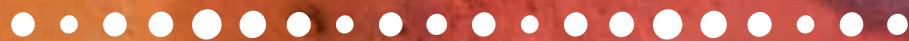




Australian Government
National Indigenous
Australians Agency



2020–21 Corporate Plan



Acknowledgment 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 the elders past, present and emerging.



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

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National Indigenous Australians Agency Corporate Plan

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NIAA-Governance@niaa.gov.au

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Ray Griggs

Chief Executive Officer
National Indigenous Australians Agency

I am pleased to present the National Indigenous Australians Agency (NIAA) 2020–21 Corporate Plan, which covers the reporting period 2020-21 to 2023-24, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Corporate Plan is the NIAA's primary planning document and informs the reader about the significant activities and expected performance required to achieve the NIAA's purpose over the respective period. Performance against the Corporate Plan will be reported through the annual performance statements in the NIAA's Annual Report for 2020-21.

The NIAA was established by Executive Order on 29 May 2019 with responsibility for a number of key government priorities, including:

- › to lead and coordinate Commonwealth policy development, program design and implementation and service delivery for Aboriginal and Torres Strait Islander peoples;
- › to provide advice to the Prime Minister and the Minister for Indigenous Australians on whole-of-government priorities for Aboriginal and Torres Strait Islander peoples;
- › to lead and coordinate the development and implementation of Australia's Closing the Gap targets in partnership with Indigenous Australians; and
- › to lead Commonwealth activities to promote reconciliation.



In setting our priorities in this Corporate Plan, we have considered the evolving challenges our nation, communities and individuals face. We are acutely aware of the ongoing risks that COVID-19 presents to Indigenous communities and in particular those in remote and very remote Australia. The impact of the current health and economic conditions are likely to continue for the coming years, with the full impact currently unknown. As such, the NIAA will need to be flexible in responding to the changing operating environment and emerging issues.

The NIAA is responding in a number of ways to assist the Australian Government achieve its objectives in improving the lives of Indigenous Australians. Key priorities in our Corporate Plan include:

- › Supporting economic growth in remote communities and strengthening the focus on jobs and wealth creation. The life changing impact that employment has on the health and wellbeing of both individuals and families remains a priority for the NIAA. This will be particularly important in coming years as Australia recovers from COVID-19.
- › Supporting the broader government objective of rebuilding the economy. The Indigenous Procurement Policy (IPP), in particular, has been a cornerstone over recent years in growing enduring Indigenous businesses. The NIAA will continue to support the progression of the IPP and advocate for effective Indigenous procurement and employment targets to be implemented across the Australian Government.

- › Coordinating the implementation of the National Agreement on Closing the Gap. This agreement sets ambitious targets and new Priority Reforms that will change the way governments work with Aboriginal and Torres Strait Islander peoples, supported by regular reporting and greater accountability.
- › Working with our counterparts across government to improve the mental health of Indigenous Australians and reduce the prevalence of youth suicide, and support stronger education, particularly in remote areas. We will continue to work to ensure our policies and programs are effective, progressive and aligned with the needs and desires of Indigenous communities.
- › Supporting the co-design of an Indigenous voice. This is a significant policy reform, to ensure Aboriginal and Torres Strait Islander peoples are empowered to have a say in the decisions that affect them.

We are committed to genuinely engaging and partnering as we work with and in communities. We have invested in a comprehensive regional footprint to strengthen local partnerships and co-design our programs to ensure they are focused and aligned with the aspirations of communities.

As an organisation we continue to focus on developing our capabilities, investing in our people and improving the way we work to ensure we maximise our effectiveness.

I look forward to demonstrating the value of our work to all Australians through reporting our results against this Corporate Plan in our 2020–21 Annual Report.

Ray Griggs AO CSC

Chief Executive Officer

National Indigenous Australians Agency

December 2020

Our Vision

NIAA is a reliable and trusted partner contributing to improving the lives of Indigenous Australians.

Our Purpose

The purpose of NIAA is to assist the Australian Government achieve its objectives in improving the lives of Indigenous Australians by leading the development of the Commonwealth's approach, focusing on place, working in partnership, and effectively delivering programs through the Indigenous Advancement Strategy.

We achieve this by ...

-  Building our Influence
-  Identifying economic and human capital development opportunities
-  Building genuine partnerships
-  Investing to deliver the greatest benefit
-  Using data and evidence to inform our approach
-  Being a capable, engaged and unified workforce

Which is underpinned by Our Values

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

Our People

We are committed to investing in our people to build capability and provide opportunities.

Our Culture

We are committed to building a unified, supportive and creative culture.

Our Environment

We are committed to providing a safe, modern and connected environment for all our staff.

OUR OPERATING ENVIRONMENT

The NIAA operates in a complex, dynamic environment, contributing to outcomes aligned with the aspirations of the Australian Government and Aboriginal and Torres Strait Islander peoples. At a regional and sectoral level, we do this through leveraging resources and partnerships, supplemented by targeted funding, working with community leadership and service providers to deliver outcomes. At the Commonwealth level, we use our networks and expertise to influence mainstream policy and programs, legislative and structural reform, and funding of priority programs.



School student, Northern Territory

Supporting economic recovery post COVID-19

The impact of the pandemic has, and will continue to, shape government priorities. The government is investing in services and new initiatives to ensure that Aboriginal and Torres Strait Islander peoples have sustained economic and social opportunities as part of our economic recovery plan for Australia. The NIAA will continue to play a key role in shaping and supporting these policies which build resilience through generating economic opportunities for Indigenous Australians and stimulating regional economic activity.

In the 2020-21 financial year and beyond, the NIAA will focus on supporting Indigenous jobs and businesses in line with the government's policy agenda for economic recovery from COVID-19. This will help ensure that Indigenous Australians can find jobs, grow their businesses and partner with the industries and sectors that will help Australia recover and grow – improving the lives and livelihoods of Indigenous and non-Indigenous Australians.

National Agreement on Closing the Gap

In July 2020, the new National Agreement on Closing the Gap was finalised between over 50 members of the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of Peaks), the Australian Government, state and territory governments and the Australian Local Government Association (ALGA). Priority reforms within the Closing the Gap National Agreement require a shift in the way that governments and Aboriginal and Torres Strait Islander peoples and communities work with each other.

Throughout 2020-21 the NIAA will lead the development of the Commonwealth's Closing the Gap Implementation Plan, working with other Commonwealth Agencies to address each of the Priority Reforms and targets, which drive partnership with Aboriginal and Torres Strait Islander peoples across the Commonwealth.



Child, Northern Territory



NAIDOC Week Smoking Ceremony 2020, Charles Perkins House, Canberra

Enhancing the way we operate

We will continue to be forward thinking and responsive to managing a range of external factors. The current economic climate requires that the NIAA do our part to find innovative and efficient ways to deliver our programs and continue to remain focused on how funding is utilised to ensure that we extract maximum value for money, which in turn drives real outcomes for every dollar spent. Implementing our Integrated Business Planning Framework internally will ensure the most effective and efficient allocation of our people, effort and resources.

Concurrently we will finalise the development of a Policy and Investment Framework. The framework will embed within the NIAA a strategic evidence based and outcomes focused approach to guide our leadership and coordination across government of policy and program development in support of Aboriginal and Torres Strait Islander peoples, and the design and delivery of programs and services through the Indigenous Advancement Strategy.

Working in partnership

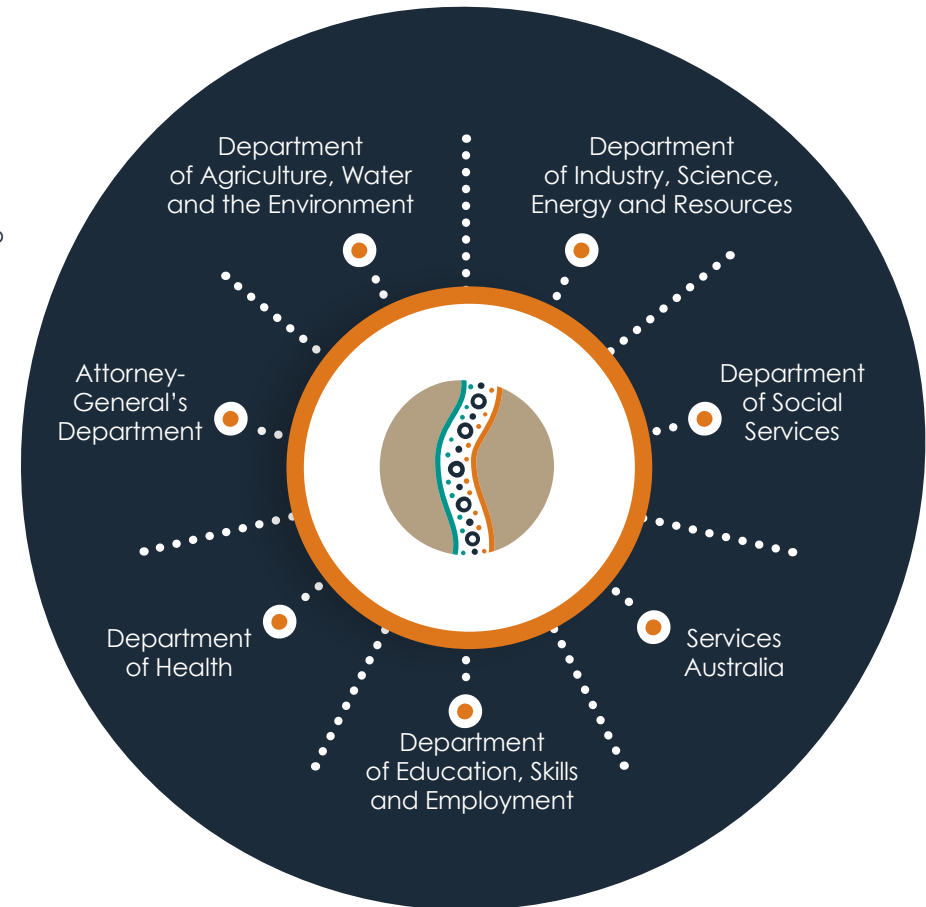
Working in partnership with Aboriginal and Torres Strait Islander peoples is central to the NIAA's work. It enriches our advice to government, informs decision making, and contributes to better outcomes for Aboriginal and Torres Strait Islander peoples.

The NIAA recognises that each community is unique. To this end, our team is based across Australia so as to work closely with communities, leaders, organisations and other partners to make sure policies, programs and services address these unique needs and aspirations.

The NIAA is dedicated to ensuring that our broader stakeholders also have an opportunity to contribute to the policy making process through formal consultation programs and other relationship building initiatives. This includes through governance and joint decision-making structures that we have established, or participate in, at the local, regional and national levels. Building and maintaining these cooperative relationships is key to enabling the NIAA to deliver robust and considered advice.

In 2020-21 and beyond we will continue to support local outcomes across Australia, underpinned by our regional presence, by funding services across the country, and through the local partnerships that we continue to build.

Our success is also dependent on the leadership we demonstrate when working with organisations across the Australian Government, as well as on the contribution made by these agencies. While there are linkages between our work and many agencies, our key partners include our portfolio agencies and those agencies where we have linked programs which include the Departments of Agriculture, Water and the Environment; Attorney-General's; Industry, Science, Energy and Resources; Education, Skills and Employment; Social Services and Services Australia.



OUR CAPABILITIES

To achieve our vision and purpose we are guided by six strategic pillars and supported by our people, our technology and our infrastructure. We recognise the value from building our capabilities to enhance the way we work. This includes through strengthening our organisational culture and investing in the leadership capability of our people across the NIAA, providing dynamic technology services and targeting our investment in infrastructure.



NIAA staff, Brisbane Regional Office

Six pillars guiding our approach



Building our influence across government in order to strengthen mainstream service delivery's utility for Indigenous Australians with a particular focus on health, wellbeing and education;



Developing an investment approach that focuses on those areas of the life-course which deliver the greatest benefits for Indigenous Australians;



Identifying economic and human capital development opportunities for Indigenous Australians and communities;



Developing the human capital of our team through a clear workforce strategy to remain relevant to our circumstances; and



Working with Indigenous Australians, their communities and leadership in genuine partnership to design and deliver policies and programs that are responsive to local or regional context and needs;



Underpinning our work with effective data and evidence.

Strengthening and supporting our people

Our success is contingent upon our people. We are focused on enabling our people to realise their full potential and strengthen their skills through a range of workforce initiatives, as outlined below.

We will continue to invest in developing our leaders. The NIAA's new Leadership Continuum, launched in mid-2020, sets out the expectations of NIAA leaders at all levels, helping all employees understand the important role they play in achieving our vision and purpose. In 2020-21, we will support additional cohorts through the Managers Essential program and the Learning to Lead leadership program.

In recognising the challenges faced by our workforce and communities throughout 2020, the NIAA continues to prioritise the safety and wellbeing of all of our people. In addition to updating our safety management system, the NIAA will participate in the pilot program for the new APS Framework for Mental Health Capability. The Framework is designed to support the identification, management and reduction of psychosocial risk across the NIAA.

The NIAA continues to embed our Values and Behaviours into all aspects of our business to enable a cohesive culture across our workforce. This represents an extension to the APS Values, as we look to create our culture. Our Values and Behaviours are supported by the continuing commitment to our Footprints program, our cross-cultural learning program designed to strengthen our organisational cross-cultural competency and appreciation for diversity in all aspects of our work.

The NIAA has also partnered with the Australian Public Service Commission to develop the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24, which was launched by the Minister for Indigenous Australians, the Hon. Ken Wyatt, MP, in July 2020.



In co-sponsoring the implementation of this strategy, the NIAA continues to promote opportunities to support career pathways for Aboriginal and Torres Strait Islander staff at all levels within the NIAA and across the Commonwealth public sector more broadly. The NIAA has launched the Indigenous Development and Employment Program for our younger Indigenous staff and is partnering with the Australian National University to pilot a management program which incorporates micro-credentialling and targeted support to our Aboriginal and Torres Strait Islander staff who are participating. Participants will be supported through mentoring from the NIAA Senior Indigenous Leadership Group.

Additionally, in 2021, the NIAA will also commence the development of the first NIAA Enterprise Agreement. NIAA's Enterprise Agreement, along with the updating of key HR policies and procedures, will underpin our employee value proposition.

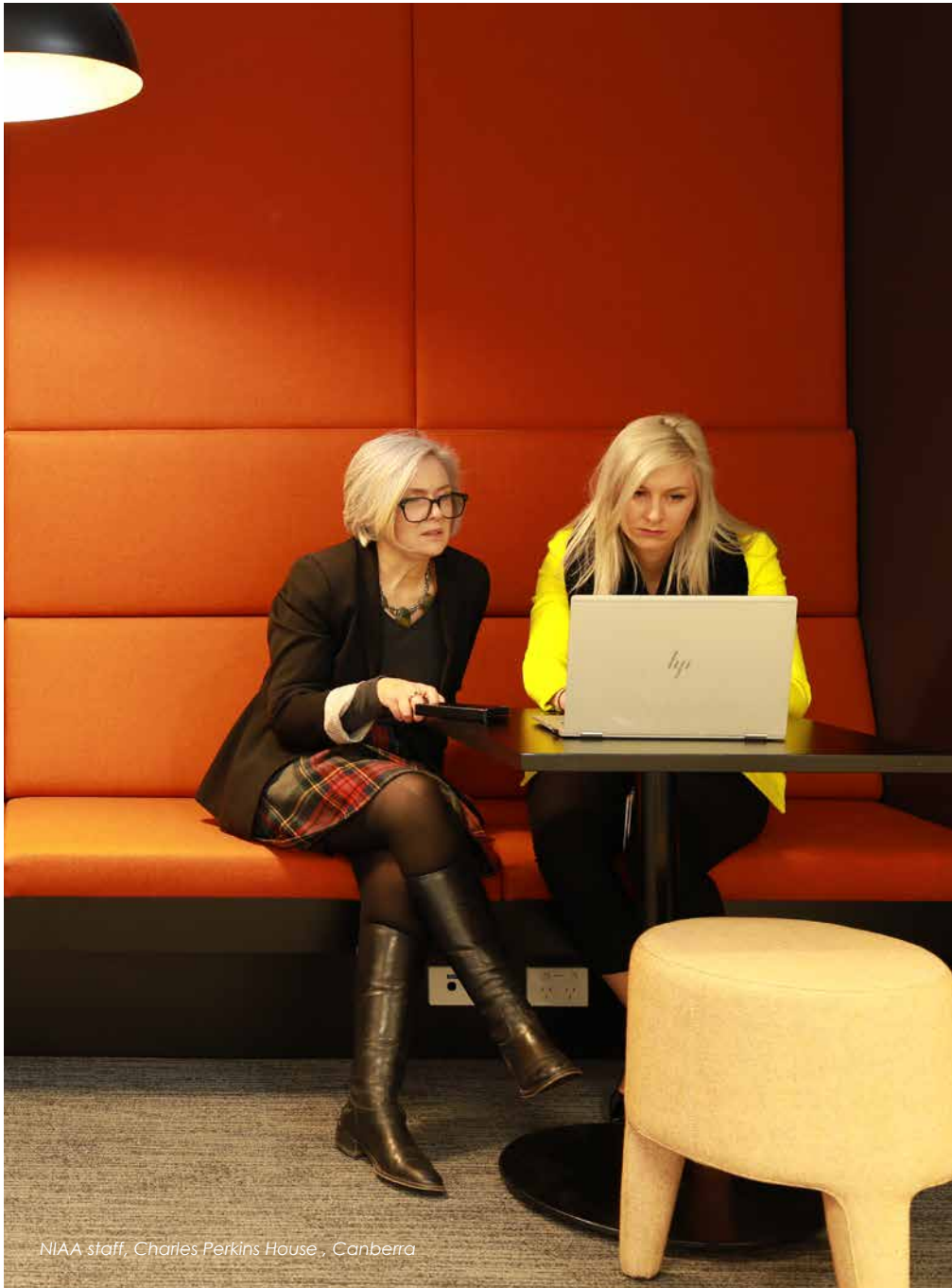
Delivering dynamic technology services

The Australian Government is transforming the use of digital technology to deliver more responsive policy, reduce red tape and improve services. The NIAA contributes to this policy agenda through our new ICT and Digital Strategies which outline our vision to harness advancements in digital technologies and improve how we manage data and information.

Our vision is to provide reliable, scalable, flexible, sustainable and secure ICT services that can adapt quickly to a diverse and rapidly evolving operating context. We aim to deliver fit for purpose ICT solutions that not only meet business outcomes, but are also intuitive and user friendly so as to optimise utilisation and outcomes. Importantly, the design of new systems and processes incorporate digital solutions where possible.



NIAA staff, Brisbane Regional Office



NIAA staff, Charles Perkins House, Canberra

Further, we know that quality data is critical in ensuring that policy design is evidence based and to enable us to monitor the effectiveness of our programs. To support this, over the next few years we will:

- › build the digital and data capability of our staff while improving our digital experience for our staff and partners;
- › improve our foundational data and analytics capabilities;
- › look for opportunities to improve connectivity and reliability of existing ICT assets, services and products, with a particular focus on regional and remote offices;
- › increase interoperability and automation in systems and data sources; and
- › develop a governance framework to help guide us in how we manage data and information.

To support the implementation of the ICT and Digital Strategies, we will develop operating, sourcing and technology models. These models will inform technology investment decisions and how we consolidate and rationalise the ICT landscape to reduce unnecessary overheads costs and capability fragmentation.

We will collaborate with our shared services partners in delivering these strategies, to ensure that we have the appropriate systems and services in place to operate effectively and to support our staff and stakeholders, now and into the future.

Providing a suitable property portfolio

Our infrastructure footprint supports the delivery of policy and programs across Australia. The NIAA has a significant staffing presence across remote and regional Australia. This supports us in developing on the ground knowledge by working in community. It also helps us in facilitating co-operation with other agencies to achieve their objectives where they require support in working in remote locations.

RISK OVERSIGHT AND MANAGEMENT

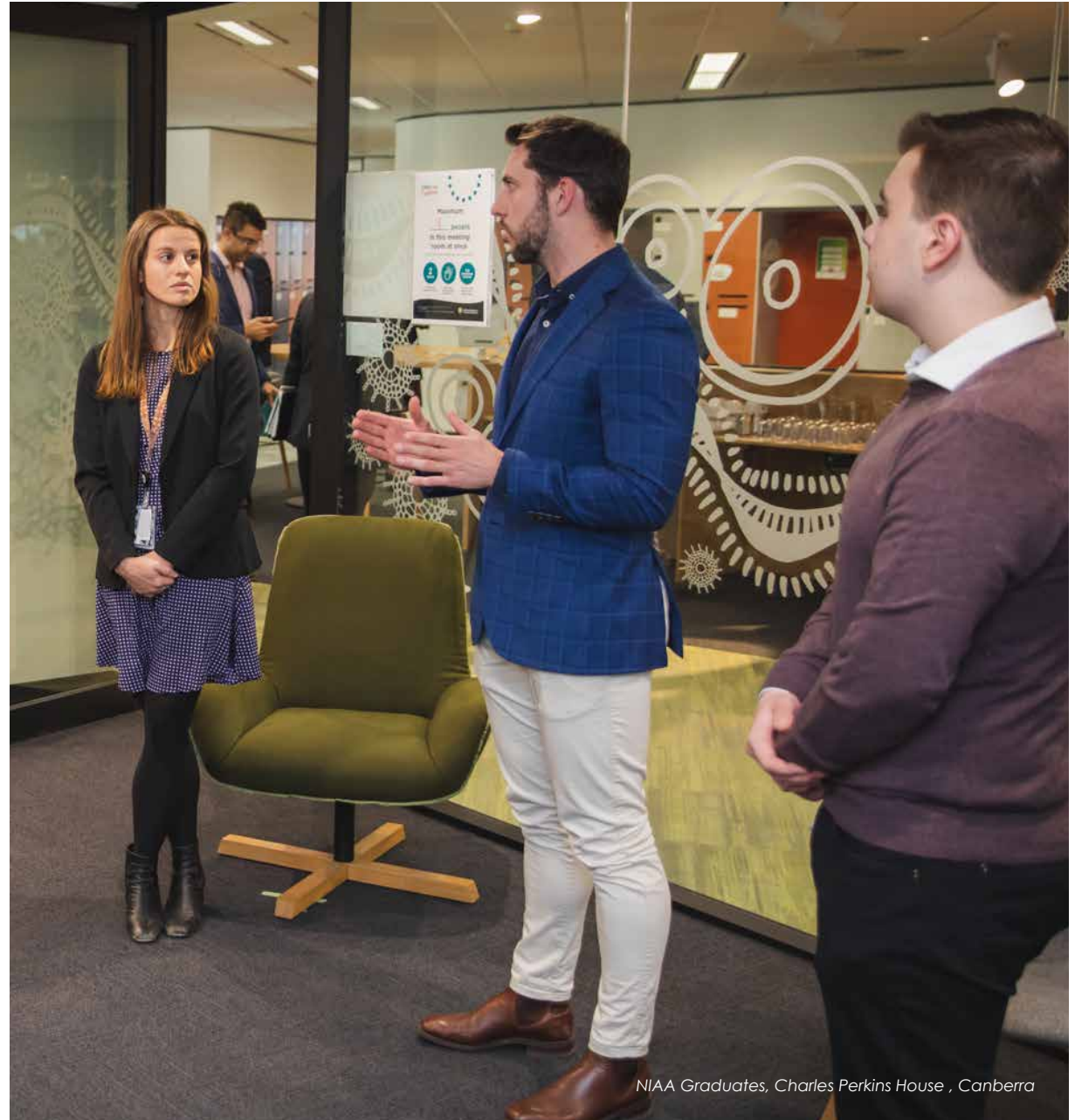
In a rapidly evolving landscape of emerging risks we continue to face a number of challenges to deliver on our purpose. It is through our commitment to achieving and maintaining a strong risk management process that we are able to address these challenges and practice evidence based decision making. Risk monitoring and reporting capabilities are being enhanced to ensure we can track progress and demonstrate continuous improvement across all areas of risk oversight and management. We are focused on continuing to enhance staff capability to proactively manage all risks and seek to ensure staff at all levels identify and manage risks and feel comfortable to escalate risks when required.



Dampier Peninsula near Cape Leveque in northern Western Australia

The NIAA has established internal controls and governance arrangements that support the management of risk across the NIAA, including an integrated business planning process. The NIAA Audit and Risk Committee and Internal Audit functions are designed to strengthen our systems and processes to ensure we can withstand current and unforeseen pressures and risks such as the COVID-19 pandemic, whilst also monitoring control effectiveness and performance. Specific committees and enterprise wide processes exist within our governance structure to manage particular categories of risk.

In 2020-21 we will complete a refresh of our risk management policy and framework to focus on building capability through a training and awareness program that helps staff further engage with risk and apply best practice. Over the next four years, we will continue to integrate, strengthen and embed our risk management framework in order to deliver our purpose. Maintaining strong relationships, increasing transparency and identifying trends and opportunities will better support us to collaborate with stakeholders to manage risk.



NIAA Graduates, Charles Perkins House , Canberra

Enterprise Risks 2020-21

| Category | Enterprise Risks | Mitigation |
|------------------------------------|---|---|
| People and Capability | <ul style="list-style-type: none"> › The NIAA does not put in place the right capabilities (people, resources, processes, systems and culture) to deliver government objectives. › The NIAA's investment in and management of its people does not meet short and long term requirements to achieve its purpose. | <ul style="list-style-type: none"> › Develop an NIAA Workforce Plan and Human Resource Management Model, with a focus on Leadership and Development, Performance Management, and our action plan for the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy. › Develop and implement a new Risk Management Framework, further educate staff about risk. › Participate in the Mental Health Capability Pilot Program. › Develop and track the delivery of the NIAA's Digital Strategy, Data and Information Management Strategy and ICT strategy. › Invest in a tailored capability uplift program for staff in Digital as per the three new strategies - digital, data/information and ICT. |
| Relationships and Influence | <ul style="list-style-type: none"> › The NIAA lacks 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. | <ul style="list-style-type: none"> › We have a credible regional footprint which is connected to and engaged with communities, service providers and state and territory governments. › We invest in a systematic external stakeholder engagement approach at all levels of the NIAA. › We demonstrate the shared benefit of collaboration through a partnership approach. |
| Culture | <ul style="list-style-type: none"> › The NIAA's organisational culture does not harness the unifying power of a one-team approach and leads to an organisation that lacks cohesion and alignment to the NIAA's purpose. | <ul style="list-style-type: none"> › Further develop the Footprints Cultural Learning Program to enhance cross-cultural capabilities. › Embed a positive risk culture at the NIAA through further education about risk and training staff to apply the risk management framework. › Develop and implement an Internal Communications Strategy to increase information sharing and support One Team. › Drive a culture of high performance and accountability through the implementation of the Integrated Business Planning Framework, including mechanisms to support and monitor culture through ongoing performance reviews. |
| Delivery | <ul style="list-style-type: none"> › The NIAA's administrative processes constrain effective and timely delivery of programs and services. › The NIAA's sponsored programs are not grounded in evidence and the lived experience of Indigenous communities. | <ul style="list-style-type: none"> › Implement an Integrated Business Planning Framework to ensure the most effective and efficient allocation of our people, effort and resources. › Develop a 'digital first' approach for enhanced use of information and improved evidence base. This will also improve the internal sharing of information and ability to detect and respond to further performance and compliance issues. › Develop and implement an enhanced Fraud and Compliance Framework to further improve our proactive approach to compliance and early engagement and response. |

OUR PERFORMANCE

The purpose of NIAA is to assist the Australian Government achieve its objectives in improving the lives of Indigenous Australians by leading the development of the Commonwealth's approach, focusing on place, working in partnership, and effectively delivering programs through the Indigenous Advancement Strategy.



Indigenous Rangers, Nantawarrina IPA, South Australia

We achieve our purpose by focusing on place and working in partnership through the following nine priority activities:

LEADING THE COMMONWEALTH'S APPROACH:

- › **Activity 1** - Leading the Commonwealth Government implementation of the National Agreement on Closing the Gap through partnership and engagement with other Commonwealth Government portfolios, Aboriginal and Torres Strait Islander representatives, and state and territory governments.
- › **Activity 2** - Progressing co design of a Voice for Indigenous Australians.
- › **Activity 3** - Progressing constitutional recognition of Indigenous Australians.

EFFECTIVELY DELIVERING PROGRAMS THROUGH THE INDIGENOUS ADVANCEMENT STRATEGY:

- › **Activity 4** - Enhancing Indigenous economic outcomes, including improving employment and pathways to jobs, fostering Indigenous business and assisting Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas.
- › **Activity 5** - Supporting early childhood development and wellbeing; school attendance, engagement and attainment; and further education.
- › **Activity 6** - Improving mental health and wellbeing outcomes for young Indigenous people and supporting suicide prevention in remote communities.
- › **Activity 7** - Enhancing regional governance and local decision-making.
- › **Activity 8** - Delivering the Indigenous Advancement Strategy (IAS) in partnership with Indigenous communities.
- › **Activity 9** - Undertaking evaluations of National Indigenous Australian Agency programs in line with the IAS Evaluation Framework and incorporating evaluations into policies and programs delivered by the NIAA.



NIAA Staff, Cairns, Queensland

Performance Measures

The NIAA is committed to developing our performance framework so that it provides useful information to the Australian Parliament and the public. This year we have included a number of outcome and qualitative measures to demonstrate that our work is both effective and high quality. We have also made updates to better align our performance measures with our purpose and the objectives outlined in our Portfolio Budget Statement. We will continue to mature our performance framework over the coming year, including focusing on developing outcome and efficiency measures as appropriate.

Activity 1

Leading the Commonwealth Government implementation of the National Agreement on Closing the Gap through partnership and engagement with other Commonwealth Government portfolios, Aboriginal and Torres Strait Islander representatives, and state and territory governments.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|---|--|---|---|--|--|--|--|
| 1.1 Delivered a National Agreement on Closing the Gap, including targets, for agreement by the Council of Australian Governments and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations. | 1.1.1 Delivery within the announced timeframe | Quantitative assessment against timeframe. | July 2020 Delivery of National Agreement. | July 2021 Deliver the Community Infrastructure and Inland waters targets. | | | Program 1.7 |
| | | | October 2020 Deliver the Family Violence and Access to Information targets. | | | | |
| 1.2 Developed a whole of Commonwealth implementation plan, setting out how the Commonwealth will contribute to achieving the targets and Priority Reforms in the National Agreement on Closing the Gap. | 1.2.1 NIAA demonstrates leadership in delivering the plan, within the announced timeframe. | Quantitative assessment against timeframe supported by qualitative analysis of actions taken. | | July 2021 Deliver the Commonwealth Implementation Plan to Joint Council. | | | |
| 1.3 Implemented joint actions against the priority reforms. | 1.3.1 NIAA coordinates the implementation of priority reforms across the Commonwealth. | Quantitative assessment against timeframe supported by qualitative analysis of actions taken. | Progress has been made in implementing the priority reform actions. | | Progress has been made in implementing the priority reform actions. | Progress has been made in implementing the priority reform actions. | Progress has been made in implementing the priority reform actions. |
| | | | | | July 2021 Identified locations for six place based partnerships. | July 2022 Deliver the Closing the Gap Data Development Plan. | July 2023 Establish data projects in six locations across Australia. |
| | | | | July 2022 Establish a joined-up approach on the five policy priority areas under the National Agreement. | | June 2024 Establish six place-based partnerships. | |

Activity 2

Progressing co design of a Voice for Indigenous Australians.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|---|--|--|---|----------------|----------------|----------------|--|
| 2.1 Supported the co-design process to provide advice to the Government on national, local and regional options and models for an Indigenous voice. | 2.1.1 Delivery of the interim and the final report to government on national, local and regional options and models for an Indigenous voice within the required timeframes. | Quantitative assessment against timeframes. | Interim report completed by November 2020. | | | | Program 1.7; Program 1.4; Program 1.5. |
| | 2.1.2 Accessible and effective Australia-wide consultation and engagement across Indigenous and non-Indigenous communities is undertaken to promote awareness of the process, encourage public feedback on options and models for an Indigenous voice and inform co-design group final report recommendations. | Qualitative and quantitative assessment of the level of engagement and accessibility of communications products. | Consultation and engagement across all states and territories with feedback from Indigenous and non-Indigenous individuals and organisations. | | | | |

Activity 3

Progressing constitutional recognition of Indigenous Australians.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|--|-------------------------------------|--|--|----------------|----------------|-------------|
| 3.1 Supported the process for constitutional recognition and a referendum. | 3.1.1 The extent to which NIAA contributes to progressing constitutional recognition and a referendum. | Qualitative assessment of approach. | NIAA has effectively supported building consensus on constitutional recognition. | NIAA has effectively supported building consensus on constitutional recognition. | | | Program 1.7 |

Activity 4

Enhancing Indigenous economic outcomes, including improving employment and pathways to jobs, fostering Indigenous business and assisting Indigenous people to generate economic and social benefits from effective use of their land and waters, particularly in remote areas.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|--|--|---|--|---|--|-------------|
| 4.1 NIAA provided stewardship and support for Indigenous participation targets in government procurement and major projects. | 4.1.1 The extent to which NIAA contributes to effective implementation of the Indigenous Procurement Policy (IPP) across the Australian Public Service (APS). | Qualitative assessment based on approach taken. | Actions taken by NIAA contributes to the achievement of the 3% IPP target (number of contracts awarded) and the 1.25% IPP target (value of contracts awarded) across the APS. | Actions taken by NIAA contributes to the achievement of the 3% IPP target (number of contracts awarded) and the 1.5% IPP target (value of contracts awarded) across the APS. | Actions taken by NIAA contributes to the achievement of the 3% IPP target (number of contracts awarded) and the 1.75% IPP target (value of contracts awarded) across the APS. | Actions taken by NIAA contributes to the achievement of the 3% IPP target (number of contracts awarded) and the 2.0% IPP target (value of contracts awarded) across the APS. | Program 1.1 |
| | 4.2 IAS activities contributed towards increased Indigenous employment, business and economic development. | 4.2.1 Proportion of job seekers who remain in employment for 26 weeks. | Quantitative assessment of provider data. | 60 per cent of job seekers engaged in IAS employment who remain in employment for 26 weeks. | 65 per cent of job seekers engaged in IAS employment who remain in employment for 26 weeks. | 65 per cent of job seekers engaged in IAS employment who remain in employment for 26 weeks. | |
| | 4.2.2 Proportion of Indigenous employees who agree that their technical and leadership skills have increased through their participation in the Indigenous Ranger Program. | Quantitative assessment of provider data. | 80 per cent | 80 per cent | 80 per cent | 80 per cent | |

Activity 5

Supporting early childhood development and wellbeing; school attendance, engagement and attainment; and further education.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|---|--|---|---|---|---|-------------|
| 5.1 Improved the Commonwealth's approach to achieve whole of government policy and investment outcomes for Indigenous early childhood development and wellbeing. | 5.1.1 The extent to which NIAA effectively coordinates both the development of the National Aboriginal and Torres Strait Islander Early Childhood Strategy ('the Strategy') and implementation of the Strategy through the Commonwealths Closing the Gap Implementation Plan. | Qualitative assessment based on approach taken. | Actions taken by NIAA successfully contribute to development of the Strategy. | Actions taken by NIAA successfully contributes to implementation of the Strategy. | Actions taken by NIAA successfully contributes to implementation of the Strategy. | Actions taken by NIAA successfully contributes to implementation of the Strategy. | Program 1.2 |
| 5.2 Support schools to improve Year 12 or equivalent qualification attainment for Indigenous students. | 5.2.1 Increase in residential support, scholarship, academy and mentoring places for Aboriginal and Torres Strait Islander students through the Indigenous Youth Education Package (IYEP). | Qualitative assessment of provider reports. Quantitative assessment of IYEP places. | 3,000 IYEP places. | 4,000 IYEP places. (1,000 additional places on 2020 21) | 5,000 IYEP places. (1,000 additional places on 2021 22) | | |
| 5.3 Supported schools and communities to improve attendance in remote and very remote locations. | 5.3.1 Effective delivery of the Remote School Attendance Strategy (RSAS). | Quantitative assessment of RSAS providers. | 100 per cent of providers deliver RSAS in line with agreed school and community attendance plans. Increase in average annual attendance across all RSAS locations at a national level. | 100 per cent of providers deliver RSAS in line with agreed school and community attendance plans. Increase in average annual attendance across all RSAS locations at a national level. | | | |

Activity 6

Improving mental health and wellbeing outcomes for young Indigenous people and supporting suicide prevention in remote communities.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|---|--|--|---|--|----------------|-------------|
| 6.1 Target Indigenous Advancement Strategy (IAS) investment and effort to contribute to improved capability of frontline workers and community members to manage Indigenous youth mental health outcomes in high risk communities that are co designed with communities, culturally appropriate and linked to other relevant activities. | 6.1.1 Percentage of 12 high risk communities having received Mental Health First Aid (MHFA) Training workshops. | Quantitative assessment of workshop data. | 100 per cent of high risk communities received training. | | | | Program 1.3 |
| | 6.1.2 Number of MHFA workshops delivered to frontline workers funded under the IAS. | Quantitative analysis of Provider Reports and workshop data. | 100 MHFA workshops delivered (50 additional workshops delivered in 2020-21) | | | | |
| | 6.1.3 Deliver youth cultural activities in 12 designated high risk communities co-designed with local young indigenous people, communities, and key stakeholders. | Quantitative assessment of delivery of program in identified communities. Qualitative analysis of Provider Reports. Commission of qualitative external independent evaluation. | Youth cultural activities co-designed and commenced in all 12 target locations. | Youth cultural activities delivered in all 12 target locations. | Implementation of youth cultural activities completed in all 12 target locations and evaluation finalised. | | |

Activity 7

Enhancing regional governance and local decision-making.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|--|--|--|--|---|---|-------------|
| 7.1 Participated in state and territory local decision making processes. | 7.1.1 Formal participation in active local decision making (LDM) processes. | Quantitative assessment of participation data. | NIAA to formally participate in 85 per cent of LDM sites, where NIAA has been invited to contribute. | NIAA to formally participate in 90 per cent of LDM sites, where NIAA has been invited to contribute. | NIAA to formally participate in 100 per cent of LDM sites, where NIAA has been invited to contribute. | NIAA to formally participate in 100 per cent of LDM sites, where NIAA has been invited to contribute. | Program 1.5 |
| 7.2 Improved partnerships with communities through place based practice. | 7.2.1 Development of Place Based Practice Implementation Plans for identified sites in partnership with communities. | Quantitative assessment of plans implemented and qualitative assessment based on case studies from selected sites. | 50 per cent of plans developed for identified Place Based Practice sites. | 100 per cent of plans developed for identified Place Based Practice sites. | 50 per cent of plans developed for identified Place Based Practice sites (phase two). | 100 per cent of plans developed for identified Place Based Practice sites (phase two). | |

Activity 8

Delivering the Indigenous Advancement Strategy (IAS) in partnership with Indigenous communities.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|---|--|--|--|--|--|---------------------|
| 8.1 Improved results for Indigenous Australians by supporting the effective delivery of services and programs under the IAS. | 8.1.1 Proportion of IAS Program activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements. | Quantitative assessment of IAS core service delivery KPIs. | 90 per cent of IAS activities are assessed as having core service delivery which met or exceeded requirements. | 90 per cent of IAS activities are assessed as having core service delivery which met or exceeded requirements. | 90 per cent of IAS activities are assessed as having core service delivery which met or exceeded requirements. | 90 per cent of IAS activities are assessed as having core service delivery which met or exceeded requirements. | Programs 1.1 to 1.5 |

Activity 9

Undertaking evaluations of National Indigenous Australian Agency programs in line with the IAS Evaluation Framework and incorporating evaluations into policies and programs delivered by the NIAA.

| Intended Result | Performance Measure | Methodology | 2020-21 Target | 2021-22 Target | 2022-23 Target | 2023-24 Target | PBS Program |
|--|---|---|--|--|--|--|-------------|
| 9.1 Evaluation efforts were prioritised based on significance, contribution and policy risk as per the IAS Evaluation Framework. | 9.1.1 Publish an annual evaluation work plan taking into account the prioritisation criteria outlined in the NIAA Evaluation Framework. | Quantitative assessment against timeline. | September 2020 | September 2021 | September 2022 | September 2023 | Program 1.6 |
| 9.2 Evaluations informed decision making on policy and programs. | 9.2.1 Proportion of evaluations that contribute to improved policy/ program, design and delivery. | Qualitative assessment using case studies. | 100 per cent of evaluations contribute to improved policy/ program, design and delivery. | 100 per cent of evaluations contribute to improved policy/ program, design and delivery. | 100 per cent of evaluations contribute to improved policy/ program, design and delivery. | 100 per cent of evaluations contribute to improved policy/ program, design and delivery. | |
| 9.3 Evaluations were made publically available. | 9.3.1 Proportion of completed evaluations or summaries on the Work Plan that are released. | Quantitative assessment of released completed evaluations on the work plan. | 100 per cent of completed evaluations or summaries on the Work Plan are released. | 100 per cent of completed evaluations or summaries on the Work Plan are released. | 100 per cent of completed evaluations or summaries on the Work Plan are released. | 100 per cent of completed evaluations or summaries on the Work Plan are released. | |

Changes to the NIAA Corporate Plan since last year

We have continued to strengthen our planning and reporting to better meet *Public Governance, Performance and Accountability Act 2013* expectations and maintain clear connections between the NIAA Corporate Plan, Portfolio Budget Statements and performance reporting. We have reviewed all performance criterion for clarity, measurability and appropriateness to the purpose. In improving performance measurement, we focused on ensuring that methodologies and data sources are reliable and verifiable and that success will be measured with a mix of qualitative and quantitative metrics.

Updates to the 2020-21 NIAA Corporate Plan are driven by improvements identified in:

- › amendments to the *Public Governance, Performance and Accountability Rule 2014*;
- › feedback received from the Audit and Risk Committee; and
- › feedback in the Australian National Audit Office performance audit *Indigenous Advancement Strategy — Children and Schooling Program and Safety and Wellbeing Program*.

This has resulted in the inclusion of an enhanced discussion of the organisations and bodies we cooperate with that make a significant contribution to achieving our purpose. The *2019–20 NIAA Corporate Plan* established our performance measurement and was focused on a number of output measurements as an initial step. We were intentional in the use of output measures for our first Corporate Plan, looking to build on them in future years. To ensure continued maturity, we have included new qualitative and effectiveness measures in 2020-21. We've also mapped the performance information in the Corporate Plan to the Portfolio Budgets Statements, ensuring the "clear read" principle required under the PGPA Rule. It's our hope that the restructure of how we present our key activities makes it clearer for the reader to understand how they align with our purpose, reflecting a more mature state in NIAA's implementation of the Commonwealth Performance Framework.

