

REMOTE SERVICE DELIVERY BILATERAL IMPLEMENTATION PLAN

Plan Period: 2009 - 2014

IMPLEMENTATION PLAN FOR NATIONAL PARTNERSHIP AGREEMENT ON REMOTE SERVICE DELIVERY BETWEEN THE COMMONWEALTH OF AUSTRALIA AND THE STATE OF NEW SOUTH WALES

PRELIMINARIES

1. The Commonwealth and New South Wales Governments (the Governments) signed the National Partnership Agreement on Remote Service Delivery (the Agreement) in January 2009. The Agreement contributes to the COAG Closing the Gap targets listed in the National Indigenous Reform Agreement.
2. The National Partnership Agreement on Remote Service Delivery has been established to improve access to government services for Aboriginal Australians living in selected remote locations. Through this Agreement, the Governments will work together with local Aboriginal people to close the gap on Aboriginal disadvantage in these places.
3. The Governments note that in NSW this Agreement will be implemented in the priority locations of Walgett and Wilcannia.
4. This Bilateral Implementation Plan describes the way in which the National Partnership Agreement on Remote Service Delivery will be implemented in NSW.
5. The implementation of the Agreement will involve the following essential elements: engagement with communities; baseline mapping and service audits; establish integrated planning, coordination, and service reporting mechanisms; develop local implementation plans to improve service design and delivery; reporting and sharing best practice; and risk management.
6. The Governments confirm their commitment to implement the Agreement in the spirit of best practice using the most effective combination of existing, enhanced and new inputs to engagement, policy, planning, delivery and performance efforts in order to achieve improved service delivery for Indigenous people and to contribute to progress against closing the gap.
7. The Governments will finalise the cost of outputs under this Implementation Plan, consistent with the Agreement's financial arrangements, by 30 October 2009.
8. In line with the Remote Service Delivery National Partnership Agreement, clear statements of expenditure under the National Partnership in each location will be presented by the Commonwealth, States and the Northern Territory 12 months after Implementation Plans have been agreed.
9. As in all government activities that bear on Aboriginal communities, the Governments recognise that Aboriginal communities are key partners in implementing this Plan.

TERM OF THE IMPLEMENTATION PLAN

10. The term of this Implementation Plan will be from the date that both parties sign the Plan until 30 June 2014. The Plan may be extended beyond this date with the agreement of both parties.
11. The Implementation Plan will be reviewed on an annual basis to ensure its continuing relevance to the requirements of the Agreement and to the COAG reform agenda.

GOVERNANCE ARRANGEMENTS

12. The Governments agree that the Intergovernmental Aboriginal Affairs Group (IAAG) will provide the overarching coordination for the arrangements described in the Agreement.

13. Board of Management

As an interim measure the Governments will establish a joint Board of Management (BOM) to oversight delivery of the partnership agreement. The BOM will provide leadership and set the direction on issues of strategic importance to the achievement of remote service delivery outcomes at Walgett and Wilcannia. The BOM, as a joint government body, will provide high level advice and make recommendations to advance community and government objectives. The BOM will:

- facilitate intergovernmental collaboration on key policy and operational issues related to the delivery of the remote service delivery reform agenda; and
- agree an evidence-based reporting and benchmarking framework to track progress against the achievement of key outcomes, milestones and performance indicators.

The BOM will be jointly chaired by the FaHCSIA State Manager and the Chief Executive of Aboriginal Affairs (NSW). BOM members will consist of relevant Commonwealth and State Officers. The BOM will meet every two months to oversight progress of the Implementation and local operational plans.

The BOM will help drive the reform agenda outlined in the Implementation Plan by:

- providing leadership and setting the long term strategic direction for the program to ensure achievement of program outcomes
- reviewing and agreeing local operational plans, against the Implementation Plan objectives and targets
- approving key decisions and funding agreements, authorising financial expenditure and, where appropriate, making recommendations to respective governments
- taking a systemic and strategic approach to anticipating, analysing and responding to emerging issues and risks
- fostering a results orientated culture that is based on a strong spirit of co-operation both within and between governments; and
- considering issues that have been escalated for discussion or decision by the local remote service delivery government interface and by stakeholders.

The Coordinator General will be invited to attend Board of Management meetings as required.

The governance arrangements for all agreements under the National Indigenous Reform Agenda will be negotiated and finalised in the Overarching Bilateral Business Plan.

14. Regional Operations Centre

The Governments will establish a Regional Operations Centre (ROC) at Dubbo through which Commonwealth and State agencies will take a local whole of government approach to support the development and implementation of Local Implementation Plans. The ROC is responsible for ensuring the coherent and co-ordinated implementation of the Remote Service Delivery National Partnership Agreement in Walgett and Wilcannia. This includes:

- community engagement so that communities know what is happening and why;
- data gathering and monitoring, including identification of service gaps;
- co-ordinated delivery of resources and activities which address agreed priorities identified in local implementation plans.
- the support of Remote Service Delivery Co-ordinators; and
- liaison with the Australian Government, the NSW Government, local governments and other relevant authorities to achieve identified outcomes.

PROMOTION AND PUBLICITY

15. The Governments agree that joint consideration is required where possible prior to any public statement or public event in relation to the Agreement. Where appropriate, this should occur through a joint Governments announcement/event with the appropriate level of representation.

16. This implementation plan will be available in the public domain.

IMPLEMENTATION

17. The objectives and outcomes of the Remote Service Delivery National Partnership Agreement will be achieved through the outputs and actions set out in the following tables

The objectives and outcomes of the Remote Service Delivery National Partnership Agreement will be achieved through the following outputs and actions:

| Milestone/Output 1: Engagement with Communities | | |
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| <p>What are we trying to do? (Purpose)</p> <p>1. To engage community members on the implementation of the NP in identified RSD locations and the development of local implementation plans to improve physical access, cultural accessibility to programs, and programs to meet identified needs and priorities within identified communities.</p> <p>2. To improve the level of governance and leadership within Aboriginal communities and Aboriginal community organisations.</p> <p>3. To work with Aboriginal people in identified locations to build personal responsibility that is at the heart of family life and the foundation of strong communities i.e. .parents taking responsibility for their family's wellbeing and economic security and their children's health, safety and education.</p> | <p>Commonwealth and State/Territory Investment: \$</p> <p>To be finalised by 30 October 2009. Refer to point 7 under preliminaries on page 1</p> | |
| <p>What we will do (Strategies):</p> | <p>Who will do it? (Roles and Responsibilities)</p> | <p>How long will it take? (Timeframe)</p> |
| <p>1. Develop and implement a place-based whole of community engagement strategy. The strategy will incorporate community information and formal consultation regarding the rationale behind the reforms, implications and opportunities; the objectives and processes of the project; the development, implementation and monitoring of Local Implementation Plans.</p> <p>The strategy will also include a communications strategy to ensure stakeholders outside of the identified communities are aware of and understand the new approach.</p> <p>Engagement with the Aboriginal Communities in Walgett and Wilcannia will:</p> <p>Be inclusive – that is, it will include all relevant stakeholders such as Local Aboriginal Land Councils, Elders groups, the Murdi Paaki Regional Assembly, Peak Bodies, local government, service providers and any other key community stakeholders.</p> <p>Build on existing mechanisms – including through the Community Working Parties and consistent with <i>Two Ways Together</i>, the Murdi Paaki Regional Partnership Agreement and the Overarching Bilateral Agreement between the Commonwealth and NSW, noting that the <i>Two Ways Together</i> framework will facilitate engagement with all levels of government, Aboriginal community and other community groups.</p> | <p>Joint Commonwealth and NSW responsibility</p> | <p>Initial consultation to be completed by October 2009 then ongoing over the life of the Agreement</p> |

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| <p>2. Deliver programs in Walgett and Wilcannia to develop community leadership skills for individuals around which communities and social groupings can organise, including capacity building opportunities (for example, training in leadership, financial management and administration for existing and potential members of governing bodies in remote communities).</p> | <p>Joint Commonwealth and NSW responsibility</p> | <p>December 2009</p> |
| <p>3. Engage with communities to promote personal responsibility, improve participation in education, training and the market economy consistent with positive social norms and behaviours</p> <p>This includes identifying opportunities to build on programs that promote personal responsibility. For example, making sure that employers, schools and police are engaged in the discussions/consultations with community members; including through the youth leadership programs.</p> | <p>Joint Commonwealth and NSW responsibility</p> | <p>December 2009</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <p>Engagement</p> <ul style="list-style-type: none"> • High level of satisfaction in the Aboriginal Community with engagement by government • Aboriginal community has an understanding and awareness of RSD initiatives • Meetings held with community stakeholders of priority locations. • Local Aboriginal people are an active partner in the development and implementation of Local Implementation Plans. • Meetings held with Mayors and General Managers of priority locations <p>Governance and leadership</p> <ul style="list-style-type: none"> • Assessment of community leadership and training needs undertaken. • Assessment of community money management training needs undertaken • Evaluations of training programs (including leadership and money management) meet performance requirements • Program of money management training meets performance targets | | |

| Milestone/Output 2: Baseline mapping and service audits (identification of gaps in priority local infrastructure) | | |
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| <p>What are we trying to do? (Purpose)</p> <p>1. To determine the current social and economic indicators, government investments, services and service gaps to provide benchmarks to measure improvements.</p> | <p>Commonwealth and State/Territory Investment: \$</p> <p>To be finalised by 30 October 2009</p> | |
| <p>What we will do (Strategies):</p> | <p>Who will do it? (Roles and Responsibilities)</p> | <p>How long will it take? (Timeframe)</p> |
| <p>1. Undertake baseline mapping, building and maintaining the evidence base, and monitoring the evaluation in Walgett and Wilcannia, including:</p> <ul style="list-style-type: none"> • Current government expenditure/investment in each selected location, encompassing existing service delivery and supporting infrastructure (service mapping). • Existing community networks and decision making processes as the basis for establishing Aboriginal community governance structures and decision making processes; and • An evidence base to facilitate the measuring of performance against clearly defined targets and standards that cut across agencies and levels of government. <p>2. The Commonwealth will establish a steering/advisory committee in each state to map existing services. NSW will participate.</p> | <p>Commonwealth</p> | <p>Baseline mapping commences within one month of the signing of the bilateral implementation plan and is to be completed by October 2009</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> • Baseline information requirements identified • Baseline mapping completed • Baseline mapping reports provided for each of the agreed locations • An analysis of programs, services and infrastructure undertaken in each of the communities served by the agreed locations. • Service and infrastructure gaps are identified, prioritised and agreed by Governments in partnership with the Aboriginal community. • The most effective community structures and organisations to be involved in engagement strategies are identified and agreed. | | |

| Milestone/Output 3: Establish integrated planning, coordination and reporting mechanisms (in which Commonwealth and State/Territory staff work together to confirm processes and structures for governments to plan and deliver integrated services to support the development and implementation of Local Implementation Plans) | | |
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| <p>What are we trying to do? (Purpose)</p> <ol style="list-style-type: none"> 1. To provide simpler access and better coordinated government services for Aboriginal people in from agreed locations. 2. To provide a base for coordination of whole of government operations within a specified region. 3. To establish an appropriate jurisdiction-wide coordination mechanism for remote service delivery that will cut through red tape and ensure that services are delivered in accordance with performance and accountability requirements. 4. To ensure that all government employees involved in providing services from the agreed locations have been trained appropriately | <p>Commonwealth and State/Territory Investment: \$</p> <p>To be finalised by 30 October 2009.</p> | |
| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| <p>1. Establish a Regional Operations Centre. A whole of government regionally based operations centre supported by locally based staff from NSW and Commonwealth agencies. The NSW Regional Operations Centre (ROC) is responsible for ensuring the coherent and co-ordinated implementation of the Remote Service Delivery National Partnership Agreement in Walgett and Wilcannia. This includes:</p> <ul style="list-style-type: none"> § community engagement so that communities know what is happening and why; § data gathering and monitoring, including identification of service gaps; § co-ordinated delivery of resources and activities which address agreed priorities identified in local implementation plans; § the support of Remote Service Delivery Co-ordinators; and § liaison with the Australian Government, the NSW Government, local governments and other relevant authorities to achieve identified outcomes. | <p>Joint Commonwealth and NSW responsibility</p> | <p>Regional Operations Centre in place by September 2009</p> |
| <p>2. Establish a Remote Service Delivery Team in Walgett and Wilcannia to ensure a coordinated approach to the delivery of services and to provide for interaction between communities and all government agencies at all stages of the service planning and delivery cycle. The RSD team will coordinate local service delivery of commitments made by governments and communities under this Agreement. The Commonwealth contribution to the RSD team will be the establishment of a RSD Coordinator position in Walgett and Wilcannia.</p> | <p>Joint Commonwealth and NSW responsibility</p> | <p>by September 2009</p> |

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| <p>3. The FaHCSIA State Manager and the NSW Executive Director Community Programs for Aboriginal Affairs will develop appropriate overarching governance and coordination mechanisms to facilitate problem solving and agree mechanisms to ensure that the development and implementation of service delivery, including service plans, proceeds smoothly.</p> | <p>Joint Commonwealth and NSW responsibility</p> | <p>November 2009</p> |
| <p>4. Deliver cultural competency measures. For example,</p> <ul style="list-style-type: none"> a) drawing on the national research capacity, develop an appropriate cultural competency training package for government employees in NSW b) Work with agencies and communities to identify gaps (or perceived gaps) in cultural awareness training c) deliver cultural competency measures to employees involved with identified communities d) develop and implement induction package for all new government and NGO employees. | <p>Each government is responsible for ensuring that staff are appropriately trained.</p> <p>The Commonwealth is responsible for a research capacity to provide advice to government on local and systemic issues associated with cultural accessibility, including cross-cultural training materials.</p> | <p>April 2010. October 2009</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <p>Overall:</p> <ul style="list-style-type: none"> • effective coordination of service delivery commitments under the RSD • Improved Aboriginal community engagement with government services <p>Remote Service Delivery Team</p> <ul style="list-style-type: none"> • Structure, staffing levels, roles and responsibilities and operational processes agreed. <p>Regional Operations Centres</p> <ul style="list-style-type: none"> • Structure, staffing levels, roles and responsibilities and operational processes agreed. • ROCs established • Local Implementation Plans are developed and implemented in a timely and accountable way in partnership with Aboriginal communities <p>FaHCSIA State Manager and NSW Executive Director Community Programs DAA</p> <ul style="list-style-type: none"> • Governance arrangements to facilitate problem solving are agreed <p>Cultural competency</p> <ul style="list-style-type: none"> • All government employees involved with identified communities are culturally competent. | | |

| Milestone/Output 4: Develop local implementation plans to improve service design and delivery | | |
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| <p>What are we trying to do? (Purpose)</p> <ol style="list-style-type: none"> 1. To give effect at the local level to the commitments made in the Remote Service Delivery NP 2. To raise the standard and range of services delivered to Aboriginal families to be broadly consistent with those provided to other Australians in similar sized and located communities 3. To improve the access of Aboriginal families to a full range of suitable and culturally inclusive services | <p>Commonwealth and State/Territory Investment: \$</p> <p>To be finalised by 30 October 2009.</p> | |
| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| <ol style="list-style-type: none"> 1. Local implementation plans will be developed for Walgett and Wilcannia arising from the baseline mapping and in partnership with local community members and other parties e.g. non-government organisations and business/industry partners. <p>RSD staff will be responsible for developing the Local Implementation Plans in partnership with the Aboriginal community. The Local Implementation Plans will be endorsed by the Board of Management.</p> | Commonwealth and NSW. | Development of Local Implementation Plans commence on the completion of baseline |
| <ol style="list-style-type: none"> 2. Assess current service delivery against the Service Delivery principles (schedule C of the National Indigenous Reform Agreement) <p>Staff located in the ROC will be responsible for introducing improvements to the design and delivery of programs and services in Walgett and Wilcannia.</p> | Commonwealth and NSW. | Local Implementation Plans to be completed by December 2009 |
| <ol style="list-style-type: none"> 3. Ensure local Aboriginal people are provided with employment opportunities associated with investments in Walgett and Wilcannia. | Commonwealth and NSW. | |
| <ol style="list-style-type: none"> 4. Detail and negotiate changes with relevant stakeholders | NSW and the Commonwealth | February 2010 |
| <ol style="list-style-type: none"> 5. The parties agree to pursue changes to communally held Indigenous land tenure and administration arrangements to support maximum economic development, improved housing (including private housing) and commercial investment. Land reform is to be pursued as a priority in the designated priority locations. States will provide the land tenure component of each annual Status Report required under the Remote Indigenous Housing NPA to the Board of Management. <p>Where the Commonwealth is to provide substantial funding for the construction or major upgrade of fixed assets under this partnership, that investment is required to be underpinned by long</p> | NSW. | |

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| <p>term secure tenure (a period of 40 years government access and control will ordinarily be required), tenure arrangements must support the implementation of sector reform, including tenancy management reforms and the State must ensure any applicable process required by the Native Title Act has been followed. Other mechanisms which meet the above criteria could be used in order to achieve the objectives of the agreement.</p> <p>Investment by the NSW Government in any infrastructure on Indigenous owned land under this National Partnership Agreement will reflect current NSW Government priorities and the NSW Aboriginal Land Rights Act</p> | | |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <p>Local Implementation Plans</p> <ul style="list-style-type: none"> • Key stakeholders are identified and engaged and have ownership of the LIPs • LIPs provide an effective mechanism for implementing the COAG agenda in the identified communities • Land tenure issues resolved | | |

| Milestone/Output 5: Reporting and share best practice (providing an initial report after six months and then a yearly report) | | |
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| <p>What are we trying to do? (Purpose)</p> <p>1. Meet reporting commitments under this National partnership</p> <p>2. To ensure ongoing commitment to continuous improvement in service delivery to Aboriginal people.</p> | <p>Commonwealth and State/Territory Investment: \$</p> <p>To be finalised by 30 October 2009.</p> | |
| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| <p>1. Reporting:</p> <p>a) The Commonwealth will report annually to COAG on the implementation of the NP Agreement</p> <p>b) NSW will provide a report card first after six months and then every twelve months to the Commonwealth against the performance indicators for this plan, completed baseline mapping and timelines, as detailed in the Local Implementation Plans.</p> <p>c) A joint ROC report to the Board of Management each six months.</p> <p>d) Part of the reporting process will include an annual evaluation process that is shared across all jurisdictions. The evaluation will ensure ongoing alignment with the COAG reform agenda as appropriate.</p> <p>e) Clear statements of expenditure in each location presented by the Commonwealth and NSW twelve months after implementation.</p> <p>f) Reporting under this NP will comply with the requirements of Schedule C to the <i>Intergovernmental Agreement on Federal Financial Relations</i></p> | <p>a) Commonwealth</p> <p>b) NSW</p> <p>c) Joint Commonwealth and NSW responsibility</p> <p>d).Joint Commonwealth and NSW responsibility</p> <p>e).Joint Commonwealth and NSW responsibility</p> | <p>a).Annually</p> <p>b) First report after six months and then every twelve months. The reports will be provided within one month of the end of the relevant period, or as otherwise specified in the agreed Bilateral Plans</p> <p>d) Annually</p> <p>e) April 2010</p> |
| <p>2.The Commonwealth will monitor the overall implementation of the Agreement, including the Bilateral Plan and Local Implementation Plans</p> | <p>Commonwealth</p> | <p>Annually</p> |

How we will know we have achieved the purpose (Performance Benchmarks):

- Reporting requirements are met within timeframes
- Information is shared between jurisdictions and with communities served from Walgett and Wilcannia.
- Recommendations of evaluation reports provide input into program and service design

| Milestone/Output 6: Risk management | | |
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| <p>What are we trying to do? (Purpose) To manage the key risks to the effective implementation of the new approach to service delivery, which have been identified as:</p> <ol style="list-style-type: none"> 1. base-line mapping information is not sufficient to adequately identify all areas for reform; 2. data collection and information management is not sufficient to monitor the causality of any change 3. identified communities are not adequately engaged in the process of development and review; 4. The new requirement for fully co-ordinated and integrated services is not embedded across the Governments; 5. Agreed funding commitments prove insufficient to fully implement reforms in the identified communities; <p>Identified funding commitments prove insufficient to rollout reforms further and/or community expectations are not met</p> | <p>Commonwealth and State/Territory Investment: \$</p> <p>(NB: Specific investment should not be required)</p> | |
| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| <ol style="list-style-type: none"> 1. Baseline mapping: <ol style="list-style-type: none"> a) ensure NSW and Cwth input to the national baseline mapping design and data collection is appropriately incorporated b) careful assessment of any additional information requirements identified during Local Implementation Plan development for consideration by the data and reporting working group c) test the quality of the information provided by departments as part of the base-line mapping process through local and regional knowledge and investigate any discrepancies and inconsistencies. | Commonwealth and NSW | October 2009 |
| <ol style="list-style-type: none"> 2. Ensure baseline collects time series, historic and contextual data to assist in assessments of causality of changes | Commonwealth and NSW | October 2009 |
| <ol style="list-style-type: none"> 3. Ensure the governance arrangements take into account the existing governance structures. | Commonwealth and NSW | October 2009 |
| <ol style="list-style-type: none"> 4. Develop an engagement strategy which ensures: <ul style="list-style-type: none"> • each identified community understands and is supportive of the intent of the RSD reform; • all Government service providers embrace the intent of the reform and incorporate the goal of fully integrated and co-ordinated services into their planning processes. | Commonwealth and NSW | October 2009 |
| <ol style="list-style-type: none"> 5. Government decision making processes will be reviewed to ensure integration and coordination of services is a key component in service delivery and design. The results of that review will be provided to the Coordinator General. | Commonwealth and NSW | November 2009 |

How we will know we have achieved the purpose (Performance Benchmarks):

- Data and information systems effectively support reporting requirements
- Coordination and governance arrangements operate effectively with the existing arrangements
- Stakeholders understand and embrace reforms
- Recommendations of the reviews of government decision making processes implemented
- Effective implementation of the commitments in the Local Implementation Plans

COMMONWEALTH JOB DESCRIPTIONS

REGIONAL OPERATIONS CENTRE (ROC) MANAGER DUBBO

Role Description

The ROC Manager will be responsible for:

- Provision of a Regular Situation Report to the FaHCSIA State Manager, the Board of Management (BoM) and the Coordinator General.
- Day to day management of Remote Service Delivery Coordinator's (RSDCs).
- Support the RSDCs in the development and implementation of the Local Implementation Plans.
- Work in a team and/or independently with RSDCs, relevant State Government Officers and departmental and regionally based colleagues to develop responses/solutions in consultation with communities.
- Represent ROCs in various inter-agency and external forums, seminars and conferences as required.
- Manage the collection, recording and maintenance of community-specific baseline data.

REMOTE SERVICE SUPPORT OFFICER DUBBO APS EL1

Role Description

Working within a team coordinating the implementation of the Indigenous Remote Service Delivery Strategy. This position will work with Remote Service Delivery Coordinator's (RSDC), based in Walgett and Wilcannia, other agencies and non-government organisations and play a key role in supporting the whole-of-government work within the ROC.

Under the direction of the ROC Manager the position will:

- Support the overall functions and performance of the ROC and RSDCs to achieve whole of government outcomes by harnessing programs and services and improving the coordination of their delivery to Indigenous people;
- Assist the ROC Manager and RSDCs to develop and put in place Local Implementation Plans, identify gaps/duplication in service delivery and provide advice on where improvements can be made and where opportunities for innovation, coordination and collaboration may exist; and
- Maintain partnerships with local Aboriginal communities, senior staff in government agencies, including local government, external organisations and the Walgett and Wilcannia communities.

REMOTE SERVICE DELIVERY COORDINATOR (RSDC) WALGETT & WILCANNIA

Role Description

The RSDC role is to implement the roll out of the Remote Service Delivery Strategy. This will include:

- Providing a joint government interface in Walgett and Wilcannia;
- Providing a watching brief on progress at the local level, including the development and actioning of local implementation plans and, if there is a blockage that cannot be resolved, escalate issues through established reporting processes;
- Providing a key liaison and consultation point in communities, working collaboratively with other Commonwealth and NSW Government agency representatives and local government;
- Engaging with community leaders and acknowledged and respected elders, ensuring engagement is inclusive of the Walgett and Wilcannia communities.

ENGAGEMENT SUPPORT OFFICER DUBBO APS5

Role Description

This position is based within the Regional Operation Centre and will be required to undertake diverse activities across a range of FaHCSIA program areas.

Primary responsibilities are:

- Assisting the RSDCs in the delivery of outcomes for the RSD Program in an integrated and coordinated manner;
- Providing information and input for use in ministerial correspondence, briefing notes, reports and general correspondence (as required); and
- Participate in and provide secretariat support for selected meetings
- manage funding agreements and projects;
- analyse service performance reports;
- provide information and assistance to RSDCs;
- maintain networks with key stakeholders; analyse data; and prepare correspondence.

ADMINISTRATION SUPPORT OFFICER DUBBO APS4

Role Description

This position is based within the Regional Operation Centre and will be required to undertake diverse activities across a range of FaHCSIA program areas.

Primary responsibilities are:

- Provide administrative support;
- Providing information and input for use in ministerial correspondence, briefing notes, reports and general correspondence (as required);
- Participate in and provide secretariat support for selected meetings;
- Assist with enquiries and requests for information from internal and external stakeholders;
- Liaise and maintain networks with key stakeholders;
- Develop and maintain databases and spreadsheets;
- Prepare standard correspondence and reports;

NEW SOUTH WALES GOVERNMENT JOB DESCRIPTIONS

PROJECTS MANAGER- REMOTE AREA SERVICE DELIVERY- NSW CLERK GRADE 11/12

The purpose of the position is to manage the development and oversee the delivery of the Department's Programs in the Southern Area, including the Remote Service Delivery National Partnership Agreement and the Safe Families and Focus Communities Programs in the Western Region of DAA.

The key accountabilities and responsibilities of this role are:

- § Program management including development of operational policy, risk management procedures, support, training and performance monitoring functions for the effective and timely management of the Department's programs.
- § Establish and maintain effective networks with key internal and external stakeholders.
- § Provide quality and timely advice and support to the Area Director, Southern and Executive Director, Community Program Delivery and other Executive members on program operation, performance and risks.
- § Maintain appropriate operational management information and reporting systems to enable the Department to meet its program implementation and reporting responsibilities.
- § By building a strong team approach, ensure effective communication, coordination and collaboration across DAA teams, inter-agency teams and community interest groups.
- § Undertake diverse and complex policy analysis, produce reports and briefs, including the formulation and evaluation of proposals, Ministerial, Executive and interagency briefs, Ministerial Correspondence and Cabinet Minutes.

PROJECTS OFFICER- NSW CLERK GRADE 7/8

The purpose of the position is to support the development and the delivery of the Department's Programs in the Southern Area, including the Remote Service Delivery National Partnership Agreement and the Safe Families and Focus Communities Programs in the Western Region of DAA.

The key accountabilities and responsibilities of the position include:

- § Supporting the Area Director and the Projects Manager Remote Area Service Delivery in the management of the implementation of the Remote Service Delivery National Partnership Agreement and the Safe Families Program. Establish and maintain effective networks with key internal and external stakeholders.
- § Develop and implement communication strategies with key stakeholders
- § Provide quality and timely information and advice and support to the Projects Manager Remote Area Service Delivery, the Area Director, Southern and Executive Director, Community Program Delivery and other Executive members on program operation, performance and risks.
- § Provide executive officer, project planning, secretariat and administrative support as required.
- § Undertake policy analysis, produce reports and briefs as required
- § Maintain the regional data collection and management system for the Remote Service Delivery and Safe Families DAA responsibility areas

PARTNERSHIP COMMUNITY PROJECT OFFICER x2 NSW CLERK GRADE 7/8

The DAA Partnership Community Project Officer is responsible for supporting the development and implementation of *Two Ways Together* Partnership Community Action Plans and working with the Aboriginal community to establish local governance groups in designated *Two Ways Together* Partnership Communities. They are central to the implementation of the *Two Ways Together* Partnership Communities Program.

The purpose of the *Two Ways Together* Partnership Community Program is to encourage the development of community resilience, build community capacity and close the disadvantage gap between Aboriginal people and the rest of the community at the local level. It will do this by:

- Facilitating the improvement of government service delivery;
- Enabling Aboriginal community decision making as a partner with government;
- Developing partnerships between the Aboriginal community and government agencies; and
- Enabling Aboriginal community involvement in increased cultural and heritage activities, including in developing community strength, resilience and self determination.

The key accountabilities and responsibilities of the position include:

- Support the development of an evidence based Partnership Community Action Plan which improves government service delivery through practical actions and builds community resilience and strength. This will be done by working closely with the Aboriginal community through a local governance group; government and non government agencies. (All Partnership Community Actions Plans in the first 40 Partnership Community locations must be implemented by June 2010);
- Monitor the implementation of the Partnership Community Action Plan including reporting on deliverables and local outcomes;
- Be a conduit between the Aboriginal community and government agencies with the view to improving access to quality service provision that meets the local Aboriginal community's needs and assisting in the resolution of emerging local issues;
- Work closely with local Aboriginal people including:
 - o Elders;
 - o Young people;
 - o People from different family groups;
 - o People from the Local Aboriginal Land Council and Aboriginal controlled service organisations and other local leaders and community members to establish a credible local decision making governance group. The local governance group must meet the requirements of the *Two Ways Together* Local Governance Framework. (Local governance groups for the first 40 Partnership Communities must be in place by June 2009).
- Provide ongoing support to the local governance group and Aboriginal community to ensure that it remains representative and connected to the local community through such things as the provision of information and consultation activities;
- Build the capacity of members of the local governance group to enable the group to be an effective decision making partner with government, including in the development and implementation of the TWT Partnership Community Action Plan, and as a vehicle to support cultural engagement leading to community strength and resilience. This will include providing governance and leadership training and governance coaching support to the local governance group as required;
- Support the local governance group to work in partnership with government agencies and other relevant stakeholders on specific initiatives;
- Work closely with the local governance group and agencies to develop effective linkages across the network of community groups, other relevant stakeholder groups, government and non government agencies to maximise the available resources, reduce duplication and ensure a holistic partnership approach to service delivery at the local level;
- Prepare and provide reports and briefs to the Department as required; and
- Support Ministerial and departmental visits to the community as required.

**TERMS OF REFERENCE
JOINT BOARD OF MANAGEMENT SUPPORTING THE IMPLEMENTATION PLAN
FOR THE NATIONAL PARTNERSHIP ON REMOTE SERVICE DELIVERY**

GOVERNANCE FRAMEWORK

The Governments will establish a joint Board of Management (BOM) to oversight delivery of the partnership agreement. The BOM will provide leadership and set the direction on issues of strategic importance to the achievement of remote service delivery outcomes at Walgett and Wilcannia. The BOM, as a joint government body, will provide high level advice and make recommendations to advance community and government objectives. The BOM will:

- oversight the implementation and delivery of the Implementation Plans for all National Partnership Indigenous strategies
- facilitate intergovernmental collaboration on key policy and operational issues related to the delivery of the remote service delivery reform agenda; and
- agree an evidence-based reporting and benchmarking framework to track progress against the achievement of key outcomes, milestones and performance indicators.

The BOM will be jointly chaired by the FaHCSIA State Manager and the Executive Director Community Programs, the NSW Department of Aboriginal Affairs. BOM members will consist of relevant Commonwealth and State Officers. The BOM will meet every two months to oversight progress of the Implementation and local operational plans.

The BOM will help drive the reform agenda outlined in the Implementation Plan by:

- providing leadership and setting the long term strategic direction for the program to ensure achievement of program outcomes
- reviewing and agreeing local operational plans, against the Implementation Plan objectives and targets
- approving key decisions and funding agreements, authorising financial expenditure and, where appropriate, making recommendations to respective governments
- taking a systemic and strategic approach to anticipating, analysing and responding to emerging issues and risks
- fostering a results orientated culture that is based on a strong spirit of co-operation both within and between governments; and
- considering issues that have been escalated for discussion or decision by the local remote service delivery government interface and by stakeholders.

The Coordinator General will be invited to attend Board of Management meetings as required.

MEMBERSHIP

The Board of Management shall comprise representatives from the Commonwealth Government and from the NSW State Government. The nominated members are:

Commonwealth Government

- § State Manager, FaHCSIA
- § State Manager, DOHA
- § State Manager, DEEWAH
- § State Manager, DEEWR
- § State Manager, IBA
- § State Manager, AG's
- § Australian Crime Commission

OR a nominated representative

State Government

- § DG Department of Aboriginal Affairs
- § DG Premier & Cabinet
- § Secretary of the Treasury
- § Representatives from other NSW Government agencies as required

OR a nominated representative

OPERATIONAL ARRANGEMENTS

a) **Schedule of Meetings**

Meetings are to be generally held by the middle of every second month, to allow milestone reports and other matters to be clarified in time in accordance with the financial arrangements supporting the National Partnership Agreement. The meeting schedule will be established by the BOM.

Matters that require consideration or a decision between meetings will be forwarded to BOM member's out-of-session by the BOM Secretariat.

b) **Representation**

The Commonwealth Government will ensure that at least one representative from National Office in attendance to balance national priorities against local issues.

All decisions of the BOM at a minimum require the agreement of the FaHCSIA State Manager and the Director General of the Department of Aboriginal Affairs representing the NSW Government.

Additional representatives may also attend the meeting as required by the BOM.

The Coordinator General, for Remote Indigenous Services will have an open invitation to attend all BOM meetings.

c) **Secretariat**

Responsibility for chairing meetings and providing secretariat support for each meeting will initially be the responsibility of the Commonwealth Government and will be reviewed with a view for this to be shared between both governments.

Both Commonwealth and NSW State Governments shall nominate a Joint Board of Management key contact person who will be the central point of contact within their respective organisation for the issuing of documents and the tracking of decisions.

Generally both Governments will nominate items to be discussed at the BOM one week prior to the meeting.

d) **Review**

The terms of reference will be reviewed as needed.