



Australian Government  
National Indigenous  
Australians Agency



# Corporate Plan 2023–24

# National Indigenous Australians Agency Corporate Plan 2023–24

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# Acknowledgement of Country

The National Indigenous Australians Agency (NIAA) acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.

## **Warning**

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased people.

# Message from the Chief Executive Officer

I am pleased to present the National Indigenous Australians Agency (NIAA) Corporate Plan for 2023-24. Aligned to our vision – *Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered* – the Corporate Plan sets the direction and priorities for the next four years for the NIAA.

The Government's ambitious agenda for Indigenous Australians has driven the NIAA to reframe our work to deliver against the priorities. We continue to lead and influence across government to ensure the aspirations of First Nations communities are prioritised, through genuine partnerships and relationships. All levels of governments have a role in delivering outcomes for First Nations peoples.

We make a difference through key policy reforms: our leadership of Closing the Gap across governments; partnerships with the Coalition of Peak Aboriginal Community Controlled organisations (Coalition of Peaks), communities and other stakeholders; and the Indigenous Advancement Strategy, we are exploring better ways to deliver with First Nations peoples. For example, the Junior Rangers program, work on remote housing and homelands in the Northern Territory and improving availability and access to clean water through the National Water Grid program.

The NIAA regional network across Australia enables us to maintain strong relationships with communities, helps to enhance regional governance and respond to the needs and priorities of communities. We are on the ground in 37 locations and 14 communities, and are able to mobilise efforts and work with partners to support communities through extreme events. For example, during the floods experienced in the Kimberley in 2023 the Agency supported the emergency management efforts across the region, ensuring there was local Indigenous community input as well as providing support to available services.

Over the next four years the NIAA will continue to **lead and coordinate the National Agreement on Closing the Gap**. Our work in partnership with the Coalition of Peaks and all governments has already seen some important progress towards embedding



**Jody Broun**  
Chief Executive Officer, NIAA

the Priority Reforms. For example, for Priority Reform One, five Policy Partnerships have been established (for Justice, Social and Emotional Wellbeing, Housing, Early Childhood Care and Development and Languages) and the 2023 Commonwealth partnership stocktake has identified approximately 40 partnerships that align with the strong partnership elements in the National Agreement.

However, we know there is a lot more work to do. We are accelerating effort to embed the Priority Reforms and deliver on the 2023 Commonwealth Implementation Plan whilst also working with the Coalition of Peaks on upcoming budgetary measures and the 2024 Implementation Plan. By embedding the Priority Reforms we know that greater progress will be

achieved on the important socio-economic targets for the life outcomes of First Nations people that will ultimately close the gap. Key outcomes and actions for the year ahead include, working with the Coalition of the Peaks and across the APS, we will give effect to prioritisation policies when working with community controlled organisations, address existing limitations in Closing the Gap reporting, and improve the governance and sharing of government-held Indigenous data.

The Government has made clear its intention to **deliver the Uluru Statement from the Heart in full**, and the Agency's role is to continue to work with communities, First Nations Leaders, and our colleagues to progress this commitment. In the last year the NIAA supported Government to settle policy on the referendum process, constitutional amendment and referendum question through consultation with First Nations people, drafted related legislation including the Constitution Alteration Bill, and supported the delivery of a civics awareness and information program.

The NIAA is also implementing the government's commitment to economic empowerment of First Nations people through a range of initiatives. A new approach to remote employment, designed in partnership with First Nations peoples will see the Community Development Program (CDP) replaced by a reformed real jobs program, with real wages and employment conditions. We have trials

**Pictured left to right:**

NIAA CEO Jody Broun, Assistant Minister for Indigenous Australians, Senator the Hon Malarndiri McCarthy, Minister for Indigenous Australians, the Hon Linda Burney MP, Senator Patrick Dodson outside the NIAA Office at Charles Perkins House, Canberra (Ngunnawal Country)

**Photo:** NIAA



currently delivering outcomes that will inform the new program design. **Enhancing economic outcomes for First Nations** peoples means listening to communities, ensuring local solutions meet local aspirations and unique circumstances. The Indigenous business hubs (NSW, WA and NT) each went through an extensive design process to ensure their service offer fit the needs of local and regional First Nations businesses and entrepreneurs.

The NIAA continues to work with our partners and across government to **improve mental health, emotional and physical well-being and safety** with work across the youth service programs and night patrols. We continue to support the healing process of members of the stolen generations and their families through the Territories Stolen Generations redress scheme which has received more than 1000 applications and has already made over 560 payments.

The NIAA will continue to meet the expectations of our Stretch Reconciliation Action Plan 2022-2025 which ensures we shape impactful change, internally and externally, and this ties into Priority Reform Three: Transforming Government Organisation<sup>1</sup>. The Agency and our staff are serious about saying no to Racism – we have joined the ‘Racism. It stops with me’ campaign.

<sup>1</sup> <https://www.reconciliation.org.au/>



2023 NIAA Graduates with CEO Jody Broun at the NIAA office **Photo:** NIAA

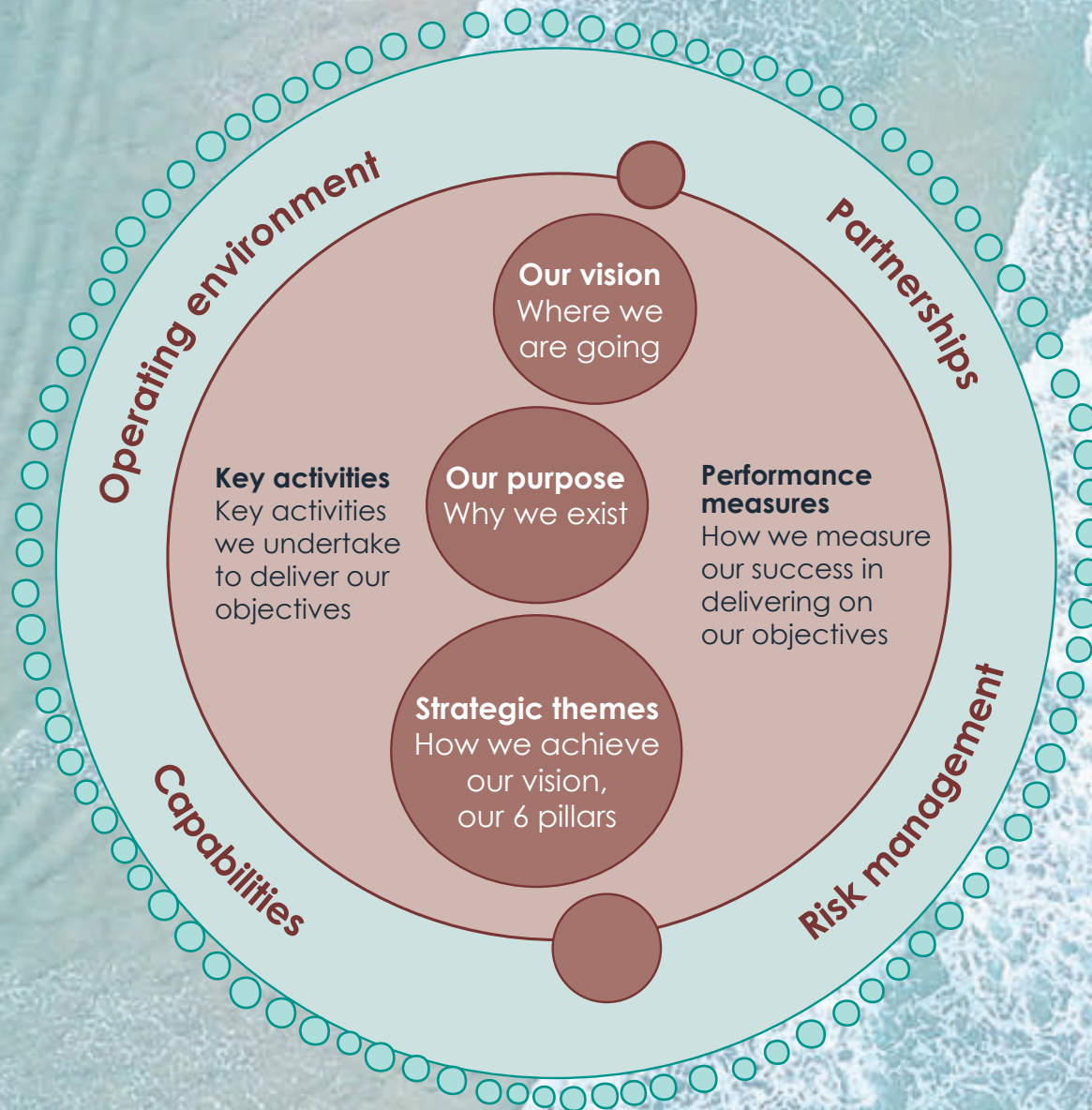
Every day the team at NIAA strive to work in genuine partnership with First Nations peoples, exploring new ways to improve outcomes. The commitment and dedication of NIAA staff makes me proud to be leading such an impactful agency, through what is an exciting time in this country.

### Statement of Preparation

As the accountable authority of the NIAA, I present the NIAA's Corporate Plan 2023–24, which covers the periods of 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*

**Jody Broun, Chief Executive Officer  
National Indigenous Australians Agency  
August 2023**

# Corporate Plan on a Page





# Who We Are

## Our Vision

Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

## Our Purpose

The NIAA works in genuine partnership to enable the self-determination and aspirations of First Nations communities. We lead and influence change across government to ensure Aboriginal and Torres Strait Islander peoples have a say in the decisions that affect them.

## Our Values

In addition to the Australian Public Service (APS) values<sup>2</sup> which set the standard for ethical behaviour across the public service, how we work at the NIAA is underpinned by our shared values:

- We respect multiple perspectives
- We are authentic.
- We are professional and act with integrity.
- We invest in each other's success.
- We deliver with purpose.

We continue to embed our values through our behaviour and actions, at all levels. The NIAA has a unique Employee Value

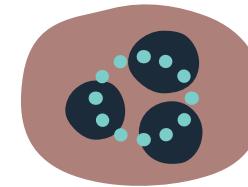
<sup>2</sup> The *Public Service Act 1999* (PS Act) requires APS employees and agency heads at all times to behave in a way that upholds the APS Values.

Proposition that generates passion and drive; we value our people – they're at the heart of everything we do.

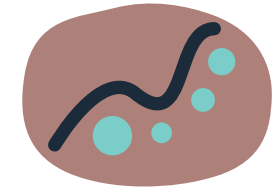
The following actions support our organisational culture:

- We role model inclusive leadership at all levels within the Agency, creating a safe workplace for everyone.
- Communication from our leaders outlines behaviours that align to the Values, ensuring that all staff are aware of what this looks like in action.
- We invest in success through transformation initiatives, such as the Galambany Program of work, transforming how we work to be more effective in achieving goals.
- Our Engage process throughout the year ensures that we are authentic in our actions by being honest, sharing information and giving feedback.
- We build upon our knowledge and cultural capability through the award winning Footprints program.
- The behaviours we exhibit will be further embedded through the introduction of the Diversity and Inclusion Framework and the NIAA People Strategy.

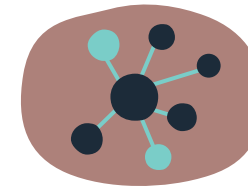
## Our Strategic Themes



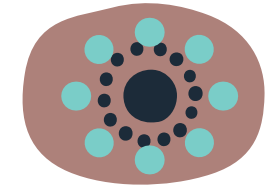
Building our influence



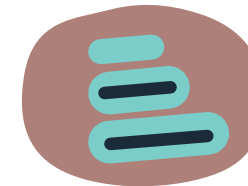
Investing to deliver the greatest benefit



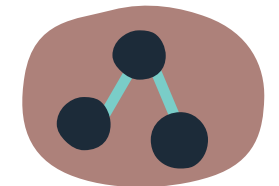
Identifying economic and human capital opportunities



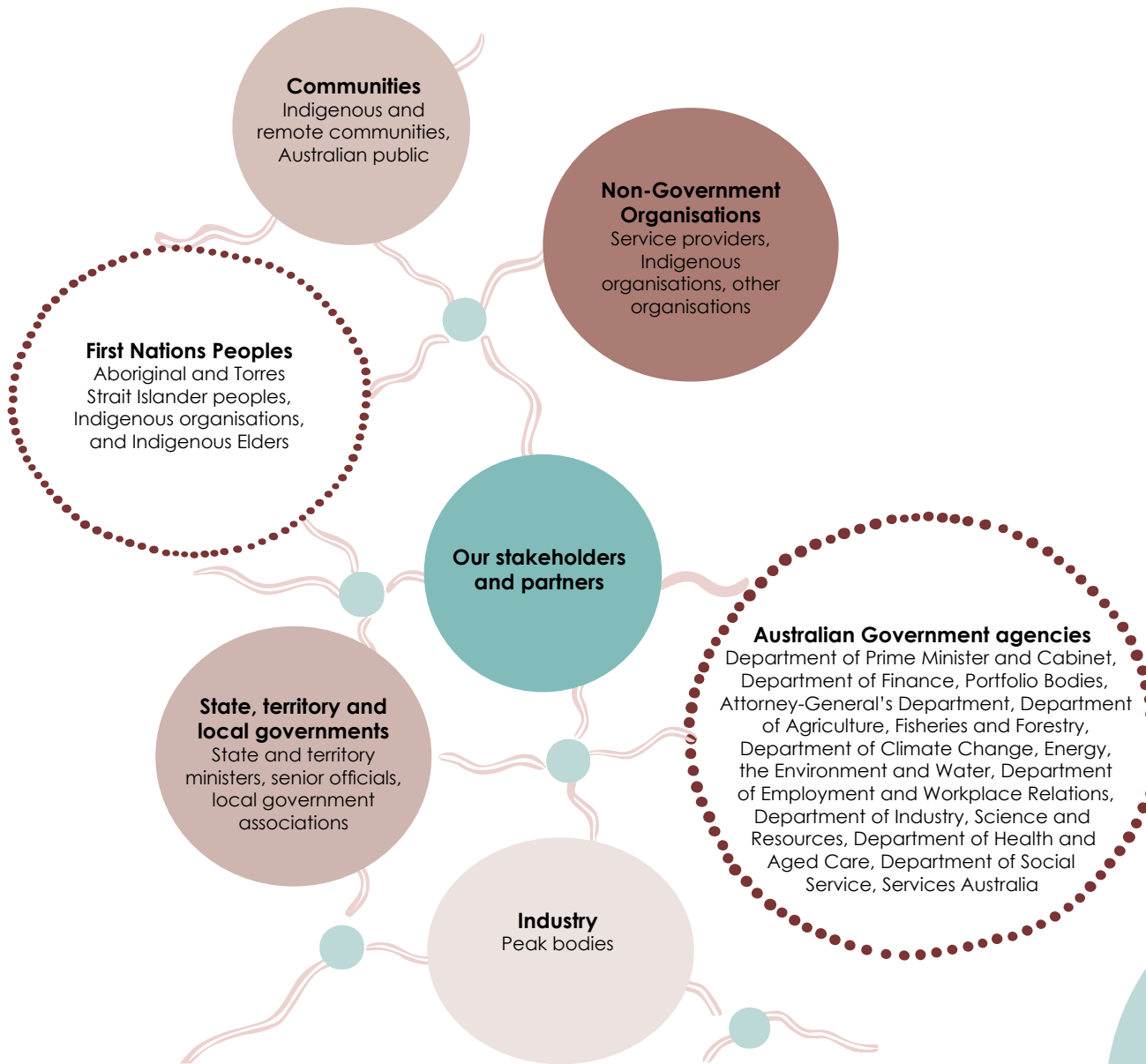
Being a capable, engaged and unified workforce



Using data and evidence to inform our approach



Building genuine partnerships



## Genuine Partnerships

The National Agreement on Closing the Gap Priority Reform 1 – Formal Partnership and Shared Decision-making - is a priority for us.

We work with around 1,800 organisations to deliver more than 2,200 activities across Australia under the Indigenous Advancement Strategy. Each community is unique, and our staff work closely in place with First Nations leaders, communities, organisations and other partners.

We continue to play a central role in leading and coordinating Australian Government policy. We are building on the strong relationships we already have with First Nations communities, through the Coalition of Peaks, Empowered Communities and the Central Australia Aboriginal Leadership Group.

We hold an inherent and underlying commitment to reconciliation in everything we do.

# Key Activities

Our work is informed by the Government's commitment to genuine partnership with First Nations peoples for better outcomes.

Our key activities over the next 4 years will be:

-  Lead and coordinate the National Agreement on Closing the Gap.
-  Implement the Uluru Statement from the Heart.
-  Enhance economic outcomes for First Nations peoples.
-  Support early childhood development and wellbeing, and First Nations peoples educational participation and attainment.
-  Improve mental health, emotional and physical wellbeing and safety.
-  Maintain cultural expression and conservation, and support First Nations participation in policy development and decision-making.
-  Enhance regional governance and improved partnerships with communities.
-  Evaluate the NIAA's programs.

Within each of these key activities there are areas of focus that are outlined in further detail below.

## National Agreement on Closing the Gap



Under the National Agreement, First Nations peoples work together with governments to:

- overcome the inequality experienced by First Nations peoples
- achieve life outcomes equal to all Australians.

This requires a shift in the way governments work. It means sharing the decision-making on the design, implementation, monitoring and evaluation of policies, programs and services.

The National Agreement was developed in partnership between all Australian governments and the Coalition of Peaks. The Joint Council on Closing the Gap meets at least twice a year to ensure all parties share accountability for the National Agreement.

The NIAA provides a central coordination point for the Commonwealth Implementation Plan and Annual Report to provide transparency and accountability for Commonwealth actions in support of the aspirations of the National Agreement. We play a key influencing role in supporting the Minister for Indigenous Australians on the Joint Council on Closing the Gap, and representing the Australian Government in the Partnership Working Group to drive the implementation of the National Agreement. We will continue to work with other Australian Government agencies, particularly central agencies including the Department of the Prime Minister and Cabinet, to embed the 4 Priority Reforms across government and change how we work. Following the work of the Productivity Commission's three-yearly review of the National Agreement in 2023, NIAA will work with other agencies across the Commonwealth and with state and territory governments to support better outcomes under the National Agreement.



## Uluru Statement from the Heart

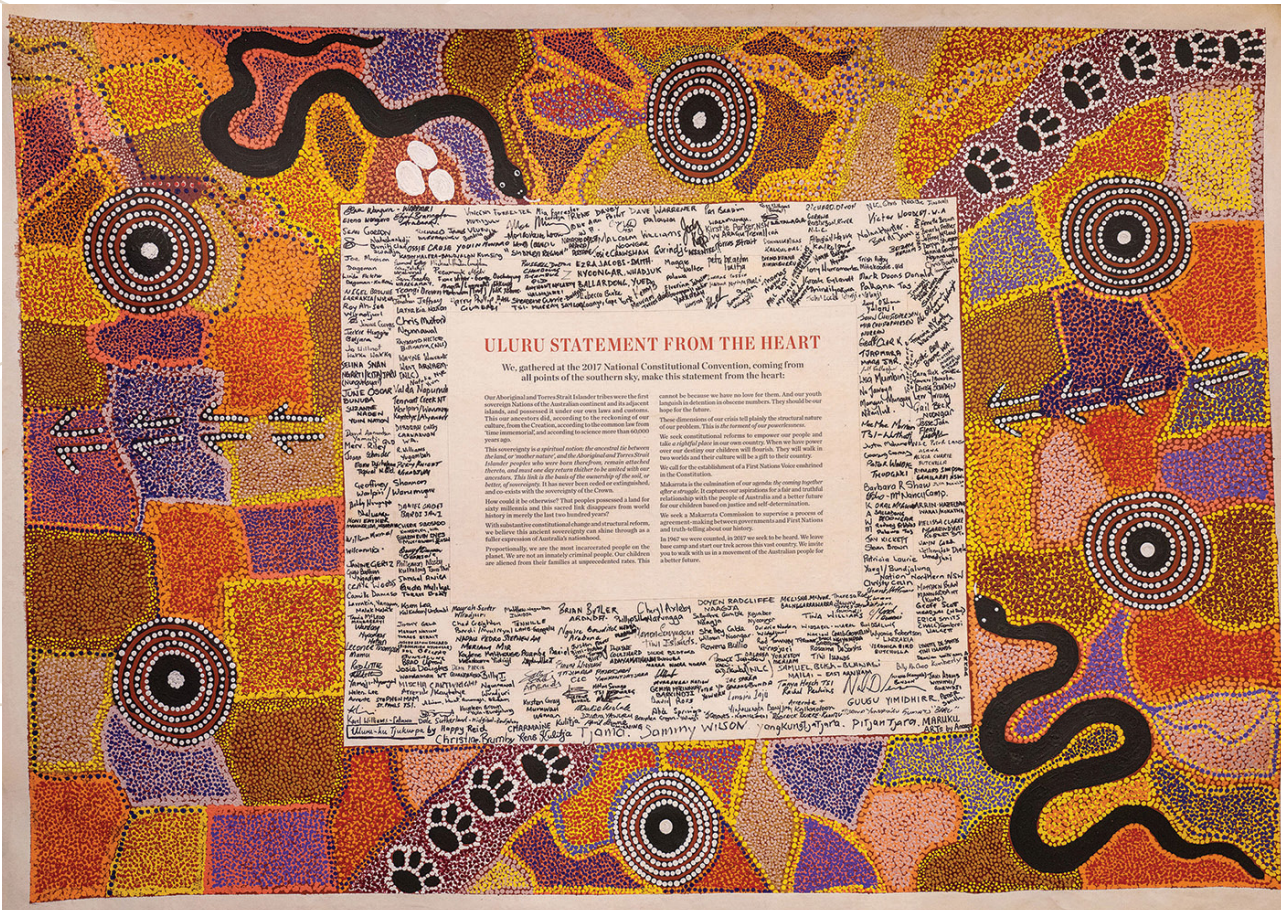
The Uluru Statement from the Heart (the Uluru Statement) calls for:

- an Aboriginal and Torres Strait Islander Voice enshrined in Australia's Constitution
- an independent Makarrata Commission to oversee a national process of truth-telling and agreement-making.

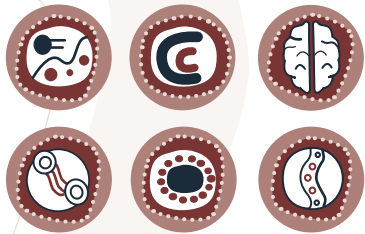
The Australian Government is committed to implementing the Uluru Statement. Our role is to provide support to government to progress this commitment.

A referendum proposing a change to the Constitution to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice will be held on 14 October 2023.

Through the reporting period, the NIAA will work with Australian Government agencies and First Nations leaders and communities, as well as other stakeholders to prepare for the referendum and achieve the government's commitment to implement the Uluru Statement.



Uluru Statement from the Heart – Voice, Truth, Treaty



## The Indigenous Advancement Strategy

The Indigenous Advancement Strategy (IAS) is the way the Australian Government funds and delivers a range of programs specifically for First Nations peoples. Since its establishment as an Executive Agency on 1 July 2019, the NIAA has administered the IAS, and through it has worked to improve the way the Australian Government does business with First Nations peoples to ensure funding achieves outcomes that improve the lives of First Nations peoples.

Our IAS investment is targeted to align with Closing the Gap Outcomes and Priority Reforms. Our key focus areas include:

- The positive impact that education has on the future success of individuals, families and communities is clear. Children who go to school have better life outcomes.
  - » Under the Children and Schooling Program stream, IAS investment will deliver practical supports for children and students to reach their full learning potential. Funding will be provided to support around 210 providers nationwide delivering early



childhood services, including facilitated playgroups and community and family engagement activities. This will ensure First Nations children start school with the best chance of success. The NIAA will also review options to improve support for First Nations boarding students from rural and remote areas and support and provide \$21.6 million to support boarding services.

- Employment, economic development and social participation improve the lives of families and communities. The right conditions and incentives need to be in place for First Nations peoples to participate in the economy and broader society.
- Growing up in a healthy and safe home and community is essential for families to thrive and reach their full potential. In particular, the violence that too many women and children face must be addressed.
  - » Under the Safety and Wellbeing stream, the IAS funds 104 programs valued at \$177.8 million to address prevention, early intervention and justice reinvestment initiatives that seek to reduce the number of Aboriginal and Torres Strait Islander people and young people that come

into contact with the criminal justice system. The program also funds \$332.8 million in programs that enhance the safety and wellbeing of First Nations women, children and families including activities that support family violence prevention legal services and wrap around supports for victim-survivors and their families including crisis accommodation, counselling and community education.

The structure of the IAS supports working with Indigenous Australians, communities, industries, business and service providers. It allows for joint development of solutions at the regional and local level. Funded providers are expected to work closely with Indigenous communities in the design and delivery of projects.

The IAS is supported by the NIAA's Regional Network, which positions senior decision makers close to the people and communities they work with. Staff in the Regional Network work closely with funded providers and communities to develop and implement local solutions to improve outcomes for Indigenous Australians.

**Above:** Garma Festival 2023



## Territories Stolen Generations Redress Scheme

The Territories Stolen Generations Redress Scheme continues to be a high priority for us. The Scheme, which commenced operations on 1 March 2022, received 1,173 applications, and made payments to 561 stolen generations survivors totalling \$45,744,250 during the period 1 March 2022 to 30 June 2023.

The Scheme is survivor-focused, trauma-informed and culturally sensitive. We will continue to work closely with Stolen Generations survivors and organisations, key stakeholders and government agencies. We established and seek ongoing advice from the Scheme's External Advisory Board.

A Personal Acknowledgement is being delivered to eligible survivors who have asked for one. It is an important part of redress and gives each survivor a chance to:

- have their story about the impact of their removal acknowledged by a senior official in government
- receive an authentic and personalised acknowledgement of their removal and resulting trauma.

The process helps a person's healing journey. In addition, it builds awareness and understanding of the Stolen Generations

and associated intergenerational trauma at senior levels across the APS. It also contributes to Closing the Gap Priority Reform Three – Transforming Government Agencies.

So far, a total of 65 acknowledgements have been requested. A key focus of this reporting period is to make sure we have the resources to respond effectively. We will extend the pool of senior government officials to deliver Personal Acknowledgements.



## Caring for Country – Rangers and Indigenous Protected Areas

Supporting First Nations peoples to care for and connect with Country delivers positive cultural, environmental, economic and wellbeing outcomes and contributes to our efforts to Close the Gap.

The Indigenous Rangers Program (IRP) and the Indigenous Protected Areas (IPA) support First Nations peoples to work on Country. The programs:

- support cultural obligations to care for Country
- create jobs and support social and economic development in communities
- build the Indigenous land and water management sector
- develop leadership skills in the community

- protect Australia's natural environment and cultural heritage through the IRP
- help us meet Australia's international treaty obligations to conserve biodiversity.

These programs develop stronger cultural and community capital, bringing broader recognition of traditional knowledge and cultural practices in land and water management.

### Indigenous Ranger Programs

The Australian Government funds 128 ranger groups through the IRP. Over the next 5 years, we will work with Indigenous ranger organisations to deliver \$544.0 million in grants that have already been committed to supporting around 1,900 First Nations jobs.

Another \$575.5 million will double the number of rangers and promote gender equality in ranger positions by the end of the decade. It will create new ranger positions and establish new ranger groups. First Nations community controlled organisations will be able to get support to care for Country. This will be the first open competitive opportunity for ranger funding in more than 10 years.

We have also extended the Murray-Darling Basin Indigenous River Rangers program to 30 June 2026. Total funding for this program is now \$14.6 million. This will support 5 organisations with up to 30 full time equivalent staff to manage and restore waterway health across the Murray-Darling Basin.



We are developing a National Indigenous Rangers Sector Strategy. Led by First Nations peoples, the strategy is supported by a cross-jurisdictional National Action Plan. The strategy aims to strengthen the cultural, environmental, social and economic benefits of existing ranger programs.

### Indigenous Protected Areas

The IPA program funds 82 dedicated IPAs for more than 50% of Australia's National Reserve System. We manage these IPAs with the Department of Climate Change, Energy, the Environment and Water (DCCEEW) and Traditional Owners.

Another 28 IPA projects are in their consultation phase.

We will deliver funding agreements to manage 10 Sea Country IPAs and increase investment in IPAs by \$10 million per year.

**Above:** Warlpiri and Luritja participants on the mala trip.

**Photo:** Central Land Council

**Right:** Daluk (women) rangers teaching Nawarddeken Academy students how to document rock art sites 2018.

**Photo:** Nawarddeken Academy

**Background photo:** Jack Jeavons, NIAA



## Addressing incarceration rates of Adults and Youth

First Nations adults and youth are over-represented in the criminal justice system. We influence other agencies by sharing our collective evidence in delivering strengths-based, trauma-aware and healing-informed approaches to embed the Closing the Gap Priority Reforms and achieve progress towards targets 10 and 11 (adults and youth are overrepresented in the criminal justice system).

We partner with First Nations peoples and organisations, and our Australian Government and jurisdiction partners, including the Attorney-General's Department to:

- coordinate and focus effort on addressing the drivers of contact with the criminal justice system
- improve criminal justice outcomes for First Nations peoples.

We do this by understanding the evidence-base and funding strengths-based, trauma-aware and healing-informed approaches, improving social and emotional wellbeing through connection to land, culture, and Country.

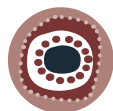
We will work with the Attorney-General's Department to:

- ensure that justice reinvestment initiatives are developed in partnership with First Nations communities<sup>3</sup>
- advocate for approaches that address the drivers of contact with the criminal justice system focussing on prevention, early intervention and justice reinvestment including through IAS funded programs such as youth diversionary programs, youth camps and community night patrols and improving social and emotional wellbeing through connection to land, culture, and Country
- strengthen community and peak organisation capability to lead justice reinvestment initiatives and improve legal, policy and program settings, including through the Justice Policy Partnership<sup>4</sup>.

<sup>3</sup> <https://consultations.ag.gov.au/legal-system/justice-reinvestment-program/>

<sup>4</sup> <https://www.ag.gov.au/legal-system/closing-the-gap/justice-policy-partnership>





## Supporting Housing and Infrastructure

The Australian Government is implementing significant housing reform.

We work in collaboration across the Commonwealth, with states and territories, and First Nations stakeholders to deliver on housing commitments to get the best outcomes for First Nations people, including collaboration with the Treasury and the Department of Social Services through:

- the development of major housing policies and programs, including the Housing Australia Future Fund and the National Housing and Homelessness Plan
- working towards ensuring Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need, as outlined in the National Agreement.

We also work with the Northern Territory (NT) Government to deliver remote housing in the NT, by administering remote housing agreements with the NT Government, providing funding through the one-year Remote Housing Agreement and through the Restoring Funding for NT Homelands Agreement. This funding provides immediate support to the areas of greatest need in the NT, where overcrowding is highest. We are working collaboratively with Aboriginal Hostels Limited (AHL) to ensure



temporary accommodation options are available across Australia for First Nations people who need to access to this vital service. We also have policy oversight of Indigenous Business Australia's (IBA) Indigenous Home Ownership Program and work with IBA to support First Nations' home ownership.

We influence on policy and project development and program management for essential services and telecommunications in remote First Nations communities. We work with the Department of Infrastructure, Transport, Regional Development and Communications

and the Arts (DITRDCA) on the Community Infrastructure and Digital Inclusion targets under the National Agreement on Closing the Gap, to enable Aboriginal and Torres Strait Islander people to have access to services, information and participate in informed decision-making regarding their own lives.

We invest in essential services infrastructure and telecommunications where there are gaps in service delivery and infrastructure for remote communities.

**Above:** Far western town of Eula, Queensland



social disadvantage in Central Australia. Some of this is earmarked specifically for children and young people. We know that by investing in children and youth, there will be better long-term health, social and wellbeing outcomes for families and communities.

The landmark funding package being delivered under the Central Australia Plan works in tandem with new alcohol restrictions imposed by the NT Government across the region. Alcohol takeaway sales in Alice Springs are limited and new legislation reverts Alice Springs town camps and communities in Central Australia to dry zones.

To ensure First Nations peoples are at the centre of our decisions, we are guided by:

- the voices of community members right across Central Australia. Together with the NT Government, we have visited Central Australia talking to over 22 different communities about their needs and priorities
- the Office of the Central Australian Regional Controller (OCARC)
- the Aboriginal Leadership Group (ALG).

The ALG brings together remote community members, Traditional Owners, representatives from the region's youth and elders along with key Aboriginal service providers from Alice Springs to provide independent advice on the Central Australia Plan.



## Central Australia Response

On behalf of the Australian Government, we are working to achieve the long-term, sustained change that Central Australian communities need, in partnership with Central Australian communities, the NT Government, the Central Australian Regional Controller, and an Aboriginal Leadership Group.

We have appointed a senior executive Central Australia Implementation Lead to drive delivery of the Australian Government's investments and demonstrate our deep commitment to doing things differently in Central Australia. This role

is leading and overseeing the development and delivery of the Australian Government elements of the Central Australia Plan and provide advice on how to solve implementation challenges over the next two years.

*A Better, Safer Future for Central Australia* (Central Australia Plan) is the Australian Government's response to increased reports of alcohol-related harm in Alice Springs. It includes \$298.8 million for community safety, health, justice reinvestment, education, infrastructure to address the challenges of

Arrente community female patrollers on duty  
Photo: NIAA



## Boosting First Nations Employment

### Through strengthening mainstream services

We will continue to work across the APS to ensure employment services reforms underway in 2023-24 build pathways to jobs for First Nations people. Reform processes include the Employment White Paper led by Treasury (due in September 2023), the response to the House Select Committee on Workforce Australia Employment Services led by the Department of Employment and Workplace Relations (DEWR) (report due 30 November 2023), and a new voluntary program to support parents and carers into work, also led by DEWR (to replace ParentsNext from 1 July 2024).

To do this, we are continuing to develop better data and evidence with other Government agencies, informed by our consultations with First Nations people and on the outcomes of our programs. We will continue to support First Nations voices to participate in policy and program design and implementation. We will ensure that the forthcoming remote jobs program (to replace the CDP) and Indigenous Skills and Employment Program (ISEP), align with and complement other employment supports in place, such as Workforce Australia and Disability Employment Services.

THE NEED FOR FIRST NATIONS  
EMPLOYEES IN LEADERSHIP  
WAS IDENTIFIED AT THE  
GARMA FESTIVAL IN 2022

### Through a New Employment Program for Remote Australia

The Australian Government has committed to replacing the CDP with a new approach to remote employment that provides real jobs, proper wages and decent conditions, designed in partnership with First Nations peoples. The new approach will aim to give more control to communities to determine local projects that enhance First Nations peoples' job prospects and economic opportunities as part of a new remote jobs program.

We will continue to collaborate with First Nations communities and other key stakeholders to support jobseekers in remote areas. The Government's trials to help inform the design of the new program are underway and will



Garma Festival 2023

continue until 31 October 2024. These trials are already delivering promising results, with over 1,300 participants being directly placed in jobs and overall job placements for CDP participants increasing by 14% since the first trial began in November 2022. The trials have also supported the creation of 26 new enterprises to deliver important services and fill servicing gaps in remote communities. These involve local people being paid proper wages to deliver services to their communities, such as, care, hospitality, small manufacturing and retail, art and culture, and municipal, gardening and cleaning.

## Strengthening First Nations Representation in the Australian Public Service

The Australian Government is building a stronger APS. The aim is to deliver better outcomes for communities and be a model employer that provides a fair and inclusive workplace.

Part of this is a commitment to:

- increase First Nations representation in the Senior Executive Service (SES) across the APS
- boost First Nations employment across all levels in the APS from 3.5% to 5% by 2030.

Increasing First Nations employees in the SES ranks will increase our cultural capability and that of the broader APS as well as focusing on developing our talent pipeline. Increased participation gives First Nations employees a stronger say on workplace

matters that affect them. It also helps build an APS workplace that is free from racism and a workplace that embeds and practices meaningful cultural safety.

To deliver this commitment, we are partnering with the:

- First Nations Unit in the Australian Public Service Commission (APSC).
- APS Reform Office at the Department of the Prime Minister and Cabinet.

In addition to this commitment, we are working across the APS to boost First Nations employment, through a range of attraction, retention and career development activities, including the following:

- First Nations employees across the APS can take part in our Indigenous Development and Employment program.
- We lead a program offered across the APS for First Nations employees to study a Graduate Certificate in Management.



NIAA Central Australia team **Location:** Olive Pink Botanic Garden, Alice Springs, NT **Photo:** NIAA

- Our employees can take a new micro certification program with Melbourne University. It explores the knowledge, skills and dispositions needed to work with both government and First Nations peoples.
- Working in partnership with the APSC to implement the refreshed cultural capability framework as an important feature of implementing Priority Reform 3 in the APS.

### Boosting Indigenous Participation in Australia's Top 200 businesses

The Australian Government will work with Australia's top 200 businesses to:

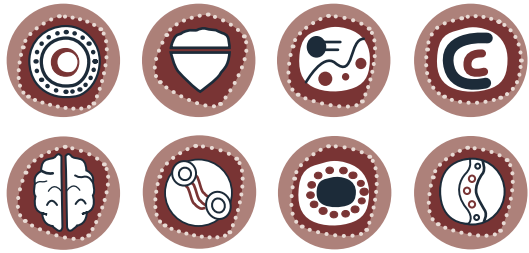
- publically report on First Nations employment levels, in line with reporting requirements for gender balance on boards
- elevate employment levels of First Nations working age Australians to levels consistent to share of population by 2030.

To deliver this commitment, we are working with stakeholders including the Business Council of Australia (BCA) and the Workplace Gender Equality Agency (WGEA) to identify new ways to strengthen public reporting and leverage proven approaches to lifting First Nations recruitment, retention and career advancement.

These activities represent a shared commitment to ensuring the strong economic participation and development of Aboriginal and Torres Strait Islander people and communities, in line with the National Agreement on Closing the Gap.

**Pictured left to right:** Pat Turner, Lead Convener, Coalition of Peaks, Leeanne Enoch, Queensland Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts and Jody Broun, NIAA CEO at the Partnership Working Group (PWG) meeting to discuss the National Agreement on Closing the Gap and the implementation of the four Priority Reforms **Photo:** Bianca Brim, Coalition of Peaks





## Reconciliation

Our vision for reconciliation is for Australians to work together to support the aspirations of Aboriginal and Torres Strait Islander peoples, their living cultures, stories and songlines, and acknowledge the historical injustices against Aboriginal and Torres Strait Islander peoples to enable reconciliation.

Through our Stretch Reconciliation Action Plan 2022–2025, we continue to drive positive change within the NIAA. Building meaningful partnerships and culturally appropriate practices continues to be the centrepiece of our reconciliation actions. An important step to support this change was taken when we committed to the Human Rights Commission's 'Racism. It Stops with Me' campaign<sup>5</sup>.

Our First Nations Cultural Protocols Guide supports us as we:

- enable our staff to build respectful relationships with First Nations peoples
- deliver policies and programs across Australia in a culturally appropriate way

- work towards reconciliation.

We are the Agency responsible for leading activities across the Commonwealth that promote reconciliation. This means we take opportunities to share knowledge, resources and practical guides with other agencies so they can take their own initiatives to drive reconciliation at all levels.

Our cross-cultural learning framework, Footprints, supports staff to continually strengthen their cultural competence, including building their knowledge and understanding of Aboriginal and Torres Strait Islander cultures, peoples and histories through engaging in a wide range of activities. We are proud to share the Footprints Program with other agencies across the APS.

We play an important role by contributing to and providing secretariat support for the Indigenous Champions Network (ICN). The ICN is an advocacy body consisting of senior leaders from multiple Australian Government agencies. The main focus of the ICN is to promote good practice and collaboration between agencies that drives change and improves workplace outcomes for Aboriginal and Torres Strait Islander staff across the APS.

We also support the Garma Alumni, bringing together senior public officials who have attended the Garma Festival. The annual Garma Festival is Australia's largest Indigenous gathering, a 4-day celebration of Yolŋu life and culture held in remote northeast Arnhem Land. The Garma Festival is hosted by the Yothu Yindi Foundation and showcases traditional miny'tji (art), manikay (song), bunggul (dance) and story-telling. The Garma Alumni is a forum for participants to share learning and insights, including how through their attendance at Garma they are leading change and driving reconciliation in their Agency.

CEO, Jody Broun, with the survivors of the Kinchela Boys Home as they travel in a Mobile Education Centre, reflecting on the Stolen Generations with the mission of healing and truth telling **Photo:** NIAA



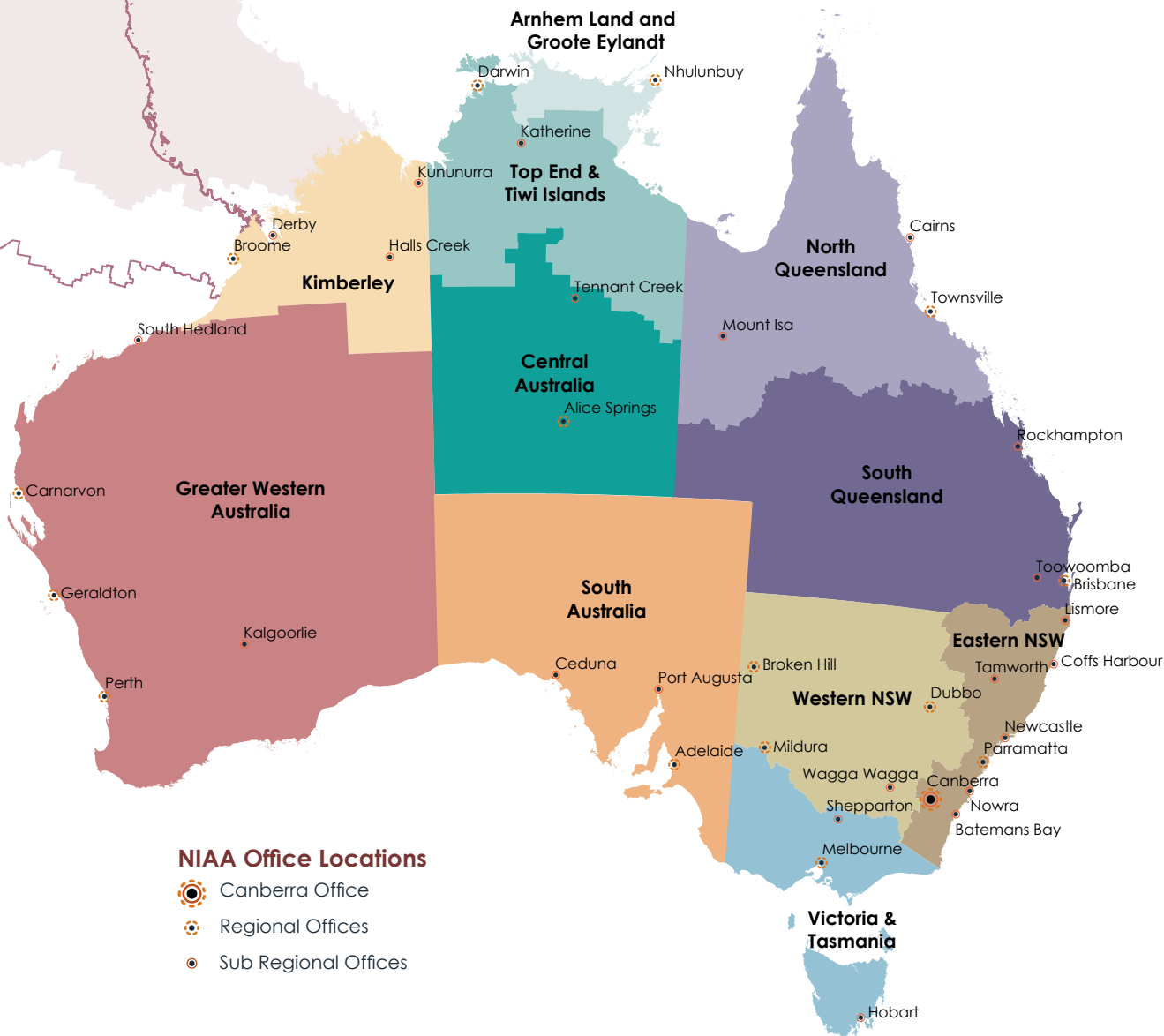
5 <https://itstopswithme.humanrights.gov.au/>



## Our Operating Context

We operate in a complex, uncertain and ever-changing environment. These challenges present opportunities. Understanding our environment allows us to be more strategic and build our capabilities to ensure First Nations peoples are heard, recognised and empowered.

## Our regional work and impact



Our regional presence is a key strength, supporting our work across Australia. Our staff work closely with communities in urban, regional and remote locations. Through listening, we've developed trusted relationships with local First Nation communities, organisations and other strategic stakeholders. We operate from 49 locations across the country at:

- 37 commercial offices
- 12 remote offices and accommodation locations (also known as Government Engagement Coordinator Complexes and Visiting Officer Quarters).

In addition, we have remote offices and accommodation in 39 remote locations with properties that are used for visiting staff.

Our regional presence is central to our ability to understand the unique needs and priorities of community and provide effective local solutions. It lets us respond to emerging priorities and support natural disaster preparedness and recovery.

We strive to influence all levels of government and to connect First Nations peoples with opportunities across the public and private sector. By working closely with communities and organisations, we will continue to strengthen our ability to better deliver on their needs and aspirations.







Footprints workshop during National Reconciliation Week 2023 at the Woden Library, Canberra (Ngunnawal Country)  
**Photo:** NIAA

We are also developing a Diversity and Inclusion Framework to ensure our employees are valued and respected for who they are and their lived experiences. We are committed to leading Boosting First Nations Employment within the Agency through targeted attraction, recruitment and development strategies for Aboriginal and Torres Strait Islander people. We also require all our staff to continually develop their cultural capability to ensure we are best placed to deliver on our vision through working in partnership with First Nations people and communities.

### Integrity

Our role – to enable the self-determination and aspiration of First Nations peoples and communities, is a unique and privileged one. We recognise that integrity is fundamental to building and maintaining genuine partnerships. Trust and confidence in our Agency underpins the success of the policies, programs and services we administer. To this end, we are committed to strengthening our integrity culture in everything we do. Through our values we promote and encourage a 'speak up' culture. Over the coming year we will invest in integrity capability, systems and accountability frameworks to ensure our actions and behaviour match our values, and that there is accountability when they do not.

## Enhancing our capabilities

We invest in our people, technologies and structures to deliver our priorities and achieve our purpose. A culture of continuous improvement lets us quickly respond to challenges and opportunities, and is a key driver to improve our operational efficiency and effectiveness.

## Our People

Our people are supported and enabled to do their best work – both for their own benefit and for ours. Our people are critical to the success of the Agency, and we invest in their development. In the coming year we will launch our People Strategy, to attract, recruit, retain and develop our people.



## Health, safety and wellbeing

We put the safety and wellbeing of our people first. We do this by improving our safety culture. We use a risk-based approach that is based on evidence as we build the overall safety and wellbeing of our people.

We fulfil our due diligence obligations through effective communication and consultation with our people. Staff are involved in decisions so that their expertise and experiences are valued and incorporated into our safety initiatives. Together, we create a safety culture that promotes staff wellbeing and meets our safety goals.

In the coming year we will strengthen our approach to assessing psychosocial hazards, working alongside the APS Mental Health and Suicide Prevention Unit (the Unit) to promote a mentally healthy workplace.

PEOPLE ARE  
OUR STRENGTH



## Our Technology

We are in the final year of the NIAA Information Communication Technology (ICT) Strategy 2020–2023. This work is supported by the Department of the Prime Minister and Cabinet.

This year, we continue our work on the One Network Project. The One Network Project – launched in July 2022 – is the most ambitious digital transformation initiative the NIAA has embarked on. It is aligned to both the NIAA ICT Strategy and the Australian Government's Digital Strategy and is on-track to be delivered in early 2024.

Following the implementation of the One Network project, we will finalise the 2024–2026 ICT Strategy. This strategy will promote investment in developing ICT systems and processes to provide efficiencies and improve the ways we work.

**Above:** NIAA Work Health and Safety (WHS) workshop May 2023, presentation by NIAA Senior WHS Partner, Jack Luke. **Photo:** NIAA

## Our Transformation Journey

# GALAMBANY

you, me, we - together

Galambany is our transformation program. It is updating our focus, role and the ways we work so we can support the government and meet the needs, priorities and aspirations of First Nations peoples and communities.

Galambany is important because we lead and coordinate a whole-of-government approach to supporting First Nations peoples. The changes will help us better deliver outcomes that put First Nations peoples at the centre of policies and services.

Galambany (pronounced Gal-am-bun) is a Ngunnawal word that means 'you, me, we together'. It represents the importance of partnership, and working together as a collective towards shared goals – a notion that is reflected throughout this transformation journey.

Galambany projects are being delivered through 6 work streams that align with our strategic themes:



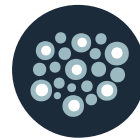
**Our Policy and Strategy** identifies our strategic objectives and defines our role working with communities and across governments.



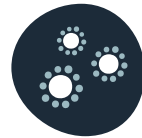
**Our People** builds the capabilities and skills we need to deliver strong outcomes.



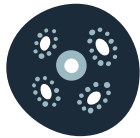
**Our Investment** prioritises and streamlines our effort and investment to deliver better funding outcomes into the future.



**Our Data and Information** identifies our data needs to support effective policy and engagement.



**Our Engagement** develops the tools for best-practice engagement with communities and organisations.



**Our Enabling Services** delivers improved support services that are tailored to the needs of our staff.

We are building on the NIAA vision, purpose and Agency-wide strategies that set out our policy context and key priorities. Building on this critical foundation work, Galambany will improve the way we work and, over the next 12 months, deliver:

- The NIAA priorities that are directly linked to Closing the Gap targets, supported by clear strategies within the whole-of-government context, and shaped by community needs and priorities.
- Active, meaningful engagement, with community and across government driven by consistent standards and approaches, to deliver better outcomes for First Nations people and communities.
- A roadmap to more innovative and impactful investment guiding investment priorities and decisions.
- Informed decisions based on current, accurate and reliable data, integrated across government and shared with community.
- Staff that are equipped with the knowledge, skills and experience to excel in their roles, enabling better outcomes for community, the Agency and the broader APS.
- An NIAA that operates more effectively, adopting a true 'one Agency' approach, supported by effective enabling services and delivering better outcomes across the board.

# Governance

Our governance structure and operating model provides accountability, transparency and integrity. It lets us make effective decisions and support the Chief Executive Officer as the accountable authority.

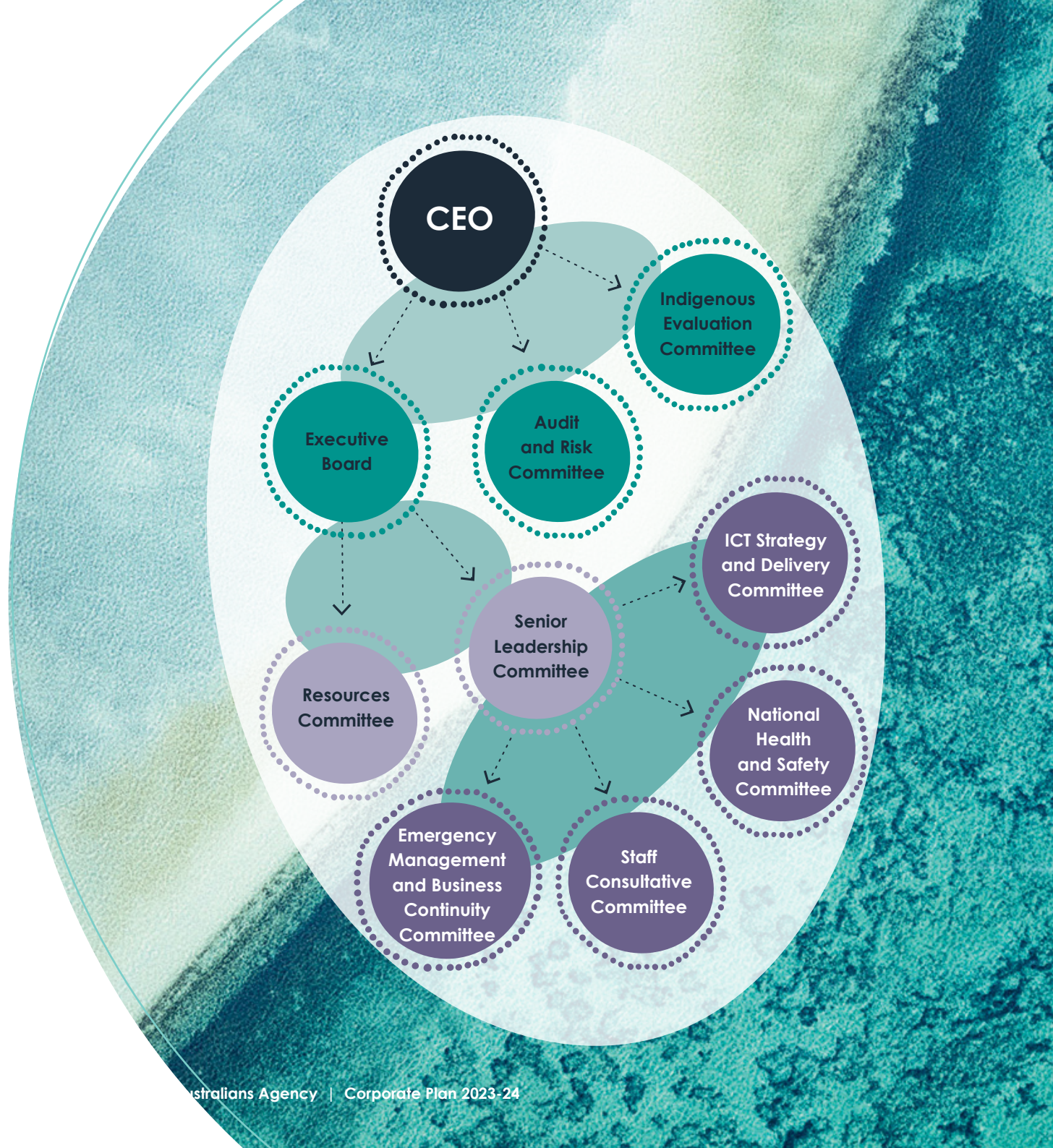
Strategic direction is provided by the Executive Board. The Board is supported by our committees – this structure helps us build organisational capability and culture to ensure that we deliver on our purpose. The committees oversee operational activities, risk management and compliance. We will continue to improve our governance and management practices as part of our commitment to continuous improvement.

Our Audit and Risk Committee provides independent advice to the Chief Executive Officer, on:

- financial reporting responsibilities
- performance reporting responsibilities
- system of risk oversight and management
- system of internal control.

The Indigenous Evaluation Committee provides independent technical and strategic advice about program evaluation and performance reporting. It helps us strengthen the quality, credibility and influence of our Indigenous policies and programs.

Our governance structure as at 1 July 2023:



# Risk Oversight and Management

WE HAVE A PRINCIPLES-BASED AND PRACTICAL APPROACH TO RISK MANAGEMENT. KEY TO THIS IS UNDERSTANDING THE RISKS WE SHARE WITH OUR PARTNERS AS WE DELIVER FOR FIRST NATIONS PEOPLES.

The NIAA continues to deliver in an environment of constantly changing enterprise, operational, shared and emerging risks. We are committed to maintaining strong processes that align with the Commonwealth Risk Management Policy and section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

## Managing risk

We have a principles-based and practical approach to risk management. Key to this is understanding the risks we share with our partners as we deliver for First Nations peoples. We are improving our risk monitoring, reporting and management practices. We are also developing staff capability to proactively identify, manage and escalate risk. This will ensure we have the best chance to deliver for First Nations peoples.

A strong risk management culture positions us for successful service delivery and policy development. We are refining our internal controls and governance arrangements to efficiently and effectively manage risk, fraud and non-compliance across the NIAA.

Our approach to managing risk continues to mature. We are integrating, strengthening and embedding our Risk Management Framework and Policy to deliver on our purpose. Our

capability is building as we identify and understand emerging risks in the economic, environmental and health domains. This will build our resilience and responsiveness.

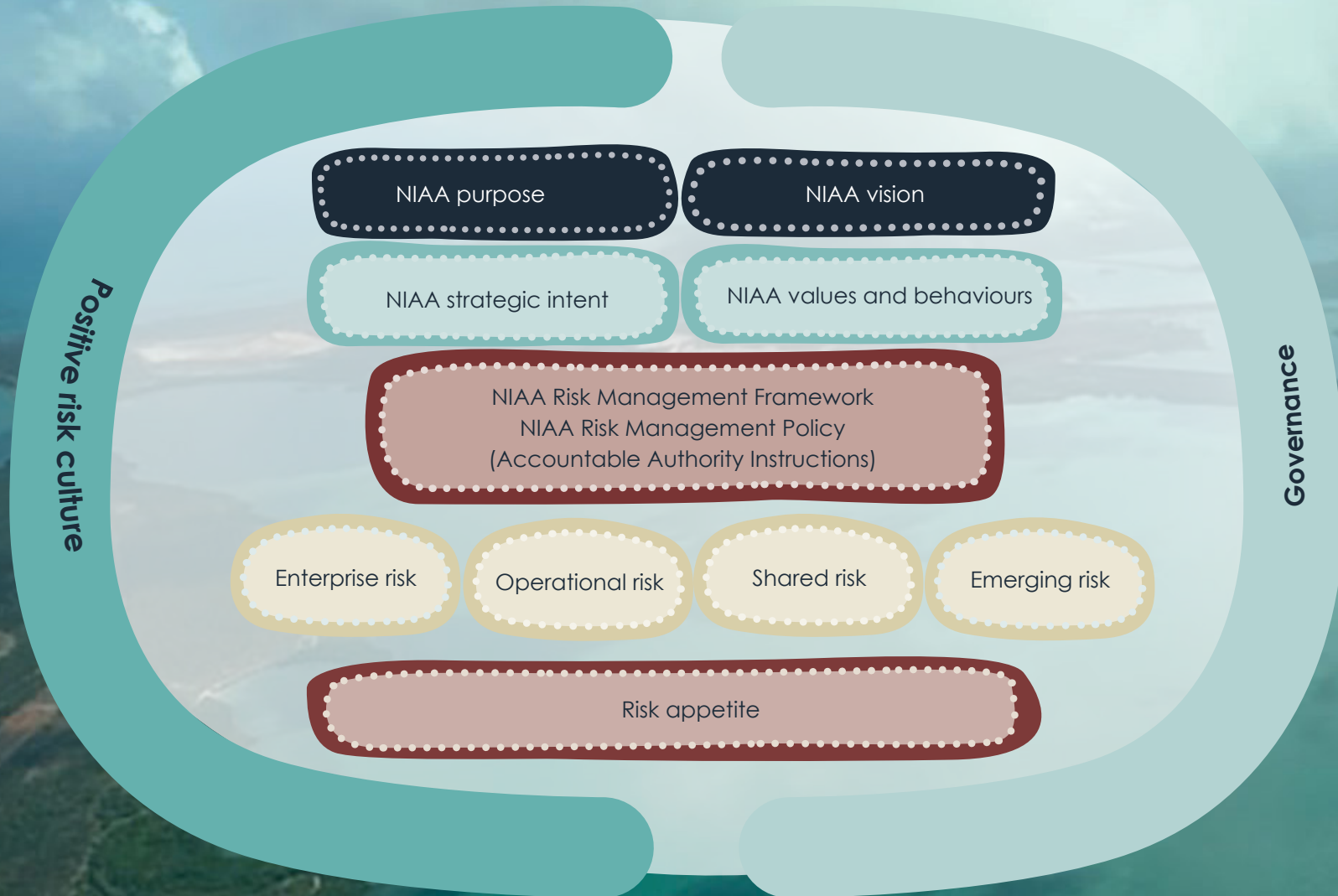
## How we engage with risk

We recognise that many of our activities are inherently risky. It is not possible or desirable to eliminate all risk. Our operations involve the direct funding of services in regional and remote locations across the country, creating inherent risks in the requirements to travel to and engage with communities in these locations and in supporting a remote workforce. There will always be risks – to people and to our reputation. We need to engage with risk and manage it as best we can to achieve our important outcomes.

We have a **greater appetite** to engage with risks that aim to improve the efficiency and effectiveness of our operations, or that will help us achieve important outcomes.

We have **less appetite** for risk that maintains the status quo, where there are suitable alternate options, or where the potential consequence is one where we have low or no tolerance.

## Our approach to managing risk



# Enterprise Risks and Mitigations

## People and capability

### Risks

The NIAA is not able to maintain the right capabilities (people, resources, processes, systems and culture) to deliver government objectives.

The NIAA's investment in and management of its people may not meet short and long-term requirements to achieve its purpose.

### Mitigation

- We have a clear employee value proposition and will have targeted strategies for attraction, recruitment and retention, particularly to increase our Indigenous workforce.
- We continue to implement the NIAA's Digital Strategy, Data and Information Management Strategy and ICT strategy, focussing on a tailored capability uplift program, including delivering the One Network Project.
- We prioritise building the capability of our staff. This year we will drive targeted activities through the 'Our People Strategy', to be launched this year.
- We continue to enhance our human resource management processes to ensure that staff confidently raise claims of misconduct or discrimination, in a trauma informed environment, and that any complaint is dealt with appropriately. We also ensure any identified trends are addressed at a local or Agency level.
- We are committed to strengthening our integrity culture in line with the APS priority reforms, including the capability of our people through dedicated integrity training initiatives.
- We continue to implement the Risk Management Framework to embed a positive risk culture at the NIAA through further education about risk and training staff to apply the Risk Management Framework and Policy.

## Relationships and influence

### Risks

The NIAA is not able to maintain credibility with key stakeholders and partners and is unable to collaborate and influence outcomes in support of the organisation's purpose.

Aboriginal and Torres Strait Islander peoples do not see the NIAA as trusted or reliable.

### Mitigation

- We have a regional presence connecting communities, service providers and state, territory and local governments.
- We actively seek and capture feedback from communities to build relationships and trust.
- We invest in a systematic external stakeholder engagement approach at all levels of the NIAA.
- We maintain a Customer Relationship Management system and support staff to protect personal and sensitive information in accordance with our privacy obligations.
- We are strengthening our capability to collect, use and share data and information to build trust and strategic influence.

Background photo: Garma Festival 2023



## Culture

### Risks

The NIAA's organisational culture may not continue to work towards the unifying power of a One Team approach and leads to limited cohesion and alignment to the NIAA's purpose.

### Mitigation

- We live our values and behaviours, and support cultural safety.
- We have mature staff networks that are supported by the organisation.
- We are developing a Diversity and Inclusion Framework that outlines how we value and respect our employees' differences, and to foster a sense of belonging and support.
- We implement the Footprints Cultural Learning Framework to enhance cross-cultural capabilities.
- We implement an internal communications strategy and implementation process to increase information sharing and support a "one team" approach.
- We drive a culture of high performance and accountability through the development of the organisational performance framework, including implementing the Group Performance Review process.
- We monitor our organisation's culture on an ongoing basis through the APS Employee Census as well as team and individual performance discussions.

## Delivery

### Risks

The NIAA's administrative processes may impact effective and timely delivery of programs and services.

The NIAA's future sponsored programs are not grounded in evidence and the lived experience of Indigenous communities.

### Mitigation

- We are developing regional and sector strategies to better target our investment to the areas of greatest need and to enhance how we measure performance.
- We continue to adopt a 'digital first' approach for enhanced use of information and improved evidence base. This will also improve the internal sharing of information and our ability to detect and respond to further performance and compliance issues.
- We are implementing a project management system (Project Central) for use across the Agency to support our consideration of risk, opportunities and capacity to deliver.
- We are enhancing the Agency's Integrated Program Compliance and Fraud Framework to further improve our proactive approach to compliance, fraud and corruption, including prevention, early engagement and response.
- We are implementing all recommendations outlined in the ANAO report into the NIAA's Management of Provider Fraud and Non-compliance.
- This year we will focus on implementing our Engagement Toolkit to support our Agency role as a convener and broker, sharing insights and feedback for better design and implementation of programs.
- We maintain emergency and business continuity policy and processes to respond to and minimise service disruption.

# Our Performance

Our performance depends on our ability to build and maintain genuine partnerships and cooperation with all stakeholders.

We plan and measure our performance over multiple reporting periods. Our performance measures are directly linked to our key activities and purpose. The results will be reported in the Annual Performance Statement in the NIAA Annual Report 2023–2024.

We use a mix of both qualitative and quantitative measures and data sources that are reliable, verifiable and free from bias.

Our performance measure profiles include details of how we measure progress in achieving our purpose through our key activities outlined on page 11. They identify:

- Performance measures – how we will measure and assess progress towards an intended result, within each of our key activities.

- Targets – specific criteria we will measure success against, over time.
- Rationales and methodologies – data sources and information we will use to confirm our performance and the method we use to collect the information to monitor results and track progress.

Our performance will be measured against a performance result key that describes the criteria for meeting a target. This defines performance results as:

- Achieved – In the reporting period, the NIAA delivered the performance measure and/or target.
- Substantially Achieved – In the reporting period, the achieved result was within 5% of the target, or was achieved in full but not within the target timeframe.
- Partially Achieved – In the reporting period, the NIAA partially achieved against the performance measure and/or target.
- Not achieved – In the reporting period, the performance measure and/or target was not met.

Where a performance measure has more than one target, the weighting of the performance targets is explained, and this will be used to determine achievement of the measure.

**Photo:** NIAA



# Key Activity 1

Lead and coordinate the National Agreement on Closing the Gap.

Coordinating the Australian Government's implementation of the National Agreement on Closing the Gap through partnership and engagement with other Australian Government portfolios, First Nations representatives as well as state, territory and local governments.

## Measure 1.1

The NIAA delivers the National Agreement on Closing the Gap and implementation plan through partnerships and engagement with other Australian Government portfolios, First Nations representatives, and state, territory and local governments.

## Portfolio Budget Statements

Program 1.7: Program Support (Pg. 211)

## Targets

- Coordinates and delivers a Commonwealth Closing the Gap annual report and updates to the Commonwealth Implementation Plan within the reporting period
- Coordinates whole-of-government implementation of the National Agreement on Closing the Gap
- Milestones in implementing the Priority Reform actions have been achieved (where applicable)

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

## Rationale

The Commonwealth Implementation Plan outlines the Australian Government's commitments to achieve the targets and deliver on the Priority Reforms in the National Agreement on Closing the Gap.

The Priority Reforms were agreed in partnership with the Coalition of Peaks and all levels of government. Leading the Government's approach to embedding these Priority Reforms is how we will change the way we work with First Nations Australians and provide the foundation for future progress against the targets and supporting the aspirations of First Nations peoples.

## Methodology and data sources

- Quantitative assessment against timeframe supported by qualitative analysis of actions taken.
- Assessment of the NIAA's leadership and coordination role through analysis of records from committees and meetings. These include weekly Interdepartmental committee meetings across the Government, internal meetings for implementation within the NIAA, Joint Working Group, Partnership Working Group and Joint Council.
- Analysis of the extent of implementation of the Priority Reforms will include data sets relating to meetings to drive/deliver sector-strengthening plans, policy partnerships and working group meetings. Maintaining effective partnership arrangements with the Coalition of Peaks analysis will include a review of records of fortnightly meetings, drafting group with jurisdictions, and workshop sessions with the Coalition of Peaks.

## Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 7.2 in the 2022-23 Corporate Plan.

# Key Activity 1

Lead and coordinate the National Agreement on Closing the Gap.

Coordinating the Australian Government's implementation of the National Agreement on Closing the Gap through partnership and engagement with other Australian Government portfolios, First Nations representatives as well as state, territory and local governments.

## Measure 1.2

Proportion of the NIAA's investment through IAS grants that align with Closing the Gap outcomes and Priority Reforms.

### Portfolio Budget Statements

Program 1.7: Program Support (Pg. 211)

### Targets

100% of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

### Rationale

The NIAA is responsible for allocating Australian Government funding via Indigenous Advancement Strategy (IAS) grants to support achievement of the Closing the Gap outcomes and Priority Reforms.

### Methodology and data sources

- Quantitative (output measure).
- Data source is the mandatory grant activity coding processes of IAS grants in our grant management system (FUSION).
- Calculation will assess proportion of IAS grants assessed within the reporting period that show contribution towards Closing the Gap outcomes and Priority Reforms

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 7.1 in the 2022-23 Corporate Plan.

# Key Activity 2

Implement the Uluru Statement from the Heart.

The NIAA coordinates activities and delivers the Government's commitment to the Uluru Statement from the Heart.

## Measure 2.1

The NIAA supports the Government to implement the Uluru Statement from the Heart.

### Targets

The NIAA continues to support Government processes to implement the Uluru Statement from the Heart, including support to deliver a referendum to enshrine an Aboriginal and Torres Strait Islander Voice in the Constitution, progressing regional governance and voice policy development, and preparing for the establishment of an independent Makarrata Commission.

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	-	-

### Rationale

This measure relates to the NIAA's role in coordinating and supporting government processes to implement the Uluru Statement from the Heart, including the referendum to enshrine an Aboriginal and Torres Strait Islander Voice in the Constitution.

### Methodology and data sources

- Performance result will be calculated by a quantitative assessment against milestones agreed by Government.
- This will be supported by a qualitative analysis of the NIAA's coordination and support of government processes.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 8.1 in the 2022-23 Corporate Plan, and now incorporates what was previously Measure 5.2 (Regional voice arrangements).

The target has been updated to reflect expected milestones within the reporting period.

# Key Activity 3

Enhance economic outcomes for First Nations peoples.

Design, implement and deliver policies, strategies and programs to enhance Indigenous economic outcomes.

## Measure 3.1

Proportion of IAS Program 1.1 activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.

## Portfolio Budget Statements

Program 1.1: Jobs, Land and the Economy (Pg. 205)

## Targets

2023-24	2024-25	2025-26	2026-27
90%	90%	90%	90%

## Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples through employment skills and training pathways by leading the development of the Australian Government's approach, focusing on place based, service delivery partnerships, and effectively delivering programs through the Indigenous Advancement Strategy (IAS).

Targets identified reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off and service delivery is compromised for periods of time.

The objectives of program 1.1 are to enhance Indigenous Australians economic rights, improve employment and pathways to jobs, foster Indigenous business and assist Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas resulting in positive progress on relevant Closing the Gap outcomes.

## Methodology and data sources

- Quantitative assessment of core service delivery of IAS grant activities, specifically the service delivery key performance indicator (KPI), contained in service provision agreements (output measure).
- The period of data used to measure our performance is the most recent 12 month period for which sufficient data is available, to avoid bias in the result. For the 2023–24 Financial Year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January 2023 to 31 December 2023.

Note: Data reported is drawn from IAS performance report assessments completed by NIAA Agreement Managers, for the relevant reporting periods. A number of Program 1.1 Jobs Land and Economy IAS activities are managed in the Employment Services System. These are employment-focused activities, generally paid per employment outcome. As such, different performance management arrangements apply to this cohort of IAS activities than those applied to most IAS activities, and therefore, they are excluded from data used to calculate achievement of this measure.

## Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 1.1 in the 2022-23 Corporate Plan.

# Key Activity 3

Enhance economic outcomes for First Nations peoples.

Design, implement and deliver policies, strategies and programs to enhance Indigenous economic outcomes.

## Measure 3.2

The extent to which the NIAA contributes to effective implementation of the Australian Government's Indigenous Procurement Policy (IPP) across the APS; leading to increased Government procurement from First Nations owned businesses.

### Targets

- The NIAA's stewardship, advice, engagement and guidance on the IPP policy and reporting system across the APS are effective
- Portfolios achieve their annual targets, as set out in the IPP

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

### Rationale

The NIAA provides stewardship and support for the Australian Government's IPP, leading to enhanced Indigenous economic outcomes through increased Government procurement from First Nations owned businesses. This is intended to result in positive progress on Closing the Gap outcome 8 (Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities).

The IPP defines success as all portfolios meeting their targets for the number and value of contracts awarded to First Nations businesses.

### Methodology and data sources

- Portfolio's central procurement areas will be surveyed annually on the effectiveness of the NIAA's policy advice, training, IPP Reporting Solution system support and guidance materials.
- Quantitative assessment of the whole-of-government procurement in First Nations-owned business (equal weighting between the value target and the volume target of eligible procurements awarded to Indigenous enterprises each financial year). For more detail please see the Indigenous Portfolio Policy (<https://www.niaa.gov.au/indigenous-affairs/economic-development/indigenous-procurement-policy-ipp>).
- Data is collected through the IPP Reporting Solution. AusTender data is matched with ORIC and Supply Nation's list of First Nations owned business ABNs. Departments manually upload low-value purchases with First Nations owned businesses.
- For the measure to be achieved, both targets must be met.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 1.2 in the 2022-23 Corporate Plan.

The wording of the measure has been amended to better capture the NIAA's policy leadership role of the IPP, and the annual targets that exist within the IPP.

# Key Activity 4

Support early childhood development and wellbeing, and First Nations peoples educational participation and attainment.

Design, implement and deliver policies, strategies and programs to support early childhood development and wellbeing; school attendance, engagement and attainment; and further education.

## Measure 4.1

Proportion of IAS Program 1.2 activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.

### Portfolio Budget Statements

Program 1.2: Children and Schooling (Pg. 206)

### Targets

2023-24	2024-25	2025-26	2026-27
90%	90%	90%	90%

### Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples through delivering activities aimed at supporting early childhood development and wellbeing, school attendance, attainment and improved post school pathways.

Targets identified reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off, and service delivery is compromised for periods of time.

The objectives of program 1.2 are improved wellbeing, development, access and attainment of education for First Nations children and students, resulting in positive progress on relevant Closing the Gap outcomes.

### Methodology and data sources

- Quantitative assessment of core service delivery of IAS grant activities, specifically the key service delivery KPI, contained in service provision agreements (output measure).
- The period of data used to measure our performance is the most recent 12 month period for which sufficient data is available, to avoid bias in the result. For the 2023–24 Financial Year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January 2023 to 31 December 2023.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 2.1 in the 2022-23 Corporate Plan.



# Key Activity 5

Improve mental health, emotional and physical wellbeing and safety.

Design, implement and deliver policies, strategies and programs to improve mental health, emotional and physical wellbeing and safety.

## Measure 5.1

Proportion of IAS Program 1.3 activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.

### Portfolio Budget Statements

Program 1.3: Safety and Wellbeing (Pg. 207)

### Targets

2023-24	2024-25	2025-26	2026-27
90%	90%	90%	90%

### Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples through delivering activities aimed at improving wellbeing and/or reducing levels of offending, violence and substance abuse.

Targets identified reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off, and service delivery is compromised for periods of time.

The objectives of program 1.3 are improved mental health and physical, emotional and social wellbeing of First Nations peoples, resulting in positive progress on relevant Closing the Gap outcomes.

### Methodology and data sources

- Quantitative assessment of core service delivery of IAS grant activities, specifically the key service delivery KPI, contained in service provision agreements (output measure).
- The period of data used to measure our performance is the most recent 12 month period for which sufficient data is available, to avoid bias in the result. For the 2023–2024 Financial Year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January 2023 to 31 December 2023.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 3.1 in the 2022-23 Corporate Plan.

# Key Activity 6

Maintain cultural expression and conservation, and support First Nations participation in policy development and decision-making.

Design, implement and deliver policies, strategies and programs to ensure the maintenance of Indigenous cultural expression and conservation, and support First Nations participation in policy development and decision-making.

## Measure 6.1

Proportion of IAS Program 1.4 activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.

## Portfolio Budget Statements

Program 1.4: Culture and Capability (Pg. 208)

## Targets

2023-24	2024-25	2025-26	2026-27
90%	90%	90%	90%

## Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples by delivering a wide range of important services that support culture and capability.

Targets identified reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off, and service delivery is compromised for periods of time.

The objectives of program 1.4 are to contribute to outcomes in support of the National Agreement on Closing the Gap through contributing to the maintenance of Indigenous cultural expression and conservation, equal participation in the economic and social life of the nation and the improved capabilities of Indigenous organisations.

## Methodology and data sources

- Quantitative assessment of core service delivery of IAS grant activities, specifically the key service delivery KPI, contained in service provision agreements (output measure).
- The period of data used to measure our performance is the most recent 12 month period for which sufficient data is available, to avoid bias in the result. For the 2023–2024 Financial Year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January 2023 to 31 December 2023.

## Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 4.1 in the 2022-23 Corporate Plan.

# Key Activity 7

Enhance regional governance, and improved partnerships with communities.

Design, implement and deliver policies, strategies and programs to enhance regional governance, and improved partnerships with communities.

## Measure 7.1

Proportion of IAS Program 1.5 activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements

### Portfolio Budget Statements

Program 1.5: Remote Australia Strategies (Pg. 209)

### Targets

2023-24	2024-25	2025-26	2026-27
90%	90%	90%	90%

### Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples by delivering a wide range of important services that enhance regional governance, and improve partnerships with communities through place-based practice.

Targets identified reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off, and service delivery is compromised for periods of time.

The objectives of program 1.5 are to support the achievement of outcomes across the IAS priority areas of schooling, employment and community safety through enhanced regional governance and improved partnerships with communities in remote areas.

### Methodology and data sources

- Quantitative assessment of core service delivery of IAS grant activities, specifically the key service delivery KPI, contained in service provision agreements (output measure).
- The period of data used to measure our performance is the most recent 12 months for which sufficient data is available to avoid bias in the result. For the 2023–2024 financial year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January 2023 to 31 December 2023.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 5.1 in the 2022-23 Corporate Plan.

# Key Activity 7

Enhance regional governance, and improved partnerships with communities.

Design, implement and deliver policies, strategies and programs to enhance regional governance, and improved partnerships with communities.

## Measure 7.2

Develop, implement and strengthen partnerships with communities.

### Targets

Progress has been made in the development and implementation of plans or agreements in partnership with communities

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

By 30 June 2024, existing Empowered Communities regions will have:

- Agreed a Joint Decision Making framework with the NIAA
- Received biannual reports on IAS investment in the Empowered Communities region from the NIAA

2023-24	2024-25 <sup>6</sup>	2025-26 <sup>6</sup>	2026-27 <sup>6</sup>
Achieved	-	-	-

<sup>6</sup> Future performance measures for Empowered Communities will be considered in the post referendum context.

### Rationale

A focus on place and working in partnership is integral to the NIAA's purpose of enabling the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and enabling First Nations peoples to have a say in matters that affect them. Empowered Communities is one of the NIAA's formal partnerships demonstrating the strong partnership elements of Priority Reform 1: formal partnerships and shared decision-making. The

objectives of program 1.5 are to support the achievement of outcomes across the IAS priority areas of schooling, employment and community safety through enhanced regional governance and improved partnerships with communities in remote areas.

### Methodology and data sources

- Qualitative assessment of development and implementation of plans and agreements in partnership with communities, based on case studies.
- Managers of relevant NIAA Groups that partner with communities and Indigenous stakeholders would nominate one case study at the start of each financial year (or as part of mid-cycle reporting) – nominated topics should reflect expectation that real progress/change on the ground will be made over the course of the year through partnership with communities and relevant other stakeholders.
- The focus is on plans and agreements developed and/or implemented by the NIAA in genuine (formalised) partnership with community and other key partners, and which support community priorities and aspirations. Quantitative assessment of the number of Empowered Communities during the reporting period that have undertaken a joint decision making round or have a Joint Decision Making framework in place, and received a biannual report on IAS investment for the Empowered Communities region.
- Data source is an Empowered Communities backbone organisation's agreement to a Joint Decision Making framework or undertaking a joint decision making round (for example, meeting records or written agreement with the NIAA), and NIAA correspondence to Empowered Communities backbone organisations providing a biannual update on IAS investment.
- The IAS regional investment report for each Empowered Communities region provides the estimated location attribution of funding for the current financial year, summarised either by IAS program or Indigenous location, or as negotiated with each Empowered Communities region.
- For the measure to be achieved, all targets must be met.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 5.3 in the 2022-23 Corporate Plan.

This measure has been amended to make it a more meaningful indicator of performance against a more defined measure and target.

Empowered Communities is part of the NIAA's action on Closing the Closing the Gap Priority Reforms, towards implementing formal partnerships and shared decision making (Priority Reform 1).The wording of the measure has been amended to better capture the NIAA's policy leadership role of the IPP, and the annual targets that exist within the IPP.

## Key Activity 8

Evaluate the NIAA's programs.

Undertake evaluations of the NIAA's programs in line with the IAS Evaluation Framework and incorporating evaluations into policies and programs delivered by the NIAA.

### Measure 8.1

Maintain an up-to-date IAS Evaluation Work Plan on the NIAA website.

### Portfolio Budget Statements

Program 1.6: Evaluation and Research (Pg. 210)

### Targets

Minimum of 4 updates made to the Work Plan in 2023-24

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

### Rationale

The NIAA invests in evaluations, reviews, data improvement activities, capability development and research to inform the design and delivery of policies and programs, and to understand the extent to which

the Indigenous Advancement Strategy (IAS) is achieving its goal of supporting the aspirations of First Nations peoples.

The objective of program 1.6 is to support the self-determination and aspirations of Indigenous Australians by incorporating evaluation of and research into policies and programs impacting on Indigenous peoples delivered by the NIAA.

### Methodology and data sources

- Quantitative assessment against timeline (output measure).
- Substantive updates to the Workplan are to be made across the year as planned.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 6.1 in the 2022-23 Corporate Plan.

The target of this measure has been updated to reflect a change in the management of the Evaluation Work plan. Where this was previously updated and published annually, it is now maintained online, with a commitment to update quarterly.

# Key Activity 8

Evaluate the NIAA's programs.

Undertake evaluations of the NIAA's programs in line with the IAS Evaluation Framework and incorporating evaluations into policies and programs delivered by the NIAA.

## Measure 8.2

Proportion of completed IAS Evaluation Work Plan evaluations that are published within 6 months of a management response being accepted by the NIAA.

### Portfolio Budget Statements

Program 1.6: Evaluation and Research (Pg. 210)

### Targets

100% of IAS Evaluation Work Plan evaluations completed in 2023 that are published in full or in summary within 6 months of a management response being accepted by the NIAA

2023-24	2024-25	2025-26	2026-27
Achieved	Achieved	Achieved	Achieved

### Rationale

The NIAA invests in evaluations, reviews, data improvement activities, capability development and research to inform the design and delivery of policies and programs, and to understand the extent to which the Indigenous Advancement Strategy (IAS) is achieving its goal of supporting the aspirations of First Nations peoples.

Program 1.6 seeks to incorporate evaluation of and research into policies and programs impacting on Indigenous peoples delivered by the NIAA in order to support greater self-determination. Through the IAS Evaluation Framework the NIAA commits to make evaluation reports publically available.

### Methodology and data sources

- Quantitative assessment of released completed evaluations on the IAS Evaluation Work Plan (output measure).
- The target timeframe for publication is within 6 months of a final evaluation report management response being accepted, so the calculation of the performance result will assess all final evaluation reports accepted between 1 January 2023 and 31 December 2023, and their respective publication dates between 1 July 2023 and 30 June 2024.

### Explanation of changes since 2022-23 Corporate Plan

Measure numbers have been updated to reflect the reordering of our key activities. This measure was number 6.2 in the 2022-23 Corporate Plan.

Minor wording changes have been made since the publication of the 2022–2023 Corporate Plan and 2023–2024 PBS to clarify the measure. Although the changes are not substantive, they are important for understanding. The intent of the measure and target are unchanged.

# Compliance

The Corporate Plan has been prepared in accordance with the requirements of:

Subsection 35(1) of the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

This table details the requirements met by the NIAA's Corporate Plan 2023–24 with page references.

Topic	Requirements	Page(s)
Introduction	<p>A statement that the plan is prepared for paragraph 35(1)(b) of the Act.</p> <p>The reporting periods for which the plan is prepared.</p> <p>The reporting periods covered by the plan.</p>	<p>Pg. 5-7</p> <p>Message from the CEO</p>
Overview	<p>The purposes of the entity.</p>	<p>Pg. 9</p> <p>Our Purpose</p>
Key activities	<p>The key activities that the entity will undertake in order to achieve its purposes.</p>	<p>Pg. 11</p>
Operating context	<p>The environment in which the entity will operate.</p> <p>The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.</p> <p>A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.</p> <p>Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including:</p> <ul style="list-style-type: none"> <li>• How that cooperation will help achieve those purposes.</li> <li>• How any subsidiary of the entity will contribute to achieving the entity's purposes (Not applicable).</li> </ul>	<p>Pg. 23-33</p> <p>Our Operating Context</p>
Performance	<p>Specified performance measures for the entity that meet the requirements of section 16EA.</p> <p>Specified targets for each of those performance measures for which it is reasonably practicable to set a target.</p>	<p>Pg. 34-46</p> <p>Our Performance</p>



**National Indigenous  
Australians Agency**

**Corporate Plan 2023–24**

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