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

Plan Period: 2009 – 2014

PREAMBLE

In accordance with the Terms of Reference of the Bilateral Implementation Plan, a six-monthly review of the commitments and agreed activities of this Plan has 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 February 2010 and is archived at: [web address]

This is the second version of the Plan and covers the full 2010 calendar year and will be referred to as the 2010 RSD NPA Implementation Plan (Northern Territory).

The Plan will be jointly 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.

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".

9.   Where practical, the Governments will identify the Commonwealth and Territory investment for each action area in this Implementation Plan by August 2010.

10.   In line with the Agreement, clear statements of expenditure under the National Partnership Agreement in each location will be presented by the Commonwealth and the Northern Territory Governments by August 2010.

TERM OF THE IMPLEMENTATION PLAN

11.   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 or extended beyond this date with the written agreement of both parties subject to the formal extension of the Agreement.

GOVERNANCE ARRANGEMENTS

12.   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.*

13.   The Board of Management will continue to govern the implementation of the Remote Service Delivery Strategy.

14.   The Board of Management 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; and Health and Families; the Local Government Association of the Northern Territory and a representative of Chief Executive Officers of Northern Territory Shire Councils. 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.

15.   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 seek to address any lack of progress on implementation.

16.   The Governments also agree to establish a non-government (NGO) forum 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. The Forum will meet bi-annually, in Darwin and Alice Springs on a rotational basis.

IMPLEMENTATION

17.   This Implementation Plan will be publicly available.

18.   The objectives and outcomes of the Agreement will be actioned as set out in the following tables.

The Hon Malarndirri McCarthy MLA
Minister for Indigenous Development

(on behalf of the
Northern Territory Government)

Date:

The Hon Jenny Macklin MP
Minister for Families, Housing Community Services and Indigenous Affairs
(on behalf of the
Commonwealth Government)

Date: 6 · 7 · 1 0

Action 1: Engagement with Communities		
What are we trying to do? (Purpose) o Engage community members, including through Shire Council local boards, in the development and implementation of Local Implementation Plans (LIPS) in the fifteen identified locations. o Improve the level of governance and leadership within Indigenous communities and Indigenous community organisations relevant to the development of the LIPS. o Improve the cultural inclusiveness of services, including through strengthened interpreter/translation services and cultural competence training for government employees.	**Commonwealth and Territory Investment: $**	
What we will do (Strategies):	**Who will do it? (Roles and Responsibilities)**	**How long will it take? (Timeframe)**
1.1 Develop and 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	Full implementation by April 2010 and then reports to BOM as required
1.1.2 Implement, monitor and update the overarching communications strategy and provide reports to the BOM on effectiveness.	ROC NT	Commence implementation by February 2010 and then report to BOM as required
1.2 Establish programs to develop community leadership and governance skills		
1.2.2 Provide input into the development and then implement a training program to enhance the development of leadership and governance skills for RSD sites that: o In the first instance targets the local RSD reference groups and emerging leaders; o incorporates existing training programs, enhanced programs and, where necessary, new programs; o identifies targets for the number of training programs to be delivered and the number of people to participate in the programs; and o involves key stakeholders including Shire Councils.	FaHCSIA National Office and ROC NT	Developed by March 2010 Ongoing implementation
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	Ongoing

1.3.2 Monitor the use of translators and interpreters through the Aboriginal Interpreter Service and where available though local collection mechanisms.	ROC NT and SDCU	Ongoing
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	Ongoing

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

- Community engagement plans developed, objectives and activities achieved.
- Governance and leadership training packages developed and delivered.
- Community organisations have leadership and succession plans in place to ensure continuity of good governance.
- Trend data shows an increase of Indigenous people into local management positions.
- Qualified interpreters are employed in, or available to support, all fifteen identified locations.
- Trend data indicates an increase in the use of translators and interpreters over the five year period.
- Qualified interpreters working with key service providers.
- Training programs in place for interpreters and staff working with interpreters.
- Governments utilising interpreter services for all RSD community communications.

Action 2: Baseline mapping, service and local infrastructure audits

What are we trying to do? (Purpose)	Commonwealth and Territory Investment: $	
o Measure baseline social and economic indicators, government investment and service levels. o Develop benchmarks to compare with current baselines. o Ensure the baseline mapping effectively informs the development of Local Implementation Plans. o Evaluate progress of Plans against baseline.		

What we will do (Strategies):	Who will do it? (Roles and Responsibilities)	How long will it take? (Timeframe)
2.1 Baseline mapping		
2.1.1 Establish repeatable baseline social and economic indicators in each of the fifteen identified locations.	FaHCSIA in consultation with SDCU	April 2010
2.1.2 Provide feedback to each of the communities on the completed baseline mapping to inform the identification of strategies and priorities for the Local Implementation Plans.	ROC NT	Upon completion of baseline mapping
2.2 Building and maintaining the evidence base		
2.2.1 Develop processes and systems to ensure governments are able to effectively share and maintain data.	FaHCSIA, SDCU	Processes and systems in place by April 2010
2.2.2 Based on information contained in the baseline mapping, measure the extent of change in each of the fifteen identified locations.	FaHCSIA, SDCU	Annually
2.3 Identify and prioritise service gaps		
2.3.1 Compare the standard and range of services in the RSD locations in the Northern Territory with national standards and services in communities of similar size, location and need.	FaHCSIA, SDCU and Shire Councils	Upon completion of baseline mapping
2.3.2 Assess current and planned government investments and services in each of the fifteen identified locations against comparator communities and service standards.	ROC NT, with support from SDCU and Shire Councils	By April 2010
2.4 Identify gaps in priority local infrastructure		
2.4.1 Undertake an infrastructure gap analysis across the fifteen identified locations.	FaHCSIA, SDCU and Shire Councils	April 2010 as part of baseline mapping.

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

- Administrative data provided by NTG and Commonwealth agencies.
- Baseline Community Profiles completed for all fifteen identified locations and feedback provided to communities in an accessible format.
- Baseline Community Profiles used as an evidence base to inform strategies and priorities in Local Implementation Plans.
- Service and infrastructure audits completed.
- Baseline Community Profiles replicated according to the agreed timeframes.

Action 3: Establish integrated government planning, coordination and reporting mechanisms

What are we trying to do? (Purpose)	Commonwealth and Territory Investment: $
- Provide simpler access and better coordinated government services delivered by the three tiers of government for Indigenous people in identified communities. - Provide a base for 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 (Strategies):	Who will do it? (Roles and Responsibilities)	How long will it take? (Timeframe)
3.1 Location based work		
3.1.1 Maintain and support the Single Government Interface (SGI) established in each RSD site.	ROC NT	Ongoing
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	March 2010
3.1.3 Enhance local Situation Reports to effectively and accurately report on progress of Local Implementation Plans	ROC NT	Ongoing
3.2 Regionally based work		
3.2.1 Maintain support from Northern Territory and Commonwealth agencies for the Regional Operations Centre (ROC) during development and implementation of Local Implementation Plans to ensure LIPs are implemented in a timely, accountable and effective manner.	Commonwealth and Northern Territory	Ongoing
3.3 Work across agreed RSD NP locations		
3.3.1 Support the work of both Coordinators-General in monitoring the implementation of the RSD NPA, including responding to recommendations of Coordinators-General six-monthly reports.	FaHCSIA, ROC NT and SDCU.	Ongoing
3.3.2 Provide secretariat support to the RSD the Board of Management.	SDCU	Monthly
3.3.3 Operate the NTG Remote Service Delivery Sub-Committee of the Chief Executives Coordination Committee.	SDCU	Monthly
3.3.4 Operate the Commonwealth Government agency Remote Service Delivery Working Group.	FaHCSIA	Monthly
3.3.5 Convene NGO forum established at item 15 of the preliminaries.	ROC NT	By end February 2010

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3.3.6	Convene Shire Council/GBM/ROC forum to bolster and consolidate working and planning together ideals of RSD	ROC NT	Forum date 25 March 2010

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

- Coordination of service delivery commitments under the RSD Agreement are efficient and effective.

Action 4: Improve service design and delivery through the development of local Implementation Plans and the development of local economies and jobs for local people

What are we trying to do? (Purpose)	Commonwealth and Territory Investment: $

o 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 which:
   o are developed and implemented consistently with community engagement plans developed under Action 1;
   o draw on the results of the Baseline Community Profiles and address service and infrastructure gaps identified under Action 2;
   o identify community aspirations for the future of the township, including objectives identified by community reference groups and Shire Council local boards;
   o have regard to and support Shire Service Delivery Plans; and
   o include plans to improve economic participation and development.
 	
o Resolve land tenure issues to facilitate and support maximum economic development, private sector investment, opportunity for private home ownership and improved public housing (in line with the Remote Indigenous Housing National Partnership Agreement).	

What we will do (Strategies):	Who will do it? (Roles and Responsibilities)	How long will it take? (Timeframe)
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 Develop Local Implementation Plans in each of the fifteen identified locations. The five-year Plans will include the practical goals, targets, actions, timelines, monitoring, evaluation and reporting to support the commitment to develop remote communities into well serviced townships. The results of previous planning exercises for those communities will be considered in the development of the Local Implementation Plans as will Territory-wide service delivery issues, plans, commitments and resourcing.	ROC NT in consultation with Shire Council, Local Boards; relevant members of the communities; SDCU; Commonwealth agencies; and other stakeholders. Endorsement of each LIP by the BOM, with formal sign-off by Commonwealth, Territory Government, community and relevant Shire Council.	June 2010
4.1.2 Implement improvements to the design and delivery of programs and services through Local Implementation Plans.	Relevant NT and Commonwealth agencies; Shire Councils and other stakeholders, with oversight by the ROC NT and SDCU.	Ongoing

4.1.3	Monitor progress against the Local Implementation Plans and make any necessary changes to the Plans in consultation with relevant stakeholders.	ROC NT in consultation with relevant stakeholders.	As needed, once Local Implementation Plans have been agreed

4.2	Provide local Indigenous people with employment opportunities associated with investments		
4.2.1	Assess opportunities and barriers to employment in each of the fifteen identified locations.	ROC NT, SDCU and Shire Councils	April 2010
4.2.2	Build strategies and targets to address employment barriers and maximise local employment and business development opportunities.	ROC NT, SDCU and Shire Councils	By June 2010 (as part of Local Implementation Plan)
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	Consult with Traditional Owners, through relevant land councils, for township leasing in each of the twelve identified locations that don't yet have a township lease. Leasing arrangements should be a minimum of 40 years. Leases are in place for Nguiu, Angurugu and Umbakumba.	FaHCSIA and SDCU	Ongoing
4.3.2	Secure leasehold tenure for government infrastructure, with a view to approximating land arrangements in the fifteen locations with arrangements off Aboriginal land to the greatest extent possible, including: • Land costs for government facilities (calculated by reference to normal commercial arrangements off Aboriginal land in the NT); and • Land development and release consistent with the NT planning scheme.	FaHCSIA and SDCU	Ongoing
4.3.3	Review legislative and administrative arrangements and work towards a framework which allows maximum transferability of individual titles on Indigenous held land with clear and streamlined procedures, including in relation to land registration and planning related laws.	SDCU and FaHCSIA	Ongoing (to be reported upon annually)
4.3.4	Negotiate with Traditional Owners for interim block lease arrangements over government infrastructure pending agreement to whole of township lease arrangements. Leasing arrangements should be for a minimum of 40 years.	FaHCSIA and SDCU	Ongoing until township leases are finalised

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

- Local Implementation Plans finalised in consultation with all relevant stakeholders.
- The services available in each community are identified and monitored against the Local Implementation Plan.
- Service standards are identified, published and reported.
- Agency performance expectations, as outlined in Local Implementation Plans, are met.
- Local stakeholders, in particular local community reference groups and shire councillors, are kept informed of progress.
- Stakeholders have been engaged in the development of the Plan and are able to access ROCs or GBMs to propose changes (if changes are needed).
- Local Implementation Plans are regularly reviewed in consultation with communities.
- Strategies to increase local employment opportunities are a feature of Local Implementation Plans.
- More local jobs are created and more local Indigenous people are engaged in employment.
- Template headlease and subleases developed.
- Township leases are finalised and subleasing arrangements in place.
- Land tenure arrangements facilitate home ownership, commercial investment and economic development and provide secure tenure for Government investment.

Action 5: Reporting and share best practice		
What are we trying to do? (Purpose) o Meet reporting commitments under the Agreement. o Measure improvements in service delivery to RSD Sites. o Evaluate the effectiveness of outcomes and investments. o Manage risks	**Commonwealth and Territory Investment: $**	
What we will do (Strategies):	**Who will do it? (Roles and Responsibilities)**	**How long will it take? (Timeframe)**
5.1 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 at a national and local level.	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.	To support the annual evaluation and reporting process
5.1.2 Provide a report card to communities, the Commonwealth and NTG against the performance indicators, completed baseline mapping and timelines, as detailed in the Local Implementation Plans.	ROC NT, with support from SDCU and Shire Councils	August 2010 and then annually
5.1.3 Report to COAG on implementation of the National Partnership Agreement on Remote Service Delivery, including: o progress against this RSD Implementation Plan and its performance benchmarks; o progress against Local Implementation Plans, and o evaluation of this RSD Implementation Plan's ongoing alignment with the COAG reform agenda.	FaHCSIA and SDCU	Annually each November
5.1.4 Report progress against agreed goals and risks at a location level to the Board of Management.	ROC NT	Monthly, ongoing
5.1.5 Provide clear statements of expenditure as allocated under the National Partnership Agreement in each location.	Northern Territory and Commonwealth	August 2010
5.2 Continuous improvement		
5.2.1 Identify and share best practice o Through monitoring the overall implementation of the Agreement including the Bilateral Plan and Local Implementation Plans; o participate in National Indigenous Clearinghouse collections of evidence to inform policy and service delivery for Indigenous Australians; and o where appropriate, consider the integration of information provided by the National Indigenous Clearinghouse in policy and service delivery in the	ROC NT SDCU on behalf of the NTG. FaHCSIA on behalf of the Commonwealth.	Ongoing

Northern Territory.		

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

- Action and progress against this RSD Implementation Plan, Local Implementation Plans, evaluations and local expenditure are reported against as required and made available publicly.
- Reporting complies with the requirements of Schedule C to the *Intergovernmental Agreement on Federal Financial Relations.*
- Ongoing improvements are made through use of evidence to better refine initiatives over time.
- Commonwealth and Northern Territory agencies undertake regular reviews and evaluations of their service delivery approaches and evidence is used to refine the way services are delivered to accelerate progress towards the Closing the Gap targets.

Action 6: Risk management		
What are we trying to do? (Purpose) o Identify and manage risks associated with the implementation of the Remote Service Delivery National Partnership Agreement.	**Commonwealth and Territory Investment: $**	
What we will do (Strategies):	**Who will do it? (Roles and Responsibilities)**	**How long will it take? (Timeframe)**
6.1.1 Monitor and manage risks identified in the risk management plan for implementation of the Remote Service Delivery National Partnership Agreement.	ROC NT	Ongoing
6.1.2 Develop risk management plans for each of the fifteen identified locations.	ROC NT, with support from SDCU and Shire Councils	Following development of LIPS
How we will know we have achieved the purpose (Performance Benchmarks): • Risk management plans developed. • Risks are effectively identified and managed.		

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
SGI	Single Government Interface