



New South Wales Department of  
Aboriginal Affairs

# CORPORATE PLAN

2005-2008

## Our Vision:

### Social, economic and cultural strength for Aboriginal people in NSW.

The work of the Department of Aboriginal Affairs is designed to assist Aboriginal people to establish and maintain their rights, and to overcome the ongoing social and economic disadvantage faced since European occupation. We are committed to developing and implementing policies and programs and working with other government departments in a way that involves Aboriginal people and communities as equal partners.

Our priorities are grounded in a commitment to social justice and Aboriginal self-determination, and recognition and respect for the diverse cultures of the Aboriginal people of NSW.

As the NSW State Government's agency with a primary focus on improving Aboriginal service delivery, we believe that strength can be achieved through:

- 4 living standards which are safe and healthy
- 4 a strong Aboriginal culture
- 4 equity and justice
- 4 culturally appropriate services
- 4 access to land of economic and cultural significance

**Our Values** – the staff of the Department of Aboriginal Affairs have established shared values which drive our work, our interactions with Aboriginal people and our many stakeholders, and with each other:

**Culture** – we have a strong commitment to and celebrate Aboriginal culture; **Leadership** – we are at the forefront of all we do with our clients, colleagues and each other; **Excellence** – we are highly professional, innovative and focussed on delivering the best; **Celebration** – we celebrate our successes, the contribution we make and have fun; **Team Spirit** – we work together to achieve our goals and support each other to deliver the best.

# Delivering Outcomes for Aboriginal people in NSW

The Department's role is to:

- 4 advocate for the voice of Aboriginal people in NSW to be heard in the development of NSW government policies and services
- 4 lead and influence NSW government agencies on Aboriginal affairs
- 4 monitor, support and report on the effectiveness of NSW government agencies in their development and delivery of policies and services affecting Aboriginal people
- 4 support and monitor non-government and business initiatives aimed at achieving our vision.
- 4 identify and support strategies which seek to overcome disadvantage
- 4 provide expert specialist knowledge of Aboriginal affairs within the NSW Government
- 4 provide quality advice and support to the Minister and Parliamentary Secretary for Aboriginal Affairs

Our focus for the next 3 years is on the following priority areas:

1. Whole-of-government leadership
2. Clear and appropriate policy advice
3. Promotion and advocacy for Aboriginal culture
4. Strengthened community engagement and partnerships
5. Improved access to and planning of government services

This corporate plan identifies priorities for achievements in each of these focus areas. Together, these focus areas and our team of highly committed staff will help to deliver on our vision. This approach is based on a corporate scorecard methodology and this, together with our program for building our organisational capacity are outlined at the back of this plan.

# Our Priorities:

## Priority 1: Whole-of-Government leadership

*Our vision will be achieved through Government agencies working together to produce results. We drive a policy framework that ensures agencies are working together to better meet the needs of Aboriginal people.*

### Our services

- 4 *Two Ways Together* – co-ordination, planning and reporting
- 4 Regional support program
- 4 National/State representation and policy integration

### Measures of our success:

- 4 Proportion of relevant agencies implementing *Two Ways Together*
- 4 Number of Regional and Local Aboriginal Plans developed which meet the needs of local communities
- 4 Number of whole-of-government projects supported by DAA

### Where we'll be in 3 years time

DAA will be seen as being a first-class agency to drive cross-agency and intergovernmental service improvements and management of critical issues. *Two Ways Together* will be an integrated part of Government agency plans

### Our focus for the next 12 months will be:

- 4 Enhance support to *Two Ways Together* co-ordination through the establishment of a separate, dedicated secretariat team
- 4 Implement the regional program to support delivery of *Two Ways Together* at the local level and manage cross agency issues
- 4 Develop a charter for *Two Ways Together* Cluster Groups Chairs to formalise their role and authority
- 4 Drive Commonwealth/State service policy agendas on behalf of NSW.
- 4 Lead specific initiatives with a cross-government focus through *Two Ways Together*
- 4 Enhancing central agency collaboration on Aboriginal issues

# Our Priorities:

## Priority 2: Clear and appropriate policy advice

*We provide clear advice to Government and other State Government agencies on the impact of their policy development.*

*We seek to ensure that the needs of Aboriginal communities are met through rigorous policy development and review.*

### Our services

- 4 Strategic policy advice
- 4 *Two Ways Together* portfolio support
- 4 Monitoring, compliance and reporting

### Where we'll be in 3 years time

We will have created an environment where Aboriginal issues are considered by all agencies in their policy development and we will have systems in place to identify policy trends and gaps

### Measures of our success:

- 4 Proportion of agencies implementing *Two Ways Together*
- 4 Number of policies reviewed
- 4 Delivery of *Two Ways Together* targets
- 4 Feedback from other government agencies and Aboriginal communities
- 4 Minister is well informed (timely, quality, accurate advice)

### Our focus for the next 12 months will be:

- 4 Strengthen strategic policy advice by establishing a portfolio structure in the Strategic Policy team
- 4 Provision of additional focussed support within each of the *Two Ways Together* portfolio clusters
- 4 Strengthening our relationships with other government and non-government agencies
- 4 The review of the Aboriginal Land Rights Act.
- 4 Developing systems to maintain access to data, information and research which promotes high quality evidence based policy and monitors achievements and compliance.

# Our Priorities:

## Priority 3: Promotion and advocacy for Aboriginal Culture in NSW

*Maintenance and promotion of cultural identity is a significant component of overcoming social disadvantage and promoting independence for our communities. Aboriginal people have a cultural, spiritual, social and economic connection to the land and its natural resources.*

### Our services

- 4 NSW Aboriginal Language Centre
- 4 Assistance and support for the protection of Aboriginal cultural heritage
- 4 Administration of the Aboriginal Land Rights Act, 1983 (The Act)

### Measures of our success:

- 4 Number of community language projects initiated
- 4 Number of land claims assessed and referred to the Registrar in line The Act
- 4 Number of employment opportunities being generated through *Two Ways Together*

### Where we'll be in 3 years time

NSW will lead Australia in the recognition and maintenance of Aboriginal culture and provide a cultural 'hub' for Aboriginal communities and service providers.

### Our focus for the next 12 months will be:

- 4 Strengthening the support for groups at the local level (Land Councils, Elders groups etc) through the establishment of the Regional Offices
- 4 Strengthening the monitoring and data collection of compliance with statutory and policy provisions
- 4 Supporting a whole-of-government approach to the delivery of language maintenance projects

# Our Priorities:

## Priority 4 Facilitate community engagement and partnerships

DAA works with communities and Government service delivery agencies to facilitate and establish recognition of Aboriginal communities' rights to representation and self determination.

### Our services

- 4 Regional support program
- 4 development of community engagement strategic policy
- 4 Aboriginal Community Development Program (ACDP)
- 4 *Two Ways Together* regional and local plans

### Measures of our success:

- 4 Number of consultative mechanisms established locally
- 4 Number of government agencies utilising community determined consultative mechanisms
- 4 Number of community engagement activities undertaken

### Where we'll be in 3 years time

NSW will have a strong network of local and regional groups that all levels within State Government agencies work in partnership with.

### Our focus for the next 12 months will be:

- 4 Negotiate with the Commonwealth and Aboriginal communities to develop and support consultative mechanisms
- 4 Work with other government agencies to engage with Aboriginal communities in line with agreed mechanisms
- 4 Undertake an Aboriginal community capacity building project.

# Our Priorities:

## Priority 5: Improve access to and planning of government services

*The needs of Aboriginal people cross Government department boundaries. We work with government agencies to ensure their services are accessible and help them plan their services so that they are appropriately focussed and sensitive to the needs of Aboriginal people.*

### Our services

- 4 Regional support program
- 4 Aboriginal Community Development Program (ACDP)
- 4 *Two Ways Together* regional and local plans
- 4 Family History Records Program

### Where we'll be in 3 years time

NSW will have high quality planning processes which provide a mechanism for reporting on government service delivery and outcomes which are accepted across government and across Aboriginal communities

### Measures of our success:

- 4 Proportion of ACDP priority Aboriginal communities with access to satisfactory environmental health infrastructure
- 4 Number of Regional Aboriginal Plans developed which meet the needs of local communities
- 4 Number of Community Working Parties established and supported
- 4 Number of water and sewerage projects completed
- 4 Number of homes repaired, built or acquired
- 4 Number of people who access their records
- 4 Number of people who receive unpaid Trust funds

### Our focus for the next 12 months will be:

- 4 Implement the regional program to support delivery of *Two Ways Together* at the local level through the development of Aboriginal Regional and Local Plans
- 4 Undertake a joint review of Aboriginal housing and infrastructure delivery with the Aboriginal Housing Office
- 4 Improve management and access to records as part of the Aboriginal Trust Fund Repayment scheme
- 4 Establish a whole of government approach to Regional Planning for Aboriginal communities

# Building our Capacity to deliver

We cannot deliver on our priorities without focussing attention on initiatives aimed at building our capacity to achieve. The following improvement areas identify our focus:

## Focus Areas:

### Enhanced Information availability and management

- 4 Building systems which enable us to access information quickly and accurately
- 4 Improving communication with staff to ensure maximum knowledge

### Achieve positive employee climate

- 4 Progressing a department wide cultural reform program

### Closing staff skill gaps

- 4 Improving performance management
- 4 Improving learning and development
- 4 Improving leadership and influence

## Key initiatives being progressed over the next 12 months are:

- 4 Establishing information systems and monitoring regimes which support DAA's new structure
- 4 Development of the DAA Intranet
- 4 Revised Policies and Procedures and Delegations guidelines
  
- 4 New management governance model
- 4 Improvements to internal communication with an emphasis on recognition and acknowledgement
- 4 Values Program
  
- 4 Executive and Management program
- 4 Updated Performance Development program
- 4 New departmental-wide Learning and Development program
- 4 Mentoring Program
- 4 Revised Induction Program

# DAA CORPORATE SCORECARD

The structure of our Corporate Plan reflects a Corporate Scorecard approach...

