable and engaged communities.
Work with key Aboriginal organisations and residents to improve housing services.	Work with key Aboriginal organisations and residents to improve housing services.	Work with key Aboriginal organisations and residents to improve housing services.
Support the transition of town camps housing arrangements to capable and appropriate Aboriginal controlled organisations in partnership with the Australian Government where necessary.	Support the transition of town camps housing arrangements to capable and appropriate Aboriginal controlled organisations in partnership with the Australian Government where necessary.	Support the development of a strong and thriving independent Aboriginal controlled housing sector.
Continue transition of relevant associations and support the formation of new organisations where needed.  Investment into essential services upgrades to support sustainable water use.  Commence the transition of utility assets to Power and Water (up to appropriate standard).	Ongoing support and capacity building of the leaseholder organisations.  Continue the transition of the utility assets to Power and Water (up to appropriate standard).	Strong, well governed and accountable leaseholder organisations.  Continue the transition of the utility assets to Power and Water (up to appropriate standard).
Continue investment into housing and infrastructure upgrades.  Create local jobs and local contracts.	Continue investment into housing and infrastructure upgrades.  Ongoing local jobs and local contracts.	Continue investment into housing and infrastructure upgrades.  Ongoing local jobs and local contracts.

## Role of the Town Camps Futures Unit

Key functions of the Town Camp Futures Unit are to:

- oversee implementation of the five-year investment plans which provide funding for housing and infrastructure upgrades
- oversee and support the development of community specific action plans through local decision making
- support effective processes for engagement and consultation with the Aboriginal controlled housing sector
- support the capability building of residents and Aboriginal controlled construction and housing sector
- remain the central coordination point for a whole-of-government approach to town camps reform
- develop and introduce service standards for housing services in collaboration with the Aboriginal controlled housing sector
- monitor and report on implementation of the reforms.







## Monitoring and evaluation

Ongoing monitoring of the framework outcomes is essential to make sure the reforms are well targeted and making a difference. Through the Town Camps Futures Unit annual reporting on the progress against each of the outcome areas will be provided to the Minister for Local Government, Housing and Community Development.

Within the first year, a set of indicators will be developed which will collect information on how the reforms are progressing, what needs to improve and what is working well. These indicators will be used to inform the annual reporting to government and the community.











**Department of Local Government, Housing and Community Development**

Town Camps Futures Unit

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