



Illawarra Wingecarribee Local Decision Making Accord

Signed on

14 May 2018



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1. PREAMBLE

- 1.1. The Illawarra Wingecarribee Alliance Aboriginal Corporation (IWAAC) and the State of NSW acknowledge that Aboriginal communities in the Illawarra and Wingecarribee region continue to suffer from the effects of historical dispossession, and controlling practices caused by the past policies of government and there is now a need to heal, and regain confidence and capacity.
- 1.2. IWAAC is the regional Aboriginal governance body for the Illawarra and Wingecarribee region representing the interest of Aboriginal and Torres Strait Islander people across these regions.
- 1.3. The Illawarra Wingecarribee Regional Alliance sits on the lands of the Dharawal, Yuin and Gandangara people. This includes Wodi, Elouera and other language groups in the area.
- 1.4. The Illawarra Wingecarribee Regions boast an amazing coast line, beautiful escarpment and an extremely rich cultural history.
- 1.5. Based upon oral and written testimony from both Aboriginal and non-Aboriginal sources, plus archaeological evidence and modern radio-carbon dating techniques, we know that Aboriginal people have occupied the area of coastal Australia now known as Illawarra for more than 20,000 years.
- 1.6. Other nation groups now residing within the Illawarra region include, but are not limited to the Wiradjuri, Kamilaroi, Biripi, Bundjalung, Dunghutti and Gumbaygir nations.
- 1.7. Cultural identities are extremely important for all Aboriginal and Torres Strait Islander people. They represent different heritages, languages, cultural practices, spiritual beliefs and geographic areas. IWAAC is mindful and respectful of these differences and similarities.
- 1.8. IWAAC operates in accordance with its Rule Book incorporating the key principles of Respect, Integrity and Accountability and in accordance with the cultural protocols of Aboriginal people across the region.
- 1.9. IWAAC asserts the rights of its member Aboriginal communities to improved and more efficient service delivery. IWAAC also recognises and respects the cultural authority of Traditional Owner groups within the region and does not make decisions that would impinge on the cultural authority and autonomy of these groups.
- 1.10. The principle objective of IWAAC is to relieve poverty, sickness, destitution, helplessness, homelessness, distress, suffering and misfortune in the community.
- 1.11. In recognition of the severe problems experienced by the community and the unfortunate circumstances in which its members find themselves, IWAAC shall advance its principal objective by pursuing the following subsidiary objectives:
 - 1.11.1. Maintaining and strengthening Aboriginal identity and culture within the Illawarra and Wingecarribee region.
 - 1.11.2. Improving skills, education and employment prospects of Aboriginal people.
 - 1.11.3. Improving living conditions of Aboriginal people.

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- 1.11.4. Advancing the cultural, social, political, economic and legal interests of the members, including by establishing appropriate legal entities to achieve these objects.
 - 1.11.5. Taking advantage of investment and commercial opportunities that arise or relate to the members and to exploit those opportunities to generate assets and funds for charitable purposes and employment opportunities for members.
 - 1.11.6. Developing and delivering programs that enhance and promote cultural and traditional practices.
 - 1.11.7. Developing opportunities for the promotion and protection of Elders' stories and knowledge.
 - 1.11.8. Enhancing and preserving cultural identity of Aboriginal children and youth.
 - 1.11.9. Applying for, receiving and administering grants or loans from the Government of the Commonwealth or of the State or from any other source.
 - 1.11.10. Operating and maintaining a gift fund to be known as 'The Illawarra and Wingecarribee Local Decision Making Aboriginal Corporation Gift Fund'.
- 1.12. The State of NSW acknowledges the aspirations of IWAAC to participate more fully in the economic, political, cultural and social life of the region in a way that preserves and enhances the Aboriginal cultures and identities of the region and increases the control, self-sufficiency and sustainability of its member communities.
 - 1.13. The State of NSW and IWAAC are committed to continuing their relationship and to establish a new government-to-Aboriginal-governance-body arrangement based on mutual respect and cooperation.
 - 1.14. This document is the mechanism through which the State of NSW and IWAAC will move beyond goodwill to a formal commitment recognising each other's roles.

2. KEY PRINCIPLES

- 2.1. This Accord is underpinned by the following principles:
 - 2.1.1. Aboriginal people and communities have a spiritual, social, cultural and economic relationship with Country and/or place.
 - 2.1.2. Aboriginal leaders and Elders understand their own community needs. They have the drive and ability to develop their own solutions.
 - 2.1.3. Open acknowledgement of the injury and hurt caused by past government policies and assistance with healing.
 - 2.1.4. Respectful consultation and negotiation between government and Aboriginal communities, with the free, prior and informed consent of those communities.
 - 2.1.5. Regional and local solutions for regional and local problems, with ideas and help from outside when and where required.

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- 2.1.6. Responsibility, accountability and transparency in decision-making.
 - 2.1.7. Continuous improvement and adjustment when needed.
 - 2.1.8. Participation of Aboriginal people residing in the region.
 - 2.2. This Accord recognises IWAAC as a legitimate regional Aboriginal governance body in the Illawarra Wingecarribee region.
 - 2.3. The State of NSW acknowledges that this Accord is binding on the NSW Government and its agencies and can be relied on by IWAAC as the State of NSW's commitment.
 - 2.4. IWAAC acknowledges that this Accord is binding and can be relied on by the State of NSW as IWAAC's commitment.

3. PARTIES TO THE ACCORD

- 3.1. The State of NSW
 - 3.1.1. The State of NSW acknowledges that the matters dealt with in this Accord are binding on the NSW Government and its agencies. The State of NSW authorises NSW Government agencies to participate in good faith and to meet the terms of the Accord.
- 3.2. IWAAC
 - 3.2.1. IWAAC, as a legitimate regional Aboriginal governance body, enters into this Accord on behalf of its member communities and in partnership with the NSW Government and agrees to participate in good faith to meet the terms of this Accord.

4. ROLE OF IWAAC

- 4.1. Under this Accord IWAAC will:
 - 4.1.1. Support capacity development in member Aboriginal communities.
 - 4.1.2. Promote intergenerational skills transfer, responsibility in leadership, particularly youth leadership.
 - 4.1.3. Advise government on service design and delivery to ensure it responds to the priorities and needs of Aboriginal communities in the region.
 - 4.1.4. Provide a strong and representative regional governance structure for member Aboriginal communities to raise issues with the NSW Government.
 - 4.1.5. Act as a catalyst and driver for regional initiatives that benefit member communities.
- 4.2. IWAAC acknowledges the rights of member communities to pursue initiatives for the betterment of their own community and recognises that these initiatives may be negotiated at a local community level outside this Accord.




5. ROLE OF NSW GOVERNMENT

- 5.1. Under this Accord NSW Government agencies will:
 - 5.1.1. Consult IWAAC on Accord activities and negotiate in good faith, in a timely, open and honest manner.
 - 5.1.2. Deliver the agreed actions, programs and investment which they are responsible for, as negotiated through this Accord.
 - 5.1.3. Share information with IWAAC including all necessary data on relevant service funding (including Aboriginal-specific and mainstream programs) in the region with the exception of private or confidential information.
 - 5.1.4. Report on outcomes.
- 5.2. NSW Government agencies identified in this Accord will collaborate with IWAAC to seek solutions and achieve tangible outcomes and to foster partnerships between NSW Government agencies.
- 5.3. NSW Government agencies will operate consistently within the principles of Local Decision Making and ensure the Aboriginal cultural awareness of their staff to improve the quality of services delivered, and to better respond to the needs of Aboriginal communities in a culturally sensitive and appropriate manner.


6. PARTIES DECISION MAKING AND OPERATIONS

- 6.1. IWAAC and the NSW Government as parties to this Accord agree to make decisions and operate with integrity, honesty and respect.
- 6.2. IWAAC will:
 - 6.2.1. Make decisions in accordance with its Rule Book and Aboriginal cultural decision making principles.
 - 6.2.2. Legitimately represent the views of its member Aboriginal communities.
 - 6.2.3. Work with member Aboriginal communities to ensure that they meet their responsibilities in supporting the implementation of initiatives established under this Accord.
 - 6.2.4. Meet normal community standards and requirements of probity and good governance, in the handling and expenditure of public money.
 - 6.2.5. Note the NSW Government's right under this Accord, via the Chair of IWAAC, to ensure that IWAAC is working as a constructive partner and maintaining appropriate and proper community representation to meet their responsibilities under this Accord.
 - 6.2.6. Work in good faith towards the principles of good governance set out in the Local Decision Making Operational Framework, recognising that IWAAC's progression to the planning delegation (Phase 2) under Local Decision Making will be dependent on the demonstration of the following principles:

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- a. *strategic direction* – consideration of longer term social, economic and cultural development;
 - b. *participation and voice* – active involvement of member Aboriginal communities in regional alliance decision-making; and
 - c. *accountability* – internal and external, includes financial, legal and behavioural, as well as communication to members, Elders, community members and other stakeholders.

6.3. The NSW Government will:

- 6.3.1. Ensure regular and senior representation on the Local Decision Making Implementation Committee and Priority Area Working Groups as identified in this Accord.
- 6.3.2. Allocate resources as agreed to complete the matters set out in the Schedules to this Accord.
- 6.3.3. Work with IWAAC to resolve issues at the local and regional level through the Local Decision Making Implementation Committee and Priority Area Working Group meetings.
- 6.3.4. Recognise IWAAC's right under this Accord (via the Head of Aboriginal Affairs) to seek Secretaries support to ensure that NSW Government agencies meet their responsibilities set out in this Accord.
- 6.3.5. Recognise IWAAC's right, failing action under section 6.3.3. and 6.3.4, to escalate concerns about NSW Government agencies meeting their responsibilities under this Accord to the Minister for Aboriginal Affairs.
- 6.3.6. Complete actions identified in this Accord, and further:
 - a. Accept the legitimacy of Aboriginal decision making processes and honour the role of community and regional Aboriginal governance bodies as the “domain” of Aboriginal people.
 - b. Require its agencies honour the principles of “co-chair, co-design and co-deliver” when working with IWAAC.
 - c. Commit to building the cultural competency of NSW Government staff engaged in work under the terms of this Accord and who are working with Aboriginal people in the region.
- 6.3.7. Work in accordance with the directives set out in the M2015-01-Local Decision Making Premier's Memorandum and in accordance with the principles of good governance set out in the Local Decision Making Operational Framework, recognising that the NSW Government's progression to the planning delegation (Phase 2) under Local Decision Making will be dependent on the demonstration of the following principles:
 - a. *strategic direction* – how government considers longer term social, economic and cultural development in partnership with IWAAC;
 - b. *participation and voice* – how government stakeholders with the appropriate delegation and authority are engaged in decision making; and


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- c. *accountability* - how government representatives come together to work across portfolios in a flexible and innovative manner to address service delivery priorities and how they uphold their accountability to Aboriginal communities.

6.4. Principal Agencies of NSW Government

- 6.4.1. Department of Premier and Cabinet will work with NSW Government agencies to establish an open and flexible framework for engaging with IWAAC under this Accord.
- 6.4.2. NSW Government agencies working in partnership with IWAAC will lead the delivery and implementation of Accord commitments as specified in the Schedules.
- 6.4.3. Aboriginal Affairs will work with IWAAC to implement capacity strengthening strategies and identify resources to ensure IWAAC is able to operate in accordance with the principles of good governance.

7. ACCORD GOVERNANCE

- 7.1. Consistent with **Schedule B** of this Accord, the NSW Government and IWAAC agree that the Local Decision Making Implementation Committee will:
 - 7.1.1. Be co-chaired by the NSW Government and IWAAC.
 - 7.1.2. Comprise of co-chairs of each Priority Area Working Groups, and a representative from Aboriginal and the NSW Department and Premier and Cabinet.
 - 7.1.3. Meet on a quarterly basis (two weeks before Illawarra Shoalhaven Leadership Executive meetings).
 - 7.1.4. Report on a quarterly basis to the Illawarra Shoalhaven Leadership Executive and the board of IWAAC.
 - 7.1.5. Communicate and share information to support effective decision making and the delivery of this Accord and actions set out in the Schedules.
 - 7.1.6. Work with the Commonwealth Government, Local Government, Non-Government Organisations and other stakeholders to assist with the implementation of this Accord.
 - 7.1.7. Make rapid decisions at short-notice or out-of-session where circumstances require urgent responses.
- 7.2. Each Priority Lead and a representative of IWAAC will also co-chair working groups for each priority area. These working groups will:
 - 7.2.1. Coordinate and drive actions contained in the Accord.
 - 7.2.2. Meet on an at-needs basis, depending on actions negotiated, at a minimum of every two months;
 - 7.2.3. Report to the LDM Subcommittee quarterly; and,

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- 7.2.4. Report to the Illawarra Shoalhaven Leadership Executive and the board of IWAAC progressively.

8. MONITORING AND REPORTING

- 8.1. A reporting and monitoring framework will be developed and endorsed by the Local Decision Making Implementation Committee and included as a schedule to this Accord, it will include timeframes, outcomes, performance measures and transparent and public reporting requirements.
- 8.2. Through the Local Decision Making Implementation Committee and Priority Area Working Groups, the parties will jointly monitor and evaluate progress against the timeframes and performance indicators outlined in the reporting and monitoring framework.
- 8.3. The parties will provide sufficient information to the Local Decision Making Implementation Committee and Priority Area Working Groups for that purpose.

9. DISPUTE RESOLUTION AND LOSS OF FAITH

- 9.1. Parties agree to the following dispute resolution process:
 - 9.1.1. Where a dispute or conflict arises out of, or in connection with this Accord and the parties will first attempt to resolve disputes through the relevant Priority Area Working Group or Local Decision Making Implementation Committee.
 - 9.1.2. Where disputes and conflicts requires formal resolution parties should refer to the Local Decision Making Dispute Resolution and Loss of Faith Policy and follow the formal resolution process.
 - 9.1.3. A dispute resolution panel, comprising of a contact officer from Aboriginal Affairs, as well as representative from IWAAC and the Department of Premier and Cabinet, will be responsible for ensuring that disputes and conflicts are addressed in a timely, thorough and fair manner, consistent with the Dispute Resolution and Loss of Faith Policy.
 - 9.1.4. The contact officer will be responsible for briefing both parties and the Head of Aboriginal Affairs on disputes and/or conflicts and may recommend that issues are escalated to Secretaries where required.
 - 9.1.5. Where this process fails to adequately address an issue both parties reserve the right to lodge a loss of faith. If a loss of faith is lodged, Aboriginal Affairs will meet with both parties to negotiate a mitigation strategy and timeline for resolution.
 - 9.1.6. IWAAC also reserves the right to escalate issues to the Deputy Ombudsman, Aboriginal Programs.



10. DURATION, REVIEW AND AMENDMENT

- 10.1. The Accord commences once it is ratified by:
 - 10.1.1. the Minister for Aboriginal Affairs on behalf of the NSW Government; and
 - 10.1.2. the Chair of IWAAC.
- 10.2. The Accord will continue in force for three years from the date it is ratified, or until all of the parties agree to extend, terminate or re-negotiate either a Phase 1 (Advisory) Accord or Phase 2 (Planning) Accord.
- 10.3. This Accord and the attached Schedules can be amended by agreement of both parties. Any amendments to the Accord must be approved by:
 - 10.3.1. the Secretaries of relevant NSW Government clusters on behalf of the NSW Government; and
 - 10.3.2. vote at a formal IWAAC Board meeting.
- 10.4. An annual review of this Accord will be conducted to ensure both parties the opportunity to evaluate progress thus far and make subsequent decisions about any required changes or key issues with the Accord.
 - 10.4.1. Review Process

The Chair of the Illawarra Wingecarribee Alliance Aboriginal Corporation along with nominated members, officers from Aboriginal Affairs and the NSW Department of Premier and Cabinet will meet to discuss and agree upon the process for the review.
 - 10.4.2. Review Scope

The review should include the following:

 - Stock-take of Accord commitments and deliverables.
 - Check-in on the governance capacity of government and the regional alliance as well as the strength of the partnership.
 - Gap analysis to map gaps identified through stock-take and check-in.
 - Recommendations on progressing the outcomes of the review, which could include either:
 - a. Amendments to the existing Phase 1 Accord;
 - b. Renegotiation of a Phase 1 Accord; or
 - c. Negotiation of a Phase 2 Accord.
- 10.5. If parties wish to negotiate a Phase 2 (Planning Delegation) Accord, they must demonstrate the governance principles for Phase 1 (Advisory Delegation) and Phase 2 (Planning Delegation) as set out in the OCHRE Good Governance Guidelines and agreed through this Accord.



11. OBJECTIVES AND OUTCOMES

11.1. Together IWAAC and the NSW Government under this Accord have agreed to work on the following key priority areas and objectives. IWAAC and the NSW Government recognise that these objectives and the commitments outlined in **Schedule A** of this Accord have the potential to improve outcomes for Aboriginal people in the Illawarra Wingecarribee region.

11.1.1. Education and early childhood

- Develop Aboriginal Student Retention Strategies
- Conduct a trial of Alternate Learning Centres in the region
- Develop Intense Numeracy and Literacy Programs to engage students
- Establish an Aboriginal Preschool in the region
- Develop Parent Support Programs to engage Parents in Students Education

11.1.2. Housing and homelessness

- Undertake a Housing Audit of the region
- Develop a Strategic Plan to address housing and homelessness in the region
- Scope vacant government buildings to be utilised for a hostel
- Increase the scope of existing Homelessness services in the region

11.1.3. Economic development

- Undertake Skills and Opportunity Audit of the region
- Implement strategies to build the capacity of Aboriginal Business Enterprises
- Scope co-management and regional cultural tourism opportunities
- Identify and implement effective recruitment and retention strategies to increase the number of Aboriginal people employed by the NSW Government in the region
- Harness NSW Government procurement to increase Aboriginal business and employment opportunities
- Work with Job Networks and Commonwealth Government to ensure job service providers meet the needs of Aboriginal people and communities

11.1.4. Health

- Develop, promote and improve pathways for health screening for Aboriginal children in the region
- Improve cultural safety within hospitals and health services
- Increase the availability of culturally appropriate drug and alcohol support services
- Expand and restructure support programs for Aboriginal elders with chronic illness, complex care or disability needs
- Implement health lifestyle programs for Aboriginal children and families in the region

11.1.5. Police and justice

- Establish a Community Police and Justice Committee for the region
- Hold Police and Aboriginal Consultative Committee Meetings outside of Police District Office



- Improve access to Aboriginal workers within the Justice cluster, including the NSW Police Force

11.1.6. Governance and capacity

- Implement the Illawarra Wingecarribee Local Decision Making Accord
- Monitor and report on the implementation of the Accord
- Co-design framework for progressing to a Phase 2 (Planning Delegation) Accord



This Accord commences on the 14 May 2018.

Signed for and on behalf of the Illawarra Wingecarribee Regional Alliance by:

.....
Geoffrey Maher, Chair of the
Illawarra Wingecarribee Alliance Aboriginal Corporation

Signed for and on behalf of the State of NSW by:

.....
The Hon. Sarah Mitchell MP
Minister for Aboriginal Affairs

SCHEDULE A – NEGOTIATED COMMITMENTS



1. Education and early childhood

Objective

Aboriginal children in the Illawarra Wingecarribee are more engaged and feel culturally and educationally supported at school.

Strategies

- Develop Aboriginal Student Retention Strategies
- Conduct a trial of Alternate Learning Centres in the region
- Develop Intense Numeracy and Literacy Programs to engage students
- Establish an Aboriginal Preschool in the region
- Develop Parent Support Programs to engage Parents in Students Education

Actions (over 3 years)

- All school staff in the Illawarra Wingecarribee will engage with cultural awareness training and professional development opportunities.
- Complete personalised learning plans for all students in the region and incorporate into School Plans to ensure they are utilised and monitored.
- Conduct a post code trial of retention strategies (personalised learning plans, suspension case management, school plans).
- An Aboriginal Pre-School to be established in the Illawarra Wingecarribee.
- Support programs for parents, caregivers and community members will be established in the Illawarra Wingecarribee.
- Two Alternate Learning Centres will be trialled in the Illawarra Wingecarribee for a period of 2 (two) years in partnership with the Department of Education and the Illawarra Wingecarribee Alliance Aboriginal Corporation.

Actions (1 year)

- A Memorandum of Understanding will be established between the Department of Education and the Illawarra Wingecarribee Alliance Aboriginal Corporation as a clear mechanism for collaboration.
- Suspension processes will be improved and will allow for case management of suspended students.
- Trial of Two Alternate Learning Centres in the Illawarra Wingecarribee to commence.

1.1. Aboriginal Student Retention Strategies

ACTIONS	RESPONSIBILITY
All school staff in the Illawarra Wingecaribee will engage with approved Aboriginal Cultural Awareness Training and professional development opportunities building on Aboriginal Cultural knowledge and practises.	<p>Lead: DoE</p> <p>Other Stakeholders: Parents and caregivers IWAAC, Alternative Learning Centres, Aboriginal Community Organisations, AECG's</p>
Complete personalised learning plans for all student in the region and incorporate into School Plans to ensure they are utilised and monitored.	
<p>DoE to work with parents, community and schools to ensure that parents:</p> <ul style="list-style-type: none"> • can negotiate suspension periods with schools • are informed about the nature, purpose and reason for suspensions • can engage with individual schools to negotiate in-school suspensions • can work with schools to develop and implement effective retention strategies (including Homework Centres and Breakfast Programs). 	
Develop Memorandum of Understanding between DoE and IWAAC to support collaboration in the region (AECG to be invited as signatory) to focus on retention strategies and support IWAAC and community engagement. MoU to include consultation on the re-draft of the DoE suspension policy.	
Provide data on Aboriginal student enrolments (pre-school and secondary) and subsequent funding allocations by postcode (focus on 2-3 postcodes with highest Aboriginal population).	
Conduct a post code trial of retention strategies (personalised learning plans, suspension case management, school plans).	

1.2. Trial of Alternate Learning Centres

ACTIONS	RESOURCES	RESPONSIBILITY
Implement Trial of Learning Centres, for a period of 2 (two) years that focus on secondary education in two schools (to be nominated by IWAAC) (consider links to retention strategies like Homework Centres, Breakfast Programs and School Health Checks).	2 FTE positions with some additional resources \$350,000-400,000	<p>Lead: DoE</p> <p>Other Stakeholders: AECG IWAAC</p>
Scope option of a third site to ensure coverage over Wingecaribee, North and South Illawarra.		
Develop local resources in partnership with IWAAC (with focus on language and culture) that can be utilised in teaching and learning.		
DoE to negotiate with the NSW AECG and the Aboriginal and Torres Strait Islander Mathematics Association (ATSIMA) to investigate funding for science, technology, engineering and mathematics (STEM) and culture camps.		
Evaluate current school and non-school based learning engagement centres, including the Commonwealth's program at Coomaditchie		

1.3. Intense Literacy and Numeracy Programs

ACTIONS	RESPONSIBILITY
Conduct data analysis on literacy and numeracy of Aboriginal students in the region to identify where early action and support is required.	Lead: DoE Other Stakeholders:
Provide data on early intervention programs currently being run, and a list of schools that employ Instructional Leaders under the Early Action for Success Strategy.	
Leverage current intervention programs, including: <ul style="list-style-type: none"> • Early Action for Success (years 1-2) • Scaffolding on existing effective teaching and learning practices • Implementation of key strategies including Reading Recovery/TEN (Maths) TOWN (Maths) etc. 	

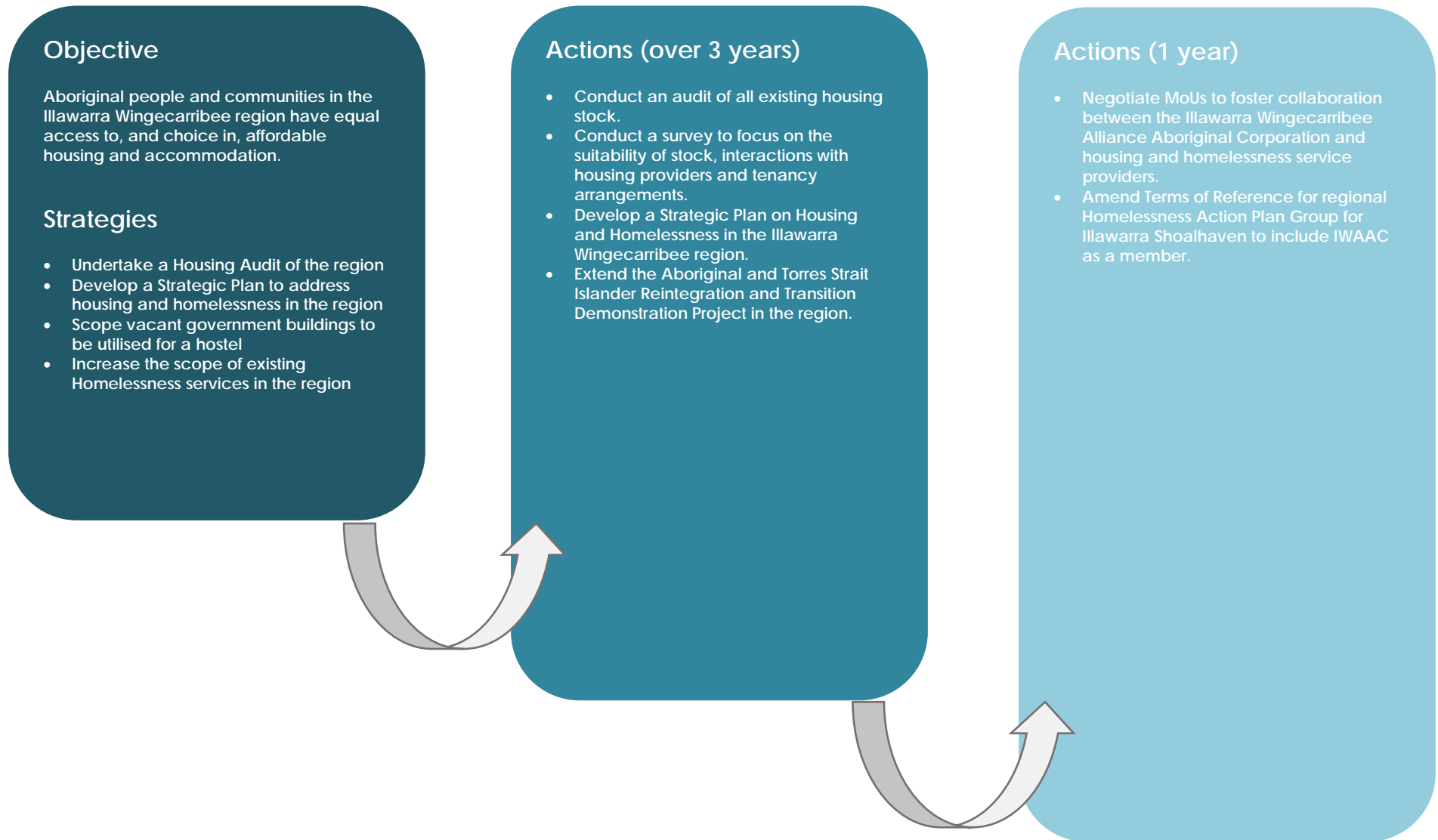
1.4. Aboriginal Pre-School

ACTIONS	RESPONSIBILITY
IWAAC to establish an Aboriginal preschool with support from DoE and DPC.	Lead: DoE Other Stakeholders:
Explore and implement interim options to support the transition of Aboriginal pre-school students into primary school.	
Negotiate the employment of up to 10 Aboriginal Trainees in the region.	

1.5. Parent Support Programs

ACTIONS	RESPONSIBILITY
Develop local programs to build the capacity of Aboriginal parents to support their children’s education, including parent-caregiver information sessions on key learning areas.	Lead: DoE Other Stakeholders: IWAAC
DoE to present to IWAAC on the processes for School Plans and advise how IWAAC, community and parents can contribute to their development.	

2. Housing and homelessness



2.1. Housing audit

ACTIONS	RESOURCES	RESPONSIBILITY
Independent third party (Aboriginal identified) to undertake a desktop audit of all existing housing stock in Illawarra Wingecarribee region (scope to be negotiated between FaCS and IWAAC).	FaCS committed to provide \$80,000 in funding to undertake the Housing Audit	Lead: FaCS
Independent third party (Aboriginal identified) to survey one location in the Wingecarribee and one location in the Illawarra to focus on suitability of stock, interactions with Housing providers, and number of occupants.		Other Stakeholders: IWAAC

2.2. Housing and Homelessness Strategic Plan

ACTIONS	RESPONSIBILITY
Undertake strategic planning on housing and homelessness in the Illawarra Wingecarribee region in partnership with housing and homelessness providers and local government.	Lead: FaCS/DPC
FaCS and IWAAC to negotiate MoUs with housing and homelessness service providers (specifically Argyle).	Other Stakeholders: Argyle Local Government NGO Community Housing Providers IWAAC

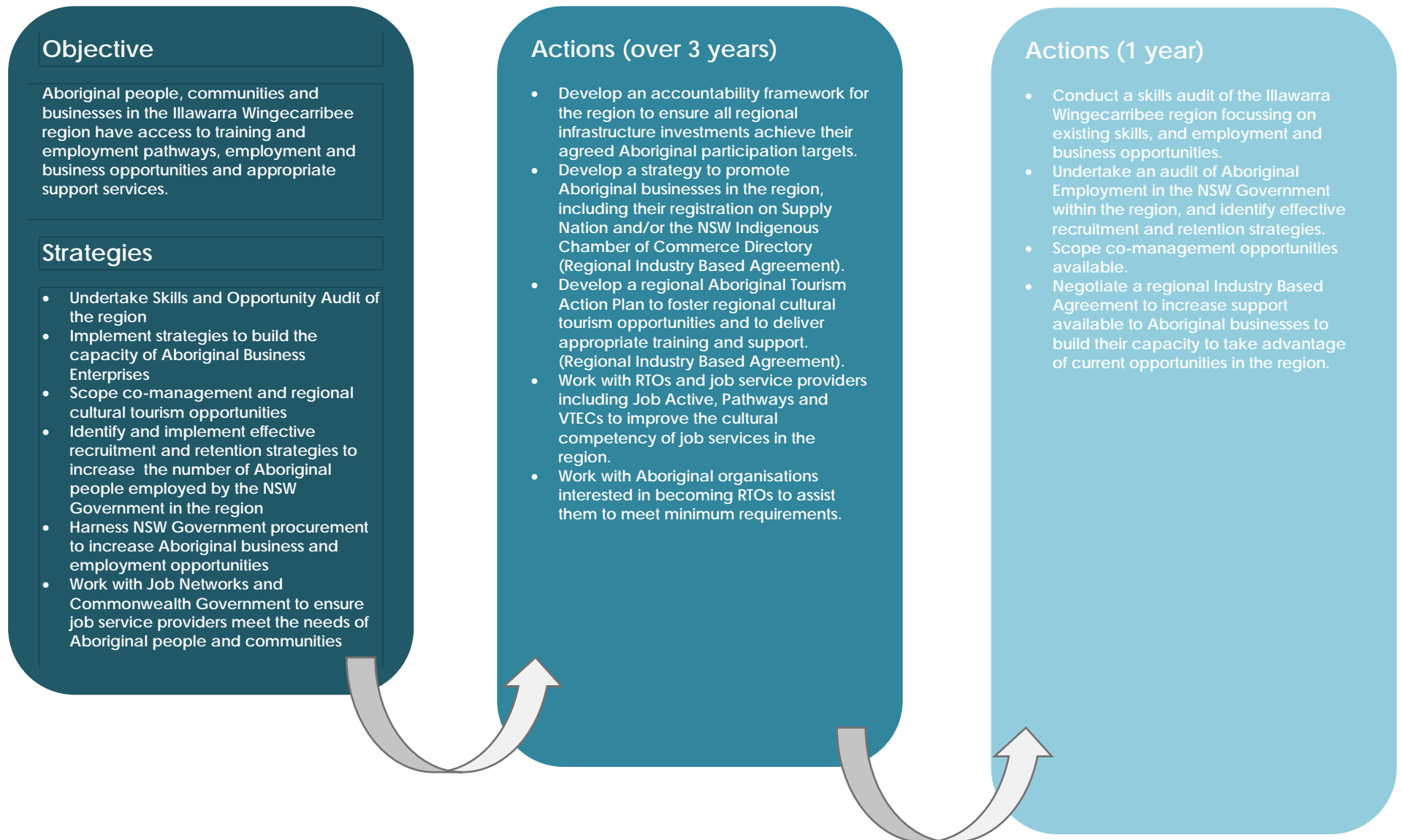
2.3. Hostels

ACTIONS	RESPONSIBILITY
Public Works, Property NSW, DPC and IWAAC to scope assets that may be able to be utilised for a rehabilitation clinic and/or hostels.	Lead: DPC
If asset identified, FaCS to bring providers (St Vincent De Paul and SYFS) to the table to broker an MoU with IWAAC to assist with establishing an Aboriginal specific service.	Other Stakeholders: IWAAC

2.4. Homelessness transition demonstration project

ACTIONS	RESPONSIBILITY
Amend Terms of Reference for regional Homelessness Action Plan Group for Illawarra Shoalhaven to include IWAAC as a member.	Lead: FaCS
FaCS to facilitate discussions between IWAAC and the primary homelessness service provider for South West Sydney (St Vincent de Paul)	Other Stakeholders: IWAAC DPC
NSW Government to extend Aboriginal and Torres Strait Islander Reintegration and Transition Demonstration Project in both the Illawarra and Wingecarribee regions.	Community Housing and Homelessness Providers

3. Economic development



3.1. Skills and Opportunity Audit

ACTIONS	RESPONSIBILITY
<p>NSW Department of Industry to undertake an audit of ABS and NSW Government data to provide an overview of the existing skills of community members and employment and business opportunities in the region, and identify appropriate training and support.</p>	<p>Lead: NSW Department of Industry</p> <p>Other Stakeholders: ABS DPC IWAAC</p>

3.2. Building Aboriginal Enterprises

ACTIONS	RESPONSIBILITY
<p>NSW Department of Industry, Aboriginal Affairs and IWAAC to negotiate a regional Industry Based Agreement to increase support available to Aboriginal businesses to build their capacity to take advantage of current opportunities in the region.</p>	<p>Lead: NSW Department of Industry</p>
<p>NSW Department of Industry to work with IWAAC and RMS, Health and the Justice Cluster to develop an accountability framework for the region to ensure all regional infrastructure investments achieve their agreed Aboriginal participation targets.</p>	<p>Other Stakeholders: ABS DPC IWAAC</p>
<p>NSW Government and IWAAC to develop a strategy to promote Aboriginal businesses in the region, including their registration on Supply Nation and/or the NSW Indigenous Chamber of Commerce Directory (to form part of Regional Industry Business Agreement).</p>	<p>NSWICC Local Councils</p>

3.3. Cultural Tourism Enterprises

ACTIONS	RESPONSIBILITY
Scope co-management opportunities available.	Lead: Destination NSW (Wollongong, Southern Highlands)
Develop a regional Aboriginal Tourism Action Plan with Destination NSW (Wollongong and Southern Highlands) and small tourism operators in the region to foster regional cultural tourism opportunities and to deliver appropriate training and support. (Plan to be included in the regional Industry Based Agreement).	Other Stakeholders: Local Councils Aboriginal Organisations Community IWAAC

3.4. Aboriginal employment in the NSW Government

ACTIONS	RESPONSIBILITY
Undertake an audit of Aboriginal Employment in the NSW Government within the region, and identify effective recruitment and retention strategies (scope to be negotiated between DPC, RLE and IWAAC).	Lead: DPC/ Illawarra Shoalhaven Leadership Executive
NSW Government agencies in the region commit to a 3% Aboriginal employment target.	Other Stakeholders: IWAAC

3.5. Delivery of culturally appropriate job services

ACTIONS	RESPONSIBILITY
<p>NSW Department of Industry, Commonwealth Department of Employment and Prime Minister and Cabinet to work with all RTOs and job service providers including Job Active, Pathways and VTECs to improve the cultural competency of job services in the region.</p>	<p>Lead: NSW Department of Industry</p> <p>Other Stakeholders: Department of Employment Department of Prime Minister and Cabinet IWAAC</p>
<p>NSW Department of Industry to work with Aboriginal organisations interested in becoming RTOs to assist them to meet minimum requirements.</p>	

4. Health

Objective

Aboriginal people in the Illawarra Wingecarribee have access to culturally appropriate health services and have improved health outcomes.

Strategies

- Develop, promote and improve pathways for health screening for Aboriginal children in the region
- Improve cultural safety within hospitals and health services
- Increase the availability of culturally appropriate drug and alcohol support services
- Expand and restructure support programs for Aboriginal elders with chronic illness, complex care or disability needs
- Implement health lifestyle programs for Aboriginal children and families in the region

Actions (over 3 years)

- Utilise Aboriginal days of significance engage with the Aboriginal community to promote Hospital services and culturally safe spaces within Hospitals.
- Review Aboriginal Health programs to ensure health education and health literacy for conditions such as diabetes and lifestyle conditions are included.
- Consult Elders and other stakeholders to review programs to ensure they meet community needs and contracted outcomes.
- Negotiate with the Aboriginal community around priority health promotion programs (i.e. healthy eating and lifestyle programs).

Actions (1 year)

- Develop, promote and improve existing pathways for screening services for Aboriginal children in Early Childhood.
- Work with in partnership with the Public Health Network and Aboriginal Medical Service to promote the uptake of available health and oral health assessments for Aboriginal children.
- Establish a Hospital Aboriginal Health Committee to monitor service performance and develop and support culturally safe service models.
- Identify opportunities to grow the Aboriginal workforce across the Wingecarribee, specifically Bowral Hospital.
- Eliminate gaps in current referral pathways from Hospital to community based services to ensure follow-up and support post discharge.
- Public Works, Property NSW, DPC and IWAAC to scope assets that may be utilised for a rehabilitation clinic and/or hostels.
- Partner with IWAAC and other organisations to implement health programs to address chronic health conditions for Aboriginal people.
- Re-establish the Aboriginal Chronic Care outreach model in the Wingecarribee. Extend the Aboriginal Go4Fun program in partnership with ISLHD and IWAAC.

4.1. Early Childhood Health Checks

ACTIONS	RESPONSIBILITY
<p>Develop, promote and improve existing pathways for health screening services for Aboriginal children in Early Childhood services.</p> <p>DEFERED PRIORITY: Reinstating School Health Checks</p>	<p>Lead: NSW Health</p> <p>Other Stakeholders: Public Health Network Aboriginal Medical Service</p>
<p>Work in partnership with the PHN and AMS to promote the uptake of available health and oral health assessments for Aboriginal children.</p>	

4.2. Improve cultural safety within hospitals and health services

ACTIONS	RESPONSIBILITY
<p>Establish Hospital Aboriginal Health Committees in Wollongong, Shellharbour and Bowral to monitor service performance and develop and support culturally safe service models.</p>	<p>Lead: NSW Health</p> <p>Other Stakeholders: Public Health Network Aboriginal Medical Service</p>
<p>Identify opportunities to grow the Aboriginal workforce across the Wingecarribee specifically Bowral Hospital through targeting positions for Aboriginal employment.</p>	
<p>Eliminate gaps in current referral pathways from Hospital to community based services (e.g. Aboriginal Chronic Care Program) to ensure follow-up and support post discharge.</p>	
<p>Utilise Aboriginal days of significance engage with the Aboriginal community to promote Hospital services and culturally safe spaces within Hospitals.</p>	

4.3. Increase the availability of culturally appropriate drug and alcohol support services

ACTIONS	RESPONSIBILITY
<p>Public Works, Property NSW, DPC and IWAAC to scope assets that may be utilised for a rehabilitation clinic and/or hostels.</p> <p>If asset identified, DPC to assist IWAAC to engage with the Commonwealth Government to assist in establishing a residential Drug and Alcohol Rehabilitation Centre.</p>	<p>Lead: Public Works</p> <p>Other Stakeholders: Public Works Property NSW IWAAC Commonwealth</p>

4.4. Expand and restructure support programs for Aboriginal elders with chronic illness, complex care or disability needs

ACTIONS	RESPONSIBILITY
<p>In partnership with IWAAC, consult Elders and other stakeholders to review programs with a view to redirect or re-align existing resources to meet community needs ensuring programs meet best practice and contracted outcomes. This could include working with GPs in the private sector and AMS.</p>	<p>Lead: NSW Health</p> <p>Other Stakeholders: PHN AMS</p>
<p>Following the re-design / review and re-alignment action, NSW Health to partner with IWAAC and other organisations to implement health programs to address chronic health conditions for Aboriginal people.</p>	
<p>Re-establish the Aboriginal Chronic Care outreach model in the Wingecarribee.</p>	

4.5. Healthy Eating and Lifestyle Programs

ACTIONS	RESPONSIBILITY
Extend the Aboriginal Go4Fun program in partnership with ISLHD and IWAAC.	Lead: NSW Health
Negotiate with the Aboriginal community around priority health promotion programs (i.e. healthy eating and lifestyle programs).	Other Stakeholders:
Review Aboriginal Health programs to ensure health education and health literacy for conditions such as diabetes and lifestyle conditions are included.	ISLHD IWAAC

5. Police and Justice

Objective

Improve relations and dialogue between Police and Justice and Aboriginal people and communities in the Illawarra Wingecarribee in an effort to reduce conviction and detention rates.

Strategies

- Establish a Community Police and Justice Committee for the region
- Hold Police and Aboriginal Consultative Committee Meetings outside of Police District offices
- Improve access to Aboriginal workers within the Justice cluster, including the NSW Police Force

Actions (over 3 years)

- Identify and discuss appropriate programs that could be run to improve relationships between Aboriginal communities and the Justice Cluster.
- Scope alternative solutions and options to improve access to Aboriginal workers within the Justice cluster, including the NSW Police Force.

Actions (1 year)

- Illawarra Wingecarribee Community Police and Justice Committee established.
- NSW Police to hold Police and Aboriginal Consultative Committee Meetings outside of Police District offices.
- Provide information on how Aboriginal identified roles across the justice cluster are being utilised and supported.
- NSW Police to prepare a submission requesting an additional Aboriginal Community Liaison Officer in the region.

5.1. Illawarra Wingecarribee Community Police and Justice Committee

ACTIONS	RESPONSIBILITY
<p>Establish a committee with representatives from the Aboriginal community, Police, Justice and Courts to discuss and identify appropriate programs that could be run to improve the relationship between Aboriginal communities and the Justice Cluster, to discuss local policy matters and to resolve local contentious issues.</p>	<p>Lead: Justice</p> <p>Other Stakeholders: NSW Police Courts IWAAC Community</p>

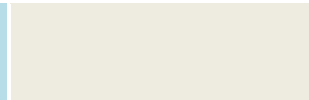
5.2. Police and Aboriginal Consultative Committee Meetings

ACTIONS	RESPONSIBILITY
<p>NSW Police to hold the majority of Police and Aboriginal Consultative Committee Meetings outside of Police District offices.</p>	<p>Lead: NSW Police</p>

5.3. Improve access to Aboriginal workers within the Justice cluster

ACTIONS	RESPONSIBILITY
<p>Illawarra Wingecarribee Community Police and Justice Committee to scope alternative solutions and options to improve access to Aboriginal workers within the Justice cluster, including the NSW Police Force.</p>	<p>Lead: Justice & NSW Police</p>
<p>Provide information on how Aboriginal identified roles across the justice cluster are being utilised and supported.</p>	<p>Other Stakeholders: IWAAC</p>
<p>Implement solutions and options to cover the gaps in the Aboriginal Community Liaison Officer position when required and communicate these solutions to IWAAC.</p>	

NSW Police to prepare a submission requesting an additional Aboriginal Community Liaison Officer in the region, noting IWAAC preference for a female ACLO.



6. Governance and capacity

Objective

Invest in the governance and capacity of both IWAAC and the NSW Government to deliver the Phase 1 (Advisory Delegation) Accord and progress to negotiating a Phase 2 (Planning Delegation) Accord by 2020.

Strategies

- Implement the Illawarra Wingecarribee Local Decision Making Accord
- Monitor and report on the implementation of the Accord
- Co-design the framework for progressing to a Phase 2 (Planning Delegation) Accord

Actions (over 3 years)

- Co-design the framework for the Phase 2 (Planning Delegation) Accord, including process and tools for demonstrating readiness.
- Conduct annual review of IWAAC and NSW Government governance and capacity to manage progress to planning delegation (Phase 2) of Local Decision Making.

Actions (1 year)

- Develop a Communications Strategy to share the Accord and implementation outcomes.
- Develop a Results Framework to assist with outcomes measurement and reporting.
- Establish an Accord reporting and monitoring framework,
- Deliver Governance Training to the Illawarra Wingecarribee Alliance Aboriginal Corporation.
- Secondment of Band 1 – Senior Executive to work to IWAAC on part time basis for a period of six months.
- Payment of sitting fees for IWAAC Board members to attend Priority-Area Working Group Meetings up until 30 December 2018.
- Develop protocols and principles to guide Implementation of the Accord and conduct of the Implementation Committee and Priority Area Working Groups.

6.1. Implement the Illawarra Wingecarribee Local Decision Making Accord

ACTIONS	RESPONSIBILITY
NSW Department of Industry to facilitate the delivery of Governance Training to the Illawarra Wingecarribee Alliance Aboriginal Corporation.	Lead: LDM Implementation Committee
Secondment of Band 1 – Senior Executive to work to IWAAC on part time basis for a period of no less than six months.	
Payment of sitting fees for IWAAC Board members to attend Implementation Committee meetings and Priority–Area Working Group Meetings up until 30 December 2018 (up to 2 members per Working Group Meeting and attendance at a maximum of 8 meetings per Working Group).	
LDM Implementation Committee to develop protocols and principles to guide Implementation of the Accord and conduct of the Subcommittee and Priority Area Working Groups.	

6.2. Monitor and report on the implementation of the Illawarra Wingecarribee Local Decision Making Accord

ACTIONS	RESPONSIBILITY
<p>The NSW Department of Education Communication and Engagement team to work with IWAAC to develop a Communications Strategy to share the Accord and implementation outcomes.</p> <p>*To be completed by 30 June 2018 and included as a Schedule to the Accord.</p>	Lead: LDM Implementation Subcommittee
<p>Develop a monitoring and reporting framework in partnership with the LDM Implementation Subcommittee and Priority Area Working Groups to assist with outcomes measurement and reporting.</p> <p>*T o be completed by 31 July 2018 and included as a Schedule to the Accord.</p>	

6.3. Co-design the framework to progress to Phase 2 (Planning Delegation) Accord

ACTIONS	RESPONSIBILITY
<p>Co-design the framework for the Phase 2 (Planning Delegation) Accord, including process and tools for demonstrating readiness.</p>	<p>Lead: Aboriginal Affairs and IWAAC</p> <p>Other Stakeholders: DPC</p>
<p>Conduct annual review of IWAAC and NSW Government governance and capacity to manage progress to planning delegation (Phase 2) of Local Decision Making.</p>	<p>Lead: LDM Implementation Subcommittee</p>

SCHEDULE B – GOVERNANCE ARRANGEMENTS

Illawarra Wingecarribee Local Decision Making Accord Governance Structure

The Local Decision Making (LDM) Committee to the Illawarra Shoalhaven Leadership Executive (ISLE) will coordinate the implementation of LDM Accord. Five working groups of the LDM Committee be established to drive implementation of agreed actions for each respective priority area contained in the Accord. These will be driven by an agency specific lead (see governance diagram). The Accord governance structure has been negotiated consistent with the principles of: Co-chair, Co-design, Co-deliver.

Illawarra Shoalhaven Leadership Executive

Within the Illawarra Shoalhaven, the Illawarra Shoalhaven Leadership Executive (ISLE) is the principal mechanism to drive cross-agency collaboration for the NSW Government.

The Illawarra Wingecarribee Local Decision Making Subgroup, established in early 2015, previously sat under the Regional Leadership Group to help prepare the NSW Government for negotiations with IWAAC. Once formal negotiations commenced, this subgroup was put on hold.

LDM Implementation Committee

This Subgroup will recommence and its membership will be refreshed to reflect negotiated actions.

The five Priority Leads will nominate the government members of the committee in collaboration with AA, DPC and IWAAC. Furthermore, each Priority Lead will sit on the committee. The committee will contain at least two IWAAC representatives, one from Illawarra and one from Wingecarribee.

The LDM Committee will:

- Meet quarterly, two weeks before the ISLE; and,
- Report to the ISLE quarterly.

The LDM Committee will be co-chaired by NSW Government and IWAAC.

DPC will co-chair the LDM Committee and AA will take responsibility for secretariat duties. These secretariat duties will be shared by the AA Regional Coordination Directorate and Community Partnerships Directorate.

AA will report to the ISLE on behalf of the LDM Committee.

Priority-Area Working Groups

Each Priority Lead and a representative of IWAAC will co-chair the working group for each priority area. These working groups will coordinate and drive actions contained in the Accord.

The working groups will:

- Meet on an at-needs basis, depending on actions negotiated, at a minimum of every two months;
- Report to the LDM Committee quarterly; and

- Report to the ISLE progressively.

Priority Leads

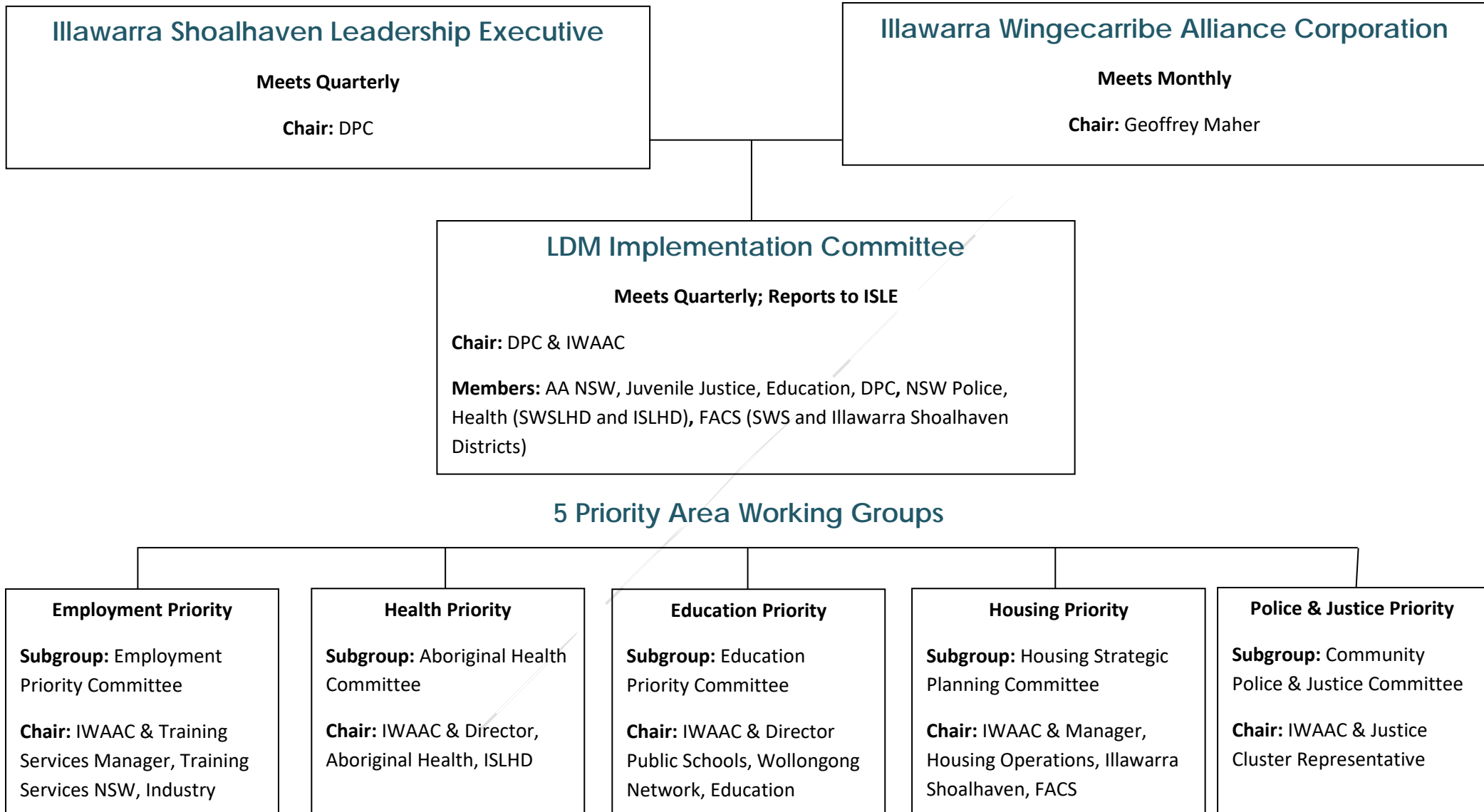
The working groups and Government Co-Chairs are listed in the table below:

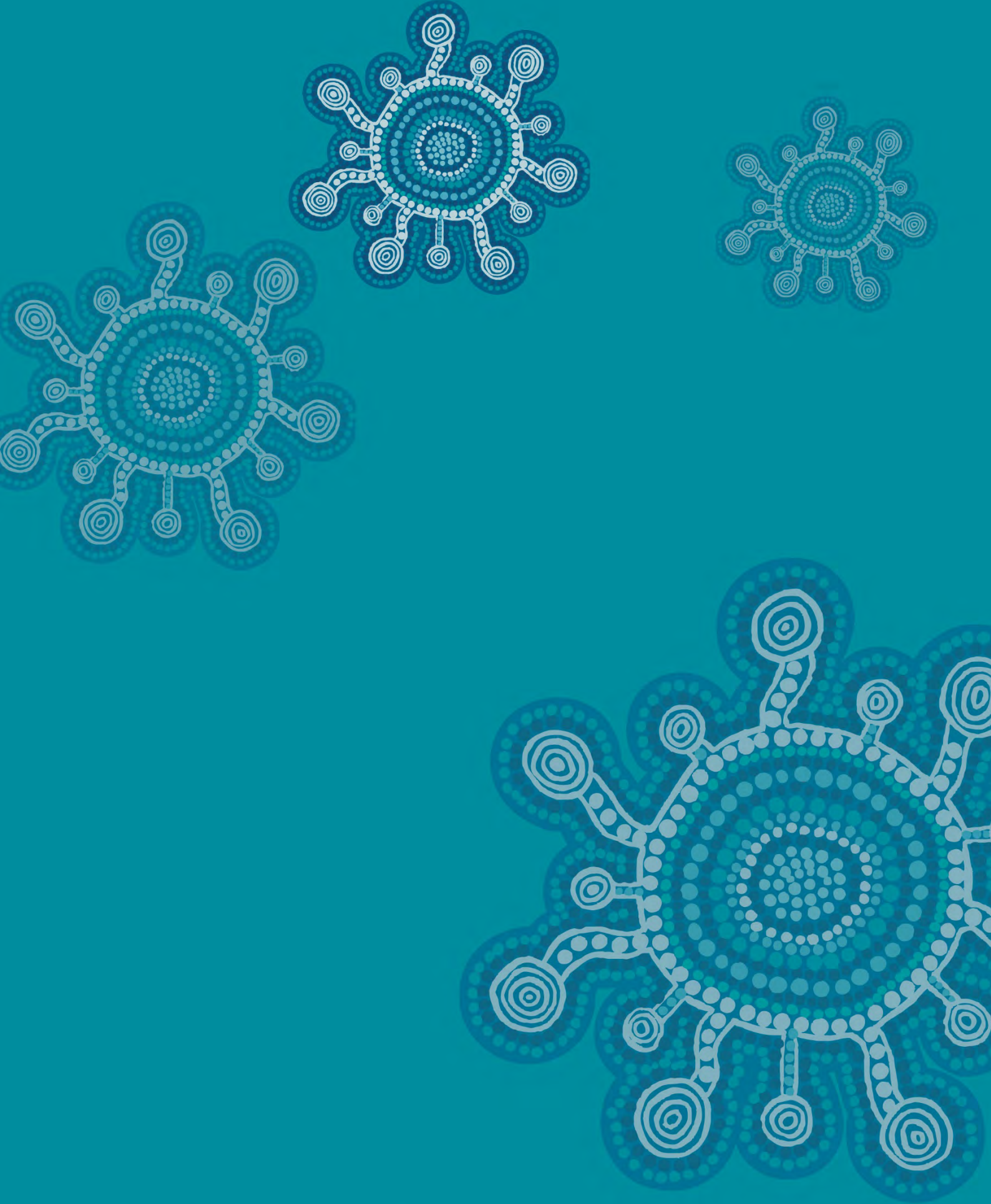
Priority Area	Working Group	Chair
Education	Education Priority Working Group	Mandy Shaw Director, Public Schools NSW, Wollongong Network Department of Education
Employment	Employment Priority Working Group	Mitch Lowrie Training Services Manager, Training Services NSW Department of Industry
Health	Aboriginal Health Committee	Pauline Brown Director, Aboriginal Health, ISLHD Health NSW
Police & Justice	Community Police & Justice Committee	Denise Hanley Regional Coordinator Juvenile Justice
Housing	Housing Strategic Planning Committee	Dallas Burnes Manager, Housing Operations, Illawarra Shoalhaven District FACS

Working Group Membership

The table below contains membership of each priority working group. The proposed membership below is not final and will be determined through collaboration between IWAAC and the NSW Government.

Priority Area	Working Group Name	Potential Members
Education	Education Priority Working Group	NSW Public Schools Wollondilly Network, NSW Public Schools Wollongong Network, Early Childhood Education Representative, DPC
Employment	Employment Priority Working Group	Training Services NSW, Training-related NGOs and RTOs, DPC,
Health	Aboriginal Health Committee	SWSLHD, ISLHD, Health-related NGOs, Public Works Advisory
Police & Justice	Community Police & Justice Committee	Justice, Juvenile Justice, NSW Police (including Hume LAC and Lake Illawarra LAC)
Housing	Housing Strategic Planning Committee	SWS FACS District, Illawarra FACS District, NGO Housing Providers, One Place Service Centre Management, AHO, Juvenile Justice





*LOCAL DECISION
MAKING*