

Strategic Plan 2025 – 2028

Department of People, Sport and Culture



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Acronyms	Full form
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DLI	Department of Logistics and Infrastructure
WHS	Work Health and Safety

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1. Vision

Our Vision is that the Northern Territory is a thriving and inclusive place where people of all ages, gender, cultures and abilities are welcome and able to live the life they choose.

The Department of People, Sport and Culture (the Department) will support this vision by developing policies, and providing programs and services that increase participation, support inclusion and safeguard and celebrate our diverse cultures and histories.

2. Overview

The Northern Territory Government is focused on reducing crime, rebuilding the economy, and restoring the Territory lifestyle. This Department will play a key role in contributing to the achievement of these 3 pillars where our people, communities and culture are at the centre of the Territory's unique lifestyle.

As per the Administrative Arrangements Orders, the Department is responsible for the following functions:

- Archives management
- Collection and preservation of natural and cultural heritage
- Community grants for recreation and sports associations
- Library and information services
- Management of cultural facilities
- Management of sport and recreation facilities
- Northern Territory Sports Academy
- Sport and recreation grants, subsidies and sector support
- Water safety
- Disability policy, and grants for services and supports.
- National Disability Insurance Scheme (NDIS) co-governance, funding and policy
- NDIS worker screening policy
- Arts and Culture development and policy
- Arts grants
- Gender equity and diversity policy and grants.
- Pensioner and carer concessions
- Seniors Card
- Seniors' policy and grants
- Youth policy, grants and engagement
- Grants for multicultural events, activities, facilities and supports
- Multicultural policy
- Veterans' support and engagement.

3. Our Values

Our Values underpin our organisational cultural and behaviour. We will uphold the following values when working with Territorians, our partners and with each other to deliver quality services to Territorians.

- Inclusive:** We will create an inclusive work environment and Territory where people are valued for their cultures, experience, skills, knowledge and capabilities.
- Respectful:** Our day-to-day interactions with colleagues, partners and all Territorians are conducted honestly and respectfully.
- Accountable:** We have high expectations of our people and partners and will strive to achieve our best and be responsible for our actions.
- Accessible:** Our people, programs and services will be accessible to all Territorians.
- Collaborative:** We will work together with our colleagues, partners and Territorians to find the best approaches to delivering our services and supporting Territorians.

4. Our Values

To achieve our vision, the Department will utilise the following principles:

Our People are skilled, responsive and support a high level of accountability and governance across all systems and program delivery.

Our Policies, Programs and Services support all Territorians to participate in all aspects of life including through diverse social, economic, sporting and cultural activities.

Our Places and Spaces support the needs of the community and are well-planned, well-maintained, accessible, safe, and inclusive.

Our Partners, Customers and Clients are valued through respectful, culturally safe, and active collaboration. We will work across all tiers of government, with our sectors, service providers and with the community to embed inclusion, accessibility, empowerment, and equality.

Our Governance includes robust program measurement, monitoring and evaluation to demonstrate the social, cultural and economic impact of our investment.

5. Who We Are

The Department will deliver its Vision through a range of strategies across the 3 focus areas of People, Sport and Culture.

5.1. People

We will:

- Support social inclusion and celebrate diversity across all Northern Territory communities so that Territorians can reach their full potential, regardless of ability, age, gender or cultural background.
- Ensure the community's diverse voices and needs are represented to government and reflected in government policy and programs.
- Maintain strong partnerships with external stakeholders and organisations to ensure high quality of services and initiatives are provided to Territorians.
- Continue to build cross-government collaboration to embed inclusion, accessibility and equality at all levels of government policy and associated outcomes.
- Actively work to maximise Commonwealth investment in the Northern Territory to implement reforms, ensuring the funding supports real and tangible improvements to the quality of life of Territorians.

5.2. Sport

We will:

- Work to provide quality, well-planned and well-maintained facilities that attract national and international events that meet community needs and expectations.
- Grow the value of the Territory's sport and active recreation opportunities, by investing to strengthen the capability of the sector to deliver fun, safe and inclusive programs and services that support community participation.
- Support and deliver pathway services targeting holistic development of athletes and supporting emerging talent to progress to the next level.
- Support the sector to provide inclusive and accessible programs and services to promote participation at all levels, enabling active participation across the Territory in regional and remote communities.

5.3. Culture

We will:

- Grow the value of the Territory's arts and culture sectors by strengthening their capacity, sustainability and profile, and highlight the social, cultural and economic outcomes that they support.
- Invest in sustainable, connected and memorable arts and cultural facilities to provide innovative and imaginative settings to preserve, share and interpret our cultural and natural heritage and stories.
- Work in partnership with Territorians and others to create enriching experiences that celebrate and share the Territory's diverse cultures and languages.
- Position the Territory as the premier market and destination for Aboriginal art and culture.

6. Our Accountability

To support the Department to achieve its vision, our strategies will be translated into actions through business plans and then into individual staff plans.

We will monitor and report on our performance against our strategies. We will regularly review our progress against these strategies, assessing risks to achievement and applying risk mitigations strategies.

We will be transparent and accountable to the community by reporting our Department's activity and performance each year, including the performance of our people and our financial position. This will include measuring our progress against our key performance indicators.

Measure	2025-26 Target
Events, programs and activities funded to support and celebrate veterans and their families ¹	20
Events, services and activities funded to celebrate and support senior Territorians ¹	50
Events and activities funded to promote and celebrate our multicultural community ^{2,3}	110
Events and activities funded to promote and celebrate young Territorians	200
Events and activities funded to enhance gender equity and diversity ^{2,3}	80
Active participants with an approved NDIS plan	5,900
Eligible Territorians who are members of the Northern Territory Concession Scheme	>65%
Eligible Territorians who are members of the Northern Territory Seniors Recognition Scheme	>75%
Sports and recreation organisation partnerships ⁴	73
Eligible organisations registered for sport vouchers ⁵	275
Online and in-person visits to Territory public libraries including Library & Archives NT	1.43M
Artists, art workers and arts organisations funded through arts and culture grant programs ⁶	150

1. New measure commencing 1 July 2025.
2. The number of applicants, amounts requested and amounts awarded under application-based grant programs will vary round to round.
3. The 2025-26 target is based on 2024-25 performance
4. The variation in 2024-25 is due to an increased number of organisations funded in 2024-25 in West Daly, Tiwi and Barkly regions, resulting in an increased number of partnerships being created. The increase in the 2025-26 target is forecast based on funding commitments for 2025-26.
5. The variation in 2024-25 and decrease in the 2025-26 target is due to an audit and bi-annual renewal process of activity providers that resulted in organisations opting out of the program, no longer in operation or no longer redeeming vouchers.
6. The variation in 2024-25 is due to an increase in demand for smaller grants such as Quick Response grants to support travel and professional development of artists and arts professionals.

7. Our Governance

The Department's governance arrangements will enable us to monitor and review our performance, to be agile and respond to the needs of Territorians. A summary of governance groups and their purpose are provided below.

Governance Group	Purpose	Members
Senior Leadership Team	Provides a forum for senior executive to provide timely and cohesive responses to emergent issues.	<ul style="list-style-type: none"> • Chief Executive Officer • General Manager, People and Culture • General Manager, Sports and Concessions • Executive Director, Social Inclusion • Senior Director, Library & Archives NT
Executive Leadership Group	Assists the CEO to define and deliver strategic and operational priorities, sets policy direction, and monitors and reviews the Department's performance. ELG includes standing agenda items on Risk and Audit and Work Health and Safety.	<ul style="list-style-type: none"> • Senior Leadership Team • Chief Financial Officer • Senior Director, Corporate Communications • Manager, Risk, Audit and Work Health Safety • Human Resources Business Partner • Directors/Managers of Business Areas
Budget Committee	Ensures the effective allocation and management of resources, to achieve service delivery outcomes within a balanced budget.	<ul style="list-style-type: none"> • Chief Executive Officer • General Manager, People and Culture • General Manager, Sports and Concessions • Executive Director, Social Inclusion • Senior Director, Library & Archives NT • Chief Financial Officer, DCF • Finance Team, DCF
Infrastructure Program Group	Provides oversight to the delivery of the infrastructure program with Department of Logistics and Infrastructure (DLI) and the Department's facilities management. Oversees the department's disaster preparedness and response strategy.	<ul style="list-style-type: none"> • General Manager, People and Culture • General Manager, Sports and Concessions • Executive Director, DLI • Chief Financial Officer, DCF • Director Cultural Infrastructure • Senior Manager Sports Assets • Manager Arts Assets Management.

Governance Group	Purpose	Members
Strategic Information Management Committee	Provide strategic direction and risk management regarding information and data management, knowledge management and information and communications technology, including oversight of key projects.	<ul style="list-style-type: none"> • Chief Executive Officer • General Manager, People and Culture • General Manager, Sports and Concessions • Executive Director, Social Inclusion • Senior Director, LANT • Director, Araluen • Manager, Pensioner Concessions • DCDD representatives
Community of Practice Working Groups	<p>To share expertise and coordinate functions across the Department.</p> <p>Groups may be established for:</p> <ul style="list-style-type: none"> • Grants management and procurement • Business services • Media and communications • Policies and Procedures • Workplace behaviours and culture. • Department priorities as required 	Members with relevant expertise and responsibilities for these functions.

8. Shared Services

To support our work, a range of enabling services will be provided by the Department of Children and Families. These services are

- Communications and Media
- Legal and Freedom of Information Services
- Risk and Audit
- Work Health and Safety
- Financial Services and Investment Management
- Regional Support

9. Legislation

Legislation Title	Responsible Divisions
<i>Carers Recognition Act 2006</i>	Office of Disability
<i>Disability Services Act 1993 (Except Parts 3 to 7)</i>	Office of Disability
<i>Information Act 2002 (Part 9 provisions about archives management)</i>	Library & Archives NT
<i>Major Cricket Events Act 2003</i>	Sport, Recreational and Strategic Infrastructure
<i>Meteorites Act 1988</i>	Cultural Infrastructure and Policy
<i>National Disability Insurance Scheme (Worker Clearance) Act 2020</i>	Office of Disability
<i>Publications (Legal Deposit) Act 2004</i>	Library & Archives NT
<i>Strehlow Research Centre Act 2005</i>	Cultural Infrastructure and Policy

10. Strategies

Our work is also guided by various Northern Territory and National strategies and plans.

10.1. Department Led Strategies

- Northern Territory Youth Strategy 2023-2033 and supporting Action Plan
- Regional Youth Action Plans
- Northern Territory Disability Strategy 2022-2032 and supporting Action Plans
- Northern Territory Seniors Policy 2021-2026 and supporting Implementation Plans
- Northern Territory Multicultural Policy 2020-2025
- Northern Territory Gender Equality Action Plan 2022-2025
- Northern Territory Arts Strategy 2024-2034 and supporting Action Plans
- Libraries Connecting Communities 2023-2028
- Northern Territory Defence Veterans Strategy and Operation Thrive
- Northern Territory Sports and Active Recreation Strategic Plan 2021-2025
- Northern Territory Government 10-year Museums Master Plan (Darwin and Palmerston) 2019-2029

10.2. Northern Territory Strategies

- Restoring the Territory Lifestyle Strategy
- Rebuilding the Economy Strategy
- Reducing Crime Strategy
- Northern Territory Tourism Strategy 2030 and Aboriginal Tourism Strategy 2020-2030
- Northern Territory Infrastructure Strategy 2022-2030 and Infrastructure Plan and Pipeline

10.3. National Strategies

- Sport Horizon: National Sport Strategy
- Play Well: Australia’s Sport Participation Strategy
- Win Well: Australia’s 2032+ High performance Sport Strategy
- Australia’s Sports Diplomacy Strategy 2032+
- National Integrity Framework
- Revive – the National Cultural Policy
- National Visual Arts, Crafts and Design Framework (2025-2028)
- National Performing Arts Partnership Framework (2025-2028)
- The National Indigenous Visual Arts Action Plan: 2021–2025
- Australia’s Disability Strategy
- National Carer Strategy 2024-2034
- National Autism Strategy 2025-2031
- Engage! A strategy to include young people in the decisions we make
- National Strategy to Achieve Gender Equality
- National Plan to Respond to the Abuse of Older Australians 2024-2034 (draft)
- Australian Library and Information Association (ALIA) Strategic Plan 2024-2026
- National and State Libraries of Australasia (NSLA) Strategic Plan 2023-2026
- The Tandanya Declaration (2019)
- National Settlement Framework
- Veteran Transition Strategy
- National Agreement on Closing the Gap

11. Our Advisory Councils

Our work is also supported by a number of Northern Territory advisory councils.

- Disability Advisory Committee
- Minister’s Advisory Council for Senior Territorians
- Ministerial Advisory Council on Multicultural Affairs
- Northern Territory Veterans’ Affairs Ministerial Advisory Council
- NT Youth Round Table
- Ministerial Advisory Council for the Arts (being established)