

Department of Housing, Local Government and Community Development

Delivery Plan 2026-2027

Much of our work supports Aboriginal Territorians, Aboriginal organisations and remote communities. We are committed to working in partnership, respecting local knowledge, and building culturally responsive approaches that strengthen community capability and safeguard local languages.

A strong organisation

Delivers housing reform

Empowers communities

Manages assets sustainably

Our Department's Delivery Plan translates Government's priorities and our Strategic Plan 2026 – 2030 into a focused reform agenda by:

- Setting the Department's **four** priority focus areas for 2026 - 2027.
- Identifying **major reforms** and **deliverables**.
- Guiding divisional and regional **business plans**.



2026-27 Priorities

Strategic Objectives

Focus Area Outputs



PRIORITY 1 Strengthen our Organisation

A strong, connected, capable and culturally responsive organisation

We will strengthen workforce capability, governance and organisational systems to support regional delivery.

- 1.1 **Capable workforce:** build recruitment, retention and frontline capability in line with the Workforce Strategy 2026-2030.
- 1.2 **Strong governance and systems:** align structures, governance and data systems for efficient and effective frontline delivery.
- 1.3 **Connected and culturally responsive organisation:** strengthen organisational identity, stakeholder trust and culturally responsive practice across the Department.
- 1.4 **Contract management and grants:** uplift grant and contract management capability to drive better service outcomes.



PRIORITY 2 Public Housing Reform

A fair and effective social housing system

Public housing supports vulnerable Territorians and strong communities. Reforms will strengthen accountability, improve client experience and enhance service delivery.

- 2.1 **Tenant accountability and community safety:** implement stronger compliance and enforcement frameworks to ensure tenants meet their responsibilities.
- 2.2 **Frontline housing capability:** strengthen operational support, safety and capability for frontline housing teams with considered use of the interpreter and translating services.
- 2.3 **Modern tenancy management:** modernise rent, debt and tenancy management systems to improve service delivery, including a new remote rent model.
- 2.4 **Coordinated housing system:** develop and lead implementation of a whole-of-system housing strategy to improve outcomes across the housing continuum.



PRIORITY 3 Empowering the Bush

Strong local voices and community development

Empowering the Bush strengthens local governance and place-based development.

- 3.1 **Stronger community governance:** strengthen community decision-making and progress community aspirations for council de-amalgamation in the Barkly and other regions.
- 3.2 **Regional frontline capability:** expand Community Development Officer capability and tools to support place-based development.
- 3.3 **Improved cultural engagement:** grow the use of interpreters to support service delivery, including by embedding interpreter use in DHLGCD engagement and service delivery.



PRIORITY 4 Strategic Asset Management

A well-managed and sustainable asset base

Reforms will strengthen lifecycle asset management and housing sustainability.

- 4.1 **Modern asset management:** strengthen governance, performance frameworks and asset data across the housing portfolio, including to inform a de-densification strategy.
- 4.2 **Lifecycle maintenance:** transition from reactive repairs to preventative, lifecycle-based maintenance.
- 4.3 **Optimised workforce housing portfolios:** improve performance of Government Employee Housing and Industry Housing programs.
- 4.4 **Sustainable homelands and essential services:** improve long-term planning for homelands housing and infrastructure and essential services governance.

Priority 1: Strengthen Our Organisation

Our first priority is to strengthen the Department so we can deliver more effectively for Territorians. We will build a capable workforce, strengthen governance and systems, and ensure the organisation is connected, confident and culturally responsive.

To build a capable workforce, the People Matters Survey will guide priorities including leadership communication, wellbeing, workloads and performance management. It will also inform development of the Strategic Workforce Plan.

To strengthen governance and organisational systems, we will refine our operating model to better support regional delivery and ensure frontline teams are enabled to succeed.

We will create a connected and culturally responsive organisation, including a unified brand, stronger stakeholder engagement and culturally capable practice across our services.

Finally, we will deepen our cultural responsiveness. Aboriginal Territorians are central to the communities we serve, and culturally capable practice will be embedded across housing, local government and community development services.



Priority 2: Public Housing Reform

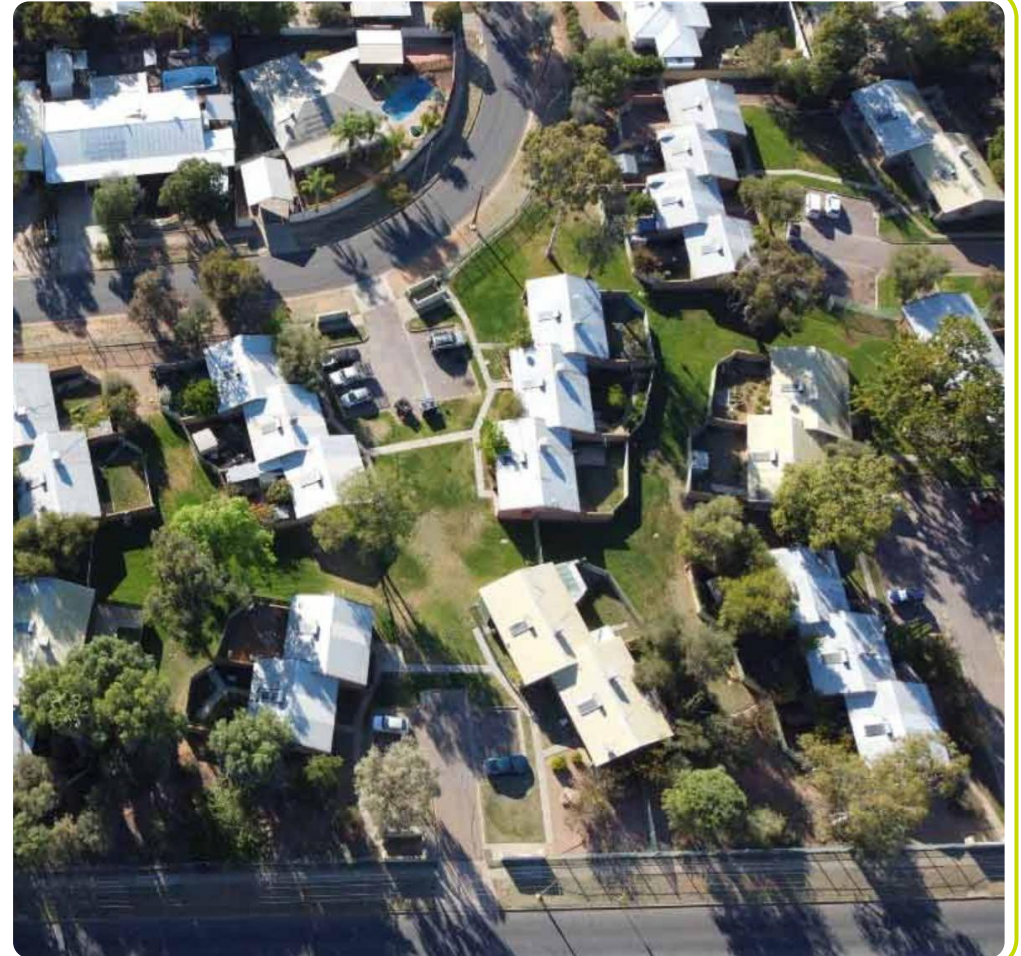
Our second priority is to reform public housing so Territorians who rely on it have access to safe, stable and sustainable homes.

To strengthen tenant accountability and community safety, we will implement the Tenant Accountability Policy Statement to set clear expectations for tenants while supporting successful tenancies. Most tenants meet their responsibilities. Our reforms will make sure that all tenants are supported to do so.

To strengthen frontline housing capability, we will support staff who work directly with tenants facing complex social, financial and cultural challenges. Supporting these teams is critical to effective service delivery and community trust.

Finally, we will coordinate a whole-of-system housing strategy, improving alignment across social, affordable and community housing in urban, regional and remote areas.

Together these reforms will deliver a fairer and more accountable public housing system.



Priority 3: Empowering the Bush

Our third priority is Empowering the Bush. This is a transformative, whole-of-government reform agenda to strengthen community decision-making, improve service coordination and unlock regional development.

We will strengthen community governance and decision-making by supporting stronger local governance structures and culturally informed leadership. Communities will play a greater role in setting priorities and shaping services through place-based development.

We will also strengthen regional frontline capability, ensuring Community Development teams are present on the ground to listen to communities, coordinate services and build local capability.

To support improved cultural engagement, the Aboriginal Interpreter Service (AIS) will be embedded as a core enabler of engagement and service delivery.

Finally, we will progress local government reform, including exploring opportunities to strengthen community decision-making through potential de-amalgamation.



Priority 4: Strategic Asset Management

Our fourth priority is to strengthen how the Territory manages its housing assets, so they remain sustainable, safe and fit for purpose.

This adopts a whole-of-lifecycle approach to asset management, improving housing quality, strengthening financial sustainability and aligning investment with community needs across the Territory.

We will modernise property and tenancy management in remote housing by strengthening governance, clarifying roles and improving contractual and performance frameworks.

We will improve asset condition data to support evidence-based maintenance, investment and risk management, and transition to preventative maintenance, moving from reactive repairs to lifecycle-aligned planning.

We will strengthen management of key housing programs to ensure financial sustainability and alignment with workforce and community needs, particularly the Government Employee Housing and Industry Housing portfolios.

We will support sustainable homelands and essential services by strengthening governance, asset planning and long-term coordination.



What will be different by 30 June 2027



Frontline delivery is supported by clearer governance, stronger capability and streamlined systems



Public housing operates under clearer and more consistent accountability and service delivery settings



Regional communities are making and implementing locally-led decisions with stronger governance and support



Assets are managed to lifecycle standards with predictable investment planning

Department of Housing, Local Government and Community Development

