



Australian Government
National Indigenous
Australians Agency



NIAA

2021-22

Corporate Plan



Cradle Mountain National Park, Tasmania

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 peoples are advised that this document may contain images of deceased people.

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Message from the Chief Executive Officer



I am pleased to present the National Indigenous Australians Agency (NIAA) 2021–22 Corporate Plan, which covers the reporting period 2021–22 to 2024–25, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The Corporate Plan sets out the priorities, activities and expected performance required to achieve our purpose over the respective period.

The 2021–22 Budget was significant for Indigenous Australians and included a number of important measures. The Agency has a key role to co-design and deliver substantial reform, and our influence and advice is critical across Government. The budget measures will see the NIAA assist the Government by helping Indigenous Australians into quality and long-lasting jobs, strengthening Indigenous businesses and community organisations, and backing the Government's commitment to transform the way it works with Aboriginal and Torres Strait Islander peoples.

The Indigenous Skills and Jobs Advancement Package will reshape NIAA led jobs programs with a new, targeted, place-based Indigenous Skills and Employment Program that will help position Indigenous job seekers, students and remote and regional Indigenous businesses to fully participate in Australia's economic recovery plan. A New Remote Engagement Program will be designed and piloted before replacing the current Community Development Program in 2023. This will have an Agency wide impact and will be a large body of work across the NIAA.

The NIAA will continue to lead the Commonwealth Government implementation of the National Agreement on Closing the Gap through partnership and engagement with other Commonwealth portfolios, Aboriginal and Torres Strait Islander representatives, and state and territory governments. The Budget and subsequent announcements also set the foundations for achieving Closing the Gap targets and Priority Reforms through new funding in mental health, aged care, women's safety and education among others.

The Minister for Indigenous Australians has begun consultations with his colleagues on the development of a National Roadmap for Indigenous Skills, Jobs and Wealth Creation (the National Roadmap). The National Roadmap will drive actions that invest in human, social and economic capital and connect Indigenous Australians to jobs and industry opportunities. This policy will be cross cutting, and engage with issues across all economic portfolios.

In the context of the Australian Government's economic recovery agenda, the National Roadmap will focus attention on better connecting Indigenous Australians to economic opportunities. It will complement the National Agreement on Closing the Gap and its focus on addressing social inequalities and priority reforms.

The NIAA will continue to support the co-design process for an Indigenous Voice, the Government's consideration of proposals put forward as a result of the process, and the outcomes of a Government decision. This is important work that will be another transformational reform to the way governments work with Aboriginal and Torres Strait Islander peoples.

On behalf of the Australian Government, the NIAA will also continue our daily business, to lead the design, implementation and delivery of policies, strategies and programs that:

- improve economic opportunities and access, and mental health and wellbeing for Indigenous Australians

- improve wellbeing, development, access and attainment of education for Indigenous children and students
- assist in the maintenance of Indigenous cultural expression and conservation, and allow Indigenous Australians to participate equally in the economic and social life of the nation
- improve the capabilities of Indigenous organisations, and enhance regional governance and local decision-making.

Delivering the reforms successfully along with the work we do each day will only be accomplished by the NIAA working together with the positive spirit and dedication that we have seen over the last two years. As an organisation we will build on this momentum and continue to focus on developing our capabilities, investing in our people and improving the way we work. Our Values and Behaviours are now embedded into all aspects of our business, assisting to deliver a cohesive culture across our workforce.

I am very proud of the work we do, striving in all that we do to deliver a future for Indigenous Australians with thriving families and communities that are safer, healthier, and more resilient.

I look forward to building on the NIAA's successes over the next 12 months, and reporting our results against the Corporate Plan through the annual performance statements in the NIAA's Annual Report for 2021–22.

Blair Exell

Acting Chief Executive Officer
National Indigenous Australians Agency
August 2021



Our Environment

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

Our Culture

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

Our People

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

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



Being a capable, engaged and unified workforce



Using data and evidence to inform our approach

Which is underpinned by Our Values

We respect multiple perspectives

We deliver with purpose

We are authentic

We invest in each other's success

We are professional and act with integrity

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 and jurisdictional levels, we use **our networks and expertise to influence mainstream policy and programs, legislative and structural reform, and funding of priority programs.**



Young Indigenous girl at school.



Thursday Island

Supporting economic recovery post COVID-19

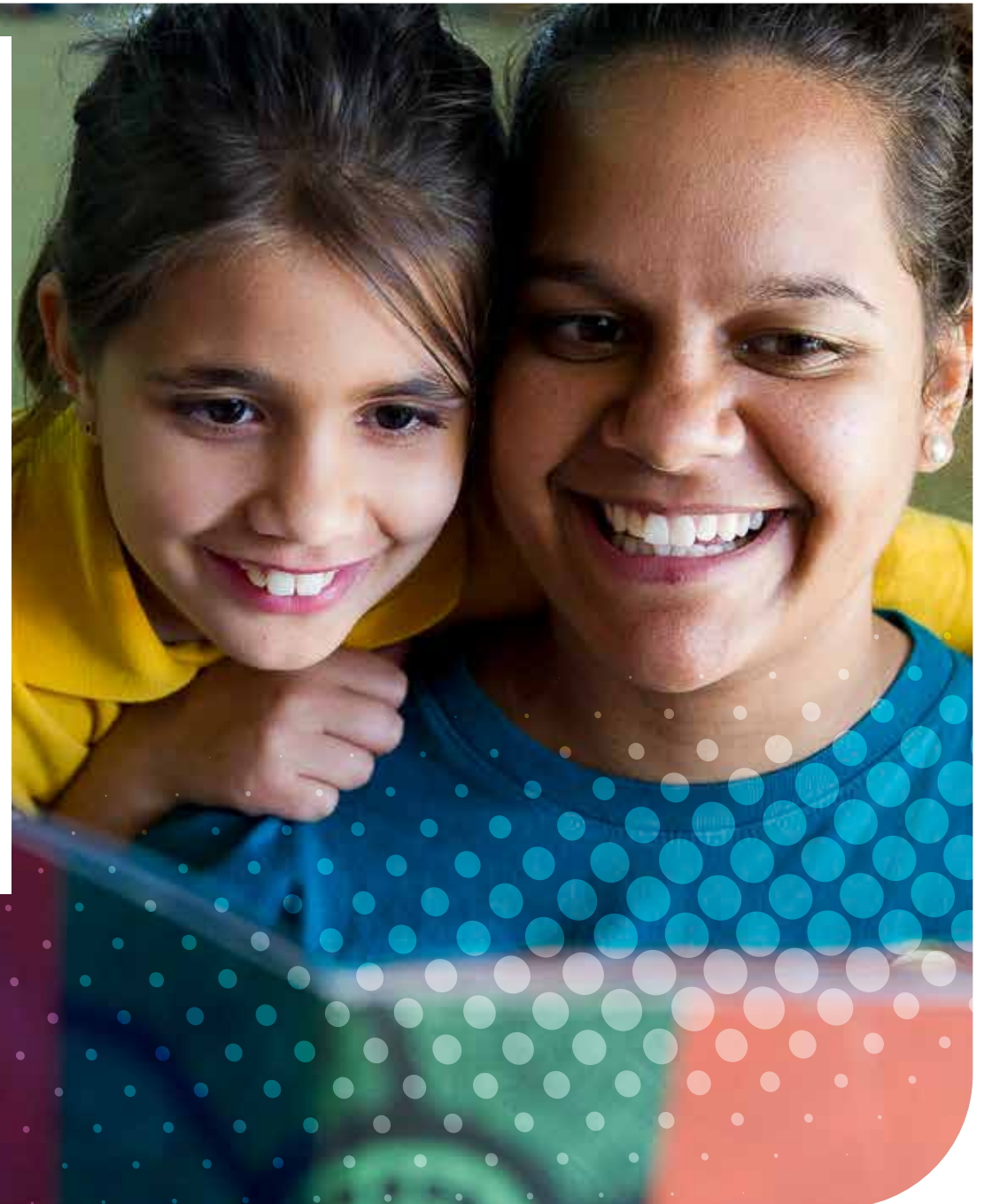
The impact of the global pandemic has shaped government priorities, and will continue to do so as we navigate through this crisis. The Australian Government is investing in services and new initiatives to ensure Aboriginal and Torres Strait Islander peoples have sustained economic and social opportunities as part of Australia's COVID-19 economic recovery plan. The NIAA will continue to play a key role in shaping and supporting these policies which builds resilience through generating economic opportunities for Indigenous Australians, and stimulate regional economic activity.

In the 2021–22 financial year and beyond, the NIAA will focus on supporting Indigenous jobs and businesses in line with the government's policy agenda for Australia's economic recovery. This will help ensure Indigenous Australians can find jobs, grow their businesses, and partner with the industries and sectors that will help improve 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). The National Agreement represents a fundamental shift in the way governments of all levels and Aboriginal and Torres Strait Islander peoples and communities work with each other in partnership to close the Gap.

Throughout 2021–22, the NIAA will continue to work across Commonwealth Government portfolios, with Aboriginal and Torres Strait Islander stakeholders and the Coalition of Peaks, to implement the Commonwealth's commitments as outlined in its Closing the Gap Implementation Plan. This Plan outlines how the Australian Government will support effort, including reprioritising its efforts to achieve the targets and deliver on priority reforms and will enable clearer lines of sight between practical actions and their impacts on targets. Progress will be articulated in our first Closing the Gap Annual Report, due in mid-2022. The NIAA will continue to work in partnership and across the Commonwealth to embed the four priority reforms in our everyday business. We will work with data agencies and the Productivity Commission to continue to build the data and evidence base to support outcomes under Closing the Gap.



City of Armadale Champion Centre, WA

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 staff are based across Australia 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 our broader stakeholders 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 to all stakeholders.

In 2021-22 and beyond, we will continue to support local outcomes across Australia. This is underpinned by our regional presence, by funding services across the country, and through the local partnerships that we continue to build.

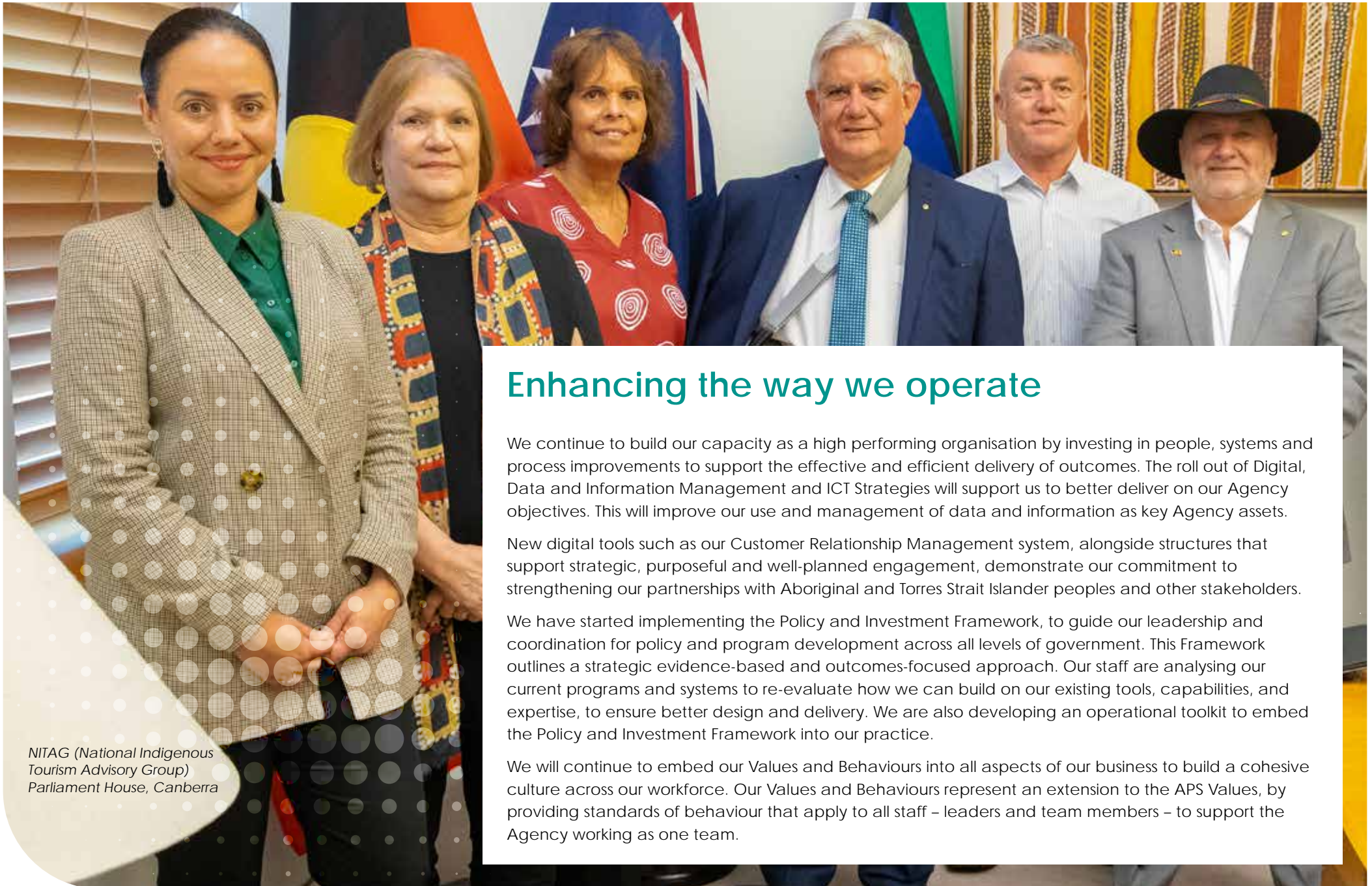
Our success is also dependent on the leadership we demonstrate when working with organisations across the Australian Government, as well as on the contribution made by these agencies. While there are linkages between our work and many agencies, our key partners include our Prime Minister and Cabinet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



DCEO Letitia Hope and Adam Goodes CEO iDiC. Indigenous Development and Employment Program event.



AAC Program Coordinator, Georga Ryan, Nick Hayes and AAC CEO Susie Lowe, NT



Enhancing the way we operate

We continue to build our capacity as a high performing organisation by investing in people, systems and process improvements to support the effective and efficient delivery of outcomes. The roll out of Digital, Data and Information Management and ICT Strategies will support us to better deliver on our Agency objectives. This will improve our use and management of data and information as key Agency assets.

New digital tools such as our Customer Relationship Management system, alongside structures that support strategic, purposeful and well-planned engagement, demonstrate our commitment to strengthening our partnerships with Aboriginal and Torres Strait Islander peoples and other stakeholders.

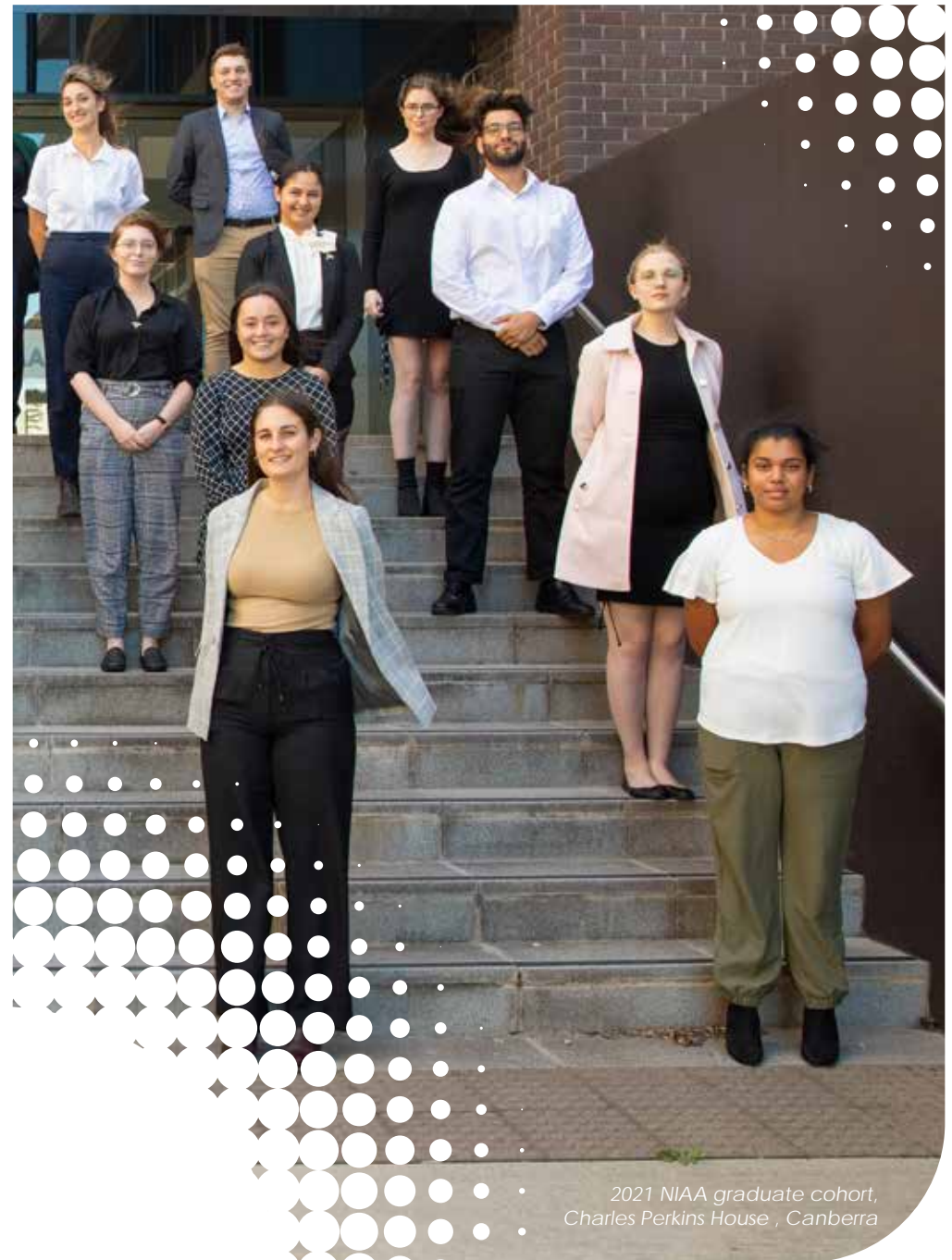
We have started implementing the Policy and Investment Framework, to guide our leadership and coordination for policy and program development across all levels of government. This Framework outlines a strategic evidence-based and outcomes-focused approach. Our staff are analysing our current programs and systems to re-evaluate how we can build on our existing tools, capabilities, and expertise, to ensure better design and delivery. We are also developing an operational toolkit to embed the Policy and Investment Framework into our practice.

We will continue to embed our Values and Behaviours into all aspects of our business to build a cohesive culture across our workforce. Our Values and Behaviours represent an extension to the APS Values, by providing standards of behaviour that apply to all staff – leaders and team members – to support the Agency working as one team.

NITAG (National Indigenous
Tourism Advisory Group)
Parliament House, Canberra

Our Capabilities

To achieve our vision and purpose we are guided by six strategic pillars and we are supported by our people, our technology and our infrastructure. We continue to implement the NIAA workforce plan supported by initiatives that invest in our organisational culture and leadership capability to strengthen our people, and achieve outcomes. To enhance the way we work, we ensure our technology and infrastructure enables effective investment decisions. Together, our people strive to enhance the lives of Aboriginal and Torres Strait Islander peoples.

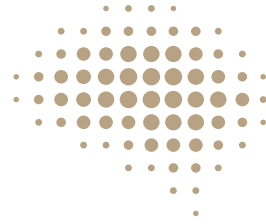


2021 NIAA graduate cohort,
Charles Perkins House , Canberra

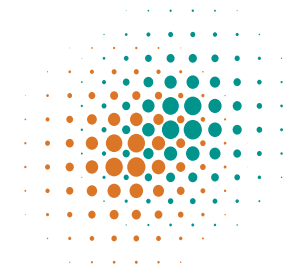
The six strategic pillars guiding our approach



Building our influence across all levels of government to strengthen mainstream service delivery function for Indigenous Australians, with a particular focus on improving health, wellbeing and education outcomes.



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



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.



Developing an investment approach that focuses on areas that deliver the greatest benefits for Indigenous Australians.



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



Underpinning our work with effective data and evidence.

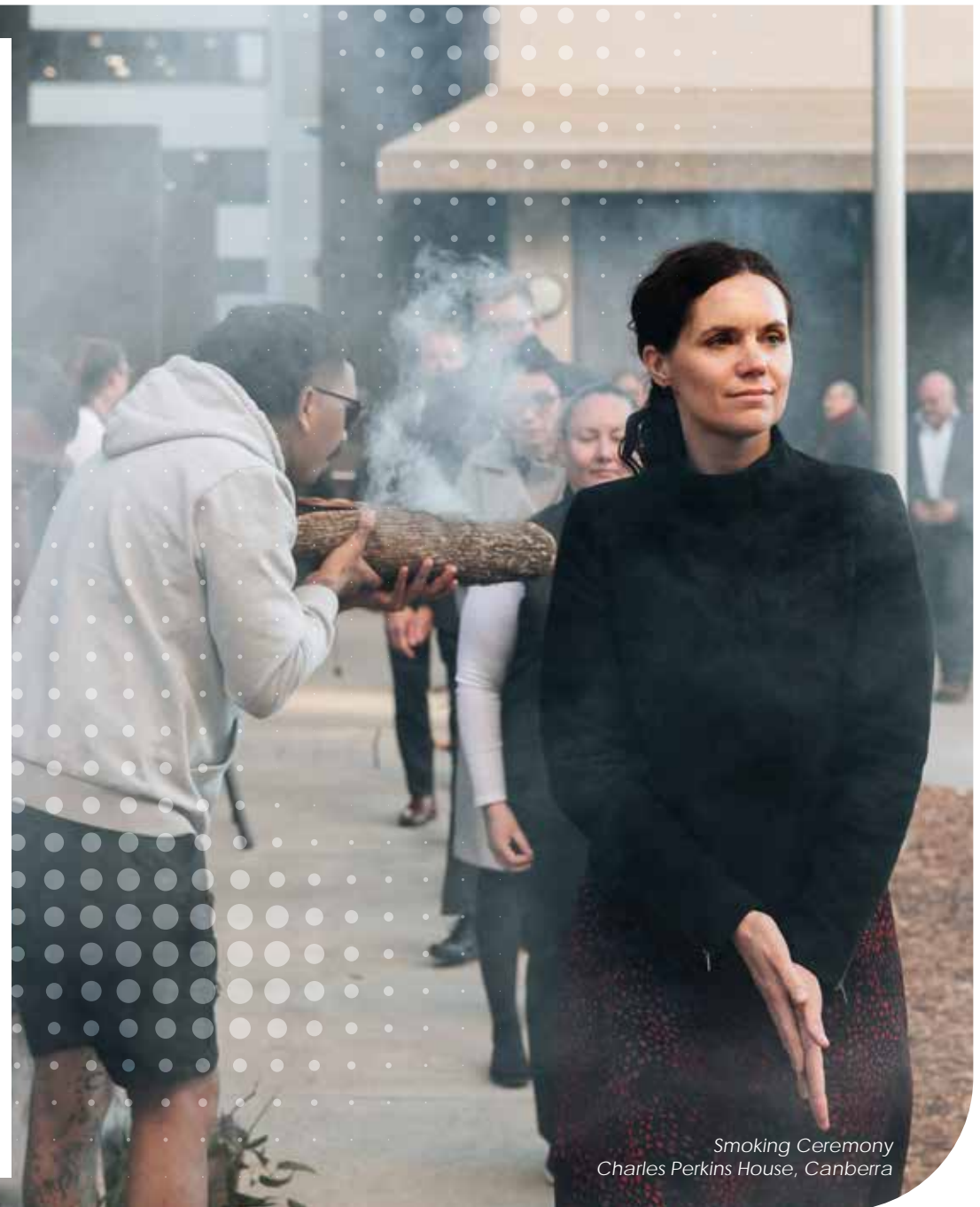
Strengthening and supporting our people

Our success hinges on our people. We are focused on enabling our people to realise their full potential and strengthen their skills through a range of workforce initiatives.

We continue to focus on developing our leaders and building the professional and technical capabilities of all our staff. The NIAA's 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 2021–22, we will continue investing in our people to ensure our workforce has the core capabilities required to achieve our outcomes. We will position our workforce for the future by identifying critical skills and developing a suite of learning opportunities to address capability gaps, and position our workforce for the future. This includes developing skills to support better policy development, program design and program and business management expertise.

In recognising the challenges faced by our workforce and communities, the NIAA continues to prioritise the safety and wellbeing of all of our people. Our participation in the pilot of the APS Framework for Mental Health Capability has identified areas for further development. Our forward focus is to provide the tools and resources that are supported by evidence and build the mental health capability of our workforce. This will strengthen our ability to identify, manage and reduce psycho-social risks.

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. Our Values and Behaviours are supported by the continuing commitment to our Footprints program. Our cross-cultural learning program is designed to strengthen our organisational competency and appreciation for diversity in all aspects of our work.



*Smoking Ceremony
Charles Perkins House, Canberra*



Gubbi Gubbi artist Maggie-Jean Douglas 2021 NAIDOC poster competition winner, Charles Perkins House, Canberra

The NIAA has partnered with the Australian Public Service Commission (APSC) 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 AM, 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 provided a dedicated Indigenous SES Band 2 to work with the APSC and across the Commonwealth to support the implementation of the strategy.

The NIAA has refined and continues to promote the Indigenous Development and Employment Program for our Indigenous staff who are in the early stages of their career. We are partnering with the Australian National University to deliver a management program which incorporates micro-credentialing and targeted support for our participating Aboriginal and Torres Strait Islander staff. Participants will be supported through mentoring from the NIAA Senior Indigenous Leadership Group.

In a further show of support, the NIAA is reinvigorating the APS wide Indigenous Champions Network. The NIAA continues to develop its Reconciliation Action Plan (RAP), which is planned to be launched in early 2022. NIAA staff were a major driver of the development of the Department of the Prime Minister and Cabinet RAP 2020 prior to the establishment of the Agency. The NIAA continues to be committed to promoting and facilitating reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples in all aspects of our work.

Additionally, in 2021, the NIAA negotiated the first NIAA Enterprise Agreement. The NIAA Enterprise Agreement 2021–24, along with the updating of key Human Resources policies and procedures, will underpin our employee value proposition.

Delivering dynamic technology services

To keep pace with the increasing expectations of government services and industry trends, NIAA continues to deliver digital transformation through releasing our new Digital and ICT Strategy.

In line with our vision of reliable, accessible, consistent, and intuitive information and technology solutions, we will:

- further foster a 'One Team' through providing a consistent experience across the Agency, supported by enhanced internal collaboration, communications and information sharing across our dispersed workforce
- improve staff confidence in their digital and data capabilities, by providing the right support and environment to learn
- explore opportunities to improve ICT service delivery and performance to better meet staff needs and business outcomes, support by our ICT Shared Service Providers
- improve system interoperability and integration through streamlining and digitising of business processes, in particular grants management
- facilitate higher participation in policy decision, program delivery, evaluation and reporting, underpinned by an accessible and accurate central data repository.

To support the implementation of the above strategies, we will invest in the capabilities of our staff. We will encourage cross-functional collaboration to break down silos and ensure consistent practices, and a whole-of-agency perspective is always applied in our decision-making.

We will continue to collaborate with our shared services partners in uplifting ICT service delivery and performance, with a greater focus on user experience and responsiveness. We will proactively explore opportunities to participate and leverage other whole of government offerings to our advantage.

Providing a suitable property portfolio

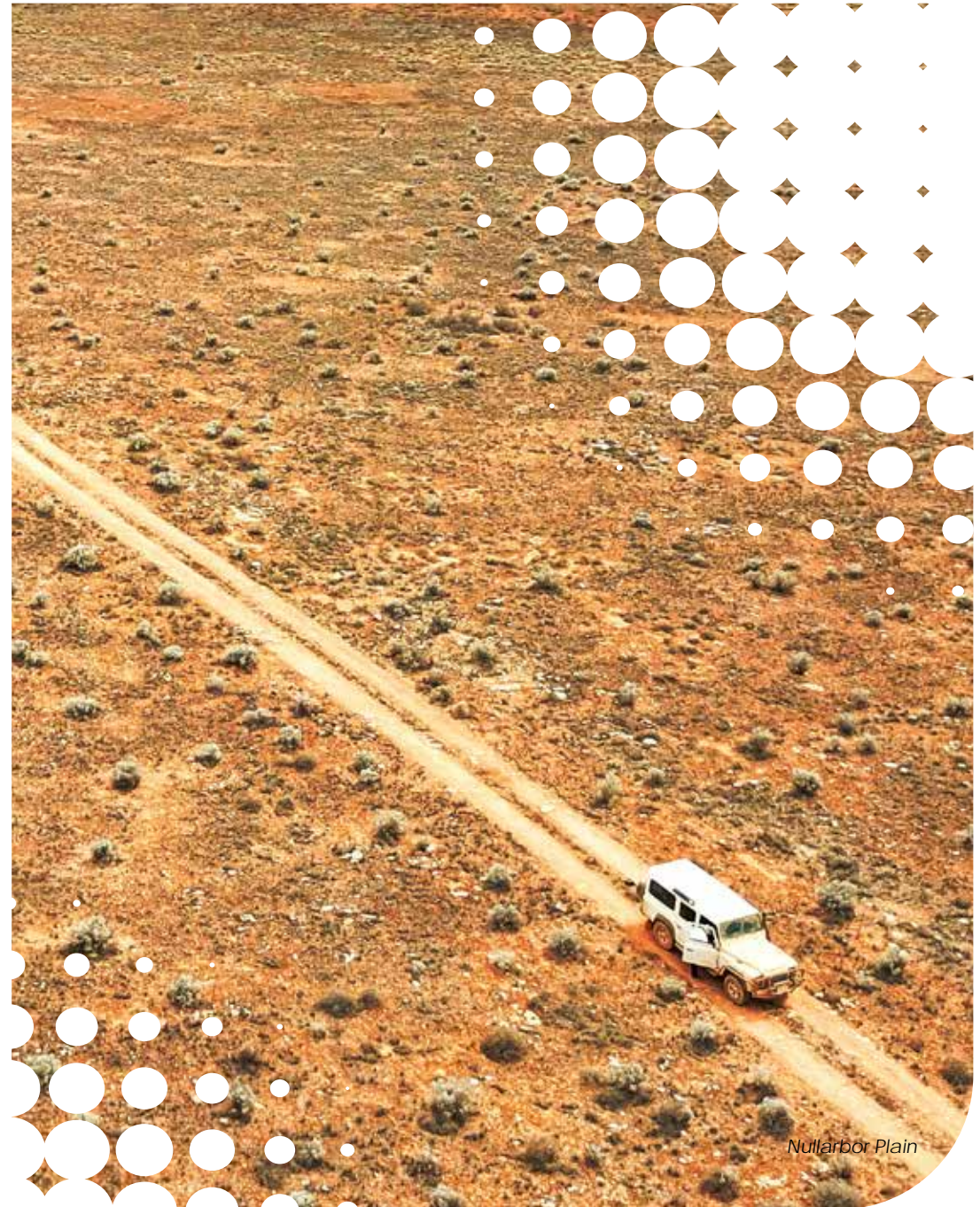
The NIAA is developing a Strategic Property Management Framework to ensure considered, planned and contemporary management of its owned property assets in regional and remote Australia. The framework has been designed to embed property management practices that align with the Agency's strategic objectives and support the NIAA's capability in regional and remote Australia.

The Framework and its deliverables will be governed through a designated arrangement, ensuring a cooperative management approach that is locally informed. This approach will monitor and evaluate lessons learned in remote and regional areas and will allow for flexibly to adapt to the changing needs of the Agency.



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. Through our commitment to achieving and maintaining strong risk management processes, we can 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 appropriate.



Nullarbor Plain



The NIAA has established internal controls and governance arrangements that support the management of risk across the Agency. The NIAA's 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, while monitoring control effectiveness and performance. A great example is our risk management approach to the COVID-19 pandemic. Specific committees and enterprise-wide processes exist within our governance structure to manage particular categories of risk.

In 2021–22 we continue to implement our Risk Management Policy and Risk Management Framework with a focus on building capability through a training and awareness program that helps staff further engage with risk. Over the next four years, we will continue to integrate, strengthen and embed our risk management framework in order to deliver on our purpose. Maintaining strong relationships, increasing transparency and identifying trends and opportunities to better support us to collaborate with stakeholders to manage risk.

*Bawinanga Djelk Ranger Grestina Wilson
Maningrida, NT*

Enterprise Risks 2021–22

Category	Enterprise Risks	Mitigation
People and Capability	<ul style="list-style-type: none"> The NIAA is not able to maintain the right capabilities (people, resources, processes, systems and culture) to deliver government objectives. The NIAA's investment in and management of its people may not meet short and long-term requirements to achieve its purpose. 	<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. Continue to implement the Risk Management Framework to embed a strong risk management culture. Consider broader implementation of the APS Mental Health Capability Framework tailored to the NIAA. Continue to evolve HR processes to ensure that staff confidently raise claims of misconduct or discrimination, and that any complaint is dealt with appropriately. Ensure any trends which are identified are addressed at a local or agency level. Implement the NIAA's Digital Strategy, Data and Information Management Strategy and ICT strategy, focussing on a tailored capability uplift program. Invest in a tailored capability uplift program for staff as per the three new strategies — digital, data/information and ICT.
Relationships and Influence	<ul style="list-style-type: none"> The NIAA is not able to maintain credibility with key stakeholders and partners and is unable to collaborate and influence outcomes in support of the organisation's purpose. Aboriginal and Torres Strait Islander peoples do not continue to see the NIAA as trusted or reliable. 	<ul style="list-style-type: none"> A credible regional presence 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 may not continue to work towards the unifying power of a One Team approach and leads to limited cohesion and alignment to the NIAA's purpose. 	<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 development of the Organisational Performance Framework, including implementing the Group Performance Review process. Implement mechanisms to support and monitor culture through ongoing performance reviews.
Delivery	<ul style="list-style-type: none"> The NIAA's administrative processes may impact effective and timely delivery of programs and services. The NIAA's future sponsored programs are not grounded in evidence and the lived experience of Indigenous communities. 	<ul style="list-style-type: none"> Implement the Agency's Policy Investment Framework and Performance Monitoring and Evaluation Framework, to better target our investment to the areas of greatest need and to enhance how we measure performance. 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. Implement the Agency's Integrated Compliance and Fraud Framework further improve our proactive approach to compliance, including prevention, 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 (IAS).



National Reconciliation Week
Activities 2021, Perth WA

We achieve our purpose through the following priority activities

Activity 1 – Designing, implementing and delivering policies, strategies and programs designed to enhance Indigenous economic outcomes.

Activity 2 – Designing, implementing and delivering policies, strategies and programs designed to support early childhood development and wellbeing; school attendance, engagement and attainment; and further education.

Activity 3 – Designing, implementing and delivering policies, strategies and programs designed to improve the mental health, social and emotional wellbeing of Indigenous Australians.

Activity 4 – Designing, implementing and delivering policies, strategies and programs designed to ensure the maintenance of Indigenous cultural expression and conservation, and support the participation in policy development and decision-making in partnership with governments.

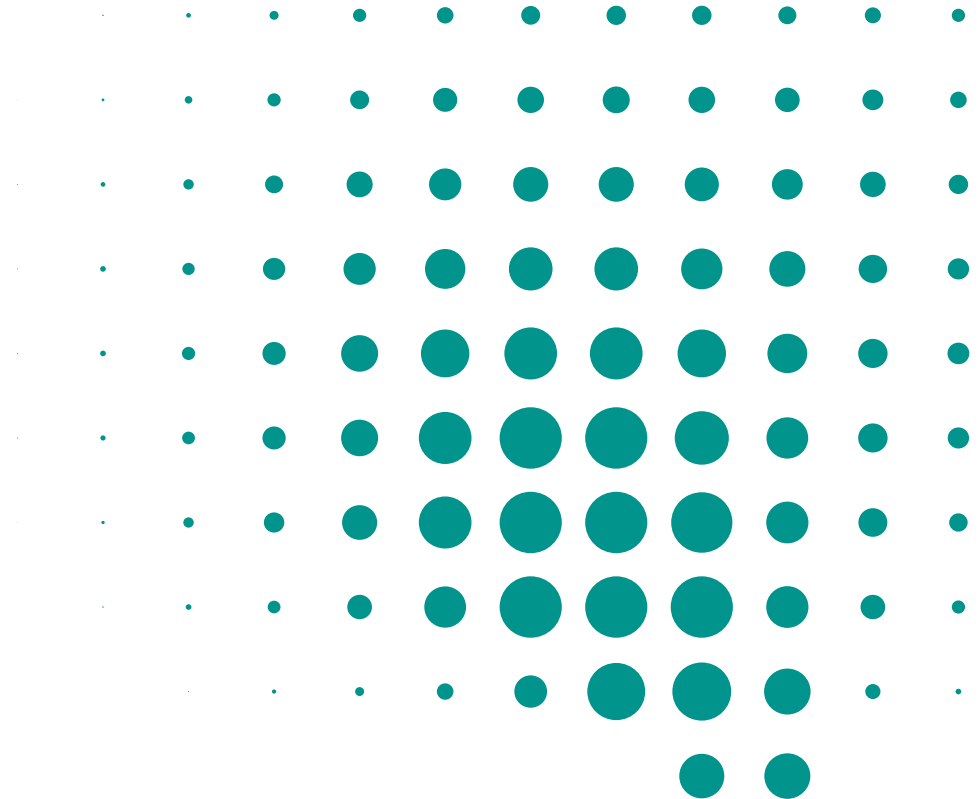
Activity 5 – Designing, implementing and delivering policies, strategies and programs designed to enhance regional governance, and improve partnerships with communities through place based practice.

Activity 6 – 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.

Activity 7 – Departmental support for NIAA activities.

Activity 8 – 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 9 – Progressing constitutional recognition of Indigenous Australians.



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 Statements. NIAA will further mature its performance reporting framework and performance measures for the 2022–23 financial year. This will include the development of new outcome, efficiency and effectiveness measures for the 2022–23 Portfolio Budget Statements and Corporate Plan.

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 1 Designing, implementing and delivering policies, strategies and programs designed to enhance Indigenous economic outcomes.	Improved economic opportunities and access for Indigenous Australians in the areas of employment, pathways to jobs, businesses and the generation of economic and social benefits from effective use of their land, resulting in positive progress on relevant Closing the Gap targets.	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 provider data. ¹	90%	90%	90%	90%	1.1
		1.2. Percentage of job seekers engaged in IAS activities remain in employment for 26 weeks.	Quantitative assessment of IAS provider data.	65%	65%	65%	65%	
		1.3. Proportion of activities that directly contribute to Closing the Gap targets and indicators.	Quantitative and qualitative assessment of how activities impact indicators and targets.	80%	90%	90%	90%	
Activity 2 Designing, implementing and delivering policies, strategies and programs designed to support early childhood development and wellbeing; school attendance, engagement and attainment; and further education.	Improved wellbeing, development, access and attainment of education for Indigenous children and students, resulting in positive progress on relevant Closing the Gap targets.	2.1. 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 provider data.	90%	90%	90%	90%	1.2
		2.2. Proportion of activities that directly contribute to Closing the Gap targets and indicators.	Quantitative and qualitative assessment of how activities impact indicators and targets.	80%	90%	90%	90%	

¹ Data reported is drawn from IAS performance report assessments completed by NIAA Agreement Managers, for the relevant reporting periods. A number of Program 1.1 Jobs Land and Economy IAS activities are managed in the Employment Services System. These are employment-focused activities, generally paid per employment outcome. As such, different performance management arrangements apply to this cohort of IAS activities than those applied to most IAS activities, and therefore, they are not included in the data used to calculate the achievement of this measure.

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 3 Designing, implementing and delivering policies, strategies and programs designed to improve the mental health, social and emotional wellbeing of Indigenous Australians.	Improved mental health and wellbeing of Indigenous Australians, resulting in positive progress on relevant Closing the Gap targets.	3.1. 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 provider data.	90%	90%	90%	90%	1.3
		3.2. Proportion of activities that directly contribute to Closing the Gap targets and indicators.	Quantitative and qualitative assessment of how activities impact indicators and targets.	80%	90%	90%	90%	
Activity 4 Designing, implementing and delivering policies, strategies and programs designed to ensure the maintenance of Indigenous cultural expression and conservation, and support the participation in policy development and decision-making in partnership with governments.	The maintenance of Indigenous cultural expression and conservation, equal participation in the economic and social life of the nation and the improved capabilities of Indigenous organisations.	4.1. 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 provider data.	90%	90%	90%	90%	1.4
		4.2. Delivery of the final The Voice report to government on national, local and regional options and models for an Indigenous voice within the required timeframes.	Quantitative assessment against timeframes.	Final report completed in quarter 1 2021-22.	-	-		

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 5 Designing, implementing and delivering policies, strategies and programs designed to enhance regional governance, and improved partnerships with communities through place based practice.	Enhanced regional governance and local decision-making.	5.1. 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 provider data.	90%	90%	90%	90%	1.5
		5.2. Formal participation in active local decision making (LDM) processes and Empowered Communities (EC) regions.	Quantitative assessment of participation data and qualitative assessment based on case studies from selected sites. ¹	NIAA to formally participate in: <ul style="list-style-type: none"> 90 per cent of LDM sites, where NIAA has been invited to contribute; and 100 per cent of EC sites. 	NIAA to formally participate in 100 per cent of LDM and EC sites, where NIAA has been invited to contribute to LDM, and partners in the EC sites.	NIAA to formally participate in 100 per cent of LDM and EC sites, where NIAA has been invited to contribute to LDM, and partners in the EC sites. ²	NIAA to formally participate in 100 per cent of LDM and EC sites, where NIAA has been invited to contribute to LDM, and partners in the EC sites.	
		5.3. Development of Place Based Practice Implementation Plans for identified sites in partnership with communities, and establishment of local governance arrangements to implement the Plan in each site.	Quantitative assessment of plans implemented and governance arrangements established ³ . Qualitative assessment based on case studies from selected sites.	100 per cent of plans developed and governance arrangements established for identified Place Based Practice sites.	50 per cent of plans developed and governance arrangements established for identified Place Based Practice sites (phase two).	100 per cent of plans developed and governance arrangements established for identified Place Based Practice sites (phase two).	-	

1 This would encompass one case study on LDM site and one case study on EC site (nominated by relevant GM).

2 Measure/target for out years will need to change if the Local and Regional Voice is supported by government

3 Governance arrangements would involve NIAA, community representatives and other local partners working together to implement the agreed plan. Could be interim arrangements until formal arrangements are finalised.

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 6 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.	Evaluation efforts were prioritised based on significance, contribution and policy risk as per the IAS Evaluation Framework.	6.1. Publish an annual evaluation work plan taking into account the prioritisation criteria outlined in the NIAA Evaluation Framework.	Quantitative assessment against timeline.	Sep-2021	Sep-2022	Sep-2023	Sep-2024	1.6
	Improved outcomes for Indigenous Australians as a result of enhanced design, implementation and delivery of agency policies and programs.	6.2. 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.	
Activity 7 Departmental support for NIAA activities	Efficient department support to NIAA activities. Number of NIAA activities that achieve expected FY targets as articulated in internal planning documents.	7.1. All funding expended is assessed as value for money.	Quantitative assessment.	100 per cent of funding assessed as being value for money.	100 per cent of funding assessed as being value for money.	100 per cent of funding assessed as being value for money.	100 per cent of funding assessed as being value for money.	1.7
		7.2. All NIAA activities contribute to the achievement of the NIAA outcome.	Quantitative assessment.	100 per cent of activities assessed as contributing to the NIAA outcome.	100 per cent of activities assessed as contributing to the NIAA outcome.	100 per cent of activities assessed as contributing to the NIAA outcome.	100 per cent of activities assessed as contributing to the NIAA outcome.	

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 8 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.	Enable Indigenous Australians and governments to work together to overcome the inequality experienced by Indigenous Australians, and achieve life outcomes equal to all Australians.	8.1. NIAA demonstrates leadership in delivering 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.	Quantitative assessment against timeframe supported by qualitative analysis of actions taken.	July 2021 — Deliver the Commonwealth Implementation Plan to Joint Council.	August 2022 — deliver a Commonwealth annual report and updates to the Commonwealth Implementation Plan.	August 2023 — deliver a Commonwealth annual report and updates to the Commonwealth Implementation Plan.	August 2024 — deliver a Commonwealth annual report and updates to the Commonwealth Implementation Plan.	1.7
		8.2. 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. November 2021 — Identified locations for six place based partnerships.	Progress has been made in implementing the priority reform actions. July 2022 — Deliver the Closing the Gap Data Development Plan. July 2022 — Establish a joined-up approach on the five policy priority areas under the National Agreement. July 2022 — Deliver a review of expenditure to identify opportunities to increase proportion of services delivered through Indigenous organisations. November 2022 — Deliver review of partnerships across Commonwealth.	Progress has been made in implementing the priority reform actions. July 2023 — Establish data projects in six locations across Australia. June 2024 — Establish six place-based partnerships. November 2024 — Deliver report on efforts to strengthen partnerships across Commonwealth.		

Activity	Intended Result	Performance Measure	Methodology	2021–22 Target	2022–23 Target	2023–24 Target	2024–25 Target	PBS Program
Activity 9 Progressing constitutional recognition of Indigenous Australians.	Supported the process for constitutional recognition and a referendum.	9.1. 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.	-	-	1.7

National Indigenous Australians Agency 2021-22 Corporate Plan

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