

**NATIONAL PARTNERSHIP AGREEMENT
ON REMOTE SERVICE DELIVERY**

**BILATERAL IMPLEMENTATION PLAN 2009
- 2014**

AGREED BETWEEN

- THE COMMONWEALTH OF AUSTRALIA
- AND
- SOUTH AUSTRALIA

PRELIMINARIES

1. The Commonwealth and South Australian Governments (the Governments) signed the National Partnership Agreement on Remote Service Delivery (the Agreement) in January 2009. The Agreement contributes to the Council of Australian Governments (COAG) Closing the Gap targets listed in the National Indigenous Reform Agreement (NIRA – see www.coag.gov.au).
2. The Agreement was established to implement a new remote service delivery model to clearly identify service standards, roles and responsibilities and service delivery parameters for Aboriginal Australians living in remote communities.
3. This Bilateral Implementation Plan (the Bilateral Plan) is intended to provide the framework for the Commonwealth and South Australia to effectively implement the Agreement and work together with local Aboriginal people to ‘close the gap on Indigenous disadvantage’ in these places.
4. The essential elements of the Bilateral Plan are: engagement with communities; baseline mapping and service audits; establishment of integrated service planning and service delivery mechanisms; development of local implementation plans; monitoring and evaluation, reporting and sharing best practice; and risk management.
5. The Governments note this Agreement will be implemented in the priority locations of Amata and Mimili on the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. Any future sites will be agreed jointly and in consultation with Aboriginal communities.
6. Actions under this Bilateral Plan will be in accordance with the *National Principles for Investments in Remote Locations* (Schedule A of the Agreement); the *Service Delivery Principles for Programs and Services for Indigenous Australians* (Schedule C of the Agreement); and consistent with the *Principles taken into account in deciding sequencing* (Schedule B of the Agreement).
7. The Governments have agreed that actions under the Agreement, together with other relevant COAG initiatives, will contribute to:
 - Improving access to integrated and co-ordinated services (including health, education, employment and other government services),
 - Improving governance and leadership within the communities,
 - Increasing economic and social participation, and promoting personal responsibility, engagement and behaviours consistent with social norms.
8. The lead agencies for this Bilateral Implementation Plan are the Commonwealth Department of Families, Housing, Community Services, and Indigenous Affairs (FaHCSIA), and the Department of the Premier and Cabinet – Aboriginal Affairs and Reconciliation Division (DPC-AARD).
9. The term of this Bilateral Plan is from the date both parties sign the Plan to 30 June 2014. The Plan can be amended or extended as required and agreed by the lead Commonwealth and State agencies.

10. Both the Commonwealth and State Governments agree to utilise the existing resources in the priority locations to complement the investment provided for in the Agreement.

GOVERNANCE ARRANGEMENTS

11. The Governments agree that a Board of Management will be established as part of the South Australian COAG overarching governance arrangements.
12. The Board of Management, to be convened by FaHCSIA and comprise relevant Commonwealth and State Government agency representatives, will:
 - monitor progress towards outcomes in this Bilateral Plan.
 - provide updates to the Coordinator-General for the respective jurisdictions, through the lead agencies.
13. The Implementation Plan will be reviewed annually to ensure its continuing relevance to the requirements of the Agreement and to the COAG reform agenda. Both parties will jointly maintain and agree updates or amendments to the plan following review.

PROMOTION AND PUBLICITY

14. The Governments agree that, where possible, joint consideration is required prior to any public statement or public event in relation to the Agreement. Where appropriate, this should occur through a joint Government announcement/event with the appropriate level of representation.
15. This Bilateral Implementation Plan will be available in the public domain.

Milestone/Output 1: Engagement with Communities

What are we trying to do? (Purpose)	Commonwealth and State/Territory Investment: \$	
<p>1.1 Engage as partners with the APY Lands communities of Amata and Mimili to implement the objectives of the RSD NP.</p> <p>1.2 Improve the level of governance and leadership within Aboriginal communities across the APY Lands and ensure community organisations delivering government services meet relevant legislative requirements and are accountable to their constituents and funding bodies.</p> <p>1.3 Improve access of Aboriginal families to a full range of suitable and culturally inclusive services through strengthened interpreter/translation services.</p> <p>1.4 Promote personal responsibility, engagement and behaviours consistent with positive social norms as a means to increase social and economic participation.</p>	<p>Resources for this output will be drawn from the identified allocations in the RSD NP and from existing Commonwealth and State Government investments in the priority locations</p>	
Strategies:	Who will do it? (Roles and Responsibilities)	How long will it take? (Timeframe)
1.1.1 Engage with communities to roll out a program of community consultations and information sessions about the RSD NP in the priority sites and other communities on the APY Lands.	Joint Commonwealth and South Australian responsibility	July 2009
1.1.2 Develop and implement an engagement strategy with community councils.	Joint Commonwealth and South Australian responsibility	Ongoing
1.1.3 Reinvigorate and support the Wiru Palyantjaku (WP) and Tjungungku Kuranyukutu Palyantjaku (TKP) committees with representation from community councils.	Joint Commonwealth and South Australian responsibility	
1.1.4 Include progress in implementation of NP as a standing agenda item at various regular stakeholder meetings.	Joint Commonwealth and South Australian responsibility	Ongoing
1.1.5 Develop a joint communication and community engagement strategy incorporating various media such as radio, bulletins, email, web-site to ensure stakeholders both in the communities and elsewhere are aware of the Remote Service Delivery policy and strategy.	Joint Commonwealth and South Australian responsibility	Ongoing

1.2.1	Through consultation, identify community needs and priorities and develop appropriate training packages.	Joint Commonwealth and South Australian responsibility	July 2009
1.2.2	Engage communities to develop community leadership skills and programs around which communities and social groupings can organise and build capacity.	Joint Commonwealth and South Australian responsibility	Ongoing
1.2.3	Maintain and expand governance reform programs at community council level to achieve a consistent and robust community governance framework.	Joint Commonwealth and State responsibility	Ongoing –as part of Local Implementation Plan (LIP) process
1.2.4	Develop appropriate training programs in relevant skills – i.e. Aboriginal Leadership Workshop, financial management and administration for existing and potential members of governing bodies.	Joint Commonwealth and South Australian responsibility	Ongoing
1.2.5	Build on current governance reform and training programs to work with elected community councils and community members to enhance community leadership skills and develop active pathways and opportunities for engagement in strategic planning and decision making	Joint Commonwealth and South Australian responsibility	Ongoing
1.2.6	Pursue opportunities to include communities in Office of the Registrar of Indigenous Corporations (ORIC) governance framework including training, on the ground support and mentoring	Joint Commonwealth and South Australian responsibility	Ongoing
1.3.1	Facilitate engagement with Aboriginal people and service delivery through appropriate use of interpreters and enhanced communication media.	Joint Commonwealth and South Australian responsibility	Ongoing
1.3.2	Develop and implement a strategy to ensure: <ul style="list-style-type: none"> ○ a local pool of interpreters to provide consistent, culturally appropriate and readily available services and ○ ongoing training and employment opportunities for local community members. 	The Commonwealth is responsible for introducing a national framework, working with the State, for the effective supply and use of Aboriginal language interpreters and translators including protocols for the use of these interpreters and translators.	December 2009
1.4.1	Develop Local Implementation Plans (LIPs) to improve physical and cultural access to programs. (see Milestone 4)	Joint Commonwealth and South Australian responsibility	Ongoing
1.4.2	Promote personal responsibility, improve participation in education and training consistent with positive social norms and behaviours.	Joint Commonwealth and South Australian responsibility	As part of the LIP process

<p>1.4.3 Develop a community planning framework built on foundational governance programs and incorporating targeted infrastructure and social investment.</p>	<p>Joint Commonwealth and South Australian responsibility</p>	
<p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <p>Engagement</p> <ul style="list-style-type: none"> • Engagement strategy developed and implemented • Meetings held with community and councils in priority locations. • Local Aboriginal people participate in the development and implementation of Local Implementation Plans. <p>Governance and leadership</p> <ul style="list-style-type: none"> • Assessment of community leadership and training needs undertaken. • Program of leadership and other training meets performance targets • ORIC governance process in place <p>Translation services</p> <ul style="list-style-type: none"> • National framework accommodates the needs of Aboriginal South Australians and service delivery agencies wanting to communicate effectively with Aboriginal people • Protocols for the use of Aboriginal interpreters and translators are developed and embedded across agencies • Aboriginal families have improved understanding of services and increased confidence in using them • Quality and quantity of interpreter and translation services meets local needs <p>Positive behaviours</p> <ul style="list-style-type: none"> • The strategy to promote positive social norms is included in the Local Implementation Plans 		

Milestone/Output 2: Baseline mapping and service audits

<p>What are we trying to do? (Purpose)</p> <p>2.1 Improve service planning and delivery.</p> <p>2.2 Ensure that baseline mapping informs the development of the Local Implementation Plans.</p> <p>2.3 Determine current social and economic indicators, government investments, services and service gaps to enable measurement of progress against targets in Local Implementation Plans.</p>	<p>Commonwealth and State/Territory Investment: \$</p> <p>100% of costs to be funded by the Commonwealth.</p>	
<p>Strategies:</p>	<p>Who will do it? (Roles and Responsibilities)</p>	<p>How long will it take? (Timeframe)</p>
<p>2.1.1 Undertake Baseline Mapping of the priority sites. FaHCSIA to coordinate a strategy to provide a credible, accurate and robust baseline community profile.</p> <p>This project will:</p> <ul style="list-style-type: none"> Establish an initial and accurate baseline profile of the local Aboriginal population Utilise the baseline data to measure changes in the comparative socio-economic status of the people in the identified communities over time Utilise the analysis and resultant projections to assist local communities and Governments to plan around future population composition for the provision of housing, employment, health, education and other related services. <p>The Baseline Community Profile (BCP) will focus on the two priority sites, Amata and Mimili, as a priority, as well as other major APY Lands identified communities of Kalka, Pipalyatjara, Pukatja, Kaltjiti, Indulkana and Kanpi/ Nyapari.</p> <p>A Project Steering Committee has been established and is responsible for project and procurement oversight. The Steering Committee comprises representatives from relevant Commonwealth and State Government agencies. It meets regularly (monthly) and a communication strategy will be developed.</p>	<p>Joint Commonwealth and South Australian responsibility</p> <p>The Commonwealth is responsible for undertaking baseline mapping, building and maintaining the evidence base, and monitoring the evaluation in identified locations, including:</p> <ul style="list-style-type: none"> Current government expenditure/investment in each selected location, encompassing existing service delivery and supporting infrastructure; Existing community networks and decision making processes as the basis for establishing legitimate Aboriginal community governance structures and decision making processes; and 	<p>Baseline mapping to be completed by October 2009</p>

<p>The BCP will provide:</p> <ul style="list-style-type: none"> • A demographic profile of the community • Information about children, schooling, health, economic development, housing, safer communities and governance • Details of services and infrastructure • Identification of human and infrastructure assets and strengths of the communities. <p>2.2.1 Service and infrastructure gaps are identified and prioritised.</p> <p>2.3.1 Baseline mapping information is analysed to identify:</p> <ul style="list-style-type: none"> • gaps in services • local infrastructure requirements to support services • areas where outcomes are poor and require targeted action • most effective community structures and organisations to involve in engagement strategies. 	<ul style="list-style-type: none"> • Measuring of performance against clearly defined targets and standards that cut across agencies and levels of government. <p>The SA Government is participating on the Project Steering Committee and coordinating provision of required data from relevant State Government agencies.</p> <p>Joint Commonwealth and South Australian responsibility</p>	<p>December 2009</p>
<p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> • Project established and Project Steering Committee operational • National baseline information requirements identified and provided to Project Steering Committee • Baseline mapping reports for all identified communities provided to Project Steering Committee • An analysis of programs, services and infrastructure in APY Lands undertaken by consultant. • Service and infrastructure gaps are identified, prioritised and agreed. 		

Milestone/Output 3: Establish integrated planning, coordination and reporting mechanisms

<p>What are we trying to do? (Purpose)</p> <p>3.1 Provide simpler access and better-coordinated government services for Aboriginal people in the identified communities.</p> <p>3.2 Provide a base for coordination of government operations within the priority sites and regions.</p> <p>3.3 Establish appropriate coordination mechanisms for remote service delivery in agreed priority locations that will cut through red tape and ensure services are delivered and conditionalities enforced.</p> <p>3.4 Ensure government employees involved with priority communities have been trained appropriately.</p>		<p>Commonwealth and State/Territory Investment: \$</p> <p>Resources for this output will be drawn from the identified allocations in the RSD NP and from existing Commonwealth and State Government investments in the priority locations</p>	
<p>Strategies:</p>		<p>Who will do it? (Roles and Responsibilities)</p>	<p>How long will it take? (Timeframe)</p>
3.1.1	<p>The Commonwealth and the State will work in partnership to establish a Regional Operations Centre (ROC) in Adelaide. The ROC will work across government with Aboriginal people and other stakeholders to support and develop Local Implementation Plans for Amata and Mimili and ensure that the plans are implemented in a timely and accountable way.</p>	<p>Joint Commonwealth and South Australian responsibility</p>	<p>ROC established 1 July 2009</p>
3.2.1	<p>The ROC will ensure integrated service planning and delivery through a single point of contact for the communities of Amata and Mimili. Services will be delivered to target and effect positive sustained social and economic improvement, through:</p> <p>a) Best practice service planning and delivery methodologies, including:</p> <ul style="list-style-type: none"> § Improved coordination and integration models; § Decisions are underpinned and informed by evidence and community input; § Services are culturally informed. <p>b) Effective on the ground coordination to facilitate problem solving.</p>	<p>Joint Commonwealth and South Australian responsibility up to the amounts set aside for this delivery</p>	<p>Ongoing</p>
3.3.1	<p>The ROC arrangements will operate within the framework established under the Commonwealth Coordinator-General for Remote Indigenous Services and:</p>	<p>Commonwealth</p>	

<p>An equivalent – yet to be determined – SA Government central coordination mechanism.</p>	<p>State Government</p>	<p>SA Government to determine its jurisdiction-wide mechanism for coordination of remote reforms by September 2009</p>
<p>3.4.1 Deliver cultural competency measures to ensure appropriate planning and delivery of services.</p> <p>3.4.2 Develop a cross cultural training program for APY Lands using the TAFE developed Interactive Ochre package with objective of Anangu people offering their own APY Lands Interactive Ochre induction training.</p> <p>3.4.3 Make the package available to a wide range of future clients such as government workers, mining companies and NGOs who work on the APY Lands.</p> <p>3.4.4 Promotion of program and recruitment strategy for train the trainer element to be developed in consultation with SA Government, TAFE, APY and community councils. Longer term employment outcomes to be incorporated.</p> <p>3.4.5 Develop and deliver a two-way training program to raise awareness and understanding by communities of Commonwealth State governance and political frameworks.</p>	<p>Joint Commonwealth and South Australian responsibility</p> <p>The State is responsible for funding cross-cultural awareness training. South Australia is responsible for ensuring that staff are appropriately trained as part of train the trainer approach.</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. Joint Commonwealth and South Australian responsibility.</p>	<p>September 2009</p>
<p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> • Structure of ROC, staffing levels, roles and responsibilities and operational processes agreed. • ROC established and staffed • Protocols for decision making and dispute resolution agreed • SA Government central coordination mechanism is agreed and implemented • First report (to be issued every six months) is delivered • Cross-cultural training package developed • Training programs established and delivered– Train the Trainer and Two- way Cultural Induction • Employment strategy developed 		

Milestone/Output 4: Develop local implementation plans to improve service design and delivery

<p>What are we trying to do? (Purpose)</p> <p>4.1 Give effect at the local level to the commitments made in the Remote Service Delivery National Partnership.</p> <p>4.2 Raise the standard and range of services delivered to Aboriginal families.</p> <p>4.3 Work with Aboriginal people in the priority sites to build social norms and capitalise on economic opportunities.</p>			<p>Commonwealth and State/Territory Investment: \$</p> <p>Resources for this output will be drawn from the identified allocations in the RSD NP and from existing Commonwealth and State Government investments in the priority locations</p>	
<p>Strategies:</p>			<p>Who will do it? (Roles and Responsibilities)</p>	<p>How long will it take? (Timeframe)</p>
<p>4.1.1 Local implementation plans to be developed in consultation with:</p> <ul style="list-style-type: none"> • Amata community • Mimili community • Local stakeholders – community councils, service providers <p>This will involve:</p> <p>a) Agreement of Local Implementation Plan processes, consultation, templates and service delivery priorities for communities</p> <p>b) Identification of commitments under the RSD, NIRA and related COAG agreements that are relevant to each identified location. These are to be included in the Local Implementation Plans.</p> <p>c) Development and implementation of local strategies to contribute to Closing the Gap targets.</p> <p>d) Monitoring and evaluation of outcomes to inform ongoing implementation and ensure work is on track to achieve results.</p>			<p>Joint Commonwealth and South Australian responsibility</p>	<p>Local Implementation Plans (LIPs) process commences following collection of baseline data</p> <p>after October 2009 and to be completed by April 2010</p>
<p>4.2.1 Assess current service delivery standards against the <i>Service Delivery Principles</i> (schedule C of the National Indigenous Reform Agreement) in consultation with relevant agencies.</p> <p>4.2.2 Propose and introduce improvements to the design and delivery of programs and services in Amata and Mimili. Detail and negotiate changes with communities and relevant stakeholders.</p>			<p>Joint Commonwealth and South Australian responsibility</p>	<p>Ongoing assessment and review during terms of LIP</p>

<p>4.2.3 Undertake negotiations for an enhanced regional (APY Lands) service delivery model.</p> <p>4.2.4 Progressively implement new regional service delivery model</p>	<p>SA Government to lead negotiations with the Commonwealth, APY communities and key representative and service provision organisations</p>	
<p>4.3.1 Ensure local Aboriginal people are provided with employment opportunities associated with investments in identified locations through major investment projects, interpreting and translating services and cultural competency programs.</p> <p>4.3.2 Consult with local stakeholders to maintain land tenure focus and pursue new leases as required in Amata and Mimili to facilitate construction of housing and other infrastructure/investments.</p> <p>4.3.3 Manage and update information relating to the cadastral identification of land / properties to support future lease and land tenure negotiations.</p>	<p>Joint Commonwealth and South Australian responsibility</p> <p>South Australian Government responsibility</p> <p>South Australian Government responsibility</p>	<p>Ongoing assessment and review during terms of LIP</p> <p>Ongoing</p> <p>Ongoing</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 communities have ownership of the LIPs • LIPs provide an effective mechanism for implementing the COAG agenda as expressed in the RSD NP in the identified communities • Monitoring and evaluation framework agreed and implemented <p>Aboriginal employment opportunities</p> <ul style="list-style-type: none"> • Aboriginal training and workforce strategies implemented. 		

Milestone/Output 5: Reporting and share best practice; Ongoing monitoring and evaluation

<p>What are we trying to do? (Purpose)</p> <p>5.1 To provide regular monitoring, reporting and evaluation of the RSD objectives, outcomes and outputs, and the COAG targets with a view to improving performance and shared best practice.</p>	<p>Commonwealth and State/Territory Investment: \$</p> <p>Resources for this output will be drawn from the identified allocations in the RSD NP and from existing Commonwealth and State Government investments in the priority locations</p>	
<p>Strategies:</p>	<p>Who will do it? (Roles and Responsibilities)</p>	<p>How long will it take? (Timeframe)</p>
<p>5.1.1 The Commonwealth will monitor the overall implementation of the Agreement, including the Bilateral Plans and Local Implementation Plans and:</p> <ul style="list-style-type: none"> a) report annually to COAG on the implementation of the NP Agreement b) provide joint reports to Ministers after six months and then every twelve months against the performance indicators of this plan c) provide clear statements of expenditure in each location presented by the Commonwealth and South Australia twelve months after commencing implementation. 	<p>Commonwealth</p> <p>FaHCSIA and DPC-AARD</p>	<p>Framework for monitoring, reporting and evaluation to be included as integral part of the Local Implementation Plans.</p> <p>Per the NP</p>
<p>5.1.2 South Australia will provide a report card first after six months and then every twelve months to the Commonwealth against the performance indicators, completed baseline mapping and timelines, as detailed in Local Implementation Plans.</p> <p>Reports to be due within one month of relevant specified period.</p> <ul style="list-style-type: none"> • Part of the reporting process will include an annual evaluation process to ensure ongoing alignment with the COAG reform agenda that is shared across all jurisdictions 	<p>FaHCSIA and DPC-AARD</p>	<p>Per the LIPs and NP</p>
<p>5.1.3 Ensure a continuous improvement approach to planning and delivery through:</p> <ul style="list-style-type: none"> • employing mechanisms to collect and share best practice and lessons learned • monitoring and evaluating implementation of remote service delivery. 	<p>Joint Commonwealth and South Australian responsibility</p>	<p>Ongoing</p>

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

- The required reports are delivered on time.
- Information is shared between jurisdictions and with individual identified communities.
- Recommendations of evaluation reports provide input into program and service design.
- Performance improvement measures are implemented.
- Subsequent reports reflect improvements in performance.

(If required, timing for annual reporting could be adjusted to better link in with other COAG reporting processes such as the report of the COAG Reform Council.)

Milestone/Output 6: Risk management		
What are we trying to do? (Purpose)		
6.1 Identify the key risks associated with implementation of the remote service delivery approach in Amata and Mimili and develop appropriate remedial strategies.		
Strategies:	Who will do it? (Roles and Responsibilities)	How long will it take? (Timeframe)
6.1.1 Address risk of communities not being sufficiently engaged in the remote service delivery approach through: <ul style="list-style-type: none"> • implementation and monitoring of a community engagement strategy, tailored and refined as required • timely resourcing of ROC and the local positions • support of community governance structures • ensuring employment opportunities are created for local Aboriginal people • realistic depiction of objectives, timelines and processes to ensure expectations are met 	Joint Commonwealth and South Australian responsibility	Ongoing
6.1.2 Address risk of agencies not being sufficiently involved in new approach through: <ul style="list-style-type: none"> • promotion of integration and coordination of services by the ROC at State Manager level (Commonwealth) /Executive Director level (State Government) and cross agency forums • regular and targeted communication through the Board of Management • regular and ongoing feedback to agencies from ROC 	Joint Commonwealth and South Australian responsibility	Ongoing
6.1.3 Address risk of insufficient funding available to achieve stated objectives through: <ul style="list-style-type: none"> • prioritisation and effective sequencing of activities • reallocation of funds • seeking greater agency buy-in on a whole of government basis • identification and implementation of efficiencies including shared resources across governments • establishment of links to other National Partnership Agreements 	Joint Commonwealth and South Australian responsibility	Ongoing

<p>6.1.4 Address risk of insufficient data obtained through baseline mapping process by:</p> <ul style="list-style-type: none"> • ensuring Project Steering Committee has broad cross-government representation • consideration of data requirements for effective local planning process • regular meetings of Project Steering Group 		
<p>6.1.5 Address risk of National Partnership Agreement and COAG target outcomes not being achieved by:</p> <ul style="list-style-type: none"> • ongoing and periodic monitoring and evaluation mechanisms • establishment of fora to obtain stakeholder input on implementation issues • use of data analysis to prompt remedial action 		
<p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> • Communities are engaged and active participants in the new approach • Cross agency feedback and buy-in is obtained • Commitments in the local implementation plans are met as prioritised • Baseline data effectively informs planning and implementation. 		