

**IMPLEMENTATION PLAN FOR NATIONAL PARTNERSHIP  
AGREEMENT ON  
INDIGENOUS ECONOMIC PARTICIPATION  
BETWEEN  
THE COMMONWEALTH OF AUSTRALIA  
AND  
THE AUSTRALIAN CAPITAL TERRITORY**

## Glossary

Aboriginal	A person who identifies as being of Aboriginal origin. May also include people who identify as being of both Aboriginal and Torres Strait Islander origin.
ACT	Australian Capital Territory
ACT Government	The Government of the Australian Capital Territory
ACT Joint Community Government Reference Group	The Joint Community Government Reference Group (JCGRG) is made up of ACT Government, Peak Body and Community Sector representatives. The JCGRG fosters a partnership approach between the ACT Government and Community Sector to progress social policy issues affecting the ACT community.
ACT Procurement Solutions	ACT Procurement Solutions undertakes procurement activities on behalf of ACT Government departments and agencies for infrastructure and capital works, goods and services.
AEC	Australian Employment Covenant
APSC	Australian Public Service Commission
ATSIEB	ACT Aboriginal and Torres Strait Islander Elected Body
Closing the Gap	The National Strategy for 'Closing the Gap' on Indigenous Disadvantage
COAG	Council of Australian Governments
Commonwealth	The Commonwealth Government of Australia
DEEWR	Commonwealth Department of Education, Employment and Workplace Relations
DFAT	Commonwealth Department of Foreign Affairs and Trade
Elected Body	ACT Aboriginal and Torres Strait Islander Elected Body
FaHCSIA	Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
Indigenous	A person of Aboriginal and/or Torres Strait Islander origin who identifies as an Aboriginal and/or Torres Strait Islander.
IBA	Indigenous Business Australia
JCGRG	ACT Joint Community Government Reference Group
NIRA	National Indigenous Reform Agreement
Non-Indigenous	A person who does not identify as Aboriginal and/or Torres Strait Islander.
NP	National Partnership
NPA	National Partnership Agreement
PM&C	Commonwealth Department of Prime Minister and Cabinet
Taskforce	ACT Taskforce on Indigenous Affairs
Torres Strait Islander	People who identify as being of Torres Strait Islander origin. May also include people who identify as being of both Torres Strait Islander and Aboriginal origin.
Whole of Government	All Government Agencies either Commonwealth or Territory
Workforce Strategies	These strategies are to develop solutions to address the immediate challenges surrounding the Aboriginal and Torres Strait Islander workforce and to establish the foundations for continued improvements in Aboriginal and Torres Strait Islander recruitment, retention and career development.

## **Document Purpose**

This is an Implementation Plan for the National Partnership Agreement (NP) on Indigenous Economic Participation. This document, by defining the governance and implementation approach, provides a basis for developing partnerships to successfully realise the objectives of the NP. It also provides an up to date reference for all aspects of project management and reporting.

## **Policy Objective/Outcome**

- In December 2007, the Council of Australian Governments (COAG) agreed to a partnership between all levels of government to work with Indigenous communities to close the gap in Indigenous disadvantage.
- In recognition that outcomes for Indigenous Australians remain well below those of non-Indigenous Australians, COAG agreed to six targets. COAG has also identified seven building blocks that need to be in place in order to comprehensively address the current level of disadvantage.
- On 26 March 2008, COAG agreed to a new national target for its reform agenda – halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade. On 3 July 2008, COAG leaders reaffirmed this commitment and agreed to sustained engagement and effort by all governments over the next decade and beyond to achieve the Closing the Gap targets for Indigenous people.
- This National Partnership Agreement, which contributes to the Closing the Gap targets agreed in the National Indigenous Reform Agreement, has been established by the Commonwealth and the States and Territories contributing to the COAG target to halve the gap in employment outcomes. The Agreement involves complementary investment and effort by the Commonwealth and the States and Territories to significantly improve opportunities for Indigenous people to engage in private and public sector jobs through:
  - creating real sustainable employment in areas of government service delivery that have previously relied on subsidisation through the Community Development Employment Projects program;
  - strengthening current government procurement policies to maximise Indigenous employment;
  - incorporating Indigenous workforce strategies into all new major COAG reforms contributing to the Closing the Gap targets; and
  - reviewing all Public Sector Indigenous employment and career development strategies to increase employment to reflect national Indigenous working age population share by 2015, currently projected to be at least 2.6 percent.

## Governance

The Commonwealth will monitor the overall implementation of the NP, as set out in the Bilateral Implementation Plans.

While there will not be a formal discrete inter-jurisdictional governance structure established for this NP, the parties have agreed that the existing ACT Taskforce on Indigenous Affairs (and its associated inter-agency working group) will oversight implementation of the NP in the ACT, facilitate communication between the parties and co-ordinate required reporting and stakeholder management. The Commonwealth will meet with the Taskforce Working Group as required in its role of monitoring the implementation of the NPA.

The Departments of Education, Employment and Workplace Relations (DEEWR) and Families, Housing and Indigenous Affairs will work collaboratively with the ACT Taskforce on Indigenous Affairs (and its associated inter-agency working group) to:

- provide unified leadership to better integrate and apply the resources of the Commonwealth and the Territory governments, focusing on areas that present the best opportunities to skill and employ Indigenous people. The Taskforce coordinates the ACT Government's Indigenous service delivery policies and reports to the Minister for Indigenous Affairs on directions and priorities.

The Taskforce is chaired by the Chief Executive of the Department of Disability, Housing and Community Services (DHCS) and includes as members: the Chief Executive, ACT Health; the Chief Executive, Department of Education and Training; and the Chief Executive of the Department of Justice and Community Safety with participation from Chief Minister's Department and ACT Treasury. It provides ACT whole-of-government agency leadership at the highest level; sets whole-of-government directions and priorities against ACT Government policy and expenditure; is responsible for improved performance in mainstream delivery of services, including better coordination of service delivery across government; and annually reviews of ACT Agency Plans on the performance of Indigenous-specific programs and funding.

The Taskforce provides the high level commitment and leadership mechanism required to provide a cohesive government response to the implementation of the NP; and

- provide opportunities to engage corporate and Indigenous leadership in the ACT in implementing the NP; and
- endorse activities and outcomes that will form part of the COAG annual report against the performance indicators and timelines determined by this implementation plan.

## Reporting

Reporting against commitments and timelines agreed in the NP will be required by the Commonwealth and ACT government.

The Commonwealth will monitor the overall implementation of the NP and report annually to COAG on implementation of the NP.

The ACT Government will provide a report every six months to the Commonwealth against the performance indicators and timelines outlined in the NP IP reporting timeline below relating to strengthening current government procurement policies to maximise Indigenous employment and Public Sector recruitment initiatives (Elements 2 and 4).

Both parties agree to provide updates on implementation through the ACT Taskforce on Indigenous Affairs and the Taskforce Working Group and share best practice.

The reports will be provided within 1 month of the end of the relevant period, or as otherwise specified in the agreement.

Reporting under this NP will comply with the requirements of Schedule C to the Intergovernmental Agreement on Federal Financial Relations.

### NP IP Reporting Timeline

Year	Action	Dates
<b>1</b>	Reporting period 1	1 July 2009 – 30 September 2009
1 July 2009	Individual jurisdiction reports due	31 October 2009
To	Commonwealth yearly report due	30 November 2009
30 June 2010	Reporting period 2	1 October 2009 – 31 March 2010
	Individual jurisdiction reports due	30 April 2010
<b>2</b>	Reporting period 3	1 April 2010 – 30 September 2010
1 July 2010	Individual jurisdiction reports due	31 October 2010
To	Commonwealth yearly report due	30 November 2010
30 June 2011	Reporting period 4	1 October 2010 – 31 March 2011
	Individual jurisdiction reports due	30 April 2011
<b>3</b>	Reporting period 5	1 April 2011 – 30 September 2011
1 July 2011	Individual jurisdiction reports due	31 October 2011

To	Commonwealth yearly report due	30 November 2011
30 June 2012	Reporting period 6	1 October 2011 – 31 March 2012
	Individual jurisdiction reports due	30 April 2012
<b>4</b>	Reporting period 7	1 April 2012 – 30 September 2012
1 July 2012	Individual jurisdiction reports due	31 October 2012
To	Commonwealth yearly report due	30 November 2012
30 June 2013	Reporting period 8	1 October 2012 – 31 March 2013
	Individual jurisdiction reports due	30 April 2013
	Reporting period 9	1 April 2013 – 30 June 2013
	Individual jurisdiction final reports due	31 July 2013
	Commonwealth final report due	31 August 2013

## 1. Risk Management

Risk	Description	Likelihood	Consequence	Risk Treatment
<b>MAJOR</b>				
Global Economic Crisis	Measuring progress and outcomes was set in a positive economic environment. The downturn in industry productivity will cause rising unemployment.	High	Both Indigenous and non-Indigenous unemployment rates may increase due to the economic crisis	Ensure sufficient focus on locations adversely affected and also target newly retrenched Indigenous workers to prevent them drifting into long term unemployment.
Cross Jurisdictional and ACT Government agency operational and reporting arrangements	Existing ACT Government reporting process is onerous and does not capture full range of key indicators.	High	Gaps in evidence base to determine performance.	The ACT Taskforce on Indigenous Affairs will lead in the development of 'Closing the Gap' reporting processes.
Lack of current, consistent and standard data sources	Regular statistical data is not available across the broad range of indicators	Medium	Tracking of progress and projections in some areas will be problematic.  Jurisdictions may use different reporting methodology affecting consistency	Use of ABS Census 2006 and labour force survey data for baseline
A number of indicators in the NP do not relate to ACT data collections	Number of Indigenous people still in employment three months after placement  Percentage of income as welfare  Number of Indigenous people of workforce age income support payments	High	ACT is unable to report on these indicators as they relate to Commonwealth programs and data	Commonwealth to report and monitor these indicators.
<b>Element 1</b>				
<b>NOT APPLICABLE</b>				

Risk	Description	Likelihood	Consequence	Risk Treatment
<b>Element 2</b>				
Commonwealth and ACT procurement policies and supporting documentation	Commonwealth and ACT procurement policies may be inconsistent with the NP objectives and may cause confusion with contractors trying to meet benchmarks imposed by the two jurisdictions.	High	Contractors/service providers confused over differing procurement requirements below jurisdictions leading to a lack commitment to Indigenous employment.	<p>In depth consultation between Commonwealth and ACT and understanding by Commonwealth of complexities as expressed in previous reviews and outcomes.</p> <p>ACT Government and Commonwealth consult to identify and address policy conflicts.</p> <p>Communication strategy to inform current and potential employers of procurement changes</p>
Broaden application of Indigenous employment and training to other procurement areas within Government	<p>Treasury and agencies view highest procurement rating as value for money as opposed to Indigenous employment.</p> <p>Lack of reporting and monitoring knowledge and understanding across Government</p>	<p>High</p> <p>High</p>	<p>Missed opportunities for Indigenous employment</p> <p>Lack of timing and coordination of projects</p>	<p>Marketing and communication strategy to be developed to address lack of knowledge and understanding on how to apply.</p> <p>Development of procurement information.</p>

Risk	Description	Likelihood	Consequence	Risk Treatment
Inability to report on success	<p>There is no monetary penalty/incentive able to be applied to contractors who do not report.</p> <p>Agencies do not have processes or resources in place to monitor and report.</p>	<p>High</p> <p>High</p>	<p>Unable to determine whether procurement policies are being effective in increasing Indigenous employment</p>	<p>Offer incentives for reporting compliance such as preferred supplier list.</p> <p>Reporting compliance part of criteria for tender evaluation.</p> <p>Marketing and communication strategy to be developed to address lack of knowledge and understanding of how to comply with procurement requirements.</p> <p>Develop appropriate resources.</p>
<b>Element 3</b>				
Incorporating Indigenous workforce strategies into all new major COAG reforms	<p>Workforce strategies are not sufficiently developed to be effective in implementation.</p> <p>Lack of collaboration between working groups in how to implement workforce strategies.</p>	Moderate	Unable to meet target of closing the unemployment gap.	<p>Commonwealth (WGIR) has written to each of the Commonwealth officials responsible for the other NAs and NPs regarding the incorporation of Indigenous workplace strategies in planning and implementing their Agreements.</p> <p>ACT Government to brief ACT officers and agencies in developing COAG implementation plans.</p>

Risk	Description	Likelihood	Consequence	Risk Treatment
<p>Incorporate Indigenous workforce strategies into all infrastructure construction projects agreed through the COAG Infrastructure Working Group.</p>	<p>Projects developed without consultation with ACT Government in order to identify Indigenous employment opportunities and available of workers, supplies and possibly of skilling requirements.</p>	<p>Moderate</p>	<p>Loss of employment opportunities or enterprise development for Indigenous people.</p>	<p>Agree a process including roles and responsibilities with working groups.</p> <p>ACT Government to ensure forward planning and identification of projects, skills needs and available Indigenous workforce.</p>
<p>ACT agencies include criteria for workforce strategies into all procurement processes.</p>	<p>Possible high cost to Government to contract services.</p> <p>Changes required Government processes/guidelines.</p> <p>Difficulty to monitor and report.</p>	<p>High</p>	<p>Loss of employment or enterprise development opportunities for Indigenous people.</p>	<p>Marketing and communication strategy to be developed to address lack of knowledge and understanding in procurement processes.</p>

Risk	Description	Likelihood	Consequence	Risk Treatment
<b>Element 4</b>				
<p>Identify positions at all levels that could be made 'identified' in order to encourage Indigenous employment</p>	<p>A limited number of positions are available.</p> <p>Not all positions will be in appropriate locations or occupations.</p> <p>Some positions at higher levels require tertiary qualifications which as Indigenous person may not possess.</p> <p>Identified positions cannot be filled and non-Indigenous people may need to be appointed to maintain services.</p>	<p>High</p>	<p>Unable to reach target in the Public Sector</p>	<p>Review Public Sector Indigenous employment and career development strategies.</p> <p>Promote through a communication strategy to all agencies.</p> <p>Ensure sufficient lead time for training for some positions.</p>

## 2. STAKEHOLDER MANAGEMENT

### Key Stakeholders

Stakeholder	Level of Interest	Ability to Impact
Aboriginal and Torres Strait Islanders	High	High
Ministers	High	High
ACT Aboriginal and Torres Strait Islander Elected Body	High	High
Commonwealth Agencies	High	High
ACT Territory agencies	High	High
Australian Employment Covenant Taskforce	High	High
Job Services Australia and Disability Employment Network/Service providers, Indigenous Employment Program panel members	High	High
Employer organisations	Moderate	High
Community organisations	Moderate	High
Welfare groups	Moderate	Moderate
Training providers	Moderate	High

In the ACT, the Taskforce on Indigenous Affairs Working Group (with the Commonwealth) will identify additional key stakeholders and develop appropriate communication and marketing strategies with supporting documentation to increase awareness and education stakeholders regarding the objectives and commitments of the implementation plan. This will be endorsed by the Taskforce in its role to oversee the 'Closing the Gap' strategies in the ACT.

The Stakeholder Communications and Marketing Strategy will include Territory-wide forums on procurement processes to both industry and government, and Indigenous consultation through the following mechanisms:

- the regular Indigenous community forums led by the ACT Aboriginal and Torres Strait Islander Elected Body;
- ACT Procurement Solutions led community consultations;
- ACT Joint Community Government Reference Group (for the review of community sector contracts);
- local industry specific briefings in relation to the review of contracts for the construction and cleaning industries; and
- other mechanisms developed or suggested by the Taskforce on Indigenous Affairs (or its associated interagency working group).

The ACT Taskforce on Indigenous Affairs will also assist in stakeholder management.

**IMPLEMENTATION PLAN 2008 – 2012**

<b>Element 1 - Creating sustainable employment in areas of government service delivery that have previously relied on subsidisation through the Community Development Employment Projects (CDEP) program</b>						
<b>Milestone</b>	<b>Aim</b>	<b>Roles and responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframe</b>	<b>Resources</b>



**Element 2 - Strengthening current government procurement policies to maximise Indigenous employment**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
opportunities		maximise Indigenous employment through the letting of ACT Government contracts to the local ACT community sector.	outcomes as part of contract delivery.			resources.
b) Review construction industry contracts with a view to identifying Indigenous employment opportunities	Increase the participation of Indigenous workers within the ACT construction industry.	Development of strategies that will maximise Indigenous employment through the letting of ACT contracts to the construction industry	Require the successful contractors within the construction industry to provide for Indigenous employment outcomes as a part of contract delivery.	Policies developed and implemented	Developed and implemented by 31 December 2011	ACT Procurement Solutions will assist in policy development. All costs will be absorbed within current budgets and resources.
c) Review cleaning industry contracts with a view to identifying Indigenous employment opportunities	Increase the participation of Indigenous workers within the local cleaning industry	Development of strategies that will maximise Indigenous employment through the letting of ACT contracts to the cleaning industry	Require the successful contractors within the cleaning industry to provide for Indigenous employment outcomes as a part of contract delivery.	Policies developed and implemented	Developed and implemented by 31 December 2012	ACT Procurement Solutions will assist in policy development. All costs will be absorbed within current budgets and resources
e) Enhance ACT Government procurement policies.	Establish enhanced ACT Government procurement policies and supporting documentation to promote Indigenous	ACT government– to contribute to developing a strategy to maximise Indigenous employment through	ACT government Require successful contractors/service providers of major projects to implement Indigenous training	Policies revised and published in 2010.	ACT governments to implement by 31 December 2010.	ACT government agencies to absorb costs within existing budgets, strategies, policies and programs.

<b>Element 2 - Strengthening current government procurement policies to maximise Indigenous employment</b>						
<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
	employment and business opportunities through government procurement.	ACT government procurement policies.	<p>employment and suppliers strategies.</p> <p>Engage with employers currently and potentially contracted to ACT Government to advise them of changes to government procurement policy</p> <p>Also see (a) to (c) above.</p>			
<b>2.2</b>						
<b>Change Management Strategies to Support Change to Procurement Policies and Practices</b>						
Development of Change Management that Support Change to Procurement Practices	Revise ACT government procurement documentation to support Indigenous employment and training	ACT Government to lead the development and implementation of Change Management and Procurement framework for the ACT.	Development of clear contract criteria that will see the implementation of ACT government contracts that enhance employment	<p>Policies developed and implemented</p> <p>Communication strategy developed.</p> <p>Development of resources for contracts</p>	Developed and implemented by 31 December 2010	ACT Procurement Solutions will assist in policy development. All costs will be absorbed within current budgets and resources.

**Element 2 - Strengthening current government procurement policies to maximise Indigenous employment**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			and training outcomes for Indigenous Canberrans.	staff to assist with implementation and sustainability.  Analysis of local support services and Indigenous enterprises finalised.		
Change management strategies to support changes to procurement policies and practices.	<p><b>Commonwealth</b></p> <p>Implementation of revised policy within the Commonwealth to increase Indigenous employment opportunities through government investment</p>	<p><i>Lead</i></p> <p>DEEWR</p> <p><i>Contributing agencies</i></p> <p>Finance</p>	<p>i) Develop robust guidelines to support the revised policy</p> <p>ii) Establish a process for agencies to consult and report to DEEWR on applying the policy for relevant procurement processes.</p> <p>iii) Develop an overarching communications strategy that will cover procurement officers, providers and potential tenderers (businesses). To include information sessions and training</p>	<p>Guidelines in place</p> <p>Processes established</p> <p>Communications strategy developed</p> <p>First round of training workshops held</p>	<p><i>Implementation</i></p> <p>June – mid August 2009</p> <p><i>Reporting and measuring</i></p> <p>Ongoing</p>	Within existing resources

Element 2 - Strengthening current government procurement policies to maximise Indigenous employment						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			workshops.			
<b>2.3</b>						
<b>Embedded Indigenous Workforce Strategies into contracts for delivery of Government Services</b>						
Indigenous Workforce Strategies Embedded into Contracts	<p>Indigenous workforce strategies included into all appropriate ACT government contracts/grants from government funding services delivery, e.g.</p> <ul style="list-style-type: none"> <li>• Delivery of training</li> <li>• Employment programs</li> <li>• Health services</li> <li>• Educational services</li> </ul>	ACT government agencies to incorporate indigenous employment procurement requirements, where appropriate	Ensure work readiness/ community capability is available to take advantage of increased employment opportunities	The number and type of contracts awarded with Indigenous workforce strategies	From 2010	<p>ACT government agencies to absorb all costs within current budgets and resources.</p> <p>Links and leverage in relevant COAG NP IP plan investment</p>

Element 2 - Strengthening current government procurement policies to maximise Indigenous employment						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<b>2.4</b>						
<b>Improved Forward Planning and Coordination –ACT Government</b>						
Improve forward planning and coordination between ACT Government	<p>Improve the planning and coordination by the ACT government on infrastructure investments in communities, including the use of local small supporting industries.</p> <p>Improve planning and coordination by ACT government on construction, cleaning services and other public sector investment in communities including the use of local small supporting industries.</p>	ACT government has responsibility for requiring successful contractors/ service providers of major projects to implement Indigenous training, employment and supplier strategies.	<p><b>Key ACT government agencies involved in major procurement activities</b></p> <p>Improve planning continuity for contractors/ service providers in order to build the workforce capacity (e.g. employ and retain apprentices) and to ensure a steady supply of work to community, by:</p> <ul style="list-style-type: none"> <li>• Staged scheduling of works in the same area.</li> <li>• Award multi-contracts</li> <li>• Encourage use of local Indigenous</li> </ul>	% contracts and multi-staged contracts awarded with Indigenous workforce and/or Indigenous enterprise development strategies	2009-2011	<p>ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.</p> <p>Links and leverages in relevant COAG NP IP investment</p>

Element 2 - Strengthening current government procurement policies to maximise Indigenous employment						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			industries/ enterprises			
<b>2.5</b>						
<b>Procurement Advisory Service</b>						
Procurement Advisory Services	To provide broad support to Commonwealth officers and provide best practice information to state and territory governments.	Commonwealth has lead responsibility  <i>Lead</i>  DEEWR  <i>Contributing agencies</i>  Finance	<b>Commonwealth</b>  i) Develop an advisory service model through consultations with key stakeholders to provide broad support to Commonwealth and State agencies and to promote best practice in this area.  ii) Based on consultations and resources available, implement the advisory service model.  iii) Promote the advisory service to key stakeholders.	<b>Commonwealth</b>  Consultations held  Advisory model developed and implemented  Process for measuring usage established	<i>Establishment</i>  June – August 2009  <i>Implementation</i>  Ongoing	Within existing resources

Element 2 - Strengthening current government procurement policies to maximise Indigenous employment						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			iv) Measure the usage of the advisory service.			
<b>2.6</b>						
<b>Indigenous Business Opportunities</b>						
Indigenous Business Opportunities	Explore options to assist the expansion of Indigenous business opportunities through the establishment of an indigenous supplier network.	<p><i>Lead</i></p> <p>DEEWR</p> <p><i>Contributing agencies</i></p> <p>DFAT</p> <p><i>ACT government</i></p> <p>Taskforce will support implementation</p>	<p><b>ACT government</b></p> <p>Develop a communications strategy to advise government agencies, industries and communities of procurement requirements, including:</p> <p>Collaborate with Industry Capability Network (ICN)</p> <p>Building Organisations newsletters and websites.</p> <p>Advertise in the Koori</p>	<p>ACT government</p> <p>Communication strategy implemented</p> <p>The number of Indigenous business assisted.</p> <p>List of ACT Indigenous Suppliers developed</p>	<p>June 2010</p> <p>Ongoing</p> <p>December 2009</p>	<p>ACT government agencies to absorb all costs within current budgets, strategies, policies and resources.</p> <p>ACT government</p> <p>Links and leverage in relevant COAG NP IP plan investment</p>

**Element 2 - Strengthening current government procurement policies to maximise Indigenous employment**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			<p>and National Indigenous Times newspapers for information on Indigenous suppliers.</p> <p>Collaborate with IBA Australia</p> <p><b>Commonwealth</b></p> <p>i) Review existing minority supplier models within Australia and internationally to identify opportunities to conduct a pilot scheme.</p> <p>ii) identify relevant legislation which might restrict use of minority supplier networks (FTAs, competition policy etc)</p> <p>iii) invite</p>	<p><b>Commonwealth</b></p> <p>Research complete and options on pilot project for Indigenous minority suppliers developed</p>	<p><b>Commonwealth</b></p> <p>Research on models expected to be complete by 30 June 2009</p>	<p><b>Commonwealth</b></p> <p><u>Within existing resources</u></p>

**Element 2 - Strengthening current government procurement policies to maximise Indigenous employment**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			<p>Commonwealth government departments to consider participation in the trial as members</p> <p>iv) Commonwealth to establish a monitoring and evaluation mechanism</p> <p>v) Measure the sustainability of the model</p>			

Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<b>3.1a</b>						
<b>Identify Indigenous Workforce Development Opportunities - ACT Government</b>						
<p><b>Develop Opportunities through</b></p> <p><b>Public Sector employment</b></p> <p><b>Non- Government Sector through procurement of goods and services</b></p>	<p>Increase employment opportunities and pathways in the Public and Non-Government Sectors</p> <p>Ensure that investment through the COAG Reform process leveraged to drive Indigenous employment outcomes.</p>	<p>ACT Government:</p> <ul style="list-style-type: none"> <li>• Work collaboratively to develop Indigenous workforce strategies.</li> <li>• Incorporate Indigenous workforce principles into delivery of government services</li> <li>• Work with the private sector, ACT Government and the Indigenous community in the development of strategies to</li> </ul>	<p>Identify relevant National Partnership Agreements</p>	<p>% of Indigenous people employed</p> <p>% of contracts awarded to Indigenous businesses</p>	<p>December 2009</p> <p>ongoing</p>	<p>Within existing resources</p>

**Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
		improve Indigenous employment outcomes.				
<p><b>Implement workforce strategy principles into all new COAG reforms (including National Partnership Agreements)</b></p> <p><b>Target sectors include:</b></p> <ul style="list-style-type: none"> <li>• <b>Early childhood</b></li> <li>• <b>Education</b></li> <li>• <b>Health</b></li> <li>• <b>Infrastructure</b></li> </ul>	<p><b>Commonwealth</b></p> <p>To promote the principle of Indigenous workforce strategies within the Commonwealth</p>	<p><b>Commonwealth</b></p> <p><i>Lead</i></p> <p>DEEWR</p> <p><i>Contributing agencies</i></p> <p>FaHCSIA</p> <p>PMC</p> <p>Other relevant agencies</p>	<p><b>Commonwealth</b></p> <p>i) Establish/identify key governance structure that has an overview on all COAG work.</p> <p>ii) Include the Indigenous workforce strategy principle in NP templates</p> <p>iii) Develop a circular and distribute to key stakeholders in both Commonwealth and State Governments</p> <p>iv) Establish a communications and reporting protocol under the governance arrangement to monitor the implementation of the</p>	<p><b>Commonwealth</b></p> <p>Circular distributed</p> <p>Workforce strategies in implementation plans of all relevant national partnership agreements</p> <p>Communications and reporting protocol established</p>	<p><b>Commonwealth</b></p> <p><i>Establishment</i></p> <p>May – July 2009</p> <p><i>Implementation</i></p> <p>Ongoing</p>	<p><b>Commonwealth</b></p> <p>Within existing resources</p>

Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			<p>principle.</p> <p>v) Ensure that where workforce strategies apply, the appropriate procurement policy to maximise Indigenous employment is applied.</p> <p>vi) Provide support to contractors to develop Indigenous employment strategies and take on Indigenous employees using existing relevant programs.</p>			
<b>3.1b</b>						
<b>Identify Indigenous Workforce Development Opportunities - ACT</b>						
<p><b>Develop Opportunities through Public Sector employment</b></p>	<p>Increase employment opportunities and pathways in the Public and Non-Government Sectors</p> <p>Anticipate</p>	<p>ACT Govt agencies will be responsible for specific Indigenous workforce internal and outsourced strategies</p>	<p><b>ACT GOVT</b></p> <p>Brief ACT Govt agencies with COAG lead responsibilities regarding incorporation of</p>	<p>Communication Strategy developed for internal and outsourced workforce strategies.</p> <p>Identification of specific</p>	<p>June 2010</p>	<p>ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.</p> <p>Includes existing ACT</p>

**Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<p><b>Non- Government Sector through procurement of goods and services</b></p>	<p>procurement and public sector employment changes based on established agreements and ACT Govt plans and strategies</p> <p>Ensure that investment through the COAG Reform process leveraged to drive Indigenous employment outcomes.</p>		<p>Indigenous Workforce Strategies into the reforms</p> <ul style="list-style-type: none"> <li>• Develop a communication strategy with supporting documentation for internal and outsourced workforce strategies and</li> <li>• Provide advice to ACT Govt agencies in the identification of areas and development of their Indigenous workforce strategies.</li> </ul> <p>Collaborate with Industry on Indigenous workforce strategies</p> <p><b>ACT Govt COAG lead</b></p>	<p>resourced goods and services areas.</p>		<p>training and employment programs, services and incentives.</p>

<b>Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms</b>						
<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
			<p><b>agencies</b></p> <p>Provide identified areas for Indigenous workforce development to ACT Government</p>			
<b>3.2</b>						
<b>Developing Indigenous Workforce Opportunities</b>						
<p><b>Develop Indigenous Workforce Opportunities in identified areas of:</b></p> <p><b>Public Sector employment</b></p> <p><b>Non- Government Sector through procurement of goods and services</b></p>	<p>Develop workforce opportunities by:</p> <ul style="list-style-type: none"> <li>Incorporating as core components the acquisition of recognised and accredited mainstream qualifications and articulated training pathways for Indigenous Canberrans in all workforce strategies.</li> <li>Incorporating mentoring and</li> </ul>	<p>ACT government agencies will be responsible for the developing Indigenous workforce strategies in the identified areas.</p> <p>ACT government will work with the Commonwealth lead agencies and advise on workforce strategies.</p> <p>ACT government will work with ACT agencies in the identification and development of their Indigenous workforce</p>	<p>Public Sector Indigenous workforce strategies build on best practice.</p> <p>Engage Indigenous leaders, parents and community representatives to seek input into the developing workforce strategies.</p> <p>Include criteria for Indigenous workforce strategies into appropriate ACT government tenders/applications</p>	<p>Public Sector Workforce Strategies developed</p> <p>Workforce Strategies will be a component of all major COAG reform implementation plans</p> <p>Indigenous workforce strategies will be developed in identified areas</p> <p>% of forward procurement schedules that identify indigenous employment</p>	<p>June 2010</p> <p>June 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.</p> <p>Includes existing ACT training and employment programs, services and incentives</p> <p>Links and leverages in relevant COAG NP IP investment</p>

**Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
	<p>regular cultural awareness training and retentions into workforce strategies required for both Government and non-government entities.</p> <ul style="list-style-type: none"> <li>• Establish pathways so that quality service will be provided by indigenous members of the Indigenous community in the future.</li> <li>• Incorporate a requirement for Indigenous workforce strategies into delivery of government services by non-government organisations to</li> </ul>	<p>strategies.</p>	<p>for contracts/grants for government funded service delivery, e.g.</p> <ul style="list-style-type: none"> <li>• Delivery of training</li> <li>• Employment programs</li> <li>• Health services</li> <li>• Educational services</li> <li>• Early childhood services</li> <li>• Other community services</li> <li>• Cleaning services</li> </ul>	<p>participation strategies</p> <p>% ACT contracts awarded that include indigenous employment participation strategies</p>	<p>Ongoing</p>	

**Element 3 - Incorporating Indigenous Workforce Strategies into all new major COAG reforms**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
	include: <ul style="list-style-type: none"> <li>• Employment of Indigenous people</li> <li>• Delivery of services to Indigenous people</li> </ul>					

Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015						
Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<b>4.1 Indigenous Working age share is ACT represented across all sectors of the public services</b>						
Indigenous population share in ACT represented across all sectors of the ACT public services	Indigenous Public Sector employees represented across all levels of government	<b>ACT Government</b> Identify targets for the ACT government agencies that meet the Indigenous population share in ACT	<b>ACT Government</b> Review and report on their Indigenous employment and career development strategies as at 30 June 2010	Indigenous Working age share in ACT within Public Sector employment across all classifications  Number of PS agencies with Indigenous employment and career development strategies  1.2% public sector workforce represented by Indigenous employees.	2015	ACT Government agencies
Develop and agree jurisdictional targets to deliver on the national target of 2.6%	<b>Commonwealth</b> To ensure each jurisdiction including the Commonwealth achieves an appropriate share of the national 2.6%	<b>Commonwealth</b> <i>Lead</i> DEEWR	<b>Commonwealth</b> i) Identify appropriate data sources including administrative data to use to develop targets ii) Develop a	<b>Commonwealth</b> Methodology agreed  Measuring and monitoring process agreed	<b>Commonwealth</b> May – June 2009	<b>Commonwealth</b> Within existing resources

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
	target.	<i>Contributing agencies</i> APSC PM&C	methodology for setting, and seek agreement to, jurisdictional targets to meet a national target of 2.6%  iii) Work with State Governments to identify data sources and gaps and work through any issues  iv) Develop ways of measuring and monitoring targets  v) Investigate whether the Commonwealth can match jurisdictional targets in each State and Territory  vi) seek agreement to methodology and ways of measuring and monitoring target  vii) Seek agreement on Commonwealth target	Data sources agreed		
Achieving the Commonwealth target	To increase Indigenous participation within	<b><i>Public Service</i></b>	Three components: 1. Continuation of the <i>APS Employment and</i>	<i>Development</i>	Revised <i>APS Employment and Capability Strategy for</i>	\$6.0 million over three years to improve the representation of

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
in the ACT	the Commonwealth public sector	<p><i>Lead</i></p> <p>APSC</p> <p><i>Contributing agencies</i></p> <p>DEEWR</p> <p><b>Public Sector</b></p> <p><i>Lead</i></p> <p>DEEWR</p> <p><i>Contributing agencies</i></p> <p>APSC</p>	<p><i>Capability Strategy for Aboriginal and Torres Strait Islander Employees:</i></p> <p>i) provide pathways to employment through whole-of-Government recruitment/targeted placement programmes for graduates, entry level employees and cadets</p> <p>ii) provide professional development opportunities for Indigenous staff</p> <p>iii) assist agencies in managing and supporting Indigenous staff</p> <p>iv) continue to evaluate the strategy in the context of strategic whole-of-Government initiatives.</p> <p>2. Agencies Indigenous</p>	<p>July – October 2009</p> <p><i>Implementation</i></p> <p>ongoing</p>	<p><i>Aboriginal and Torres Strait Islander Employees</i> is published (including on the Commission's website) and distributed to APS agencies</p> <p>Recruitment programme continues as scheduled</p> <p>Ongoing evaluation and delivery of professional development programmes</p> <p><i>The Building an Indigenous employment strategy – a starter kit for APS agencies</i> is revised and continues to be promoted to APS agencies</p> <p>APS agency heads are</p>	<p>Indigenous Australians in the Australian Public Service (APS).</p> <p>Public Sector Strategy – within existing resources</p>

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
			Recruitment strategies i) continue to provide information and support to APS agencies and managers ii) assist APS agencies to develop their own Indigenous employment strategy iii) request APS agencies to find effective ways of encouraging Indigenous staff to self-identify 3. Public Sector Strategy * note – develop strategies to ensure agencies report on Indigenous staffing levels		contacted by the Commissioner  APS agencies develop and implement their own Indigenous employment strategy  Improved agency reporting on Indigenous staffing levels	
<b>4.2</b>						
<b>Identify Indigenous employment opportunities in the ACT Government's Public Sector</b>						
<b>Map employment pathways for Indigenous Canberrans</b>	To ensure resources are placed to maximise permanent employment outcomes	Working Group on Indigenous Affairs to lead the development and implementation	Pathways to inform future development of Workforce Strategy	Employment Pathways mapped to inform future policy development	30 June 2010	All costs will be absorbed within current budgets and

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
						resources
<b>The ACT Indigenous Traineeship Program</b>	Assist and mentor Indigenous entry level PS officers	Working Group on Indigenous Affairs to lead the development and implementation	To ensure that trainees are supported, mentored and retained as valued employees	Retention as a % of annual intake of trainees	Continue with 15 trainees per year	ACT government
<b>Implementation of a targeted Indigenous graduate program</b>	Assist, mentor and retain Indigenous graduate employees	Working Group on Indigenous Affairs to lead the development and implementation	To ensure that graduates are supported, mentored and retained as valued employees	Number of Graduates recruited annually	30 June 2010 and continue and review	All costs will be absorbed within current budgets and resources
<b>Identify Indigenous employment opportunities in the ACT Government's Public Sector</b>	All ACT Agencies develop, and/or review and strengthen Indigenous workforce strategies that target Indigenous representation in each agencies workforce plan.	ACT Government agencies are responsible for developing specific Indigenous workforce strategies.	<p><b>ACT Government</b></p> <p>Develop, review and implement specific Indigenous workforce strategies that:</p> <ul style="list-style-type: none"> <li>Identify positions at all levels that could be made 'identified' in order to encourage Indigenous recruitment</li> <li>Employ Indigenous workers delivering</li> </ul>	Indigenous Workforce Strategies developed	December 2009	ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			<p>government services to Indigenous people and communities, where possible.</p> <ul style="list-style-type: none"> <li>• Identify high demand occupations in the public sector to Indigenous people (e.g. Arts, Land Management, Health, Education, Child Safety, Early Childhood and Aged Care)</li> <li>• Develop effective pathways for Indigenous people to secure employment including linkages to training and professional development courses.</li> </ul>			

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<p><b>4.3</b></p> <p><b>Improving Indigenous recruitment in the ACT Public Services</b></p>						
<p><b>Improving Indigenous recruitment in the ACT Public Services</b></p>	<p>Indigenous job seekers regard the Public Sector as an employer of choice that offers flexibility, support, training and a wide variety of occupations with career pathways.</p>	<p><b>ACT Government</b></p> <p>Workforce strategies working groups supported by ACT government agencies to develop recruitment strategies.</p>	<p><b>ACT Government</b></p> <p>Identify rationale for why Indigenous people 'love their job' and promote through schools, CIT, universities and job expos.</p> <ul style="list-style-type: none"> <li>• Promote high profile role models through communication strategies</li> <li>• Create different entry points (e.g. school, direct, cadet, trainee and university)</li> <li>• Develop Indigenous networks within the workplace.</li> </ul>	<p>1.2% ACT Government target with a notional target of 180 indigenous jobs.</p> <p>Develop appropriate marketing material and guidelines</p>	<p>Report rationale by December 2009.</p> <p>Marketing and promotion strategy written by December 2009 and implemented by 31 January 2010</p> <p>Ongoing</p>	<p>ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.</p>

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
<p><b>4.4</b></p> <p><b>Improving retention of Indigenous people in the ACT Public Services</b></p>						
<p><b>Retention Strategies</b></p>	<p>Ensure Indigenous employees are encouraged to remain in the Public Sector.</p>	<p><b>ACT Government</b></p> <p>Workforce strategies working groups supported by ACT Government agencies to develop retention strategies.</p>	<p><b>ACT Government</b></p> <ul style="list-style-type: none"> <li>• Provide one on one mentor and buddy systems for Indigenous workers in the Public Sector</li> </ul> <p><b>ACT Government</b></p> <ul style="list-style-type: none"> <li>• Facilitate staff developing cultural awareness and to demonstrate cultural capability in working with Aboriginal and Torres Strait Islanders as a clients and colleagues.</li> <li>• Develop Indigenous networks within the workplace.</li> <li>• Liaise with the Public</li> </ul>	<p>Annual reporting to the ACT Government</p>	<p>Ongoing</p>	<p>ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.</p>

**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

<b>Milestones</b>	<b>Aims</b>	<b>Roles and Responsibilities</b>	<b>Strategies</b>	<b>Performance Benchmarks</b>	<b>Timeframes</b>	<b>Resources</b>
			Sector Union in the facilitating the participation of Indigenous people in the Public Sector.			

**4.5**

**Improved career pathways for Indigenous people in the ACT Public Services**

<b>Development of Career Pathways</b>	Indigenous Public Sector employees represented across all levels of government.	<b>ACT Government</b> ACT Taskforce on Indigenous Affairs Working Group will provide guidance to ACT Government agencies	<b>ACT Government</b> <ul style="list-style-type: none"> <li>• Provide leadership programs and acting opportunities to encourage lower level officers to move through the ranks</li> <li>• Provide professional development opportunities and pathways</li> <li>• Create opportunities for the appointment of Indigenous people</li> </ul>	Annual reporting to the ACT Government	Ongoing	ACT Government agencies to absorb all costs within current budgets, strategies, policies and resources.
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**Element 4 - Review public sector Indigenous employment and career development strategies to reflect national Indigenous working age population share by 2015**

Milestones	Aims	Roles and Responsibilities	Strategies	Performance Benchmarks	Timeframes	Resources
			to government boards, committees and panels in order to broad stream Indigenous involvement, develop potential career paths, a broader experience base and other ways of entry into Government			