

NATIONAL PARTNERSHIP AGREEMENT
ON INDIGENOUS ECONOMIC
PARTICIPATION

**Bilateral Implementation Plan
2009 - 2013**

Agreed between

- The Commonwealth of Australia and
- The State of Western Australia

Bilateral Implementation Plan for Indigenous Economic Participation

- This Bilateral Implementation Plan (**the Bilateral Plan**) is intended to provide the framework for the Commonwealth and State of Western Australia to effectively implement the National Partnership Agreement on Indigenous Economic Participation (**IEP**). This document provides governance and implementation tools to achieve the Closing the Gap target of halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade. The Agreement involves complementary investment and effort by the Commonwealth and Western Australia to significantly improve opportunity for Indigenous people to engage in private and public sector jobs.
- The four essential elements of the Bilateral plan are:
 - a. creating real sustainable employment in areas of government service delivery that have previously relied on subsidisation through the Community Development Employment Projects (**CDEP**) Program;
 - b. strengthening current government procurement policies to maximise Indigenous employment;
 - c. incorporating Indigenous workforce strategies into all new major COAG reforming contributing to Closing the Gap targets; and
 - d. Reviewing all Public Sector Indigenous employment and career development strategies to increase employment to reflect population share by 2015.
- The lead agencies for this Bilateral Plan are the Commonwealth Department of Education, Employment and Workplace Relations (**DEEWR**) and the Western Australian Department of Indigenous Affairs (**DIA**).
- The parties to Bilateral Plan will cooperate to work through red-tape issues or barriers, join up programs and initiatives and provide high level support for the implementation of all elements of the Bilateral Plan.
- The Commonwealth will report annually to COAG on the implementation of the NP.
- The State will provide a report every six months to the Commonwealth
- All reporting will comply with the requirements of Schedule C of the Intergovernmental Agreement on Federal Financial Relations.

Reporting Timelines	Action	Dates
Year 1		
1 July 2009 - 30 June 2010	Reporting period 1	1 July 2009 - 30 September 2009
	Individual jurisdiction reports due	31 October 2009
	Commonwealth yearly report due	30 November 2009
	WA Element ; 1-3 month Retention Report (one off report)	11 December 2009
	Reporting period 2	1 October 2009 - 31 March 2010
	Individual jurisdiction reports due	30 April 2010
Year 2		
1 July 2010 - 30 June 2011	Reporting period 3	1 April 2010 - 30 September 2010
	Individual jurisdiction reports due	31 October 2010
	Commonwealth yearly report due	30 November 2010
	Reporting period 4	1 October 2010 - 31 March 2011
	Individual jurisdiction reports due	30 April 2011
Year 3		
1 July 2011 - 30 June 2012	Reporting period 5	1 April 2011 - 30 September 2011

	Individual jurisdiction reports due	31 October 2011
	Commonwealth yearly report due	30 November 2011
	Reporting period 6	1 October 2011 - 31 March 2012
	Individual jurisdiction reports due	30 April 2012
Year 4		
1 July 2012 - 30 June 2013	Reporting period 7	1 April 2012 - 30 September 2012
	Individual jurisdiction reports due	31 October 2012
	Commonwealth yearly report due	30 November 2012
	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

- The Commonwealth and State will engage the participation of relevant Stakeholders in achieving the objectives and outcomes of the IEP through:
 - Ministers
 - Commonwealth and State/Territory Government Agencies
 - Local Government
 - Australian Employment Covenant Taskforce
 - Employment Service Providers
 - Community organisations
 - Welfare groups

– Training providers

7. The Commonwealth and State will engage Indigenous communities as partners in implementing the IEP as an overarching practice across all milestones.
8. The Commonwealth and State will continue to develop the Implementation Plan as a living document.

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

Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
COMMONWEALTH GOVERNMENT ACTIONS						
1.1 Identifying number of jobs to be created from CDEP activities	Jobs are identified and created	<p><i>Lead</i> DEEWR</p> <p><i>Contributing agencies</i> FaHCSIA DoHA DEWHA AGD</p>	<p>i) Develop strategic policy and operational approach.</p> <p>ii) Conduct Jobs audit</p> <p>iii) Identify jobs in Commonwealth service delivery to be funded</p> <p>iv) Liaise with Commonwealth agencies to ensure jobs are created and funded.</p>	<p>January 2009</p> <p>March 2009</p> <p>April 2009</p> <p>May – June 2009</p>	<p>Job audits complete</p> <p>Jobs funded</p> <p>Agencies' service providers recruit Indigenous Australians to the newly funded jobs</p>	\$172.7 million over five years
1.2 Developing pre and post employment support strategies for CDEP participants who gain jobs	Support CDEP participants to help them gain and retain the newly created jobs	<p><i>Lead</i> DEEWR</p>	<p>i) DEEWR will provide support through its Indigenous Employment Programs to ensure jobs are retained by Indigenous Australians.</p>	<p>June - Dec 2009 and ongoing where required</p>	<p>Jobs retained by Indigenous Australians due to provision of post employment support strategies</p>	<p>Within existing resources</p>
1.3 Monitoring and reporting on jobs	Measure and report on outcomes	<p><i>Lead</i> DEEWR</p> <p><i>Contributing agencies</i> FaHCSIA DoHA DEWHA AGD</p>	<p>i) Ongoing consultation with agencies regarding:</p> <ul style="list-style-type: none"> • Risk management • Reporting and monitoring • Asserting policy intent 	<p>Ongoing</p>	<p>Providing timely reports to COAG and other appropriate Commonwealth forums</p>	<p>Within existing resources</p>
WA GOVERNMENT ACTIONS						
1.4 Potential CDEP positions to be converted are identified.	To assist in determining which CDEP positions are delivering required government services and should be sustained into the	<p>DIA with assistance from all State and Commonwealth agencies participating in the CDEP conversion.</p>	<p>Obtain from the Commonwealth a list of CDEP positions delivering government services.</p> <p>Validate the list in conjunction with State agencies hosting CDEP positions.</p>	<p>June 2009</p>	<p>A final list of CDEP positions to be converted is agreed by the bilateral partners.</p>	<p>Existing resources within DIA and State and Commonwealth agencies participating in the CDEP conversion.</p>

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

Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
	future.		Agree with State agencies which CDEP positions to be converted.			
1.5 Funding arrangements are determined.	To fund positions previously subsidised by CDEP.	DIA, DPC, DTF, and State and Commonwealth agencies participating in the CDEP conversion.	<p>Agree positions to be funded by the Commonwealth.</p> <p>Negotiate funding agreement with the Commonwealth.</p> <p>Agree positions to be funded by the State.</p> <p>Obtain DTF/WA Government agreement on level of funding for each agency responsible for converted CDEP positions.</p> <p>Provide supplementary funding to State agencies responsible for the CDEP converted positions.</p>	July 2009	<p>Funding agreements for Commonwealth funded positions in each agency are in place.</p> <p>Agencies receive Commonwealth funding for Commonwealth funded positions.</p> <p>Budgets of relevant State agencies are adjusted to cover State funded positions.</p>	State funding of up to \$26.4 million over four years.
1.6 Positions providing sustainable employment opportunities for Indigenous people are created and filled.	To provide sustainable jobs for Indigenous people.	DIA and State agencies participating in the CDEP conversion.	Undertake recruitment, selection and appointment of Indigenous people as required.	<p>Creation of positions by August 2009.</p> <p>Filling of positions consistent with appropriate recruitment, selection and appointment timeframes.</p>	<p>Number of positions created.</p> <p>% of positions filled by CDEP participants by December 2009.</p>	As agreed in funding arrangements.
1.7 The positions continue to provide employment opportunities for Indigenous people.	To provide sustainable jobs for Indigenous people.	DIA and State agencies participating in the CDEP conversion.	Develop and implement monitoring and reporting processes to ensure sustainability of established positions.	Reporting on Commonwealth funded positions to be consistent with funding agreement.	The number of established positions that are sustained.	As agreed in funding arrangements.

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Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
				<p>Reporting on State funded positions to be consistent with reporting requirements in the IEP NP.</p> <p>Biannual reports to be provided:</p> <ul style="list-style-type: none"> • 31 October 2009 • 30 April 2010 • 31 October 2010 • 30 April 2011 • 31 October 2011 • 30 April 2012 • 31 October 2012 • 30 April 2013 • 31 October 2013 <p>One-off report including retention indicators to be provided 11 December 2009.</p>		

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

COMMONWEALTH GOVERNMENT ACTIONS

Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
2.1 Review current Commonwealth Policies	Review existing procurement policies and ensure compliance with Commonwealth Procurement Guidelines and Free Trade Agreements	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance DFAT	i) Identify relevant policies for review ii) Conduct desktop analysis on implementation of the current policy and processes in place for reporting iii) Develop a revised policy ensuring compliance with the Commonwealth Procurement Guidelines and Free Trade Agreements iv) Seek authority for policy change	May2009	Revised policy agreed	Within existing resources
2.2 Implementation of revised policy within the Commonwealth	To increase Indigenous employment opportunities through government investment	<i>Lead</i> DEEWR <i>Contributing agencies</i> Finance	i) Develop robust guidelines to support the revised policy ii) Establish a process for agencies to consult and report to DEEWR on applying the policy for relevant procurement processes. iii) Develop an overarching communications strategy that will cover procurement officers, providers and potential tenderers (businesses). To include information sessions and training workshops.	<i>Implementation</i> June – mid August 2009 <i>Reporting and measuring</i> Ongoing	Guidelines in place Processes established Communications strategy developed First round of training workshops held	Within existing resources
2.3 Establish an Advisory Service	To provide broad support to Commonwealth officers and provide	<i>Lead</i> DEEWR <i>Contributing</i>	i) Develop an advisory service model through consultations with key stakeholders to provide broad support to Commonwealth	<i>Establishment</i> June – August 2009	Consultations held Advisory model developed and implemented	Within existing resources

	best practice information to state and territory governments.	agencies Finance	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. iv) Measure the usage of the advisory service.	Implementation Ongoing	Process for measuring usage established	
2.4 Explore options to assist the expansion of Indigenous business opportunities through the establishment of an Indigenous supplier network	To promote Indigenous business opportunities through a supplier network	Lead DEEWR Contributing agencies Finance DFAT	i) Review existing minority supplier models within Australia and internationally to identify opportunities to conduct a pilot scheme. ii) Identify relevant legislation which might restrict use of minority supplier networks (FTAs, competition policy etc). iii) Invite Commonwealth government departments to consider participation in the trial as members iv) Commonwealth to establish a monitoring and evaluation mechanism. v) Measure the sustainability of the model	Research on models expected to be complete by 30 June 2009	Research complete and options on pilot project for Indigenous minority suppliers developed.	Within existing resources
WA GOVERNMENT ACTIONS						
2.5 Relevant provisions of the State's procurement policies are revised.	To create employment opportunities for Indigenous people through procurement contracts awarded by the WA State Government.	DIA in close collaboration with DTF and State agencies involved in procurement.	Identify specific provisions in the State's procurement policies that require change or adjustment. Develop changes and additional provisions as required. Obtain government	January 2010 April 2010 April 2010	State procurement policies that further enable the creation of employment opportunities for Indigenous people are developed and endorsed by the WA	Existing resources within DIA and DTF, and State agencies involved in procurement.

			endorsement.		Government.	
2.6 Changes to State procurement policies are implemented.	To create greater employment opportunities for Indigenous people in government procurement contracts.	DIA and DTF	<p>Develop robust guidelines to support the implementation of the policy changes.</p> <p>Develop strategies for implementing the new requirements in the revised policies (e.g. transition arrangements). Develop communication and awareness strategies for contract providers to promote greater understanding of the revised procurement policies.</p> <p>Develop reporting processes linked to the management of contracts to gauge the number of Indigenous people employed.</p>	Full implementation of changes to procurement policies to commence May 2010	<p>Number and percentage of tenders claiming preferences stemming from Indigenous ownership or employment.</p> <p>Percentage of those tenders claiming where preferences have been used.</p> <p>Number of Indigenous people employed in awarded contracts where preferences have been used.</p> <p>Further performance benchmarks to be developed to reflect changes in procurement policies.</p>	Existing resources within DIA and DTF, and State agencies involved in procurement.
2.7 Potential areas for Indigenous employment in Government contracts are identified in conjunction with respective procuring agencies.	To identify job opportunities in prospective government contracts and to facilitate the development of suitably skilled Indigenous workforce to take up these opportunities.	DIA, DTF; and State agencies involved in procurement consistent with the revised procurement policies. Commonwealth and State agencies involved in training and employment	<p>Identify potential areas for employment and skills required.</p> <p>Engage with relevant State and Commonwealth agencies to develop appropriate training and employment programs to assist in building a suitable and competitive potential Indigenous workforce.</p>	To commence subsequent to government endorsement of changes to policies.	<p>Relevant agencies provide information on areas of potential Indigenous employment, opportunities and skills required in planned government procurement.</p> <p>Appropriate training and employment programs are developed and are made available.</p>	<p>Existing resources within DIA, DTF and participating State agencies.</p> <p>Resources from Commonwealth and State employment and training programs are to be leveraged.</p>

		services.			<p>A work ready Indigenous workforce is available to fill employment opportunities created through government procurement.</p> <p>Percentage of Indigenous apprentices employed through the WA government apprentice training scheme.</p>	
2.8 Changes to State procurement policies are reviewed.	To assess the extent to which changes to policies have been effective in creating Indigenous employment and to recommend further adjustments to policies and guidelines where appropriate.	DIA, DTF	<p>Conduct internal bi- annual reviews to 2012.</p> <p>Commission an independent review as part of the IEP NP review in 2012.</p>	March 2010, and thereafter six monthly.	Bi annual reviews are conducted and recommendations implemented.	Existing resources within DIA, DTF and participating State agencies.

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

COMMONWEALTH GOVERNMENT ACTIONS

Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
<p>3.1 Implementing workforce strategy principle into all new COAG reforms (including National Partnership Agreements)</p> <p>Target sectors include:</p> <ul style="list-style-type: none"> • Early childhood • Education • Health • Infrastructure 	To promote the principle of Indigenous workforce strategies within the Commonwealth	<p><i>Lead</i> DEEWR</p> <p><i>Contributing agencies</i> FaHCSIA PMC Other relevant agencies</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 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>	<p><i>Establishment</i> May – July 2009</p> <p><i>Implementation</i> Ongoing</p>	Circular distributed Workforce strategies in implementation plans of all relevant national partnership agreements Communications and reporting protocol established	Within existing resources

WA GOVERNMENT ACTIONS

Existing and potential Indigenous workforce strategies in National Partnerships (NPs) and National Agreements (NAs) are identified in conjunction	To enable the inclusion of Indigenous workforce strategies in relevant NAs and NPs.	DIA, DPC, DTF and relevant agencies responsible for NAs and NPs.	<p>Examine existing and draft Bilateral Implementation Plans (BIPs) to identify where Indigenous workforce strategies have been included</p> <p>Negotiate the development of</p>	Consistent with timelines for relevant BIPs.	Indigenous workforce strategies can be identified in relevant BIPs.	Existing resources within DIA, DPC, DTF and relevant agencies responsible for NAs and NPs.
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with relevant agencies.			relevant Indigenous workforce strategies with agencies responsible for relevant National Agreements and National Partnerships.			
3.3 Indigenous workforce strategies are implemented.	To enable the creation of employment and training opportunities for Indigenous people in implementing NAs and NPs.	Agencies responsible for implementing NAs and NPs.	<p>Identify employment and training opportunities in NAs and NPs in conjunction with agencies responsible for these agreements. .</p> <p>Engage with relevant State and Commonwealth agencies to develop appropriate training programs to assist in building a suitable and competitive potential Indigenous workforce.</p> <p>Include monitoring, reporting, and review of Indigenous workforce strategies as part of monitoring, reporting and review of relevant BIPs.</p>	Consistent with timelines for relevant BIPs.	Number of employment and training opportunities for Indigenous people created through the implementation of workforce strategies in relevant BIPs.	Resources within NAs and NPs.

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

COMMONWEALTH GOVERNMENT ACTIONS

Milestone	Aim	Roles and Responsibilities	Strategies	Timeframe	Performance Benchmarks	Resources
4.1 Develop and agree jurisdictional targets to deliver on the national target of 2.6%	To ensure each jurisdiction including the Commonwealth achieves an appropriate share of the national 2.6% target.	<i>Lead</i> DEEWR <i>Contributing agencies</i> APSC PM&C	i) Identify appropriate data sources including administrative data to use to develop targets ii) Develop a methodology for setting jurisdictional targets to meet 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	May – June 2009	Methodology agreed Measuring and monitoring process agreed Data sources agreed	Within existing resources
4.2 Achieving the Commonwealth target	To increase Indigenous participation within the Commonwealth public sector	<i>Public Service Lead</i> APSC <i>Contributing agencies</i> DEEWR <i>Public Sector Lead</i> DEEWR	Three components: 1. Continuation of the <i>APS Employment and Capability Strategy for Aboriginal and Torres Strait Islander Employees</i> : i) provide pathways to employment through whole-of-Government recruitment/targeted placement programmes for	<i>Development</i> July – October 2009 <i>Implementation</i> ongoing	Revised <i>APS Employment and Capability Strategy for Aboriginal and Torres Strait Islander Employees</i> is published (including on the Commission's website) and distributed to APS agencies	\$6.0 million over three years to improve the representation of Indigenous Australians in the Australian Public Service (APS). Public Sector

		<p><i>Contributing agencies</i> APSC</p>	<p>graduates, entry level employees and cadets ii) provide professional development opportunities for Indigenous staff iii) assist agencies in managing and supporting Indigenous staff iv) continue to evaluate the strategy in the context of strategic whole-of-Government initiatives. 2. Agencies Indigenous 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</p>		<p>Recruitment programme continues as scheduled</p> <p>Ongoing evaluation and delivery of professional development programmes</p> <p>The <i>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 contacted by the Commissioner</p> <p>APS agencies develop and implement their own Indigenous employment strategy</p> <p>Improved agency reporting on Indigenous staffing levels</p>	<p>Strategy – within existing resources</p>
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WA GOVERNMENT ACTIONS

<p>4.3 WA contribution to delivering on the national target of 2.6% is determined and agreed.</p>	<p>To ensure a minimum level of WA contribution that reflects the WA Indigenous working age population share to enable</p>	<p>DPC, DIA. Public Sector Commission , Office of Equal Employment Opportunity</p>	<p>Analyse statistics to determine current and future levels of Indigenous representation in the Public Sector vis a vis Indigenous working age population in WA.</p>	<p>November 2009</p>	<p>The gap in Indigenous representation in the Public Sector is identified.</p>	<p>Existing resources in DPC, DIA. Public Sector Commission, and Office of Equal Employment Opportunity.</p>
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	achievement of the national target.		Work to increase Indigenous employment in the public sector to reflect the WA share of the national Indigenous working age population.	ongoing		
4.4 WA Public Sector Indigenous employment and career development policies and strategies are reviewed and revised where appropriate.	To guide public sector agencies in recruitment, retention and career development of Indigenous people towards achieving Indigenous participation in Public Sector employment that reflects working age population share and improving representation at higher levels.	DPC, DIA. Public Sector Commission , Office of Equal Employment Opportunity	Review relevant policies and strategies Identify opportunities and develop strategies for increasing Indigenous employment in the public sector. Update/revise public sector Indigenous employment and career development strategies to increase Indigenous employment.	December 2009 1 st quarter of 2010 1 st quarter of 2010	Policies to guide Public Sector agencies in increasing employment and career development of Indigenous people are in place.	Existing resources in DPC, DIA. Public Sector Commission, and Office of Equal Employment Opportunity.
4.5 Revised WA Public Sector Indigenous employment and career development policies are implemented.	The proportion of Indigenous employment in the Public Sector to be at least equivalent to the proportion of working age Indigenous population by 2015.	DPC, DIA. Public Sector Commission, Office of Equal Employment Opportunity in conjunction with public sector agencies.	Develop, update and revise guidelines for implementation of Public Sector Indigenous employment and career development strategies. Develop and implement reporting processes to gauge the level of Indigenous employment in the State public sector. Develop and implement communication strategy to raise awareness of strategies and guidelines and reporting	Guidelines and reporting processes developed by 2 nd quarter of 2010 Implementation to commence FY 2010/11 Annually report on Indigenous employment levels and Equity Index.	The gap in Indigenous employment in the public sector is narrowing and is within the trajectory of meeting the target by 2015. Increase in the Equity Index for Indigenous people.	Existing resources in DPC, DIA. Public Sector Commission, Public Sector Standards Commission, and State Public Sector agencies.

			requirements.			
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