

IMPLEMENTATION PLAN FOR NATIONAL PARTNERSHIP AGREEMENT
ON REMOTE SERVICE DELIVERY
BETWEEN THE COMMONWEALTH OF AUSTRALIA
AND
THE NORTHERN TERRITORY

PREAMBLE

In accordance with the Terms of Reference of the Bilateral Implementation Plan, two reviews of the commitments and agreed activities of this Plan have been undertaken to ensure the relevance and value of investment for each key activity.

The first version of the Plan covered the period August 2009 until July 2010 and the second version of the Plan covered the period from July 2010 to August 2011. Both previous versions are archived at the Federal Financial Relations website.

This is the third version of the Plan.

The Plan will be reviewed annually to ensure its continuing relevance to the requirements of the Agreement and to the COAG reform agenda.

The primary mechanism for implementing the commitments in this plan is the Regional Operations Centre – Northern Territory (ROC NT).

In addition, the Territory Government's Service Delivery Coordination Unit (SDCU), which is responsible for cross-agency implementation of the *Working Future* policy, will support the ROC to implement this Plan.

PRELIMINARIES

1. The Commonwealth and Northern Territory Governments (the Governments) agreed the National Partnership Agreement on Remote Service Delivery (the Agreement) in January 2009. The Agreement contributes to the Closing the Gap targets listed in the National Indigenous Reform Agreement.
2. The Agreement aims to establish a new coordination model for remote service delivery to ensure Indigenous Australians living in remote communities receive and actively participate in government services at a level broadly comparable with that in non-Indigenous communities of similar size, location and need elsewhere in Australia.
3. This Agreement will be implemented initially in the priority locations of Hermannsburg, Yuendumu, Lajamanu, Ngukurr, Numbulwar, Angurugu, Umbakumba, Yirrkala, Gapuwiyak, Galiwin'ku, Milingimbi, Maningrida, Gunbalanya, Nguiu and Wadeye (Remote Service Delivery Priority Sites).
4. Once the strategy is established in the first fifteen locations, consideration will be given to expanding the approach to additional locations. This process will be consistent with the principles outlined in the *Principles*

Taken into Account in Deciding Sequencing at Schedule B of the Agreement and with the *Coordinator-General for Remote Indigenous Services Act 2009*, which provides that the Australian Government Minister for Indigenous Affairs must consult with the relevant Northern Territory Minister prior to specifying new remote locations under the Act.

5. The Governments note the Northern Territory Government's *Working Future* policy, which provides a longer term vision and framework for remote towns in the Northern Territory. This Implementation Plan will be progressed in a manner that is complementary with the *Working Future* policy.
6. The Governments note progress under the Groote Eylandt and Bickerton Island Regional Partnership Agreement (RPA) and agree that the RPA approach provides one model to assist in achieving the objectives of the Agreement at a local level and agree that it will be the vehicle for implementation in the Groote Eylandt region in addition to Local Implementation Plans for Angurugu and Umbakumba.
7. The Governments note the Tanami Regional Partnership Agreement that encompasses the remote service delivery sites of Yuendumu and Lajamanu, and agree that the Partnership Agreement provides an avenue to channel and focus employment and training outcomes in the region and should be leveraged and built into the Local Implementation Plans for Lajamanu and Yuendumu.
8. The Governments note the important role of Local Government in providing services to remote communities and are committed to working in partnership with Shire Councils to implement the Agreement. The functions of Shire Councils are set out in section 12 of the *Local Government Act* (NT) and include "to plan for the future requirements of its area for local government services".

TERM OF THE IMPLEMENTATION PLAN

9. The term of this Implementation Plan will be from the date that both Governments agree to the Plan until 30 June 2014. The Plan may be amended before this date or extended beyond this date with the written agreement of both parties subject to the formal extension of the Agreement.

GOVERNANCE ARRANGEMENTS

10. The Governments note that a Board of Management has been established as part of the Northern Territory COAG overarching governance arrangement contained in the *Overarching Bilateral Indigenous Plan*.
11. The Board of Management will continue to govern the implementation of the Remote Service Delivery NPA in the Northern Territory.

12. The Board of Management formally includes senior representatives of the Commonwealth Departments of Families, Housing, Community Services and Indigenous Affairs; Health and Ageing; and Education, Employment and Workplace Relations; and the Northern Territory Departments of Housing, Local Government and Regional Services; Education and Training; Health; and the Local Government Association of the Northern Territory. Senior representatives from other Northern Territory and Commonwealth agencies and a representative of Chief Executive Officers of Northern Territory Shire Councils will also be invited to attend Board of Management meetings. The Commonwealth's Coordinator-General for Remote Indigenous Services and the Northern Territory Coordinator-General for Remote Services will be invited to attend the meetings as observers.
13. The Board of Management, operating in accordance with the agreed Terms of Reference:
 - monitors and reports on progress against the actions in this Implementation Plan;
 - takes a whole-of-government approach to supporting the work of the Coordinators-General and Regional Operations Centre (ROC); and
 - solves any problems and seeks to address any lack of progress on implementation.
14. The Governments also agree to hold non-government (NGO) forums that will provide an opportunity for Indigenous and non-Indigenous NGOs to participate in and support the implementation of the Agreement in the Northern Territory.

IMPLEMENTATION

15. This Implementation Plan will be publicly available.
16. The objectives and outcomes of the Agreement will be actioned as set out in the following tables.

Priority 1: Engagement with Communities	
What are we trying to do?	
<ul style="list-style-type: none"> Engage community members in the ongoing development and implementation of Local Implementation Plans (LIPS) in the fifteen identified locations. Improve the level of governance and leadership within Indigenous communities and Indigenous community organisations relevant to the development of the LIPs. Improve the cultural inclusiveness of services, including through strengthened interpreter/translation services and cultural competence training for government employees. 	
What we will do:	Who will do it?
1.1 Implement community engagement and communications plans for the Remote Service Delivery strategy in the Northern Territory	
1.1.1 Implement, monitor and update community engagement plans for each of the fifteen identified locations and provide reports to the BOM on their progress and effectiveness.	ROC NT with key stakeholders
1.1.2 Implement, monitor and update the overarching RSD communications strategy.	ROC NT
1.2 Implement programs to develop community leadership and governance skills	
1.2.1 Implement a training program to enhance the development of leadership and governance skills for RSD sites that: <ul style="list-style-type: none"> In the first instance targets the local RSD reference groups and emerging leaders; incorporates existing training programs, enhanced programs and, where necessary, new programs; identifies targets for the number of training programs to be delivered and the number of people to participate in the programs; and involves key stakeholders including Shire Councils. 	FaHCSIA National Office and ROC NT
1.3 Facilitate engagement with Indigenous people and service delivery through appropriate use of interpreters	
1.3.1 Facilitate access to high quality interpreter services in each of the RSD sites (including in accordance with any national framework).	Commonwealth and Northern Territory
1.3.2 Monitor the use of translators and interpreters through the Aboriginal Interpreter Service and where available through local collection mechanisms.	ROC NT and SDCU
1.4 Deliver cultural competency measures	
1.4.1 Identify and meet the cultural awareness training needs of staff working in the fifteen identified locations and in the ROC NT.	FaHCSIA NO, ROC NT, with support from SDCU
How will we measure our performance?	
<ul style="list-style-type: none"> External evaluation of RSD communications strategies Number of people engaged in leadership and governance programs Stakeholder survey of outcomes of leadership and governance initiatives Number of translation/interpreter services provided Stakeholder survey of translation/interpreter standards Number of people engaged in cultural awareness training Percentage of ROC staff that have undertaken cultural awareness training 	
ROC NT and SDCU	

Priority 2: Building and maintaining an evidence base	
What are we trying to do?	
<ul style="list-style-type: none"> • Measure key social and economic indicators against baselines established in 2010. • Ensure evidence effectively informs the development and implementation of Local Implementation Plans (LIPs). 	
What we will do:	Who will do it?
2.1 Building and maintaining the evidence base	
2.1.1 Replicate key, place-based social and economic indicators in each of the fifteen identified locations with a view to measuring the extent of change over time and between locations.	SDCU and ROC NT
2.1.2 Engage with local people on the results of baseline data replication and the development of new social and economic indicators.	SDCU and ROC NT
2.2 Monitor implementation of effective services	
2.2.1 Maintain information on the standard and range of services in the RSD locations in the Northern Territory.	SDCU, ROC NT and Shire Councils
2.2.2 Maintain information on current and planned government investments in each of the fifteen identified locations.	SDCU and ROC NT
2.3 Monitor and coordinate implementation of local infrastructure	
2.3.1 Maintain an infrastructure plan for each of the fifteen identified locations.	SDCU, ROC NT and Shire Councils
2.3.2 Provide a coordinated approach to the delivery of infrastructure in the RSD locations.	SDCU, ROC NT and Shire Councils
How will we measure our performance?	
<ul style="list-style-type: none"> • Number of baseline indicators replicated on an annual basis • Improvements in social and economic indicators in RSD sites • Assessments of service standards provided by service providers • Number of infrastructure plans being implemented • Case studies of positive impacts from infrastructure and service delivery coordination • Evidence of indicators, service information and infrastructure plans being used for Local Implementation Planning 	
ROC NT and SDCU	

Priority 3: Integrated government planning, coordination and reporting mechanisms	
What are we trying to do?	
<ul style="list-style-type: none"> • Provide simpler access to better coordinated government services delivered by the three tiers of government for Indigenous people in identified communities. • Provide coordination of whole of government operations within a specified region. • Establish an appropriate jurisdiction-wide coordination mechanism for remote service delivery that will cut through red tape and ensure that services are delivered as agreed. 	
What we will do:	Who will do it?
3.1 Location based work	
3.1.1 Maintain and support the Single Government Interface (SGI) established in each RSD site.	ROC NT
3.1.2 Enhance the Single Government Interface model through the effective inclusion of Shire Councils in the operation of the SGI.	ROC NT and Shires
3.1.3 Progress and implement Local Implementation Plans actions at the local level.	ROC NT and Shires
3.2 Work across RSD locations	
3.2.1 Maintain support from Northern Territory and Commonwealth agencies for the Regional Operations Centre (ROC) to ensure LIPs are implemented in a timely, accountable and effective manner.	Commonwealth and Northern Territory
3.2.2 Support the work of both Coordinators-General in monitoring the implementation of the RSD NPA.	FaHCSIA, ROC NT and SDCU
3.2.3 Provide secretariat support to the RSD Board of Management.	SDCU
3.2.4 Provide secretariat support to the NTG Remote Service Delivery Sub-Committee of the Chief Executives Coordination Committee.	SDCU
3.2.5 Support Remote Service Delivery Working Groups.	ROC NT
3.2.6 Convene NGO forums established at item 14 of the preliminaries as required.	ROC NT
3.2.7 Provide Secretariat support to the Groote Eylandt Regional Partnership Agreement Committee	ROC NT
How will we measure our performance?	
<ul style="list-style-type: none"> • Independent evaluation of Single Government Interface • Percentage of BOM meetings where required documentation delivered on time • Stakeholder survey of ROC NT effectiveness 	ROC NT and SDCU

Priority 4: Facilitate improved outcomes through Local Implementation Plans and the development of local economies and jobs	
What are we trying to do?	
<ul style="list-style-type: none"> • Give effect at the local level to the commitments made through the COAG Closing the Gap agenda and the Working Future policy through Local Implementation Plans • Resolve land tenure issues to facilitate and support maximum economic development, private sector investment; opportunity for private home ownership and; improved public housing. 	
What we will do:	Who will do it?
4.1 Develop and implement Local Implementation Plans to deliver the appropriate range and level of quality services to contribute to progress against the Closing the Gap targets	
4.1.1 Implement and update Local Implementation Plans in each of the fifteen identified locations.	ROC NT in consultation with lead and supporting agencies and LIP signatories
4.1.2 Monitor progress of actions in Local Implementation Plans on a quarterly basis.	ROC NT in consultation with lead and supporting agencies and LIP signatories
4.2 Provide local Indigenous people with employment opportunities associated with investments	
4.2.1 Ensure Local Implementation Plans include actions that address employment barriers and maximise local employment and business development opportunities.	ROC NT in consultation with lead and supporting agencies and LIP signatories
4.3 Implement changes to land tenure and administration to enable development of residential and commercial properties and facilitate development of service hubs	
4.3.1 Secure leasehold tenure for government infrastructure in each RSD location.	FaHCSIA, SDCU and Shire Councils
4.3.2 Facilitate land tenure arrangements that support private home ownership and commercial development in each RSD location, including whole-of-township leasing.	FaHCSIA and SDCU
How will we measure our performance?	
<ul style="list-style-type: none"> • Number of LIP actions completed, within agreed timeframes • Number of LIP actions relating to jobs and economic development completed, within agreed timeframes • Number of Indigenous people employed in RSD locations • Number of RSD locations with secure tenure for government infrastructure • Number of RSD locations with land tenure arrangements supporting commercial property development 	ROC NT and SDCU

Priority 5: Reporting and evaluation	
What are we trying to do?	
<ul style="list-style-type: none"> • Meet reporting commitments under the Agreement. • Manage risks 	
What we will do:	Who will do it?
5.1 NPA and COAG Reporting	
5.1.1 Provide all administrative data (as specified in Part 4 of the National Partnership Agreement and in the Implementation Plans) required for effective planning and a thorough evaluation of outcomes of the National Partnership Agreement.	SDCU will coordinate collection of the required data across Northern Territory Government agencies. FaHCSIA will coordinate collection of the required data across Commonwealth Government agencies.
5.1.2 Report to COAG on implementation of the National Partnership Agreement on Remote Service Delivery in the Northern Territory.	FaHCSIA and SDCU
5.2 Continuous improvement	
5.2.1 Identify and share best practice, including through monitoring the overall implementation of the Agreement including the Bilateral Plan and Local Implementation Plans.	ROC NT; SDCU on behalf of the NTG; FaHCSIA on behalf of the Commonwealth.
How will we measure our performance?	
<ul style="list-style-type: none"> • Percentage of administrative data required under Part 4 of the NPA provided within agreed timeframes • Number of LIP actions relating to jobs and economic development completed, within agreed timeframes • Number of Indigenous people employed in RSD locations • Number of RSD locations with secure tenure for government infrastructure • Number of RSD locations with land tenure arrangements supporting commercial property development 	ROC NT and SDCU

Priority 6: Risk management	
What are we trying to do?	
<ul style="list-style-type: none"> Identify and manage risks associated with the implementation of the Remote Service Delivery National Partnership Agreement. 	
What we will do:	Who will do it?
6.1.1 Identify, monitor and manage risks identified in the risk management plan for implementation of the Remote Service Delivery National Partnership Agreement in the Northern Territory.	ROC NT
6.1.2 Develop risk management plans for each of the fifteen identified locations.	ROC NT, with support from SDCU and Shire Councils
How will we measure our performance?	ROC NT and SDCU
<ul style="list-style-type: none"> Annual assessment of Northern Territory risk management plan to determine whether risk ratings have increased or decreased and whether strategies have effectively managed specific risk events Annual assessment of each RSD location risk management plan to determine whether risk ratings have increased or decreased and whether strategies have effectively managed specific risk events 	

LIST OF ACRONYMS

BOM	Board of Management
COAG	Council of Australian Governments
DHLGRS	Department of Housing, Local Government and Regional Services
SDCU	Service Delivery Coordination Unit (Part of DHLGRS)
EDTL	Executive Director of Township Leasing
FaHCSIA	Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
GBM	Government Business Manager
IEO	Indigenous Engagement Officer
LIP	Local Implementation Plan
NGO	Non-Government Organisation
NTG	Northern Territory Government
ROC	Regional Operations Centre
RSD	Remote Service Delivery
SIG	Single Government Interface