

NATIONAL PARTNERSHIP AGREEMENT ON REMOTE SERVICE DELIVERY

Bilateral Implementation Plan 2009 - 2014

Agreed between

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

Bilateral Implementation Plan for Remote Service Delivery

PRELIMINARIES

1. This Bilateral Implementation Plan (the Bilateral Plan) is intended to provide the framework for the Commonwealth and Western Australia to effectively implement the Remote Service Delivery National Partnership Agreement (RSD) and work together with local Indigenous people to close the gap on Indigenous disadvantage in these places.
2. 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.
3. Western Australia will advance reforms to land tenure in accordance with the relevant section of the Remote Indigenous Housing Implementation Plan to facilitate Commonwealth capital investment.
4. The RSD will be implemented in Fitzroy Crossing and surrounding communities, Halls Creek and surrounding communities and on the Dampier Peninsula, with a focus on Ardyaloon and Beagle Bay.

This agreement adopts a cluster approach to service delivery enabling the priority locations to be service hubs and enabling the outreach of services to surrounding communities.

5. The lead agencies for this Bilateral Implementation Plan are the Commonwealth Department of Families, Housing, Community Services, and Indigenous Affairs (FaHCSIA), and the Western Australian Department of Indigenous Affairs (DIA).
6. Clear statements of expenditure under the National Partnership in each location will be presented by the Commonwealth and State 12 months after Implementation Plans have been agreed.
7. Both the Commonwealth and State Governments agree to utilise existing resources in the priority locations to complement the investment provided for in the NP.
8. This Bilateral Plan can be amended as required and agreed by the lead Commonwealth and State agencies.

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

| Milestone/Output 1.0: Community Governance and Engagement | | |
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| What are we trying to do? (Purpose) | Commonwealth and State/Territory Investment: \$ | |
| To engage with Indigenous communities as partners in the implementation of the RSD in the identified priority locations, | 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. | |
| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| 1.1. In each priority location, build the capacity of the community to engage: <ul style="list-style-type: none"> <input type="checkbox"/> Assist community to map existing networks and decision making processes and establish legitimate Indigenous community governance structures and decision making processes. <input type="checkbox"/> Assist community leadership and governance capacity building by identifying training needs and implementing a program of leadership training. <input type="checkbox"/> Provide resources for community governance. The arrangements for the provision of resources to be worked out with the relevant communities. | FaHCSIA and DIA | Community governance structures to be agreed prior to development of Local Implementation Plans. Capacity building and resources for governance to apply for the duration of the RSD. |
| 1.2. Build the capacity of government to engage: <ul style="list-style-type: none"> <input type="checkbox"/> Develop and adopt a framework for planning and delivery of culturally accessible services including continuing cultural awareness training for staff; and incorporating local and systemic issues associated with cultural accessibility and how to address these. (see 3.4) | FaHCSIA and DIA | Framework to be developed six months following agreement of the Bilateral Plan. Cultural training to commence as part of staff induction. |
| 1.3. In each priority location, agree on protocols and processes for community and government engagement: <ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement a comprehensive place based engagement strategy regarding the objectives and processes of the RSD and in the development, implementation and monitoring of Local Implementation Plans <input type="checkbox"/> Contract an agreement broker to assist in developing and facilitating agreed ways of working together. <input type="checkbox"/> Develop operational guidelines for implementing the protocols and processes. <input type="checkbox"/> Government and community to sign off on the operational guidelines. | FaHCSIA and DIA | To be completed prior to commencement of development of Local Implementation Plans. |
| 1.4. Develop a communications strategy to ensure stakeholders outside the priority locations are aware of and understand the new approach. | FaHCSIA and DIA | To be completed prior to development of Local Implementation Plans. |

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| <p>1.5. Set up agreed processes for the use and delivery of translation and interpreting services in response to local needs.</p> | <p>Commonwealth and State staff located in the ROC in conjunction with the GBM, and supported by State Operations Centre.</p> | <p>Translation and interpreting services are to be utilised in initial engagement with communities as required. Agreed processes to be set-up prior to development of Local Implementation Plans.</p> |
| <p>1.6. Evaluate effectiveness of community and government engagement</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review protocols, processes and guidelines <input type="checkbox"/> Amend as necessary | <p>FaHCSIA and DIA</p> | <p>As part of annual review/evaluation</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Community members actively participate in community decisions and in the development of Local Implementation Plans. <input type="checkbox"/> Assessment of community leadership training needs undertaken and program of training developed meets performance targets. <input type="checkbox"/> There is a common understanding of joint Commonwealth and State government decision-making processes that are relevant to the planning and delivery of services in each priority location. <input type="checkbox"/> Protocols processes and operational guidelines for community and government engagement are followed. <input type="checkbox"/> Processes for delivery of translation and interpreting services appropriate to the needs are in place and embedded across agencies. | | |

Milestone/Output 2.0: Baseline mapping and service audits

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| <p>What are we trying to do? (Purpose)</p> <p>To determine the current social and economic indicators, government investments, services and service gaps to measure results and improve performance in achieving the COAG targets.</p> | <p>Commonwealth and State/Territory Investment: \$</p> <p>100% of costs to be funded by the Commonwealth.</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>2.1 Establish a joint Commonwealth/State working group at the State level to oversee the baseline mapping and service audits.</p> | <p>FaHCSIA and DIA</p> | <p>Baseline mapping to commence after agreement of the Bilateral Implementation Plan. To be completed within one (1) month after establishment of the integrated planning and service delivery mechanism</p> |
| <p>2.2 Determine information/data for the baseline report including</p> <ul style="list-style-type: none"> <input type="checkbox"/> Social indicators <input type="checkbox"/> Services <input type="checkbox"/> Investments/expenditures | <p>FaHCSIA and DIA</p> | <p>See above</p> |
| <p>2.3 Undertake stocktake of existing information and data collection processes relevant to the priority locations</p> | <p>FaHCSIA and DIA</p> | <p>See above</p> |
| <p>2.4 Identify information and data gaps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify additional information to be collected; <input type="checkbox"/> Agree data collection methodology and timeframe for initial and subsequent data collection; <input type="checkbox"/> Develop strategies to improve data availability and quality | <p>FaHCSIA and DIA</p> | <p>See above</p> |
| <p>2.5 Collect information/data using best practice and leveraging resources and knowledge of research and other relevant institutions.</p> | <p>FaHCSIA and DIA</p> | <p>See above</p> |
| <p>2.6 Analyse information/data and produce baseline reports for each priority location to identify:</p> <ul style="list-style-type: none"> <input type="checkbox"/> gaps in services and infrastructure requirements to support services; <input type="checkbox"/> areas where outcomes are poor and require targeted action. | <p>FaHCSIA and DIA</p> | <p>See above</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Baseline Report for each priority location completed by November 2009 <input type="checkbox"/> Analysis of programs, services and infrastructure undertaken for each of the priority locations <input type="checkbox"/> Service and infrastructure gaps identified, prioritised and agreed. | | |

Milestone/Output 3.0: Establish integrated service planning and service delivery mechanisms

(in which Commonwealth and State, and other service delivery partners work together to develop and implement processes and structures to plan and deliver integrated services)

| What are we trying to do? (Purpose) To enable government to effectively work together at the local, regional and state levels to provide integrated and better coordinated services in identified priority locations and in doing so raise the standard and range of services delivered to Indigenous people to be broadly comparable to that in non-Indigenous communities of similar size, need and location. | Commonwealth and State/Territory Investment: \$ 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. | |
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| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| 3.1. Establish Regional Operations Centre/s in the Kimberley. <ul style="list-style-type: none"> <input type="checkbox"/> Determine structure, staffing levels, roles and responsibilities <input type="checkbox"/> Recruit staff | FaHCSIA and DIA | Three (3) months following agreement of the Bilateral Plan, |
| 3.2. Establish a Local Operations Centre in each priority location to be headed by a Government Business Manager <ul style="list-style-type: none"> <input type="checkbox"/> Determine structure, staffing levels, roles and responsibilities, and reporting arrangements <input type="checkbox"/> Agree on cost sharing arrangements <input type="checkbox"/> Establish office and staff accommodation <input type="checkbox"/> Recruit staff | FaHCSIA and DIA | Six (6) months following the establishment of the integrated service planning and delivery mechanism. |
| 3.3 Engage with Local Governments and other service delivery partners (e.g. other locally/regionally based State and Commonwealth agencies, not for profit organisations, business and industry partners) | FaHCSIA and DIA | To commence following agreement of the Bilateral Plan. |
| 3.4. Establish Commonwealth and State coordination mechanisms within and across governments to facilitate problem solving and to ensure that planning and delivery of services proceeds smoothly. <ul style="list-style-type: none"> <input type="checkbox"/> National Coordinator General <input type="checkbox"/> State Operations Centre, comprised of heads of relevant Commonwealth and State agencies including the State Coordinator General. | <ul style="list-style-type: none"> <input type="checkbox"/> FaHCSIA <input type="checkbox"/> FaHCSIA and DIA | July 2009 July 2009 |
| 3.5. Develop and agree operational processes and structures for service planning and delivery guided by relevant policies such as the Commonwealth's policy on Homelands and the State's Remote Aboriginal Communities Policy. Processes and structures to include: <ul style="list-style-type: none"> <input type="checkbox"/> Forums that include key stakeholders (government, community, NGOs, and corporate sectors) <input type="checkbox"/> Guidelines for planning and service delivery including the use of planning tools such service level standards. <input type="checkbox"/> Guidelines to address local and systemic issues associated with cultural accessibility <input type="checkbox"/> Monitoring, reporting and performance improvement mechanisms (see Output 5) <input type="checkbox"/> Workforce planning focusing on the development of local skills and a stable local workforce. | FaHCSIA ,DIA, Indigenous leadership, local government and other service partners. | Six (6) months following agreement of the Bilateral Plan |

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| <input type="checkbox"/> Mechanisms to ensure that the design and delivery of services are consistent with the Service Delivery Principles agreed in the RSD. | | |
| 3.6. Sign MOU with relevant Commonwealth, State and Local Government agencies at the State and regional levels to embed the agreed operational processes and structures into operations. | FaHCSIA and DIA | Following completion of 3.5 |
| 3.7 Review operational processes and structures and amend as required. | FaHCSIA and DIA | One year following signing of MOU and yearly after that. |

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

- Local, Regional and State Operations Centres are in place with structures, staffing levels, roles and responsibilities and operational processes agreed by the agreed timelines
- MOU with Commonwealth, State and Local Government agencies is signed by the agreed timeline.
- Operational processes are followed.
- Following the annual reviews, amendments to operational processes and structures are implemented as required.

Milestone/Output 4.0: Develop Local Implementation Plans to deliver integrated services that meet the needs of Indigenous people in the priority locations.
 Local Implementation Plans are ‘living documents’ that are built as each priority area of service delivery is agreed by government and communities. Implementation commences as and when agreements on service delivery are reached.

| What are we trying to do? (Purpose) Government and communities in each location agree on the level and range of services to be provided that are necessary to achieve the COAG targets. | Commonwealth and State/Territory Investment: \$ 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. | |
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| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| 4.1 Using the protocols and guidelines agreed in 1.3, bring together key stakeholders including community, government, NGOs, business & industry partners to develop Local Implementation Plans for each priority location to cover the period 2010/11 to 2013/14. This could be facilitated by “Agreement Brokers”. | Commonwealth and State staff in Local and Regional Operations Centres. | Commence following completion of baseline mapping |
| 4.2 For each priority location, identify commitments under the RSD, NIRA and related COAG agreements that are relevant to each location for inclusion in the Local Implementation Plan; identify service gaps and agree priority areas and targets and identify the potential of reprioritising existing resources. This should include the identification of gaps in priority infrastructure needs. The information from the baseline mapping will be used for this purpose. | Commonwealth and State staff in Local and Regional Operations Centres. | Commence following completion of baseline mapping. |
| 4.3. For each priority location agree on service delivery priorities to address the gaps and priority areas identified through 4.2. | Commonwealth and State staff in Local Operations Centres supported by the Regional and State Operations Centres. | Commence following completion of 4.2 |
| 4.4. Identify land tenure reform issues in each location, and negotiate solutions/ways forward with the community. This includes engagement with stakeholders to expedite current native title processes and to ensure the protection of current native title rights | Local Operations Centres supported by the Regional and State Operations Centres. | Concurrent with 4.2 for completion as part of agreed Local Implementation Plan. |
| 4.5 Land reform is to be pursued as a priority in the designated priority locations. The Commonwealth and State will pursue changes to communally held Indigenous land tenure and administration arrangements to support maximum economic development, improved housing (including private housing) and commercial investment Consistent with the agreed Bilateral Implementation Plan for the Remote Indigenous Housing National Partnership (RIH NP), the Western Australian Government will conduct a two Stage process of reform: <ul style="list-style-type: none"> <input type="checkbox"/> Stage One - commence immediately with urgent amendments to the Aboriginal Affairs Planning Authority Act 1972 and the Housing Act 1980 that will empower the Department of Housing to manage housing assets on Crown land held in Trust for the use and benefit of Indigenous people. | As agreed in the RIH NP Bilateral Implementation Plan. | As agreed in the RIH NP Bilateral Implementation Plan. |

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| <p><input type="checkbox"/> Stage Two –There are two main components involved: implementing mechanisms to facilitate housing management on other land tenures; and an examination of relevant State legislation to work towards allowing maximum transferability of individual titles to facilitate home ownership and commercial use of Aboriginal land</p> <p>Western Australia will report on progress of land reform as required under the Indigenous Housing Bilateral Implementation Plan.</p> <p>The Commonwealth Government will consider changes to the Native Title Act 1993 to facilitate the application of investments provided under the RIH NP.</p> | | |
| <p>4.5 Sign-off on initial Local Implementation Plans by community, government (Commonwealth, State and Local Governments) and other service delivery partners.</p> | <p>FaHCSIA , DIA,</p> | <p>As soon as priorities are agreed by community and government.</p> |
| <p>4.6 Commence implementation of priorities agreed in initial Local Implementation Plan</p> | <p>Commonwealth and State staff in Local Operations Centres supported by the Regional and State Operations Centres.</p> | <p>As agreed in 4.5</p> |
| <p>4.6 Update and implement Local Implementation Plans to incorporate other service delivery priorities.</p> | <p>Commonwealth and State staff in Local Operations Centres supported by the Regional and State Operations Centres.</p> | <p>As soon as priorities are agreed by community and government.</p> |
| <p>4.7 Revise Local Implementation Plans to incorporate performance improvement measures where required.</p> | <p>Commonwealth and State staff in Local Operations Centres supported by the Regional and State Operations Centres.</p> | <p>Subsequent to timelines agreed under 5.5 and 5.6</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local Implementation Plans that clearly set out the services to be provided to address community priorities, including targets and performance measures are agreed by government and the communities. <input type="checkbox"/> Processes for addressing land tenure issues are agreed with key stakeholders including changes to land tenure and administration arrangements to support maximum economic development, improved housing (including private housing) and commercial investment. <input type="checkbox"/> Local Implementation Plans are periodically updated to ensure that performance improvement measures are implemented to achieve the targeted outcomes. | | |

Milestone/Output 5.0: Monitoring and evaluation, reporting, and sharing best practice.

| What are we trying to do? (Purpose) To provide regular monitoring, reporting and evaluation of the RSD objectives, outcomes and outputs, and the COAG targets with a view to improving performance. | Commonwealth and State/Territory Investment: \$ 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. | |
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| What we will do (Strategies): | Who will do it? (Roles and Responsibilities) | How long will it take? (Timeframe) |
| 5.1. Develop and agree monitoring, reporting and evaluation frameworks including performance indicators and performance improvement processes for the: <ul style="list-style-type: none"> <input type="checkbox"/> RSD National Partnership <input type="checkbox"/> Bilateral Implementation Plan <input type="checkbox"/> Local Implementation Plans The frameworks should be the vehicle for reporting back to the community, government and other stakeholders. | FaHCSIA and DIA | Frameworks for the RSD and Bilateral Plan to be completed by Dec 2009. Framework for monitoring, reporting and evaluation to be included as integral part of the Local Implementation Plans. |
| 5.2 Building on baseline mapping, agree joint data collection strategies for monitoring, reporting and evaluation of the RSD, Bilateral Plan and Local Implementation Plans <ul style="list-style-type: none"> <input type="checkbox"/> Identify data sources and data gaps <input type="checkbox"/> Develop and agree strategies for addressing data gaps <input type="checkbox"/> Establish joint data collection, and sharing mechanisms (including processes and instruments) | FaHCSIA and DIA | Strategies for RSD and Bilateral Plan to commence following agreement of the Bilateral Plan, to be used in preparing first report. Strategy for Local Implementation Plan to be undertaken as part of the development of the Local Implementation Plan. |
| 5.3. Using the agreed framework in 5.1, produce periodic joint reports on the implementation of the RSD. | FaHCSIA and DIA. | Annually |
| 5.4 Using the agreed framework in 5.1, produce periodic joint reports on the implementation of the Bilateral Plan. | FaHCSIA and DIA | First report six (6) months following the agreement of the Bilateral Plan and then every twelve months thereafter. |

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| 5.5 Using the agreed framework in 5.1, produce periodic joint reports on the implementation of Local Implementation Plans for each priority location. | FaHCSIA and DIA | First report six (6) months following the signing of the Local Implementation Plans, then every twelve months thereafter. The reports will be provided [within two months of the end of the relevant period. |
| 5.6 Using the agreed frameworks in 5.1 undertake evaluation of the RSD, Bilateral Plan and Local Implementation Plans, and share evidence-based best practice. | FaHCSIA and DIA | The reporting process will include an annual evaluation process to ensure ongoing alignment with the COAG reform agenda that is shared across all jurisdictions. |
| 5.7. Provide clear statements of expenditure in each location | FaHCSIA and DIA | Twelve months (12) after implementation of the RSD and annually thereafter |
| 5.8. Ensure reporting complies with the requirements of Schedule C to the Intergovernmental Agreement on Federal Financial Relations (IGA) | FaHCSIA and DIA | As provided for in the IGA |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> <input type="checkbox"/> The required reports are delivered on time. <input type="checkbox"/> Performance improvement measures are implemented. <input type="checkbox"/> Subsequent reports reflect improvements in performance. <p><i>(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.)</i></p> | | |

Milestone/Output 6.0: Risk management

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| <p>What are we trying to do? (Purpose)</p> <p>To identify and manage/mitigate the risks associated with implementing the RSD, the Bilateral Plan and the Local Implementation Plans.</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>What we will do (Strategies):</p> | <p>Who will do it? (Roles and Responsibilities)</p> | <p>How long will it take? (Timeframe)</p> |
| <p>6.1. Through the State, Regional and Local Operations Centres, identify the risks and barriers to achieving the objectives and outcomes of the RSD, Bilateral Plan and Local Implementation Plans.</p> | <p>FaHCSIA and DIA</p> | <p>Identification of risks and barriers for RSD and Bilateral Plan to commence following agreement of the Bilateral Plan, to be used in preparing first report. For Local Implementation Plan this is to be undertaken as part of the development of the Local Implementation Plan.</p> |
| <p>6.2. Bring together relevant stakeholders to develop a risk management plan that includes risk management roles and responsibilities for each of the RSD, Bilateral Plan and Local Implementation Plans.</p> | <p>FaHCSIA and DIA</p> | <p>Timeframe as above.</p> |
| <p>6.3. Regularly monitor and report on risks in accordance with the risk management plan as part of agreed joint reporting on the RSD, Bi-lateral Plan, and Local Implementation Plans.</p> | <p>FaHCSIA and DIA</p> | <p>Timing to be consistent with reporting requirements described under Output 5.</p> |
| <p>How we will know we have achieved the purpose (Performance Benchmarks):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Risk management plan is completed, implemented and regularly reviewed as part of periodic reporting. <input type="checkbox"/> Risks identified are mitigated. | | |

