



Australian Government
National Indigenous
Australians Agency



NIAA

National Indigenous Australians Agency

Corporate Plan 2019–20



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**National Indigenous Australians Agency Corporate Plan
2019-2020**

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Corporate Plan 2019-2020 (Online)

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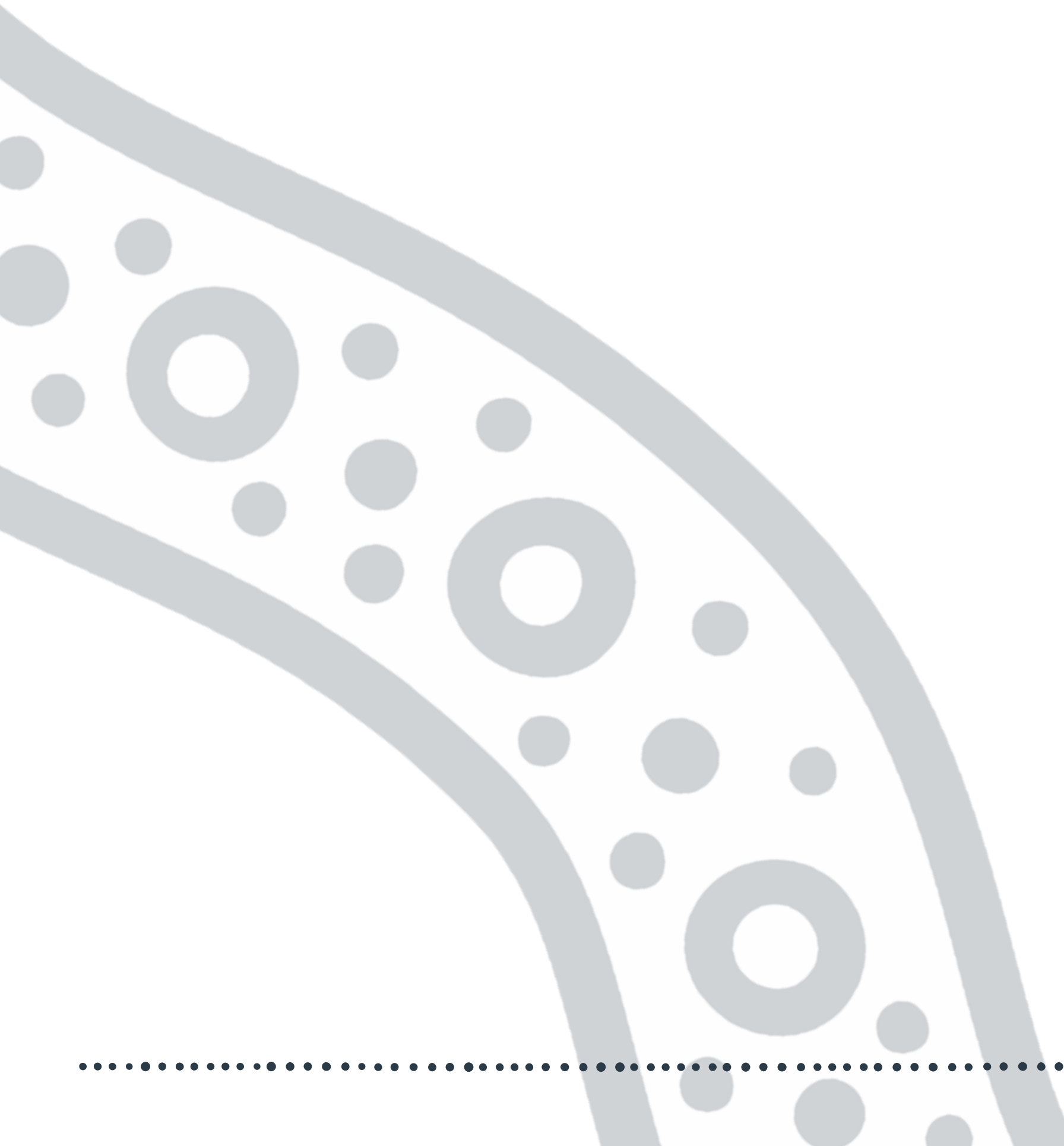
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NIAA-Governance@niaa.gov.au

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 the elders, past, present and emerging.



Image credit: AAP



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The National Indigenous Australians Agency (NIAA), established on 1 July 2019, reflects the Australian Government's approach to improving the lives of Indigenous Australians.



NIAA has remained within the Prime Minister's portfolio, keeping the important work of the agency at the heart of government. But as an executive agency, we are well placed to coordinate across the Commonwealth, and to work with state and territory counterparts and critically, with Indigenous communities, and stakeholders to ensure that programs and services are delivering for Indigenous Australians as intended.

We have been set clear priorities to improve mental health and youth suicide outcomes, community safety as well as, education and employment outcomes, particularly in remote areas. Work on the Voice, constitutional recognition and on Closing the Gap particularly through our partnership with jurisdictions and the National Coalition of Aboriginal and Torres Strait Islander Peak Organisations is also essential to achieving our purpose.

This inaugural corporate plan will serve as our guiding document as we build trust as an agency and establish a strong reputation for reliably delivering quality advice to government, and real outcomes for Indigenous Australians. This document will mature as NIAA's processes and practices matures. Our people are committed to achieving this.

We are committed to genuine engagement and partnering as we work with and in communities. We have invested in a strong regional footprint to strengthen local partnerships so our programs are focussed and aligned with the aspirations of communities.

As the accountable authority of NIAA, I am pleased to present the agency's Corporate Plan 2019-20, which covers the period 2019-20 to 2022-23, as required under section 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*.

Ray Griggs AO, CSC

Chief Executive Officer
National Indigenous Australians Agency

February 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.

Our Story

Establishing NIAA as an agency dedicated to the advancement of Indigenous Australians provides a significant opportunity to enhance the way we work in support of the Australian Government and positions us to better coordinate across the Commonwealth on matters that affect Indigenous Australians.

We are grasping this opportunity to do things differently. We will consolidate our strengths, and change our approach to ensure we are working with Indigenous Australians to form partnerships to co-design policy and programs, and improve the quality of service delivery. During this year, we will set solid foundations to ensure that we can adapt where needed to continue to deliver on our purpose year after year.

Our Brand

In 2018 a group of staff worked to refresh our branding. As part of the process an artwork was commissioned from Ms Jordana Angus, a Wiradjuri artist from Queensland.

“This artwork tells the story of our vision to better the lives of Aboriginal and Torres Strait Islander Australians in a sustainable and meaningful way; promoting that Aboriginal and Torres Strait Islander people deserve the same education and economic opportunities, health and wellbeing as non-Indigenous Australians. The artwork also tells the story of how working together can create positive community-led change for all”

Jordana Angus, Wiradjuri artist.



Equality: Using the same colour on either side of the pathway represents equality for both Indigenous and non-Indigenous people.



Equal representation of Aboriginal and Torres Strait Islander peoples: The pathway symbolises the meeting of Aboriginal and Torres Strait Islander peoples and represents the significance of the connection to Land and Sea country on their journey to equality.



Pathway that joins us all: The pathway connecting all elements is in dark blue (the same blue used for the typographic element of the logo). This line of dots represents the National Indigenous Australians Agency.



Pathway that joins us together: Together, all elements represent people working together at the National Indigenous Australians Agency.

Our Vision

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Our Purpose

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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

OPERATING ENVIRONMENT

NIAA was established as the lead agency in the Commonwealth for Indigenous Australians.

We play a critical role in supporting the Prime Minister and the first Indigenous Minister for Indigenous Australians. The new agency represents a fundamental change to doing business by forming partnerships with Indigenous Australians at all levels. This approach has shaped our work in policy design, program and service delivery, and our organisational structure.

We have an established regional presence that facilitates our engagement with stakeholders and culturally diverse communities, some in very remote locations. Our offices, services and staff are impacted by the natural environment, including the extremities of the Australian climate.

We are focused on the opportunities that exist, including developing northern Australia to benefit traditional owners, communities on country and all Indigenous Australians in the top end. We invest in projects across a range of industries, sectors and society. Funding is allocated through the Indigenous Advancement Strategy (IAS), National Partnership Agreements, Special Accounts and Special Appropriations.

As an organisation we have a clear picture of who we are and our role in this complex, dynamic system. We have an operating environment that aligns with the expectations of the Prime Minister and Minister's principles of co-design, partnership and delivery. We are ensuring that Aboriginal and Torres Strait Islander peoples are active partners in policy and program design, and effective and efficient service delivery.





Influencing

We have a broad remit at the Commonwealth level to lead and coordinate Commonwealth policy and influence all programs and services being delivered. We are exercising this influence in a way to ensure services are delivered where they are needed and in a way that meets the needs of local people.

NIAA's funding contribution represents only a relatively small portion of the total national investment. It is essential for us to work closely with our stakeholders and partners to maximise the benefit of this investment, influence positive outcomes, and improve the lives of Aboriginal and Torres Strait Islander peoples.

Stakeholder Engagement

We work with a broad range of stakeholders across the Commonwealth, state and territory governments, the business sector and partner with Aboriginal and Torres Strait Islander peoples, communities and leaders.

A formal Partnership Agreement between the Council of Australian Governments (COAG) and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations came into effect in March 2019. The partnership arrangements include a Joint Council on Closing the Gap comprising 12 Aboriginal and Torres Strait Islander representatives, alongside ministerial representation from all jurisdictions and the President of the Australian Local Government Association. It is the first COAG Council to

include members from outside government and is a historic step forward in the working relationship between Aboriginal and Torres Strait Islander peoples and governments. We are leading and coordinating this work as a priority.

Working in and with Community

We have a permanent presence of regional offices around Australia. We work in place with local Indigenous leaders and communities, remote, metropolitan and regional governance entities and peak national bodies. We recognise that each community is unique, and our regional offices work closely with communities to co-design solutions, support strategic partnerships, realise economic opportunities in place and design services that respond to the changing needs of communities. This aligns with the Australian Government's commitment to local and regional decision making.

PERFORMANCE

NIAA's purpose is delivered in a number of ways. We develop and implement policy and programs. We advise and support other agencies in developing and implementing policy and programs. We support Indigenous Australians to access opportunities for growth and advancement.

We have a broad remit and a number of the intended results outlined in this corporate plan establish outputs to build on in future years. As our performance framework matures, subsequent corporate plans will focus more and more on quantitative data to demonstrate our performance.

We will use the performance measures of this corporate plan to report on our performance in our 2019-20 Annual Performance Statement.

Our Activities

- 1. Leading the delivery of a new Closing the Gap framework through partnership and engagement with Aboriginal and Torres Strait Islander representatives, and state and territory governments.**
- 2. Improving mental health and wellbeing outcomes for young Indigenous people.**
- 3. Progressing co-design of a Voice for Indigenous Australians.**
- 4. Progressing constitutional recognition of Indigenous Australians during the current parliamentary term, provided there is consensus and a good chance of a referendum succeeding.**
- 5. Enhancing regional governance and local decision-making.**
- 6. Supporting early childhood development and wellbeing, school attendance, attainment and improved post school pathways.**
- 7. Enhancing Indigenous economic rights, including improving employment and pathways to jobs.**
- 8. Delivering the Indigenous Advancement Strategy (IAS) in partnership with Indigenous Australians.**
- 9. Undertaking evaluations of National Indigenous Australians Agency programs in line with the IAS Evaluation Framework.**

NIAA performance measures for each of our activities are shown in the performance table.

Activities and Performance Measures

Activity	Intended Result	Performance Measure	Methodology	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Activity 1 – Leading the delivery of a new Closing the Gap framework through partnership and engagement with Aboriginal and Torres Strait Islander representatives, and state and territory governments.	Deliver 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.	Delivery within the announced timeframe.	Assessment against timeframe	June 2020			
	Develop a whole of Commonwealth implementation plan, setting out how the Commonwealth will contribute to achieving the targets and commitments in the National Agreement on Closing the Gap.	Delivery within the announced timeframe.	Assessment against timeframe		November 2020		
	Deliver biannual meetings of the Joint Council on Closing the Gap, with Ministers from all governments and representatives from the Coalition of Aboriginal and Torres Strait Islander Peak Organisations.	Deliver two Joint Councils every year.	Meetings delivered	2 meetings per year	2 meetings per year	2 meetings per year	2 meetings per year
Activity 2 – Improving mental health and wellbeing outcomes for young Indigenous people and supporting suicide prevention in remote communities.	Target Indigenous Advancement Strategy (IAS) investment and effort to improve Indigenous youth mental health and suicide prevention outcomes in high risk communities that are co-designed with communities, culturally appropriate and linked to other relevant activities.	Proportion of 12 high risk communities having received Mental Health First Aid (MHFA) Training workshops.	Assessment of training workshops data	50 per cent of high risk communities received training	100 per cent of high risk communities received training		
		Number of MHFA workshops delivered to frontline workers funded under the IAS.	Assessment of training workshops data	50 of the 100 MHFA workshops delivered in 2019-20	100 MHFA workshops delivered (50 additional workshops delivered in 2020-21)		
	Co-design and deliver youth cultural activities aimed at suicide prevention for Indigenous young people in high risk locations.	Deliver youth cultural activities in 12 high risk communities co-designed with local young indigenous people, communities, and key stakeholders.	Assessment of youth cultural activities. Evaluation to assess effectiveness of delivery, outcomes and scalability beyond initial 12 locations.	12 target locations identified, with community consultation undertaken and co-design process initiated	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.

Activities and Performance Measures (continued)

Activity	Intended Result	Performance Measure	Methodology	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Activity 3 – Progressing co-design of a Voice for Indigenous Australians.	Support the co-design process and established advisory groups to provide advice to the Government on options for local and regional decision making models and a national Indigenous Voice by end 2020.	Delivery within the announced timeframe.	Assessment against timeframe	Options for broader consultation phase have been developed	Ready for Government consideration by December 2020		
Activity 4 – Progressing constitutional recognition of Indigenous Australians during the current parliamentary term, provided there is consensus and a good chance of a referendum succeeding.	Support the process to provide advice to the Government on options for constitutional recognition and a referendum within the current parliamentary term.	Delivery within the announced timeframe.	Assessment against timeframe				Within the current parliamentary term
Activity 5 – Enhancing regional governance and local decision-making.	Develop a national framework for local and regional decision making and governance and establish additional Empowered Communities or other regional model sites.	Delivery of the national framework within the announced timeframes.	Assessment against timeframe	Models for consultation are developed	Framework completed by December 2020		
	Participate in state and territory local decision making processes.	Formal participation in active local decision making (LDM) processes.	Assessment of participation data	NIAA will seek to formally participate in 80 per cent of LDM processes	NIAA will seek to formally participate in 85 per cent of LDM processes	NIAA will seek to formally participate in 90 per cent of LDM processes	NIAA will seek to formally participate in 100 per cent of LDM processes
	Improved partnerships with communities through place based practice.	Development of Place Based Practice Implementation Plans in partnership with communities.	Annual evaluation of implementation data against timeframe	June 2020	June 2021	June 2022	June 2023

Activities and Performance Measures (continued)

Activity	Intended Result	Performance Measure	Methodology	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Activity 6 – Supporting early childhood development and wellbeing, school attendance, attainment and improve post school pathways.	Improve the Commonwealth's approach to achieve whole-of-government policy and investment outcomes for Indigenous early childhood development and wellbeing.	Development of a coordinated Commonwealth approach, with key stakeholders, to implement the refreshed Closing the Gap framework.	Assessment of approach and implementation	Draft Commonwealth approach developed	Approach agreed and implementation commenced		
	Improve senior secondary outcomes and post school pathways through the Indigenous Youth Education Package (IYEP).	Increase in residential support, scholarship, academy and mentoring places for Aboriginal and Torres Strait Islander students.	Assessment of IYEP places	2,000 additional places	3,000 places (1,000 additional places on 2019-20 Financial Year)	4,000 places (1,000 additional places on 2020-21 Financial Year)	5,000 places (1,000 additional places on 2021-22 Financial Year)
	Support schools and communities to improve attendance in remote and very remote locations.	Delivery of the Remote School Attendance Strategy (RSAS).	Annual performance assessment of RSAS providers	<ul style="list-style-type: none"> • 100 per cent of providers deliver RSAS in line with agreed school and community attendance plans • Increase in average annual attendance in RSAS locations 	<ul style="list-style-type: none"> • 100 per cent of providers deliver RSAS in line with agreed school and community attendance plans • Increase in average annual attendance in RSAS locations 	<ul style="list-style-type: none"> • 100 per cent of providers deliver RSAS in line with agreed school and community attendance plans • Increase in average annual attendance in RSAS locations 	
Activity 7 - Enhancing Indigenous economic rights, including improving employment and pathways to jobs.	An increase in the number and value of contracts awarded by NIAA to Indigenous businesses to 2021 in line with Indigenous Procurement Policy (IPP) targets.	Proportion of Commonwealth Government contracts that are awarded under the IPP (volume and value of contracts).	Assessment of IPP Reporting System data	<ul style="list-style-type: none"> • 3 per cent by volume of in scope contracts awarded • 1 per cent by value of in scope contracts awarded 	<ul style="list-style-type: none"> • 3 per cent by volume of in scope contracts awarded • 1.25 per cent by value of in scope contracts awarded 	<ul style="list-style-type: none"> • 3 per cent by volume of in scope contracts awarded • 1.5 per cent by value of in scope contracts awarded 	<ul style="list-style-type: none"> • 3 per cent by volume of in scope contracts awarded • 1.75 per cent by value of in scope contracts awarded
Activity 8 – Delivering the IAS in partnership with Indigenous communities.	Improve results for Indigenous Australians by supporting the effective delivery elements of services and programs under the IAS.	Proportion of IAS activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceeded requirements.	Assessment of IAS program milestone data	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

Activities and Performance Measures (continued)

Activity	Intended Result	Performance Measure	Methodology	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target
Activity 9 – Undertaking evaluations of National Indigenous Australian Agency programs in line with the IAS Evaluation Framework.	Publish an Annual Evaluation Work Plan each September.	Published within expected timeframe.	Assessment against timeframe.	September 2019	September 2020	September 2021	September 2022
	Develop performance measures for long-term outcomes of the IAS Evaluation Framework.	Finalisation of long-term performance measures within the agreed timeframe.	Assessment against timeframe	June 2020			
	Release completed evaluation reports or summaries as committed to in the IAS Evaluation Framework.	Proportion of completed evaluations on the Work Plan released.	Assessment of completed evaluations on the Work Plan released	100 per cent of completed evaluations on the Work Plan released	100 per cent of completed evaluations on the Work Plan released	100 per cent of completed evaluations on the Work Plan released	100 per cent of completed evaluations on the Work Plan released

CAPABILITY

To strengthen internal and organisational capability within NIAA, the senior executive developed a collective vision to take the agency forward. The executive took the feedback provided in discussions with staff across the country and distilled it into the Statement of Strategic Intent 2019 (strategic intent).

The NIAA reform program was developed to enable us to realise our strategic intent and vision through six strategic pillars. The reform provides the focus we need to build on existing capabilities to deliver real tangible change. It is also focused on serving the government of the day and embedding a professional practice that centres on the evolving needs of Aboriginal and Torres Strait Islander peoples.

To achieve our vision, we have developed a strategy which is built on six strategic pillars:

Building our influence across government in order to strengthen mainstream service delivery with a particular focus on health, wellbeing and education.

Indigenous Australians are reliant on mainstream services that are largely the responsibility of the state and territory governments. We are working collaboratively with Commonwealth mainstream portfolios (health, social services, education, employment, regional development and human services), who are responsible for the policies, programs and services needed and used by Indigenous Australians.

We are working in partnership with states, territories and the Coalition of Aboriginal and Torres Strait Islander Peaks to develop a new Closing the Gap framework and targets. This framework will drive whole-of-government strategy and investment for Indigenous Australians over the next ten years.

In developing the Closing the Gap framework and targets, we are working closely with other Australian Government agencies, including by co-chairing the Interdepartmental Committee on Indigenous Affairs with the Department of the Prime Minister and Cabinet. This committee is focussed on how we will implement the Closing the Gap framework.

Identifying economic and human capital development opportunities with Indigenous people and communities.

A strong and prosperous Indigenous business sector is key to empowering Aboriginal and Torres Strait Islander Australians – through job creation, financial security for families and communities, and contributing to the growth of local economies and the broader Australian economy. The Indigenous business sector strategy provides us a ten year approach in partnership with Indigenous Australians, businesses and our portfolio agencies. We will also leverage international networks to gain learnings and foster partnerships to grow Indigenous businesses.

We have initiated regional blueprints to identify priority economic and human capital development projects. Projects are informed by our knowledge of community needs and aspirations, and we are working to benefit from significant opportunities such as city deals. Regional blueprints also identify communities where place based practice may be implemented. We are investing in our staff to work with communities, identify economic opportunities and develop strategies in partnership to deliver Indigenous employment and business growth.





Working with Indigenous Australians and their communities and leadership in designing and delivering policies and programs that are responsive to their local or regional context and needs.

Our professional place based practice of engaging and working with Aboriginal and Torres Strait Islander individuals and communities is about:

- putting Aboriginal and Torres Strait Islander people at the centre of our work
- understanding the places we work in which we implement policies and programs, and
- supporting and empowering community members to understand their current circumstances, needs and aspirations.

Initial sites for this approach are identified in the regional blueprints. In these locations we work with local leadership and decision making groups, such as the Yarrabah Leaders Forum and local Aboriginal Corporations in the Northern Territory, to ensure our engagement and investments are in line with and complement community priorities.

The Regional Grants Unit, established from 1 December 2019, will provide greater opportunities for our regionally based staff to work with communities to co-design local solutions to realise their social and economic aspirations. We have strengthened our engagement capability at the senior leadership level by establishing three regionally based groups across the regions as part of our organisational structure.

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

We are refreshing our evidence-based policy framework. The framework assists us to realign our policies, investments and evaluations to more effectively focus on actions in response to place and the biggest impact on improving outcomes for Aboriginal and Torres Strait Islander peoples.

Our policy and investment framework is being developed to align closely with the draft Closing the Gap outcomes to reflect all actions required across government. The policy and investment framework will be flexible to incorporate changes to policy direction from emerging evidence that may be identified through the Closing the Gap over time. The framework is designed to build our strategic policy capability and better deliver for the Government and communities, including through a new Closing the Gap national agreement.

A performance, monitoring and evaluation framework is being developed to incorporate learnings from research, data, evaluations, and on-the-ground experience back into the policy framework. We will measure the impact of our investments, keep the policy framework up to date and build the evidence base about what works to achieve outcomes for Aboriginal and Torres Strait Islander peoples.

We have significantly strengthened the evidence base in relation to IAS grant performance. We have redesigned the IAS grant performance measures and introduced a program

of grant activity reviews. The reviews support the collection of delivery data to assess service quality and outcomes achieved. Along with other initiatives, these improvements contribute to a robust grant performance evidence base, and sound program and policy decision making.

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

We are developing strategies to build our human capital to ensure we remain relevant, responsive and flexible as we achieve our purpose. Our values and behaviours are a collective statement, outlining the shared expectations of all staff to foster a 'one team' culture through our behaviours.

The values and behaviours are a foundation for our workforce strategies and how we work. This includes enhancing relationship management methods, workforce capability and Footprints – our cultural learning program, which has a vision of enabling a more diverse, culturally safe and capable workplace for all. The Footprints program is critical to ensure our people have cultural acumen given the importance of effective relationships to delivering on our purpose. As we live out these values and behaviours they inform the way we do our business and underpin our relationships with each other, our partners and other stakeholders.

We are a diverse organisation with a range of work, health and safety (WHS) risks only found in a small number of Commonwealth agencies. We are ensuring our staff continue to operate safely through strengthening the WHS

management system. We acknowledge the important role that managers play in strengthening our workforce capability and will be implementing a leadership development program.

Underpinning our work with effective data and evidence.

We underpin our work and support entities across government and other sectors with effective data and evidence. We hold large volumes of data, evidence and information, that has been collected through our interactions with governments, peak bodies and Indigenous communities, to inform policy, programs and service delivery.

We ensure our continued ability to provide robust, evidence based advice for policy and programs, by strengthening our internal capability, systems and processes across all business areas. We are assessing our current systems, processes and capability against our business requirements. This assessment is aligned with other work such as the Productivity Commission's Indigenous Evaluation Framework. We will deliver products that best meet business requirements by understanding user demand (and the supply-side) up front.



RISK OVERSIGHT AND MANAGEMENT

We face a number of challenges that relate to our establishment, achieving the Government's agenda, influencing stakeholders and operating across multiple locations. Since the establishment there has been a strong focus on ensuring that we have the right capability and systems to support the Government's priorities. We have identified seven enterprise risks that may impact our ability to achieve our purpose along with mitigation strategies. These risks have emerged from our operating environment, our program to improve capability and priority activities.

The NIAA Audit and Risk Committee, supported by a shared service arrangement with the Department of the Prime Minister and Cabinet, provides independent advice and assurance on risk management. Internal and external audit reporting will be critical to inform our lessons learnt and continuous improvement. The Deputy Chief Executive Officer for Operations and Delivery has been appointed as our Chief Risk Officer (CRO) and is responsible for embedding a strong risk culture across NIAA. The CRO with the Audit and Risk Committee supports the Chief Executive Officer (CEO) and the Executive Board by providing objective oversight of risk management and our internal systems of control.

In 2019-20 NIAA is focused on establishing a fit-for-purpose agency risk management framework and enhancing the governance structure to strengthen risk oversight and management. We are committed to better understanding our operating environment by identifying and addressing factors inside and outside of our control affecting our ability to deliver for the Australian Government.

With 69 offices across Australia and a significant presence in regional locations, WHS considerations are both integral and fundamental to how we conduct our business. Our Safety Board supports the CEO in fulfilling his responsibilities as an Officer under the WHS Act through applying risk management practice across NIAA, including through developing a culture that actively identifies, addresses and reports on WHS risk.

We are investing in individual and corporate WHS skills to actively engage with WHS risk and achieve a healthy and safe workplace. This investment includes mandatory training and reporting.

We manage disruption and interruptions to critical functions and service delivery through our business continuity planning. In times of significant disruption we maintain critical services to the Minister for Indigenous Australians, communities, stakeholders and service providers. Taking a proactive approach to business continuity builds our resilience and enables us to protect the safety and wellbeing of staff and communities.

We are engaging with risk as we fund activities that benefit and empower Indigenous Australians. As we work with communities we manage the potential risk in delivering funding through effective financial management and our grants operating model.

We are dedicating resources and embedding processes to identify areas across the enterprise that require strengthening. The framework will provide us with established measures and targets to begin tracking whether our approach to risk management is improving and maturing in the coming years.

Category	Enterprise Risk	Mitigation Strategies
People and Capability	<ul style="list-style-type: none"> NIAA does not put in place the right capabilities (people, resources, processes, systems and culture) to deliver Government objectives. 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"> Embed the Agency's governance structures to effectively ensure capability needs are understood, mapped, developed and monitored. Invest in a tailored Leadership and Development program to provide necessary skills for our people. Develop a staff Human Resource Management model tailored for the NIAA workforce.
Relationships and Influence	<ul style="list-style-type: none"> NIAA lacks credibility with key stakeholders and partners and is unable to collaborate and influence outcomes in support of the organisation's purpose. Indigenous Australians do not see the Agency as trusted or reliable. 	<ul style="list-style-type: none"> We have a credible regional footprint which is connected to communities, service providers and State and Territory Governments. We invest in a systematic external stakeholder engagement approach at all levels of the Agency. We demonstrate the shared benefit of collaboration through a partnership approach.
Culture	<ul style="list-style-type: none"> 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 NIAA purpose. 	<ul style="list-style-type: none"> Embed and actively use NIAA Values and Behaviours to drive a cohesive and aligned organisation. Further develop the Footprints Cultural Learning Program to enhance cross-cultural capabilities.
Delivery	<ul style="list-style-type: none"> NIAA's administrative processes constrain effective and timely delivery of programs and services. NIAA sponsored programs are not grounded in evidence and the lived experience of Indigenous communities. 	<ul style="list-style-type: none"> Effective use of Internal Audit, review and evaluation approaches focusing on internal practice. Ensuring staff have the tools, capabilities and relationships to build on available evidence and adapt to the lived experience of community.