

# Jobs Schedule

## NATIONAL PARTNERSHIP AGREEMENT ON STRONGER FUTURES IN THE NORTHERN TERRITORY

### PART 1: PRELIMINARIES

1. This document is a schedule to the National Partnership Agreement on Stronger Futures in the Northern Territory (NP) and should be read in conjunction with that agreement. The objective of the NP is to support Aboriginal people in the Northern Territory (NT), particularly in remote communities, to live strong, independent lives, where communities, families and children are safe and healthy.
2. This schedule outlines the Commonwealth's 10-year commitment to improving the employment, career development and retention of Aboriginal people delivering Stronger Futures services across the NT. It covers Stronger Futures activities and services to be delivered by the Commonwealth as required by clause 22 of the NP, and includes details of:
  - (a) the Jobs Package elements announced in November 2011;
  - (b) the overarching commitment to ensure Aboriginal employment goals and targets are progressively incorporated into Implementation Plans (IPs) and funding agreements for relevant Stronger Futures programs and activities delivered by the Commonwealth; and
  - (c) the overarching commitment to building the capacity of Aboriginal community controlled organisations and Indigenous business enterprises so they are better able to deliver Stronger Futures services to communities.
3. A table of the Aboriginal employment targets and goals set for each of the Commonwealth Own Purpose Expenditure (COPE) elements in each Implementation Plan, is in the Appendix to this Schedule.
4. The Commonwealth is committed to working with Aboriginal stakeholders and community groups to ensure services are responsive and effectively meet community needs, and that agreed mechanisms are in place to provide for their ongoing feedback.
5. It is recognised that strong collaboration between the Commonwealth and the Northern Territory is needed to make sustained progress in improving Aboriginal employment across the NT. Both governments are committed to developing and implementing a joint Aboriginal Workforce Development Strategy (the Strategy) to cover Stronger Futures programs and initiatives as outlined in clause 19 (i) of the NP. That Strategy will set out a shared vision for improving the employment, career development and retention of Aboriginal people in the delivery of all Stronger Futures services.

## PART 2: TERMS OF THIS SCHEDULE

6. This schedule will support the implementation of the NP, which ceases on 30 June 2022.
7. This schedule may be varied by the Commonwealth Minister for Families, Community Services and Indigenous Affairs.

## PART 3: STRATEGY FOR IMPLEMENTATION

### Project Information

8. The project elements planned are shown in Table 1 as follows:

**Table 1: Project elements**

No.	Title	Short description	Planned start date	Planned end date	Dependent on projects
1.	Aboriginal employment goals and targets	Aboriginal employment targets and goals for relevant Stronger Futures elements incorporate into Implementation Plans and funding agreements and monitor and report on progress. A table of the agreed Aboriginal employment targets and goals is in the Appendix to this schedule.	1 July 2012	30 June 2022	1-6
2.	Build capacity of Aboriginal community controlled organisations, non-government organisations and Indigenous business enterprises	Build the capacity of Aboriginal community controlled organisations and Indigenous business enterprises.	1 July 2012	30 June 2022	1-6
3.	Jobs Package – Working on Country Ranger Positions	Expand the Working on Country Program in the NT with 50 new ranger positions.	1 July 2012	Ongoing	Nil
4.	Jobs Package – Local Jobs for Local People Traineeships	Deliver up to 100 employment based traineeships in the NT to help Aboriginal people fill service delivery jobs in their communities.	1 July 2012	30 June 2016	Nil

No.	Title	Short description	Planned start date	Planned end date	Dependent on projects
5.	Jobs Package – Jobs for year 12 school leavers	The Commonwealth will work with the Northern Territory to support Aboriginal students completing year twelve to access jobs in the Public Sector.	1 July 2012	30 June 2022	Nil
6.	Jobs Package – Expansion of Indigenous Communities in Business	Expand the Indigenous Communities in Business program in Wadeye and Wurrumiyanga where preparatory work has been undertaken to establish micro-enterprises.	1 July 2012	30 April 2014	Nil

### Estimated Costs

9. The Commonwealth will provide an estimated \$19.1 million over four years for the Working on Country element of the jobs package. Other elements of this Schedule utilise resources in existing programs and form part of each of the nine Implementation Plans under the NP.

**Table 2: Estimated financial contributions from Commonwealth**

(\$ million)	2011-12	2012-13	2013-14	2014-15	2015-16
Element 3 – Working on Country#	-	1.956	4.815	6.132	6.192
<b>Total Commonwealth commitment</b>	-	1.956	4.815	6.132	6.192

# funding for ranger positions is ongoing.

### Program Logic

10. The way in which these project elements will be managed to achieve the outcomes and objectives set out in the NP is detailed in Table 3 below.



**Table 3: Program logic**

Project elements	Outputs	Outcomes	Reform Objectives
<p>1. Aboriginal employment goals and targets</p>	<p>Increased local Aboriginal employment across all levels of the workforce by the expiration of the NP</p> <p>Increased professionalisation and improved career development for local Aboriginal staff across all Northern Territory service sectors</p> <p>More Aboriginal Territorians in remote areas gaining qualifications</p>	<p>Improved economic participation, including employment and enterprise development</p>	<p>To make a clear and measurable commitment to the employment and career development of Aboriginal people as a priority under Stronger Futures programs and activities.</p> <p>To encourage the development of Aboriginal workforce development initiatives required to meet stated targets and goals.</p> <p>To improve the monitoring and reporting of Aboriginal employment data.</p> <p>A table of the agreed Aboriginal employment targets and goals is in the Appendix to this schedule.</p>
<p>2. Build capacity of Aboriginal community controlled organisations and Indigenous business enterprises</p>	<p>Building and strengthening Aboriginal community controlled organisations and non-government sector capacity and sustainability</p> <p>More sustainable Aboriginal enterprises</p>	<p>Improved economic participation, including employment and enterprise development</p> <p>Improved government engagement, service accessibility and coordination with remote communities</p>	<p>Strong, effective Aboriginal organisations with sound leadership and governance, delivering services in communities that are inclusive, respectful and understanding of local Aboriginal people and can respond to local community needs.</p>

Project elements	Outputs	Outcomes	Reform Objectives
3. Jobs Package – Working on Country Ranger positions	<p>Increased local Aboriginal employment across all levels of the workforce by the expiration of the NP</p> <p>Increased professionalisation and improved career development for local Aboriginal staff across all Northern Territory service sectors</p> <p>More Aboriginal Territorians in remote areas gaining qualifications</p> <p>More sustainable Aboriginal enterprises</p>	Improved economic participation, including employment and enterprise development	<p>Increased employment of Aboriginal rangers and the further development of contemporary and traditional land and sea management skills.</p> <p>Delivery of conservation, environmental and cultural projects in the NT.</p>
4. Jobs Package – 'Local Jobs for Local People' Traineeships	<p>Increased local Aboriginal employment across all levels of the workforce by the expiration of the NP</p> <p>Increased professionalisation and improved career development for local Aboriginal staff across all Northern Territory service sectors</p> <p>More Aboriginal Territorians in remote areas gaining qualifications</p>	Improved economic participation, including employment and enterprise development	<p>Increased capacity of the local Indigenous workforce to fill service delivery positions in remote communities.</p> <p>Increased support for service providers to employ Aboriginal trainees.</p>
5. Jobs Package – Jobs for Year 12 school leavers	<p>Increased local Aboriginal employment across all levels of the workforce by the expiration of the NP</p> <p>Increased professionalisation and improved career development for local Aboriginal staff across all NT service sectors</p> <p>More Aboriginal Territorians in remote areas gaining qualifications</p>	Improved economic participation, including employment and enterprise development	Increased employment opportunities in government and government funded organisations for young Aboriginal people, demonstrating the benefits of a good education.

Project elements	Outputs	Outcomes	Reform Objectives
6. Jobs package – Expansion of Indigenous Communities in Business	More sustainable Aboriginal enterprises	Improved economic participation, including employment and enterprise development	Development of micro-enterprises in Wadeye and Wurrumiyanga.

11. Each of the elements contributes to the Commonwealth's commitment to improve employment outcomes for Aboriginal people, particularly in remote areas of the NT. The Stronger Futures Jobs Package, which was announced in November 2011 includes targeted action covering the expansion of the Working on Country Program with 50 new ranger positions established over four years; the delivery of up to 100 employment-based traineeships to help Aboriginal people fill service delivery jobs in their communities; the expansion of Indigenous Communities in Business (ICB) into Wadeye and Wurrumiyanga to establish micro-enterprises; and support for Aboriginal students who complete Year 12 to access jobs in the Public Sector.
12. The creation of additional Indigenous Engagement Officer positions in remote communities as part of the new Remote Engagement Teams is a significant contribution towards maximising Aboriginal workforce participation in remote communities and providing genuine opportunities for ongoing employment as public servants.
13. The development of Aboriginal employment targets for individual Stronger Futures elements is a means of leveraging Stronger Futures investment in programs and services to realise economic opportunities for Aboriginal people.
14. These different elements are drawn together under the umbrella of the joint Commonwealth and Northern Territory Stronger Futures Aboriginal Workforce Development Strategy. That Strategy reflects the efforts of both the Commonwealth and Northern Territory to improve Aboriginal employment, career development and retention under Stronger Futures.
15. Complementing that Strategy is the Commonwealth funded Remote Jobs and Communities Program which is designed to provide a simpler, more integrated and flexible approach to participation and employment services for people living in remote areas of Australia. The streamlined service will provide support for Aboriginal people in the NT to take up opportunities presented under Stronger Futures.
16. Enhancing Communities is a key element of Stronger Futures and is designed to build the capacity of local Aboriginal organisations to deliver services to local communities. This investment focuses on increasing governance and leadership and will help to create local jobs and ensure, wherever possible, service delivery is tailored to meet local needs.



## Relevant Northern Territory Context

17. Recent census data shows that the employment rate for Aboriginal people aged 15-64 (excluding Community Development Employment Projects (CDEP) participants) in the NT rose from 21.3 per cent in 2006 to 30.3 per cent in 2011. This shift reflects improvements in Aboriginal employment in the private sector and in jobs delivering government funded services such as land and sea management, night patrols and child and family support.
18. However, the Aboriginal employment rate in the NT remains unacceptably low and below that of other jurisdictions. It is clear that as part of an overall effort to increase Aboriginal employment in the NT, more needs to be done to increase the employment, career development and retention of Aboriginal people in the public sector and government funded service delivery organisations.
19. In 2011, wide ranging consultations were held with Aboriginal people and other residents of the NT on priorities for the Stronger Futures package. A clear message from these discussions was the need to build strong local economies and better support Aboriginal people to take up jobs in their communities with proper wages, training and ongoing development.

**Table 4: Links with existing reforms or projects**

Proposed project elements	Existing reforms or projects	Complementary nature of activities
All	Remote Service Delivery National Partnership Agreement	Improvement in the access of Aboriginal families to a full range of suitable and culturally inclusive services across 29 priority communities in Australia, including 15 communities in the NT.  Identification of priority locations and investment scope guided by the community specific local implementation plans.
All	National Partnership Agreement on Skills Reform	This Agreement support reform to the vocational education and training sector so that it better meets the needs of industry and students, particularly 'at risk' groups including Aboriginal people living in remote parts of the NT.
All	Commonwealth and Northern Territory Indigenous economic development strategies	These strategies set out the overall priorities to be pursued to increase Indigenous participation in education, training, employment and business development at the national and NT levels.

## PART 4: PERFORMANCE AND REPORTING ARRANGEMENTS

### Reporting

20. The Commonwealth will report progress against this Schedule in the six monthly reports of the NP.
21. These reports will also provide information on support to increase the capacity of Aboriginal community controlled organisations, non-government organisations and Indigenous business enterprises.
22. As part of these reports, information will also be provided on progress delivering the Aboriginal employment and business initiatives announced by the Commonwealth as part of the Stronger Futures Jobs Package. This will include information on the number of Aboriginal trainees successfully entering work under the 'Local Jobs for Local People' traineeships program, number of Aboriginal rangers employed under the Working on Country program and progress with the Indigenous business initiatives in Wadeye and Wurrumiyanga.

### Review and Evaluation

23. Evaluations of this Schedule will be conducted as part of broader evaluation mechanisms established under the joint Aboriginal Workforce Development Strategy with the Northern Territory Government. Evaluations will take place in 2016-17 and 2019-20 in line with the overall NP.

### Sign off

The Commonwealth confirms its commitment to this Schedule as follows:

Signature



Date

4.6.13

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Minister for Families, Community Services and Indigenous Affairs

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## Appendix – Aboriginal Employment Targets and Goals for Stronger Futures Commonwealth Own Purpose Expenditure (COPE) Elements of the Stronger Futures in the Northern Territory NP.

Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
<b>Jobs Package</b>		
<b>Indigenous Rangers</b>	The expansion of Working on Country in the NT will be implemented over four years in a staged roll out of 50 new Indigenous ranger positions delivered through three open and competitive funding rounds. Twelve of the 50 new ranger positions will be rolled out in 2012-2013, increasing to a total of 37 positions in 2013-14 and reaching the target of 50 positions by 2014-15.	Department of Sustainability, Environment, Water, Pollution and Communities
<b>Local Jobs for Local People</b>	Indigenous traineeships will help up to 100 Aboriginal people fill service delivery jobs in their communities as these jobs become available.	Department of Education, Employment and Workplace Relations
<b>Jobs for Year 12 school leavers</b>	The Commonwealth will work with the Northern Territory to support year 12 school leavers to access jobs in the Public Sector.	Department of Education, Employment and Workplace Relations
<b>Expansion of Indigenous Communities in Business (ICB)</b>	The Indigenous Communities in Business program will be extended to two additional communities, Wadeye and Wurrumiyanga, to help support the development of new sustainable aboriginal enterprises and improve economic activity.	Department of Families, Housing, Community Services and Indigenous Affairs

Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
<b>Health (Schedule A of the NP)</b>		
<p><b>Primary Health Care Service Delivery</b></p> <p>This element provides resources to the Northern Territory or Aboriginal Community Controlled Health Organisations (ACCHOs) to deliver primary health care services.</p>	<p>An Aboriginal employment goal has been set to annually increase the number of Aboriginal people employed in primary health care services. Baseline data will be developed and agreed based on an analysis of 2011-12 Office of Aboriginal and Torres Strait Islander Health Service Reporting data.</p> <p>Tailored training programs are being developed to provide a pathway for Aboriginal people into administrative, management and Aboriginal Health Worker roles in the primary health care sector.</p>	Department of Health and Ageing
<p><b>Food Security</b></p> <p>There are two components to this measure:</p> <ol style="list-style-type: none"> <li>1. Operation of a licensing scheme for community stores; and</li> <li>2. Grant funding to support community stores improve their infrastructure, financial management and corporate governance.</li> </ol>	<p><u>Aboriginal Employment in Stores</u></p> <p>Store owners and managers will be assisted to improve Aboriginal employment in community stores by ensuring:</p> <ol style="list-style-type: none"> <li>(a) License compliance reports provided to store owners and managers record the store's level of Aboriginal employment. Owners and managers will be offered assistance in developing strategies increase Aboriginal employment and develop the skills of staff; and</li> <li>(b) Governance and managerial training and mentoring include modules on recruitment and selection of staff and on leading and managing people.</li> </ol> <p><u>Delivery of Food Security Services</u></p> <p>Companies contracted to provide Stronger Futures food security services will be expected to employ local Aboriginal people wherever possible to assist in the delivery of projects in communities and will also be encouraged to improve their recruitment and development of</p>	Department of Families, Housing, Community Services and Indigenous Affairs



Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
	<p>Aboriginal staff as follows:</p> <ul style="list-style-type: none"> <li>(a) All companies contracted to provide Stronger Futures services will be required to have a Reconciliation Action Plan in place by 2014-15, including measures for increasing the level of Aboriginal employment in the company;</li> <li>(b) Larger companies, especially those with apprentice or graduate intake programs, will be required to show how they encourage and maximise the number of Aboriginal people employed through such programs; and</li> <li>(c) Discussions will be held with tertiary education providers in the Northern Territory to see if there is scope for Aboriginal undergraduates in relevant courses to be funded (using food security administered funding) to undertake work experience programs with store managers.</li> </ul>	
<b>Schooling (Schedule B of the NP)</b>		
<p><b>School Nutrition Program</b></p> <p>This element supports the provision of a breakfast and/or lunch service for school aged children attending school in targeted communities in the NT.</p>	<p>This element will continue to employ, train and support Aboriginal people to work in the School Nutrition Program, maintaining a minimum of 75 per cent Indigenous employment under the program. Opportunities will be explored to develop networks between staff delivering meals under the School Nutrition Program and staff performing related services in early childhood, aged care and other community services. This may lead to the development of joint training and other professional development activities.</p>	<p>Department of Education, Employment and Workplace Relations</p>



Stronger Futures Package Elements	Aboriginal Employment Targets and Goals		Commonwealth Agency
<b>Community Safety and Justice (Schedule C of the NP)</b>			
<p><b>Supplementary Legal Assistance</b></p> <p>This element supports legal services to provide legal advice, referral representation and community education.</p>	<p>The Commonwealth will support community and statutory-based legal service organisations to further develop and implement their existing Aboriginal employment and career development strategies.</p>	<p>Attorney-General's Department</p>	
<p><b>Community Patrols</b></p> <p>This element supports community patrols to provide services to improve the safety of individuals and families in remote communities in the NT.</p>	<p>This element will continue to employ, train and support Aboriginal people to work in Community Patrols, with an Aboriginal employment target to be maintained at a minimum of 90 per cent and increased over time, ensuring 100 per cent of night patrol workers have the opportunity to undertake a Certificate 3 in Community Night Patrol in the NT training to support increased employment pathways.</p>	<p>Attorney-General's Department</p>	
<b>Child, Youth , Family and Community Wellbeing (Schedule E of the NP)</b>			
<p><b>Stronger Communities for Children</b></p> <p>This element will expand the number of Stronger Communities for Children sites from four to 19 sites in the NT to provide early intervention and prevention support services for children, young people and their families in remote communities.</p>	<p>This element will draw on the expansion of services to increase the number of Aboriginal people employed delivering Stronger Communities for Children services.</p> <p>Aboriginal employment targets have been set of 50 per cent of Stronger Communities for Children workers by 2014-15, 60 per cent by 2017-18 and 75 per cent by 2020-21.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>	

Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
<p><b>The Intensive Family Support Service (IFSS)</b></p> <p>This element will ensure the continued delivery of IFSS, which is currently being delivered by five services across eighteen locations in the NT, and additional services will be implemented in up to fifteen communities across the NT.</p>	<p>The IFSS program is committed to employing, developing and training suitable staff to deliver IFSS with an emphasis on building up a sustainable locally-based Indigenous workforce. Aboriginal employment targets developed include 50 per cent of staff by 2014-15, 60 per cent by 2017-18 and 65 per cent by 2020-21.</p> <p>An Intensive Family Support Workforce Development Strategy is being implemented that includes:</p> <ul style="list-style-type: none"> <li>(a) providing VET training in foundational studies and Family Support/Community Services to potential IFSS workers (trainees) in new sites; and</li> <li>(b) providing a VET Certificate IV and Diploma level qualification in Child, Youth and Family Intervention to IFSS workers, including Aboriginal staff to ensure competency and skills are appropriate for undertaking the positions.</li> </ul>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>
<p><b>Youth Services</b></p> <p>This element will redesign and transition current Youth in Communities services so they are delivered under the new Stronger Communities for Children model.</p>	<p>The Youth in Communities program aims to increase the number of Aboriginal people employed in delivering the program. Currently 45 per cent of staff are Indigenous youth trainees.</p> <p>Aboriginal employment targets have been set of 50 per cent of staff by 2014-15, 55 per cent by 2017-18 and 60 per cent by 2020-21.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>



Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
<p><b>Playgroups</b></p> <p>This element will continue to support five locational supported playgroups and three intensive support playgroups provided under the Family Support Program Communities for Children Indigenous Parenting Services activity, to help develop children's social, emotional, physical and cognitive abilities.</p>	<p>These playgroups will continue to employ, train and support Aboriginal people to work in supported playgroups, maintaining levels of Aboriginal employment at a minimum of 80 per cent, with an increase over time.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>
<p><b>Crèches</b></p> <p>This element provides early childhood and education care programs for children aged 0-5 in nine communities where crèches are operating.</p>	<p>An Aboriginal employment target has been set of maintaining Aboriginal employment at a minimum of 75 per cent, with an increase over time.</p> <p>Flexible training projects are being established to further develop Aboriginal staff working in crèches, including providing assistance to existing staff to complete Certificate III in Children's Services and/or a Diploma of Children's Services.</p>	<p>Department of Education, Employment and Workplace Relations</p>
<p><b>Development of a local Aboriginal human services workforce strategy</b></p> <p>The Commonwealth and Northern Territory have agreed to jointly develop and implement a workforce development strategy for the human services sector in Stronger Communities for Children sites.</p>	<p>This workforce development strategy will operate in the Stronger Communities for Children sites and aim to increase the number of local Aboriginal people that are employed and/or undertaking training to work in the human services sector.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>



Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
<p><b>Non-Government Organisation Capacity Building</b></p> <p>This element will develop and implement a strategy to increase the number and capacity of Aboriginal Community Controlled Organisations and other non-government sector organisations to deliver human services programs in Stronger Communities for Children sites.</p>	<p>This element aims to support sustainable Aboriginal enterprises to help these organisations play an increased role in delivering Stronger Communities for Children services and help to provide more stable employment opportunities for Aboriginal staff.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>
<p><b>Remote Engagement and Coordination (Schedule I of the NP)</b></p>		
<p><b>Remote Engagement Teams</b></p> <p>This element will establish regional teams to enhance engagement with communities, oversight the effectiveness of local services and assist with regional and local planning.</p>	<p>The Commonwealth is committed to further developing a skilled and stable remote workforce that lives in remote communities and prioritises the employment of Aboriginal staff. A target of 100 per cent Aboriginal employment has been set for Indigenous Engagement Officers (IEOs) and a 20 per cent target for Government Engagement Coordinators (GECs) after five years and 50 per cent after ten years.</p> <p>Work is underway to ensure IEOs and GECs can access career development opportunities including:</p> <ul style="list-style-type: none"> <li>(a) Offering successful IEOs and GECs permanent FAHCSIA positions or long-term contracts instead of temporary contracts;</li> <li>(b) Providing support to IEOs and GECs to develop their skills and extend duties to progress a career in the Australian Public Service, including with secondments to other areas of</li> </ul>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>

Stronger Futures Package Elements	Aboriginal Employment Targets and Goals	Commonwealth Agency
	<p>the Department; and</p> <p>(c) Establishing dedicated mentor positions to help staff take up career advancement opportunities.</p>	
<p><b>Classification Education</b></p> <p>This element will enable special measures to be taken to protect children living in Aboriginal communities in the NT from being exposed to prohibited material.</p>	<p>This element will be delivered by a suitable Indigenous peak organisation as the service provider. An Aboriginal employment goal has been set of 100 per cent of staff involved in directly delivering the program.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>
<p><b>Enhancing Communities</b></p> <p>This element will support projects to build the capacity of local Aboriginal and non-government organisations.</p>	<p>This element, through building the governance and leadership capacity of Aboriginal community controlled and other non-government organisations, will assist with Aboriginal staff engagement, development and retention strategies.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>
<p><b>Governance and Evaluation of Stronger Futures in the Northern Territory</b></p> <p>This element will support the governance and evaluation of the NP.</p>	<p>The Evaluation Strategy is to be developed with the Northern Territory and will prioritise achieving high levels of Aboriginal engagement in the evaluation process, including the employment of Aboriginal people in conducting surveys.</p>	<p>Department of Families, Housing, Community Services and Indigenous Affairs</p>