

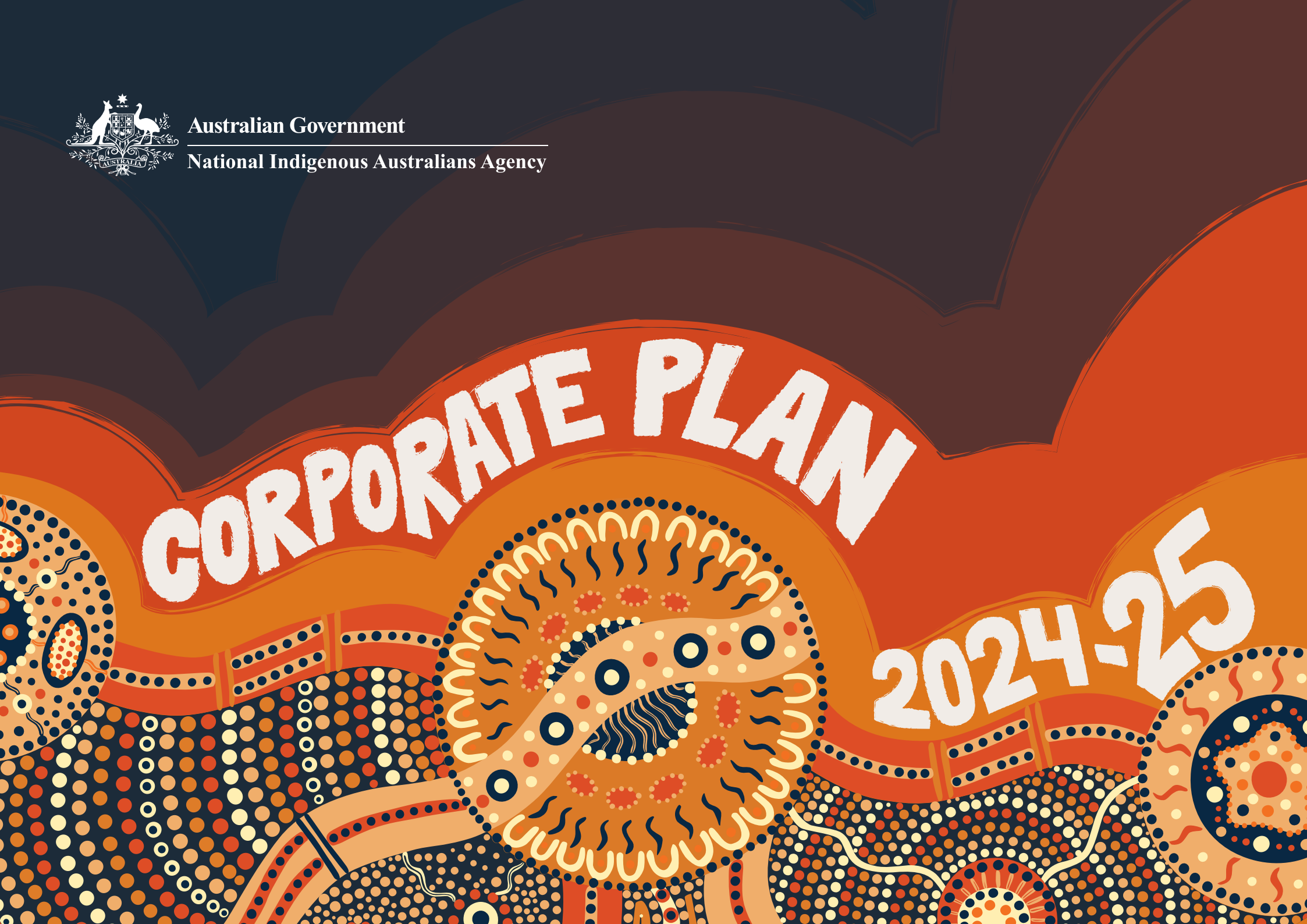


Australian Government

National Indigenous Australians Agency

# CORPORATE PLAN

# 2024-25



# ACKNOWLEDGEMENT OF COUNTRY

The National Indigenous Australians Agency 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 to Elders past and present.

## Cultural advice

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

## Artwork

The artwork used in this Corporate Plan is from an artwork by Wiradjuri Artist, Jordana Angus for the Australian Government titled "working together for a future of equality"

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# WANTHIWA | Hello in Yindjibarndi

## Message from the Chief Executive Officer, Jody Broun

Now more than ever, the NIAA is driven to achieve impactful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples.

Our Corporate Plan sets out how we will do this over the next 4 years. It shapes how we engage with Aboriginal and Torres Strait Islander communities to embed their voices into our work. It guides how we lead and influence change across government so First Nations peoples have a say in the decisions that affect them.

Working together with First Nations communities, the Coalition of Peaks, organisations and other stakeholders will deliver real progress under the National Agreement on Closing the Gap.

The NIAA is changing the way we work. In line with Closing the Gap Priority Reforms, we are shifting towards a more localised approach, where members of community have a say in the programs and services delivered. We have staff in 50 locations across Australia, which means that we can maintain strong relationships with First Nations communities and respond to their needs and priorities.

An example of the shared decision-making model is the Remote Jobs and Economic Development (RJED) program – a priority for our agency. The RJED program is a significant step towards replacing the Community Development Program. It will support people in remote Australia to move into meaningful jobs that their community wants and needs.

We're working with First Nations peoples and using job trials to inform the design of the program and to implement it.

In 2024–25, we'll also be working with others to support communities to access safe and suitable housing. We're partnering with the Northern Territory Government, land councils, Aboriginal Housing NT, and other stakeholders to improve housing, reduce overcrowding, and plan for future housing needs. Aboriginal and Torres Strait Islander peoples and organisations are involved in implementing the housing initiatives.

Local decision-making also underpins our approach to implementing the Commonwealth's plan for *A Better, Safer Future for Central Australia* (Central Australia Plan). The plan aims to improve community safety in Alice Springs and Central Australia by creating jobs, providing better services, and supporting on-Country learning. The plan has also a strong focus on investing in families and improving health outcomes. Working with the Central Australia Plan Aboriginal Leadership Group to ensure community voices are heard has been an important feature of this multi-year project.

To inform our priorities, we'll be focusing on improving our data, evidence and processes. Robust data supports us to identify the programs that are delivering for community and those that need more support to create change on the ground.

We are also working to ensure First Nations peoples have a greater say in how their data is collected, stored, used and governed within the Australian Public Service (APS). Our recently published Framework for Governance of Indigenous Data supports the principles of Indigenous data sovereignty.

Integrity is a core element in all the NIAA does. We have a strong focus on strengthening our integrity culture, systems and processes to increase trust and build stronger partnerships that contribute to improved outcomes for First Nations peoples.

Reconciliation remains a priority for our agency. Over the next 4 years, we will continue to support the healing process for survivors of the Stolen Generations and their families through the Territories Stolen Generations Redress Scheme. The scheme has received more than 1,600 applications to date. At 30 June 2024, 916 applicants have been paid over \$74.9 million, and 791 requests for Personal Acknowledgements have been received.

Our commitment to reconciliation and transforming government is demonstrated through our *Stretch Reconciliation Action Plan 2022–2025* (RAP). At its heart, reconciliation is about strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

The commitment and dedication of our staff makes me proud to be leading such a resilient and passionate agency. I look forward to continuing to support and drive positive outcomes for Aboriginal and Torres Strait Islander peoples over the coming year.

## **Regional decision-making makes sure people have a say in the programs and services delivered in their communities.**

As the Accountable Authority of the NIAA, I am pleased to present the NIAA Corporate Plan 2024–25. It covers 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

**Jody Broun**

Chief Executive Officer  
National Indigenous Australians Agency

**August 2024**

# Components of our Corporate Plan



## Our vision and purpose

Tell us why we exist and where we are going

## Key activities

Outline what we do to achieve our vision and purpose

## Performance Measures

Allow us to measure the success of our key activities

## Operating Environment, Partnerships, Capabilities and Risk management

The tools that empower us to deliver

# Who we are

## Overview

The NIAA is an Executive Agency as defined by section 65 of the *Public Service Act 1999*. It is a non-corporate Commonwealth entity as defined by the PGPA Act. The NIAA commenced operation on 1 July 2019.

The NIAA implements the Australian Government's policies and programs to enable the self-determination and aspirations of First Nations communities by ensuring Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered. The NIAA influences policy across the Australian Government, and state and territory jurisdictions, to ensure First Nations policies, programs and services are developed and delivered effectively to improve outcomes for Aboriginal and Torres Strait Islander peoples.

## 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 vision

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



HEARD,  
RECOGNISED,  
EMPOWERED







## Our values

The APS values set the standard for ethical behaviour across the public service. In addition, our work 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.

## Who we work with

We work with a diverse range of stakeholders to deliver on our vision and purpose. We partner with First Nations communities and leaders, organisations, peak bodies and all levels of government to develop, implement and evaluate policies and programs.

We coordinate and influence across government to ensure policies and programs are fit for purpose, impactful and aligned with community aspirations. Further information about who we partner with can be found in the 'Genuine partnerships' section.

**We ensure policies and programs are fit for purpose, impactful, and aligned with community aspirations.**

# Corporate Plan on a page

**Our purpose**



**Our vision**



**Our values**



**Outcome statement**

Lead the development and implementation of the Australian Government's agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs

**Key activities**

**1**

Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples

**2**

Lead and coordinate across government to implement the National Agreement on Closing the Gap (the National Agreement)

**3**

Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities

**4**

Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs

**Performance measures**

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**8**

**9**

**10**

**11**

**Delivered through our programs**

**1.1**

Jobs, land and the economy

**1.2**

Children and schooling

**1.3**

Safety and Wellbeing

**1.4**

Culture and Capability

**1.5**

Remote Australia Strategies

**1.6**

Evaluation and Research

**1.7**

Program Support

**Reporting on our performance**

Annual Report 2024–25

**Focus areas**

National Agreement on Closing the Gap

Replacing CDP and improving employment outcomes

Improving the impact and integrity of our programs and operations

Transitioning to regionalised decision-making and delivery

2024–25 to 2027–28

2024–25

## Key activities

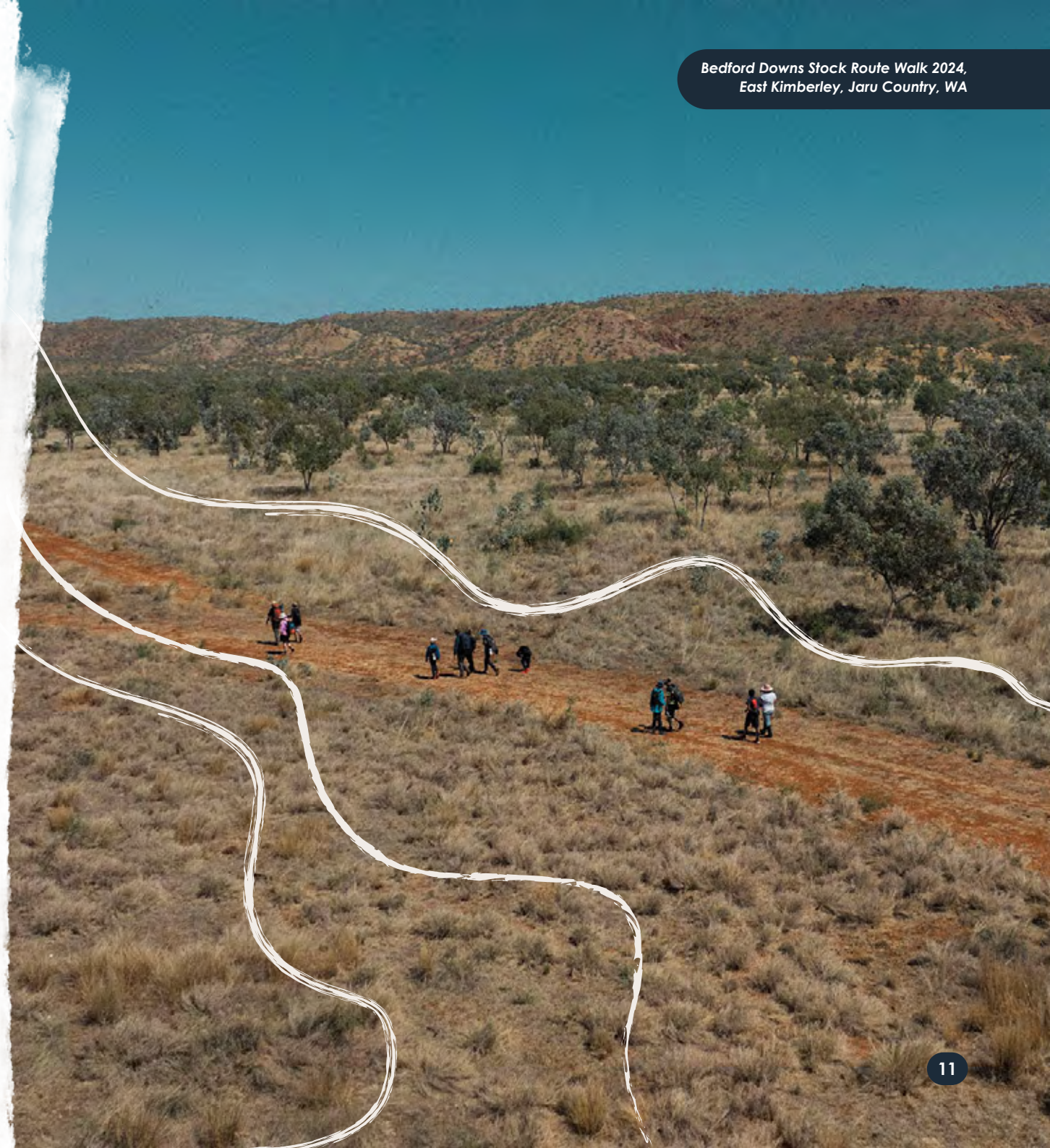
The NIAA's work is guided by our purpose. We focus on building genuine partnerships, investing effectively, and leading and coordinating across government to achieve better outcomes for First Nations peoples and communities. Our key activities to deliver our purpose are:

### **Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples**

To deliver effectively for First Nations peoples, the NIAA must have strong and productive relationships with stakeholders, particularly First Nations communities. These partnerships are the foundation of our work and bring diverse perspectives to our policies and programs to ensure we deliver what communities want and need.

### **Lead and coordinate across government to implement the National Agreement on Closing the Gap (the National Agreement)**

The NIAA provides a central coordination point for the National Agreement. We play a key influencing role across government to accelerate efforts and progress. While responsibility for Closing the Gap and reconciliation is shared across governments, the NIAA is critical to driving change that is aligned with the priorities of First Nations peoples.





## **Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities**

The NIAA drives positive outcomes for First Nations peoples. We fund services and programs under the Indigenous Advancement Strategy (IAS) and manage the Indigenous Procurement Policy. We work to ensure the IAS is delivering effectively for communities, with a particular focus on strengthening employment outcomes. Our focus is on improving the impact of Commonwealth investment to build Aboriginal and Torres Strait Islander community-controlled sectors to maximise benefits for First Nations peoples.

## **Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs**

Evaluating program effectiveness supports evidence-based decision-making and ensures investments are effective and targeted to community needs. We work with First Nations peoples to ensure our collection and use of data is culturally sensitive and governance of Indigenous data is appropriately managed.

## Focus areas

Our key focus areas for 2024–25 are informed by our purpose and vision. The focus areas set out the specific deliverables and priorities that will improve the impact of our key activities. They are strategically important areas we will prioritise throughout the year.

### National Agreement on Closing the Gap

Closing the Gap is central to all our work in the NIAA and is an overarching focus area. We are working to strengthen the implementation of the National Agreement on Closing the Gap so it supports more rigorous and responsive policy development.

Under the National Agreement, governments at all levels will work together with Aboriginal and Torres Strait Islander people and the Coalition of Peaks to:

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

The NIAA is the central coordination point for the Closing the Gap Commonwealth Annual Report and Implementation Plan. This plan provides 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 agenda for Joint Council on Closing the Gap.

The NIAA also represents the Australian Government in the Partnership Working Group to drive the implementation of the National Agreement.



# WORKING IN GENUINE PARTNERSHIP



**We will work together to accelerate the pace of change and embed Closing the Gap outcomes.**

The NIAA plays a key role in coordinating the Commonwealth's implementation of the Joint Council's response to the Productivity Commission's Review of the National Agreement. In 2024–25 we will:

- undertake a stocktake of actions and deliverables, in partnership with the Coalition of Peaks, to determine a clear direction for the partnership in the year ahead
- establish a Commonwealth independent mechanism to further government agency transformation efforts under the National Agreement
- coordinate the establishment of a Data Policy Partnership, ensuring the right organisations are at the table to accelerate progress on Indigenous data
- fund an Indigenous-led Review and Assembly to ensure the lived experiences of Aboriginal and Torres Strait Islander people and communities are captured as part of implementing the National Agreement.

We will also continue to work with other Australian Government agencies to accelerate the pace of change and embed Closing the Gap outcomes, particularly the 4 Priority Reforms:

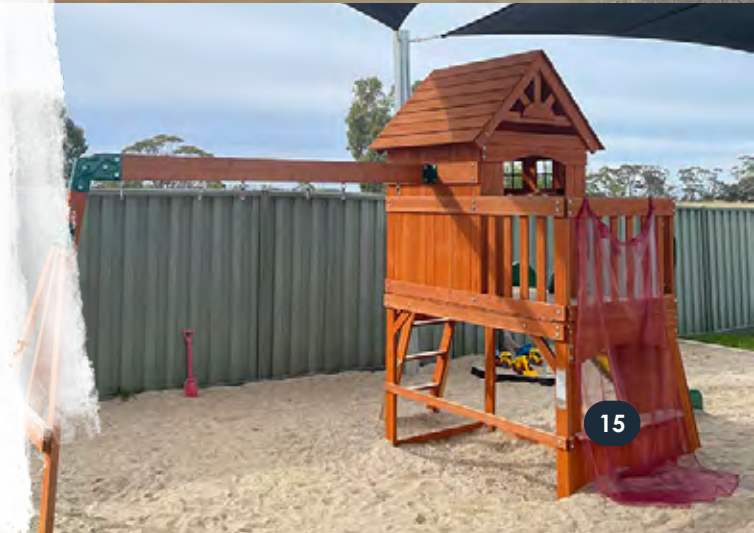
1. Formal partnerships and shared decision-making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level.

**Images, top to bottom:**

*Young person receiving their learners licence with support from Twofold Aboriginal Corporation, Eden, NSW*

*Congress Allied Health mobile clinic, Mparntwe, NT. Photo courtesy of the Central Australian Aboriginal Congress.*

*New playground at Bung Yarda (Lake Tyers) Kindergarten, Gunaikurnai Country, Vic*





## Replacing the Community Development Program and improving employment outcomes

### A new employment program in remote Australia

The Australian Government has committed to replacing the Community Development Program (CDP) with a new approach to remote employment that provides real jobs, proper wages and decent conditions, designed in partnership with First Nations peoples.

In February 2024, the Government announced it would invest \$707 million to deliver a new Remote Jobs and Economic Development (RJED) program to start in the second half of 2024. The program will initially fund 3,000 jobs to be created over 3 years, and will provide CDP participants in remote communities with meaningful jobs. A new remote employment service will also be established to support and complement the RJED program.

In March 2024, the Minister for Indigenous Australians announced the establishment of a First Nations Reference Group (FNRG). The FNRG is working with Government to design and implement the RJED program and a new remote employment service.

**A new approach  
to remote  
employment  
provides  
real jobs,  
proper wages  
and decent  
conditions.**



# Indigenous Ranger Program projects are locally driven and managed.

The NIAA is also working with remote communities, other key First Nations stakeholders, CDP providers and relevant government agencies on the design of RJED and a new remote employment service that is expected to commence in the second half of 2025. Current CDP services will continue until 30 June 2025, alongside the roll-out of the complementary RJED program.

Both the RJED program and the new remote employment service will be informed by remote employment trials. This includes the New Jobs Program Trial, which the Government has expanded to fund up to 300 jobs. This is to support current demand for new jobs in remote Australia until the RJED program commences. The trial projects will deliver enhanced support to job seekers in remote Australia, including by placing participants directly into jobs in community. The trial projects also support the establishment of community enterprises.

The trial projects are supported by monitoring and evaluation of evidence and lessons learned. They are providing valuable insights, lessons and ideas that are informing the design of the RJED program and new remote employment service.

## First Nations-specific programs delivering sustainable employment

The NIAA is delivering the Indigenous Rangers Program (IRP) which contributes to the maintenance and improvement of Australia's unique cultural and natural environment and connection to Country. Indigenous youth, men, women and LGBTIQ+ people are employed to work in locally and culturally relevant jobs in land and water management. The program supports access to training and development opportunities that improve their leadership and career pathways in land and water management and supports greater engagement with emerging technologies.

The IRP has operated since 2006, is internationally recognised, and now employs around 2,000 rangers across Australia, including in remote and regional Australia. Projects under this program are locally driven, with Country managed according to the aspirations of Traditional Owners, knowledge holders and community to achieve environmental, cultural, social and economic objectives.

The Government is committed to expanding the IRP to increase the number of Indigenous rangers to 3,800 by the end of the decade and is working towards gender equality in ranger positions. The expansion presents the first open competitive opportunity for new organisations to join the IRP in more than 10 years. The first round of grants will be delivered in 2024–25 with funding of \$359 million over 4 years, expected to fund approximately 1,000 new Ranger jobs.





Homes under construction in Yirrkala, NT. Photo courtesy of the Northern Territory Government.

## Transitioning to regionalised decision-making and delivery

To deliver our purpose, it is important First Nations people have a say on the policies, programs and services that affect them, particularly at the regional and local level. For this reason we are continuing to transition to more regionalised decision-making and delivery.

We are committed to strengthening efforts to work in partnership with First Nations peoples to ensure policies and programs are community-led and self-determined. This includes through engaging with the 6 place-based partnerships established under Closing the Gap in:

- Tamworth (NSW)
- Gippsland (Vic)
- Doomadgee (Qld)
- East Kimberley (WA)
- Western Suburbs of Adelaide (SA)
- Maningrida (NT)

We will also be working with a range of existing and emerging local and regional partnership arrangements, such as local decision-making bodies in the NT.

Through the Central Australia Plan (CAP), we are working with First Nations communities to ensure local voices are heard. In particular, we are working with the CAP Aboriginal Leadership Group (ALG), which provides advice on implementation and priorities under the CAP.

This includes the advice on the \$30 million Remote Training Hubs Network, where the ALG has shaped training being delivered on Country, with consideration given to language groups, training needs and the requirement for transport between communities. This collaborative approach is ensuring initiatives meet communities' needs.

On 20 June 2024, the Commonwealth entered into a ten-year Partnership Agreement with the NT Government, Aboriginal Housing NT, and the 4 NT Aboriginal Land Councils. The agreement embeds shared decision-making in remote housing and homelands investments and will help Close the Gap.

The Partnership Agreement is the first of its kind in NT housing and will inform the Commonwealth and NT government's funding agreements, including the \$4 billion ten-year agreement to halve overcrowding in remote NT and the 3-year agreement to continue to improve housing in the NT homelands.

**Shared  
decision-making  
encourages  
greater  
community  
involvement  
and autonomy  
in investment  
prioritisation.**

We continue to support Empowered Communities (EC) backbone operations as we:

- progress joint assessment and consideration of IAS investments in EC regions
- support opportunities for partnership with EC on new policy and program design
- refresh local partnership agreements with the 10 EC regions (see the 'Our performance' section in relation to our EC partnerships).

The NIAA is working to embed partnership and shared decision-making arrangements into IAS investment prioritisation in the context of the ongoing reform of IAS systems and processes (see 'Improving the impact and integrity of our programs and operations'). This aims to improve outcomes of IAS-funded activities and, over time, will encourage greater community involvement and autonomy in investment prioritisation.

In 2024–25, the NIAA is developing regional strategies to prioritise IAS investment that aligns with First Nations community and regional priorities. The regional strategies will:

- link to the Closing the Gap Priority Reforms and socioeconomic outcomes
- consider opportunities to leverage mainstream policies and investment.



## Improving the impact and integrity of our programs and operations

The NIAA is actively undertaking an agency-wide review to improve the impact of our programs and operations and drive better outcomes under Closing the Gap. This includes reforming the way First Nations programs and activities are funded and delivered. This reform will enhance the efficiency and effectiveness of the Government's investments, ensuring it can better support First Nations peoples to fulfil their needs, goals and aspirations.

This approach will improve data transparency and enhance performance monitoring and evaluation, providing an evidence base to inform future investment decisions.

Work to strengthen the integrity of our processes and policies will also have a positive impact on outcomes. Further detail on our approach to Integrity is included in 'Our operating environment' section.

The NIAA is also working to better align the way we do our business with the Closing the Gap Priority Reforms, APS Reform, and whole-of-government First Nations expenditure. Importantly, this work will consider how we ensure the NIAA embeds shared decision-making approaches into all funding processes.



## Representation of First Nations leaders at senior levels is critical.

The NIAA is partnering with the Australian Public Service Commission (APSC) to boost First Nations employment across the APS. This includes:

- increasing First Nations employment across the APS to 5% by 2030
- increasing First Nations representation at senior leadership levels through the SES 100<sup>1</sup> initiative
- refreshing the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024<sup>2</sup>
- improving the workplace experience of First Nations employees.

1 The SES 100 initiative is co-sponsored by the Australian Public Service Commission and the National Indigenous Australians Agency, and aims to increase the number of First Nations SES leaders across the service from 54 to 100.

2 The Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy applies across the entire Commonwealth public sector (including the Australian Defence Force, Australian Federal Police and Australia Post). It focuses on cultural integrity, career pathways and career advancement.

Representation at senior levels is critical to harness the diverse knowledge-base and perspectives that First Nations leaders bring to the APS and ensure First Nations peoples participate in the decision-making process.

The NIAA is also leading the implementation of the Framework for the Governance of Indigenous Data, which aims to increase awareness and acceptance of Indigenous data sovereignty principles. The framework aims to provide First Nations people greater agency over how their data is governed in the APS so that government-held data better reflects their priorities and aspirations.

Work is also underway to deliver on the Commonwealth's commitment to develop and embed the concept of allyship within the APS. Allyship is an active, reflective practice and a powerful tool to support the wellbeing and elevate voices of communities.

The practice of allyship supports behavioural change from non-Indigenous public servants, supporting them to practice meaningful cultural safety and reduce racism, while addressing unconscious biases in the APS in line with Closing the Gap Priority Reform 3.



# Our operating environment

We operate in a complex, uncertain and constantly evolving landscape. These challenges bring opportunities for growth and improvement. By understanding our environment, we can adopt a more strategic approach and continuously enhance our capabilities to deliver on our purpose.

Our operating environment is influenced by factors that impact on our ability to deliver on our purpose. Many of these factors are out of our control.

Factors that impact our operating environment include:

- geographical spread, population demographics and the **remoteness of communities** we serve
- **climate change** and increasing **natural disasters**, impacting on our urban, regional and remote communities, and disaster response practices
- the APS **reform agenda** to build an integrity culture, work in genuine partnership with community, become a model employer and build the capability of staff
- **workforce trends and capability** of staff to ensure we have staff with the right skills working in the right place
- an evolving **technology landscape**, which provides opportunities to better connect with our staff and communities.

## Enablers

The NIAA's genuine partnerships, regional presence, and commitment to integrity and reconciliation are key enablers to ensure we effectively manage these factors and successfully perform our key activities. They are essential to delivering on our purpose.



## Genuine partnerships

First Nations voices are at the centre of our planning, priority-setting and decisionmaking. The NIAA partners with First Nations communities in a variety of ways, for example through participating in Closing the Gap policy and place-based partnerships, Empowered Communities, local models and taskforces. Each partnership has different stakeholders and objectives, and arrangements are unique. Working in place requires a flexible approach that responds to the diverse needs of First Nations communities.

The NIAA also works closely in place with First Nations leaders, communities, organisations and other stakeholders to deliver more than 2,600 activities through nearly 1,500 organisations across Australia. We are also working closely with the APSC to realise the principles of the Charter of Partnerships and Engagement.

We continue to play a central role in informing whole-of-government priorities for First Nations peoples and in enabling policies, programs and services being tailored to the diverse needs of communities. We do this by leveraging the strong relationships we have built with First Nations communities and through structures such as the Coalition of Peaks, Empowered Communities and the ALG.

### Communities

We talk directly with communities because they know what's needed to make a positive difference.

### Non-government organisations

We support providers to deliver quality services.

### Industry

We encourage industry to partner with First Nations communities to facilitate mutual benefits.

### First Nations Peoples

We partner with Indigenous peoples so they have an equal say in the policies that affect them.

### State, territory and local governments

We work with other jurisdictions to get the best outcomes for Indigenous peoples.

### Australian Government

We lead and influence across the government to ensure the impacts for First Nations communities are considered.



**FIRST NATIONS  
VOICES ARE AT  
THE CENTRE**

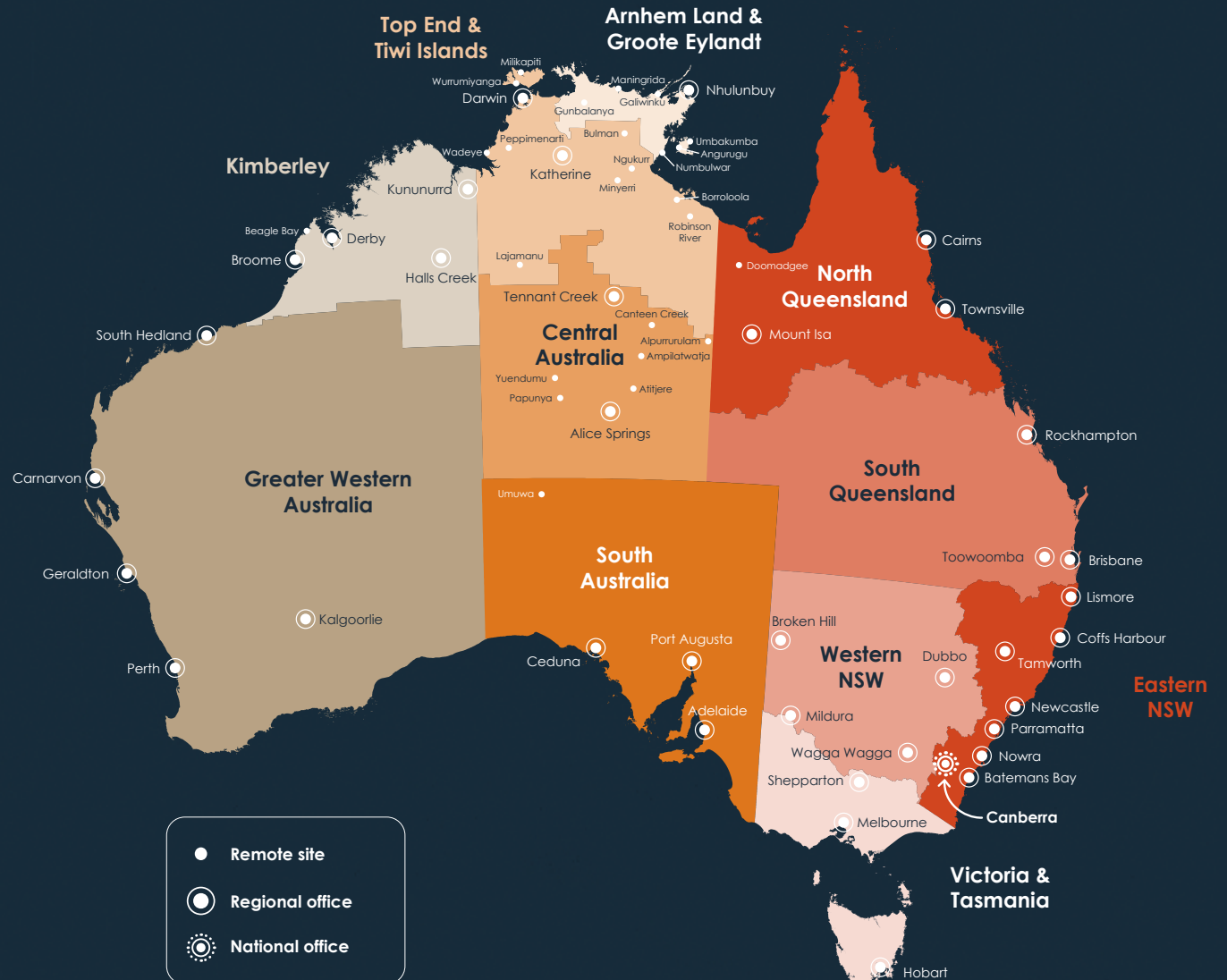


## Our regional presence

The NIAA's regional network of offices across urban, regional and remote locations<sup>3</sup> is a unique and critical on-the-ground presence for the Australian Government. Our staff work closely with First Nations communities and stakeholders – including Aboriginal Community Controlled Organisations, nongovernment organisations and state and territory jurisdictions – to identify and progress First Nations peoples' needs and aspirations.

The NIAA's regional network staff work with communities to provide practical action towards local partnership agreements, data sharing, and policy outcomes. We actively engage with First Nations communities and key stakeholders to play a strategic role to influence policy and program design. Staff across the NIAA's extensive footprint readily lean into emerging priorities including natural disaster preparedness and responses.

As we build and maintain effective partnerships with communities, organisations and peak bodies, our regional footprint contributes to the empowerment and self-determination of First Nations peoples.



<sup>3</sup> See Appendix A for a list of NIAA office locations by region.

**A strong  
integrity  
culture  
supports us  
to achieve  
our purpose.**

## Integrity

Integrity is a cornerstone of good governance and is central to the effective functioning of the APS to support the development and delivery of policies, services and initiatives that affect the lives of all Australians. Integrity in the APS is the pursuit of high standards of professionalism – both in *what* we do and in *how* we do it.

A strong integrity culture at the NIAA supports our ability to achieve our purpose, successfully deliver our key activities, and demonstrates our commitment to implementing *APS Reform Priority 1: An APS that embodies integrity in everything it does*. It also ensures our actions and behaviours match our values and builds a culture of trust and integrity.

The focus over the next 12 to 18 months will be:

- to establish the foundations of a robust NIAA Integrity Framework
- implement the NIAA Integrity Strategy and Action Plan 2023–2025
- strengthen psychological safety to promote a ‘speak up’ culture
- embed proactive detection and early intervention processes.

Through this work, the NIAA will realise the benefits that a strong pro-integrity culture brings and the opportunities created through building stronger relationships and fostering trust with those we serve.





## Reconciliation

Reconciliation is central to all our work at the NIAA. We work together to support the aspirations of Aboriginal and Torres Strait Islander peoples. To enable reconciliation, we recognise and value the living cultures, stories and songlines of First Nations peoples and acknowledge the historical injustices against Aboriginal and Torres Strait Islander peoples. We play a key role in promoting reconciliation across the Commonwealth to ensure that reconciliation is driven across all levels of the APS.

We continue to grow Footprints, our flagship cross-cultural learning framework. Through the APS Academy, staff across the APS are supported to strengthen and continue to build their cultural competency. In addition to this, the NIAA also supports:

- the Indigenous Champions Network, bringing together leaders from across the APS who champion reconciliation and cultural competency in the public sector
- public officials who have previously attended the Garma Festival to share their learnings and insights from the festival and how these will drive change in policies and practices in their agencies.

Strengthening relationships with Aboriginal and Torres Strait Islander peoples is key to reconciliation, and we will continue to focus on this through the implementation of our Stretch Reconciliation Action Plan 2022-2025 and through the development of our next RAP.

**We recognise  
and understand  
the living  
cultures, stories  
and songlines  
of First Nations  
peoples.**

## Our transformation journey

The NIAA continues to progress its transformation journey to deliver on our vision of enabling the self-determination and aspirations of First Nations communities. In line with broader APS Reforms, and reflected in Galambany<sup>4</sup> (our internal transformation program), the NIAA is committed to building staff capability, embodying integrity in all that we do, being a model employer, and placing communities at the centre of our policies and services.

Over the next 12 months at the NIAA, this transformation will come to life through:

- 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
- meaningful engagement across government and with community, driven by consistent standards and approaches
- greater clarity in the Government's investment and opportunities for strengthening community partnership and shared decision-making
- informed decisions based on current, accurate and reliable data, integrated across government and shared with community

- strengthened organisational integrity through better integration of processes for making decisions, managing providers and managing risk
- staff who are equipped with the knowledge, skills and experience to excel in their roles, enabling better outcomes for community, the NIAA 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.

The NIAA is also driving change to increase cultural capability, both internally and across the APS more broadly. As part of the Boosting First Nations Employment initiative, we are sharing our range of staff development offerings, such as Footprints to grow APS-wide cultural capability.

Across the Commonwealth, we are leading programs linked to the Boosting First Nations Employment package, such as the SES 100 initiative, building the talent pipeline for First Nations staff in the APS, and increasing awareness of unconscious bias across the APS. This work aims to mitigate the adverse impact of unconscious bias on the workplace experience of First Nations employees and support a culturally competent and inclusive APS.

<sup>4</sup> Ngunnawal language meaning you, me, we - together



## Building our capability

### Our people

NIAA's people are critical to our success. We continue to invest in their development and growth. This is guided by our recently launched People Strategy 2024–2027. The People Strategy focuses on supporting the NIAA's staff through 4 pillars:

- workplace culture
- recruitment and workforce planning
- leadership
- workforce capability and talent.

These pillars sit atop our values and will help us adapt our ways of working.

The NIAA will launch its first bespoke capability framework and digital development planning tool this year. The framework is a key commitment under Galambany and outlines core capabilities to support the evolving roles of the NIAA.

Scalable and accessible learning solutions will be offered to staff in alignment with the capability framework. The goal is a strengths-based approach to organisational and individual capability development, enabling staff to reach their career goals and full potential.

Building the cultural capability of our workforce remains a priority. We will continue to develop this through our award-winning Footprints framework.

The NIAA is committed to being an inclusive, diverse and supportive workplace. Our inaugural Diversity and Inclusion Framework was designed by staff, for staff. Published early in 2024, it will guide the actions we will take to reduce barriers to inclusion at the NIAA. The NIAA continues to be a proud member of the 'Racism. It Stops With Me' campaign and maintains professional memberships with Diversity Council Australia, Pride in Diversity and the Australian Disability Network to provide industry standard resources and learning opportunities.

The NIAA is implementing the APS Strategic Commissioning Framework and has met its reporting requirements to the APSC.

In 2024–25, the NIAA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 focus on reduced outsourcing of administration and policy work, with an expected reduction of \$380,000 in 2024–25 in outsourcing expenditure.

#### Images, top to bottom:

*Staff from the 2024 Graduate Program with CEO, Jody Broun, Canberra, ACT.*

*Celebrating the launch of the Diversity and inclusion Framework, Canberra, ACT.*

*NIAA staff at the 2024 Aboriginal and Torres Strait Islander Forum, Canberra, ACT.*



NIAA staff basketweaving at the Aboriginal and Torres Strait Islander forum, Canberra, ACT.



## We promote safe and healthy workplaces.

### Health, safety and wellbeing

The NIAA is committed to the mental and physical health and safety of our staff, our visitors and those who work with us.

We facilitate safe and healthy workplaces through staff consultation, minimising risk and implementing mature safety systems.

Our Work Health and Safety Strategic Plan 2023–2025 drives continuous improvement through 4 key strategies focused on:

- engagement
- culture
- systems
- wellbeing.

In the coming year, we look forward to implementing the APSC's ADDRESS<sup>5</sup> model as a part of our ongoing work to promote psychosocially safe workplaces. We are also strengthening our approach to managing physical and psychosocial risks.

<sup>5</sup> The ADDRESS model, launched in March 2024, is an APS initiative for responding to psychosocial hazards in the workplace.

**Ensuring  
we remain a  
data-empowered  
agency, driving  
informed  
decisions and  
innovative  
solutions.**

## Our technology

### Our One Network project

The NIAA continues to implement the One Network project, which consolidates our operations into a single, unified network in the cloud. This project enhances internal collaboration and opens avenues for improving engagements with external stakeholders. The cloud-based infrastructure will foster innovation and improve operational efficiency within a secure Protected environment.

### Introduction of the New ICT Strategy

The NIAA is developing a new ICT strategy to guide our future direction alongside the One Network project. The strategy will focus on 5 key areas:

- making our data accessible and actionable for evidence-based decisions
- adopting secure and efficient technologies that support collaboration
- ensuring clear and evolving operations
- building critical capabilities through a mix of expertise and partnerships
- fostering a user-centred, collaborative culture.

This new strategy will align with broader technological trends and government policies, positioning us for future success and ensuring we remain at the forefront of innovation and excellence.

### Formation of the new ICT Branch

A new ICT, Data and Systems Branch has been established in a step towards streamlined and efficient technology services. The new branch is committed to providing high-quality ICT and data services to support evidence-based decision-making, enhance process efficiency, and bolster internal and external collaboration. This consolidation signifies a commitment to elevating our ICT and data capabilities to meet organisational needs.

### Enhancing our data capabilities

Evidence-based decision-making is critical to achieving positive outcomes for First Nations communities and peoples. Data is integral to this commitment. The NIAA recently released our new Data and Digital Strategy 2024–2028, which will guide the development of our capabilities. We are continuously working on data and information transformation to improve data governance and practices and to explore advanced data and analytics technologies. We are also working to improve data and digital literacy across the NIAA. This ongoing focus will ensure we remain a data-empowered agency, driving informed decisions and innovative solutions.

# Governance

The NIAA's governance structure and operating model ensure accountability, transparency and integrity across our organisation. This structure enables effective decision-making and supports the Chief Executive Officer (CEO) as the NIAA Accountable Authority.

The Executive Board sets the strategic direction of our organisation. Several committees assist the Executive Board, each focusing on different operational areas. This committee structure enhances our organisational capability and culture.

Our committees play a key role in overseeing operational activities, managing risks and ensuring regulatory compliance. These committees are essential for our continuous improvement efforts in governance and management practices. The NIAA governance arrangements include 2 committees that provide independent advice to the executive through the appointment of external members.

The Audit and Risk Committee provides the CEO with independent advice on the appropriateness of NIAA's:

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







## We are committed to continuous improvement.

The Indigenous Evaluation Committee offers independent technical and strategic advice on program evaluation and performance reporting. It plays a vital role in:

- enhancing the quality, credibility and impact of our policies and programs
- strengthening evaluation processes to ensure initiatives effectively meet Indigenous community needs.

Our governance and management practices are dynamic and evolve to meet new challenges and opportunities. We are committed to continuous improvement, always seeking ways to enhance accountability, transparency and integrity. This commitment ensures we remain effective in delivering our purpose and supporting our CEO as the Accountable Authority.

# Risk oversight and management

The NIAA operates 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 PGPA Act.

## Managing risk

Our Risk Management Policy and Framework is guided by the Commonwealth Risk Management Policy and focuses on taking a practical approach to risk management. The Chief Operating Officer has been appointed as the Chief Risk Officer (CRO). The CRO has responsibility for embedding a strong risk culture across the NIAA and overseeing the implementation of the NIAA Risk Management Framework and Policy.

As we continue to deliver our purpose through partnerships with others, a key component of our risk management approach is understanding the risks we share with our partners, including the communities and First Nations peoples we serve. In 2024–25, we will strengthen our relationships and partnerships by developing agreed approaches to shared risks and improve our risk monitoring, reporting and management practices. We continue developing staff capability to proactively identify, manage and escalate risk.

We are integrating, strengthening and embedding our Risk Management Policy and Framework, understanding that a strong risk-management culture positions us for successful service delivery, and policy and program development.

This includes our ongoing refinement of our internal controls and governance arrangements to efficiently and effectively manage risk, fraud, corruption and non-compliance across the NIAA.

As part of our active management of risks, and to maintain compliance with the Commonwealth Child Safe Framework, the NIAA publishes an annual Statement of Compliance on our website. This statement includes an overview of our child safety risk assessment as it relates to the agency's activities, and appropriate strategies to manage identified risks.

## How we engage with risk

We recognise that many of our activities are inherently risky, and 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 related to travel and supporting a remote workforce. There will always be risks, we must 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 contribute to the achievement of important outcomes.

We have **less appetite** to pursue risk where it will maintain the status quo, where there are suitable alternative options, or where the potential consequence is one where we have low or no tolerance.



## Risks and mitigations

### Relationships and influence

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#### 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 NIAA's purpose.
- Aboriginal and Torres Strait Islander peoples do not see the NIAA as trusted or reliable.

#### Mitigations

- 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.

### Delivery

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#### 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.

#### Mitigations

- 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.

## Culture

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### Risks

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

### Mitigations

- We live our values and behaviours, and support cultural safety.
- We have mature staff networks that are supported by the organisation.
- We are implementing a Diversity and Inclusion Framework that outlines how we value and respect our employees' differences, and aims 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 Agency' 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, and address priority focus areas through our multi-year Census Action Plan, as well as team and individual performance discussions.

## People and Capability

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### 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.

### Mitigations

- 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, focusing 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'.
- 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.

# Our performance

Our performance measures are directly linked to our purpose and key activities.

We use a combination of qualitative and quantitative measures and sources of information that are reliable, verifiable and free from bias.

The results of our performance will be reported in the Annual Performance Statement in the NIAA Annual Report 2024–25. Our performance will be measured against the following criteria:

- **Achieved:** in the reporting period, the NIAA delivered the performance measure and met the target in full.
- **Substantially achieved:** in the reporting period, the result achieved was within 5% of the target, or was achieved in full but not within the target timeframe.
- **Partially achieved:** in the reporting period, the result achieved was equal to or greater than 75% of the performance target.
- **Not achieved:** in the reporting period, the result achieved was less than 75% of the target, and the performance measure and/or target was not met.

## Performance measures are reliable, verifiable and free from bias.

The following profiles detail:

- **Performance measures:** how we will measure and assess progress towards each of our key activities
- **Targets:** specific criteria we will measure success against over time
- **Rationale:** justification for including the measure
- **Methodology and data sources:** 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.

## Key activity 1

# Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples.

## Performance measure 1

Proportion of Empowered Community regions that demonstrate progress in the development or implementation of Local Partnership Agreements.

### Targets

2024-25	2025-26	2026-27	2027-28
100% of existing Empowered Community regions have refreshed Local Partnership Agreements in place by 30 June 2025.	Progress is demonstrated on the implementation of 100% of Local Partnership Agreements.	Progress is demonstrated on the implementation of 100% of Local Partnership Agreements.	Progress is demonstrated on the implementation of 100% of Local Partnership Agreements.

### Rationale

This measure relates to the NIAA's vision to hear, recognise and empower and relates directly to the purpose of the NIAA to work in genuine partnership to enable the self-determination and aspirations of First Nations communities. 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*.

### Methodology and data sources

- Quantitative assessment of the number of existing Empowered Communities during the reporting period that have an updated, signed Local Partnership Agreement in place.
- Measurement of progress against each Local Partnership Agreement is conducted through regular IAS 6-monthly reporting and annual partnership health checks.

## Key activity 1 (continued)

**Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples.**

### Performance measure 2

The number of effective partnerships the NIAA is a party to.

#### Targets

2024–25	2025–26	2026–27	2027–28
Develop a register that provides a baseline data set of partnerships.	To be determined once baseline established.	To be determined once baseline established.	To be determined once baseline established.

#### Rationale

The NIAA is party to a wide range of partnership-type arrangements across the country. These may take a variety of practical formats demonstrating that working in place requires a flexible approach that responds to the diverse need of First Nations communities. The Annual Closing the Gap Commonwealth Stocktake captures vital information on NIAA formal partnerships that meet the Closing the Gap strong partnership elements. Complementary NIAA work is required to better understand the breadth and depth of the NIAA partnerships progressed throughout the year, and develop an assessment of effectiveness and impact. Partnerships will be considered in the context of NIAA and whole-of-government partnership and engagement frameworks.

#### Methodology and data sources

- Quantitative collection of baseline data to create a landscape map.
- Qualitative assessment, using existing frameworks, of baseline data to determine partnerships for inclusion in register.

## Key activity 2

# Lead and coordinate across government to implement the National Agreement on Closing the Gap.

## Performance measure 3

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.

### Targets

2024–25	2025–26	2026–27	2027–28
<ul style="list-style-type: none"><li>Coordinates and delivers a Commonwealth Closing the Gap Annual Report and updates to the Commonwealth Implementation Plan within the reporting period</li><li>Coordinates whole-of-government implementation of the National Agreement on Closing the Gap</li><li>Milestones in implementing the Priority Reform actions have been achieved (where applicable)</li></ul>			

### 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.

This measure is also published in the 2024-25 PBS under Program 1.7 – Program Support.

### 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 and 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.



## Key activity 2 (continued)

# Lead and coordinate across government to implement the National Agreement on Closing the Gap.

## Performance measure 4

The extent to which the NIAA contributes to effective implementation of the Australian Government's Indigenous Procurement Policy (IPP) across the APS.

### Targets

2024–25	2025–26	2026–27	2027–28
<ul style="list-style-type: none"><li>• The NIAA's stewardship, advice, engagement and guidance on the IPP policy and reporting system across the APS are effective.</li><li>• Portfolios achieve their annual targets, as set out in the IPP.</li></ul>			

### 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 Office of the Registrar of Indigenous Corporations and Supply Nation's list of First Nations-owned business ABNs. Departments manually upload low-value purchases from First Nations-owned businesses.

For the measure to be achieved, both targets must be met.

### Key activity 3

# Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.

### Performance measure 5

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

#### Targets

2024-25	2025-26	2026-27	2027-28
100%	100%	100%	100%
of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms.	of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms.	of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms.	of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms.

#### Rationale

The NIAA is responsible for allocating Australian Government funding via 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.

## Key activity 3 (continued)

# Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.

## Performance measure 6

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

### Targets

Program 1.1, Program 1.2, Program 1.3, Program 1.4 and Program 1.5

2024–25	2025–26	2026–27	2027–28
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 effectively delivering grants under programs 1.1 to 1.5 of the IAS. The 90% target identified reflects 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.

This measure is also published in the 2024–25 PBS under each of the following programs:

- Program 1.1 – Jobs, Land and the Economy
- Program 1.2 – Children and Schooling
- Program 1.3 – Safety and Wellbeing
- Program 1.4 – Culture and Capability
- Program 1.5 – Remote Australia Strategies

Each program/target will have equal weighting towards the overall performance result.

### Methodology and data sources

Quantitative assessment of core service delivery of IAS grant activities, specifically the service delivery key performance indicator, 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 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 to 31 December.

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 that are 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.

## Key activity 3 (continued)

**Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.**

### Performance measure 7

Portion of CDP participants that achieve a 26-week employment outcome.

#### Targets

2024-25	2025-26	2026-27	2027-28
4% or higher	N/A	N/A	N/A

#### Rationale

This target is directly linked to Closing the Gap Outcome 8: strong economic participation and development of Aboriginal and Torres Strait Islander people and communities. It aims to measure long-term employment outcomes achieved through the CDP.

CDP services are in place until 30 June 2025 and the NIAA will continue to measure the CDP long-term employment outcomes until a new remote employment service is implemented.

This measure is also published in the 2024-25 PBS under Program 1.1 – Jobs, Land and the Economy.

#### Methodology and data sources:

- Quantitative CDP data collected in the Employment Services System.
- Based on an analysis of participants who achieved a 26-week outcome in each financial year. The result calculates the proportion of unique participants on the CDP caseload that achieved a 26-week outcome in the financial year.

## Key activity 3 (continued)

# Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.

## Performance measure 8

Percentage of applications under the Remote Jobs and Economic Development Program that are processed within 90 days.

### Targets

2024-25	2025-26	2026-27	2027-28
80%	Year-on-year increase	Year-on-year increase	Year-on-year increase

### Rationale

This measure relates to the purpose of the NIAA to enable the self-determination and aspirations of First Nations people and communities through employment pathways.

This measure calculates the processing time of applications received under the RJED program, demonstrating the relative efficiency of program administration.

This measure is also published in the 2024-25 PBS under Program 1.1 – Jobs, Land and the Economy.

### Methodology and data sources

- Quantitative data of processing times collected from Grant Payment System (GPS).
- Based on analysis of the applications received in the RJED grants round in the financial year. Processing targets will be based on business days.
- The RJED design process is currently underway and could result in the adoption of non-competitive or competitive grant rounds. For a non-competitive round, the processing time will be calculated from the date the individual application has been received. For a competitive grant round, the processing time will be calculated from the date the grant round closes.

## Key activity 3 (continued)

**Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.**

### Performance measure 9

Total number of jobs funded under the Remote Jobs and Economic Development Program

#### Targets

2024-25	2025-26	2026-27	2027-28
930 jobs	1035 jobs	1035 jobs	N/A

#### Rationale

This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of First Nations people and communities through employment pathways.

The Australian Government has committed to initially funding 3,000 jobs over 3 years as part of the RJED program. The program will provide people in remote communities with meaningful jobs and increase economic opportunities in their areas. Targets demonstrate progress towards funding a total of 3,000 jobs over the life of the project.

This measure is also published in the 2024-25 PBS under Program 1.1 – Jobs, Land and the Economy.

#### Methodology and data sources

- Quantitative data collected through the Grant Payment System (GPS).
- Performance against this measure and target will be calculated using data from the financial year.

## Key activity 4

**Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs.**

### Performance measure 10

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

#### Targets

2024-25	2025-26	2026-27	2027-28
Minimum of 4 updates made to the Work Plan	Minimum of 4 updates made to the Work Plan	Minimum of 4 updates made to the Work Plan	Minimum of 4 updates made to the Work Plan

#### Rationale

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

This measure is also published in the 2024-25 PBS under Program 1.6 – Evaluation and Research.

#### Methodology and data sources

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

## Key activity 4 (continued)

**Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs.**

### Performance measure 11

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

#### Targets

2024–25	2025–26	2026–27	2027–28
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.			

#### Rationale

The NIAA invests in evaluations, reviews, data improvement activities, capability development and research to inform the design and delivery of policies and programs. These activities help to understand the extent to which the IAS is achieving its goal of supporting the aspirations of First Nations peoples. Through the IAS Evaluation Framework, the NIAA commits to make evaluation reports publicly available.

This measure is also published in the 2024-25 PBS under Program 1.6 – Evaluation and Research.

#### 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 and 31 December, and their respective publication dates between 1 July and 30 June.



# 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 2024–25 with page references

Topic	Requirements	Page(s)
<b>Introduction</b>	<p>A statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.</p> <p>The reporting periods for which the plan is prepared.</p> <p>The reporting periods covered by the plan.</p>	4-5 (Message from the CEO)
<b>Overview</b>	The purposes of the entity.	7 (Who we are)
<b>Key activities</b>	The key activities that the entity will undertake in order to achieve its purposes.	11 (Key activities)
<b>Operating context</b>	<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>22-33 (Our operating environment)</p> <p>34-36 (Risk oversight and management)</p>
<b>Performance</b>	<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>	37-48 (Our performance)

# Appendix A

## NIAA office locations by region

### Kimberley

Location	Type
Beagle Bay, WA	Remote site
Broome, WA	Regional office
Derby, WA	Regional office
Kununurra, WA	Regional office
Halls Creek, WA	Regional office

### Greater Western Australia

Location	Type
South Hedland, WA	Regional office
Carnarvon, WA	Regional office
Geraldton, WA	Regional office
Perth, WA	Regional office
Kalgoorlie, WA	Regional office

### Top End and Tiwi Islands

Location	Type
Wadeye, NT	Remote site
Wurrumiyanga, NT	Remote site
Milikapiti, NT	Remote site
Lajamanu, NT	Remote site
Bulman, NT	Remote site
Ngukurr, NT	Remote site
Minyerri, NT	Remote site
Robinson River, NT	Remote site
Borrooloola, NT	Remote site
Peppimenarti NT	Remote site
Katherine, NT	Regional office
Darwin, NT	Regional office

### Arnhem Land and Groote Eylandt

Location	Type
Maningrida, NT	Remote site
Galiwinku, NT	Remote site
Gunbalanya, NT	Remote site
Umbakumba, NT	Remote site
Angurugu, NT	Remote site
Numbulwar, NT	Remote site
Nhulunbuy, NT	Regional office

### Central Australia

Location	Type
Yuendumu, NT	Remote site
Papunya, NT	Remote site
Canteen Creek, NT	Remote site
Alpurrulam, NT	Remote site
Ampilatwatja, NT	Remote site
Atitjere, NT	Remote site
Alice Springs, NT	Regional office
Tennant Creek, NT	Regional office

# Appendix A (continued)

## NIAA office locations by region

### South Australia

Location	Type
Umuwa, SA	Remote site
Ceduna, SA	Regional office
Port Augusta, SA	Regional office
Adelaide, SA	Regional office

### North Queensland

Location	Type
Doomadgee, Qld	Remote site
Mount Isa, Qld	Regional office
Cairns, Qld	Regional office
Townsville, Qld	Regional office

### South Queensland

Location	Type
Toowoomba, Qld	Regional office
Rockhampton, Qld	Regional office
Brisbane, Qld	Regional office

### Western New South Wales

Location	Type
Broken Hill, NSW	Regional office
Dubbo, NSW	Regional office
Wagga Wagga, NSW	Regional office

### Eastern New South Wales

Location	Type
Lismore, NSW	Regional office
Coffs Harbour, NSW	Regional office
Tamworth, NSW	Regional office
Newcastle, NSW	Regional office
Parramatta, NSW	Regional office
Nowra, NSW	Regional office
Batemans Bay, NSW	Regional office
Canberra, ACT	National office

### Victoria and Tasmania

Location	Type
Shepparton, Vic	Regional office
Melbourne, Vic	Regional office
Mildura, Vic	Regional office
Hobart, Tas	Regional office

# National Indigenous Australians Agency Corporate Plan 2024–25

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The terms under which the Coat of Arms can be used are detailed on the following website: <https://pmc.gov.au/cca>

## Other uses

Enquiries regarding this document are welcome at:  
[NIAA-Governance@niaa.gov.au](mailto:NIAA-Governance@niaa.gov.au)



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