



LOCAL DECISION MAKING

Three Rivers Local Decision Making Accord

Signed on

Monday 10 December 2018



Aboriginal
Affairs



OCHRE

Opportunity, Choice, Healing, Responsibility, Empowerment



Local Decision Making

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1. PREAMBLE

- 1.1.** The Three Rivers Regional Assembly and the State of NSW acknowledge that Aboriginal communities in the Three Rivers region continue to suffer from the effects of historical dispossession, and controlling practices caused by the past policies of government and there is a need to heal, and regain confidence and capacity.
- 1.2.** The Three Rivers region covers the traditional lands of a number of Aboriginal clans and language groups, however is predominately located within the north-west of the Wiradjuri nation and extends into the Weilwan and Wongaibon nations.
- 1.3.** Three Rivers Regional Assembly gets its name from the Wiradjuri nation area description. The Wiradjuri peoples were known as the peoples of the three rivers: bordered by the Wambuul (Macquarie River), the Kalari (Lachlan River) and the Murrumbidjeri (Murrumbidgee River). Also including the Murray, Little River, Bell River, Cudgegong River, Bogan River, Turine River and a portion of the Castlereagh River.
- 1.4.** Three Rivers Regional Assembly is the regional Aboriginal governance body for the Three Rivers region representing the interest of Aboriginal peoples across NSW Central West. Three Rivers Regional Assembly membership consists of community organisations that are either an authentic Aboriginal Working Party or a Local Aboriginal Land Council that works in and represents the interest of Aboriginal peoples within the Three Rivers Regional Assembly footprint. The Assembly region extends from Lithgow in the east, to Nyngan in the west.
- 1.5.** Three Rivers Regional Assembly is currently representative of twelve (12) communities: Bathurst, Dubbo, Gilgandra, Mudgee, Narromine, Nyngan, Orange, Parkes, Peak Hill, Trangie, Warren and Wellington.
- 1.6.** Three Rivers Regional Assembly operates in accordance with its Terms of Reference (ToR) incorporating the key principles and values of Honesty, Integrity, Accountability to our communities, Transparency, Selflessness, Professionalism, Commitment, Leadership and Confidentiality and in accordance with the cultural protocols of Aboriginal peoples across the region.
- 1.7.** Three Rivers Regional Assembly asserts the right of its member Aboriginal communities to improved and more efficient service delivery. Three Rivers Regional Assembly also recognises and respects cultural authority within the region and does not make decisions that would impinge on cultural authority and autonomy.
- 1.8.** The State of NSW acknowledges the aspirations of Three Rivers Regional Assembly to participate more fully in the economic, political, cultural and social life of the region in a way that preserves and enhances Aboriginal cultures and identities of the Three Rivers Regional Assembly footprint and increases the control, self-sufficiency and sustainability of its member communities.
- 1.9.** Three Rivers Regional Assembly and the State of NSW are committed to continuing their relationship and to strengthening a new aboriginal governance body and government partnership, based on mutual respect and cooperation.
- 1.10.** This document is the mechanism through which Three Rivers Regional Assembly and the State of NSW will move beyond goodwill to a formal commitment that compels real action to improve the lives of Aboriginal peoples, elevating Aboriginal peoples to an equal footing with non-Aboriginal people across the Three Rivers Regional Assembly footprint.

2. KEY PRINCIPLES

- 2.1. This Accord is underpinned by the following principles set out in the [Local Decision Making Policy and Operational Framework](#) and the Three Rivers Accord Negotiation Principles;
 - 2.1.1. *“Yindyamarra”* Wiradjuri word meaning commitment to respectful engagement, to honour and be courteous.
 - 2.1.2. Aboriginal peoples and communities have a spiritual, social, cultural and economic relationship with Country and/or place.
 - 2.1.3. Aboriginal leaders and Elders understand their own community needs. They have the drive and ability to develop their own solutions.
 - 2.1.4. Open acknowledgement of the injury, hurt and trauma caused by past government policies and assistance with healing.
 - 2.1.5. Respectful consultation and negotiation between government and Aboriginal communities, with the free, prior and informed consent of those communities.
 - 2.1.6. Regional and local solutions for regional and local problems, with ideas and help from outside when and where required.
 - 2.1.7. Responsibility, accountability and transparency in decision-making.
 - 2.1.8. Continuous improvement and adjustment when needed.
 - 2.1.9. Participation of Aboriginal peoples residing in the region.
- 2.2. This Accord recognises Three Rivers Regional Assembly as a legitimate regional Aboriginal governance body in the Three Rivers Regional Assembly footprint.
- 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 Three Rivers Regional Assembly as the State of NSW's commitment.
- 2.4. Three Rivers Regional Assembly acknowledges that this Accord is binding and can be relied on by the State of NSW as Three Rivers Regional Assembly'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 to meet the terms of the Accord.
- 3.2. The Three Rivers Regional Assembly.
 - 3.2.1. Three Rivers Regional Assembly, the 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 to meet the terms of this Accord.

4. ROLE OF THE THREE RIVERS REGIONAL ASSEMBLY

- 4.1. Under this Accord, Three Rivers Regional Assembly will:
 - 4.1.1. Support further development of governance capacity in member Aboriginal communities.
 - 4.1.2. Promote intergenerational skills transfer, responsibility in leadership and in particular youth leadership.
 - 4.1.3. Advise government on ways to direct the service system to operate effectively and respond to the priorities of Aboriginal communities in the region and establish mutually agreed service outcomes with the NSW Government.
 - 4.1.4. Provide a strong and representative regional governance structure for Aboriginal communities to raise issues with the NSW Government.
 - 4.1.5. Act as a catalyst and driver in regional initiatives important to communities within the Three Rivers Regional Assembly footprint.
- 4.2. Three Rivers Regional Assembly 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 Three Rivers Regional Assembly on Accord activities and negotiate , 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 Three Rivers Regional Assembly 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; and
 - 5.1.4. Report on and be accountable for outcomes.
- 5.2. NSW Government agencies identified in this Accord will collaborate with Three Rivers Regional Assembly 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.** Three Rivers Regional Assembly and the NSW Government, as parties to this Accord, agree to make decisions and operate with integrity, honesty and respect.
- 6.2.** The Three Rivers Regional Assembly will:
- 6.2.1.** Make decisions in accordance with its Terms of Reference 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 Three Rivers Regional Assembly, to ensure that the Assembly is working as a constructive partner and maintaining appropriate and proper community representation to meet their responsibilities under this Accord.
 - 6.2.6.** Work towards the principles of good governance set out in the Local Decision Making Operational Framework, recognising that Three Rivers Regional Assembly's progression to the planning delegation under Local Decision Making will be dependent on the demonstration of the following principles:
 - a. strategic direction - a long-term perspective on social, economic and cultural development and what is needed for such development;
 - b. participation and voice - how member Aboriginal communities are involved in regional alliance decision-making; and
 - c. Accountability - internal and external including, the control of corruption and political lobbying.
- 6.3.** The NSW Government will:
- 6.3.1.** Ensure regular and senior representation at Implementation Task Group and other sub-committee meetings 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 Three Rivers Regional Assembly to resolve issues at the local and regional level through Implementation Task Group meetings and Accord processes.
 - 6.3.4.** Recognise the right of the Three Rivers Regional Assembly 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 the right of the Three Rivers Regional Assembly, 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 peoples. Require its agencies to honour the Three Rivers Regional Assembly’s Terms of Reference when working with Three Rivers Regional Assembly.
- b. Commit to building the cultural competency of NSW Government staff engaged in work under the terms of this Accord who are working with Aboriginal peoples in the region.
- c. Work to support Three Rivers Regional Assembly to meet principles required to progress to the planning delegation under Local Decision Making, including to establish appropriate mechanisms to support this progression.
- d. Commit to ensuring that Three Rivers Regional Assembly are consulted in a timely manner, in regard to policy changes that may impact on operations of this accord.

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 Three Rivers Regional Assembly under this Accord.
- 6.4.2. NSW Government agencies working in partnership with Three Rivers Regional Assembly will lead the delivery and implementation of Accord commitments as specified in the Schedules.
- 6.4.3. Aboriginal Affairs will work with Three Rivers Regional Assembly to implement capacity strengthening strategies and identify resources to ensure Three Rivers Regional Assembly is able to operate in accordance with the principles of good governance.

7. ACCORD GOVERNANCE

- 7.1. Three Rivers Regional Assembly and the NSW Government, as parties to this Accord, agree that the Implementation Task Group (pre-existing group), in accordance with its Terms of Reference, will:
 - 7.1.1. Be co-chaired by the NSW Government and the Three Rivers Regional Assembly.
 - 7.1.2. Comprise senior representatives of each of the parties, including but not limited to, NSW Government representatives at no lower than Director level from the NSW Department of Premier and Cabinet, the NSW Department of Family and Community Services, the NSW Department of Education, the NSW Ministry of Health, Aboriginal Affairs NSW, and Three Rivers Regional Assembly representatives including the Chair of Three Rivers Regional Assembly or a nominated delegate. Additional representatives of the parties may attend meetings as required.
 - 7.1.3. Meet in Dubbo on a quarterly basis, where possible, coinciding with Three Rivers Regional Assembly meetings.
 - 7.1.4. Report on a quarterly basis to relevant Regional Leadership Executive/s and the Three Rivers Regional Assembly.

- 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.

8. MONITORING AND REPORTING

- 8.1.** Parties will develop a reporting and monitoring framework and an implementation plan for the Schedules to this Accord, including timeframes, indicators and outcomes within six months of Accord commencement.
- 8.2.** The reporting and monitoring frameworks will become a Schedule to this Accord.
- 8.3.** Through the Implementation Task Group, the parties will jointly monitor and evaluate progress against the timeframes and performance indicators outlined in the reporting and monitoring framework.
- 8.4.** The parties will provide sufficient information to the Implementation Task Group for that purpose.

9. DISPUTE RESOLUTION AND LOSS OF FAITH

- 9.1.** Parties agree to the dispute resolution process as set out in the [Local Decision Making Dispute Resolution and Loss of Faith Policy](#), which includes, but is not limited to:
 - 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 Implementation Task group.
 - 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 TRRA 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.** The Three Rivers Regional Assembly also reserves the right to escalate issues to:
- a. The Head of Aboriginal Affairs who may declare a solution brokerage issue in accordance with the NSW Government Solution Brokerage Policy & Operational Framework;
 - b. Independent mediation; and /or
 - c. Deputy Ombudsman, Aboriginal Programs (alliance option only).

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 the Three Rivers Regional Assembly on behalf of the Three Rivers Regional Assembly.

10.2. The Accord will continue in force for three (3) years from the date it is ratified, or until all of the parties agree to terminate the Accord or prepare another document that replaces this 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 Three Rivers Regional Assembly 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 Three Rivers Regional Assembly 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:

- a. Stock-take of Accord commitments and deliverables
- b. Check-in on the governance capacity of government and the regional alliance as well as the strength of the partnership.
- c. Gap analysis to map gaps identified through stock-take and check-in.
- d. Recommendations on progressing the outcomes of the review, which could include either:
 - Amendments to the existing Phase 1 Accord;

- Renegotiation of a Phase 1 Accord; or
- Negotiation of a Phase 2 Accord.

10.4.3. 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 the Three Rivers Regional Assembly and the NSW Government under this Accord have agreed to work on the following key priority areas and objectives. Three Rivers Regional Assembly 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 peoples in the Three Rivers footprint.

11.1.1. Health

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the health of Aboriginal peoples within the Three Rivers footprint.

11.1.2. Housing

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to implement an Aboriginal Housing Strategy that focuses on improving housing for Aboriginal peoples in the Three Rivers footprint.

11.1.3. Education

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the access, participation and educational achievement for Aboriginal peoples within the Three Rivers footprint.

11.1.4. Economic Development

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the economic opportunity and participation for Aboriginal peoples within the Three Rivers footprint.

11.1.5. Governance and Capacity

The Three Rivers Regional Assembly and the NSW Government agree to invest in their governance and capacity to deliver the Phase 1 Accord by 2021.

11.1.6. Actions to be completed

The Three Rivers Regional Assembly and the NSW Government, through the Implementation Task Group, agree to address these actions.

12. ACRONYMS

AA Aboriginal Affairs

AEC Aboriginal Education Committees

APP Aboriginal Procurement Policy

EPA Environment Protection Authority

FaCS Family and Community Services

KPI Key Performance Indicator

LAHC Land and Housing Corporation

LALC Local Aboriginal Land Council

LDM Local Decision Making

NSW New South Wales

WNSWLHD Western NSW Local Health District

NSWALC New South Wales Aboriginal Land Council

DPC Department of Premier and Cabinet

SLSO Student Learning Support Officer

RPL Recognition of Prior Learning

AHO Aboriginal Housing Office

RIBA Regional Industry Based Agreement

AECG Aboriginal Education Consultative Group

AMS Aboriginal Medical Service

TRRA Three Rivers Regional Assembly

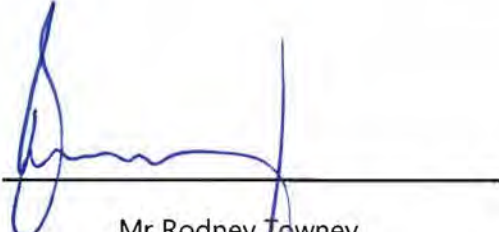
APIC Aboriginal Participation in Construction

IBA Indigenous Business Australia

AEO Aboriginal Education Officer

This Accord commences on **Monday 10 December 2018**.

Signed for and on behalf of the **Three Rivers Regional Assembly** by:



Mr Rodney Towney
Chair of Three Rivers Regional Assembly



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



The Hon. Sarah Mitchell MLC
Minister for Aboriginal Affairs





SCHEDULE A – NEGOTIATED COMMITMENTS

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1. HEALTH

HEALTH OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the health of Aboriginal peoples within the Three Rivers Regional Assembly footprint.

All engagement will be conducted, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3.

HEALTH COMMITMENTS

- 1.1. Three Rivers Regional Assembly and the NSW Government commit to establishing a Partnership Agreement between the Three Rivers Regional Assembly, Primary Health Network, Bila Muuji Aboriginal Corporation Health Services and other Aboriginal Medical Services (AMS) within the Three Rivers Regional Assembly footprint and Western NSW Local Health District. The partnership will be responsible for Implementation, Monitoring and Reporting on agreed health priority areas across the Three Rivers Regional Assembly footprint.
- 1.2. Three Rivers Regional Assembly and the NSW Government commit to, through the Partnership Agreement, facilitating local community conversations to identify and determine Aboriginal health needs and priorities for each of the twelve (12) Three Rivers Regional Assembly communities.
 - 1.2.1. Three Rivers Regional Assembly and the NSW Government commit to facilitating local community meetings to identify and determine what Aboriginal health presence is required at each location as identified by the community. These discussions will include the following topics, but not be limited to; healing, health related employment, procurement opportunities, health related transport, drug and alcohol abuse and chronic disease, culturally safe practices across primary, secondary, tertiary health.
 - 1.2.2. Three Rivers Regional Assembly and the NSW Government commit to ensuring the Chair of Three Rivers Regional Assembly or delegated representative be present at all conversations.
- 1.3. Following the community conversations (1.2.), Three Rivers Regional Assembly and the NSW Government commit to:
 - 1.3.1. Review and collate the evidence collected;
 - 1.3.2. Learn from models that are both working effectively and not working in the Three Rivers Regional Assembly footprint and other regions; and
 - 1.3.3. Review and agree on the health priority areas and actions for each of the twelve (12) Three Rivers Regional Assembly communities.

RESPONSIBILITY

Lead:
Western NSW Local Health District
Three Rivers Regional Assembly (TRRA)

Other Stakeholders:
Primary Health Network
Bila Muuji Aboriginal Corporation Health Services
Aboriginal Medical Services (AMSs)

| HEALTH COMMITMENTS | RESPONSIBILITY |
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| <p>1.4. Three Rivers Regional Assembly and the NSW Government, in partnership and following the completion of 1.1, 1.2 and 1.3, commit to delivering Aboriginal local community health implementation plans for each of the twelve (12) communities in the Three Rivers Regional Assembly footprint.</p> <p>1.4.1. The governance workshops to include, but not be limited to determining conflict and grievance resolutions and mechanisms for identifying areas that may have been missed in initial conversations.</p> | <p>Lead: Western NSW Local Health District TRRA</p> <p>Other Stakeholders: Primary Health Network Bila Muuji AMSS</p> |
| <p>1.5. Three Rivers Regional Assembly and the NSW Government commit, following the completion of the Aboriginal local community health implementation plans, to:</p> <p>a) Review the advice; and</p> <p>b) Review, reflect and agree on the reappropriation or realignment of funding to deliver the agreed outcomes.</p> | <p>Lead: Western NSW Local Health District</p> <p>Other Stakeholders:</p> |
| <p>1.6. The NSW government commits to overseeing the above commitments and assisting with the implementation of Aboriginal local community health implementation plans through the Western NSW Local Health District, Aboriginal Health Leadership Team.</p> | <p>Lead: Western NSW Local Health District</p> <p>Other Stakeholders:</p> |

2. HOUSING

HOUSING OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to implement an Aboriginal Housing Strategy that focuses on improving housing for Aboriginal peoples in the TRRA footprint.

All engagement will be conducted, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3.

HOUSING COMMITMENTS

- 2.1.** The Three Rivers Regional Assembly and the NSW Government commit to developing an Aboriginal Housing Strategy, informed by TRRA which includes the four commitments outlined below (2.2, 2.3, 2.4, 2.5).
- 2.1.1.** The Three Rivers Regional Assembly and the NSW Government commit to holding individual community conversations, guided by TRRA, at community agreed pace, to help inform the development of the Aboriginal Housing Strategy.
- 2.1.2.** The NSW Government commits to funding the resources required to engage an Independent Facilitator to undertake the recording of these conversations.
- 2.2.** The NSW Government commits to promoting home ownership in the the Three Rivers Regional Assembly footprint across a range of domains and through a range of stakeholders.
- 2.3.** The NSW Government commits to undertake research in partnership with the Three Rivers Regional Assembly, FaCS, AHO and LAHC into the feasibility of a Rent to Buy scheme from a regional perspective.
- 2.3.1.** The Three Rivers Regional Assembly to provide support and guidance of where research should be focused.
- 2.4.** The NSW Government commits to explore the further development of information sharing mechanisms for tenancy rights and responsibilities – which is not complicated or lengthy – through a range of mediums and domains of communication to keep people housed.
- 2.5.** The NSW Government commits to holding annual planning workshops in the Three Rivers Regional Assembly footprint in partnership with the LAHC the AHO, FaCS and the Three Rivers Regional Assembly.

RESPONSIBILITY

Lead:
Family and
Community Services
(FaCS)
Aboriginal Housing
Office (AHO)
Land and Housing
Corporation (LAHC)
TRRA

Other Stakeholders:

3. EDUCATION

EDUCATION OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the access, participation and educational achievement for Aboriginal peoples within the TRRA footprint.

All engagement will be conducted, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3.

EDUCATION COMMITMENTS

- 3.1.** The Three Rivers Regional Assembly and the NSW Government commit to identifying schools and school specific policy to prevent repeat suspension and to re-engage students in the TRRA footprint. The specific policies may include, but will not be limited to restorative practices and engagement centres.
- 3.2.** The Three Rivers Regional Assembly and the NSW Government commit to engaging Three Rivers Regional Assembly members to play an advisory, supporting and facilitation role in consultations between the Principals and community/families through the Aboriginal Education Committees.
 - 3.2.1.** The Three Rivers Regional Assembly to identify and nominate members, acknowledging that this is inclusive of existing relationships in place such as with AECG.
 - 3.2.2.** The Three Rivers Regional Assembly and the NSW Government commit to, through Aboriginal Education Committees (AEC), implementing measures to improve Aboriginal parent/carer involvement in schools within the Three Rivers Regional Assembly footprint.
- 3.3.** The Three Rivers Regional Assembly and the NSW Government commit to jointly examining each school in the Three Rivers Regional Assembly footprint to identify the capacity of the schools to engage meaningfully with its Aboriginal community.
 - 3.3.1.** The Three Rivers Regional Assembly and the NSW Government commit to identifying and implementing strategies for improving effective communication and consultation based upon the outcomes of 3.3.
- 3.4.** The Three Rivers Regional Assembly and the NSW Government commit to identifying how Education and Cultural Advocates¹ can support the Three Rivers Regional Assembly and the NSW Government to co-design the 3 year school plans including annual updates.

RESPONSIBILITY

Lead:
NSW Department of Education
TRRA

Other Stakeholders:
NSW Aboriginal Education Consultative Group (AECG)
Aboriginal Education Committees (AECs)

Lead:
NSW Department of Education
TRRA

Other Stakeholders:
AEO
ACLO
ASLO

¹ Education and Cultural Advocates are peoples identified by TRRA

| EDUCATION COMMITMENTS | RESPONSIBILITY |
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| <p>3.5. The Three Rivers Regional Assembly must be involved in the selection process of identified Aboriginal positions in the Three Rivers Regional Assembly footprint, including;</p> <ul style="list-style-type: none"> • Aboriginal Education and Engagement Officers (AEO) • Aboriginal Community Liaison Officers (ACLO); • Aboriginal Student Liaison Officers (ASLO), and • any future Aboriginal Identified positions | <p>Lead: NSW Department of Education TRRA</p> <p>Other Stakeholders: SLSO AEO ACLO ASLO</p> |
| <p>3.6. The Three Rivers Regional Assembly to play a key role in re-defining the position descriptions, when next reviewed and during any subsequent reviews, for any Aboriginal identified positions, in schools within the Three Rivers Regional Assembly footprint. Including for</p> <ul style="list-style-type: none"> • Student Learning Support Officers (SLSO); • Aboriginal Education and Engagement Officers (AEO); • Aboriginal Community Liaison Officers (ACLO); • Aboriginal Student Liaison Officers (ASLO), and • any future Aboriginal Identified positions | |
| <p>3.7. The NSW Government, on behalf of public schools in the Three Rivers Regional Assembly footprint, commits to where trained community accepted and endorsed Aboriginal language teachers are available, the second language to be taught in schools is the local Aboriginal Language.</p> <p>3.7.1. The NSW Government commits to ensuring that Aboriginal language teachers to be culturally appropriate, qualified to teach the local language and be paid for service from within existing school budgets.</p> | |
| <p>3.8. The Three Rivers Regional Assembly and the NSW Government commit to jointly scoping the resources required to support both in school and out of school suspensions, for non-violent suspensions, broadly across the schools in the Three Rivers Regional Assembly footprint.</p> <p>3.8.1. This would involve, but not be limited to staffing, resources, physical assets and strategies required for the successful delivery of a program of this nature.</p> | <p>Lead: NSW Department of Education TRRA</p> |

4. ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government will work in partnership through this Accord to substantially strengthen the economic opportunity and participation for Aboriginal peoples within the TRRA footprint.

All engagement will be conducted, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3.

ECONOMIC DEVELOPMENT COMMITMENTS

RESPONSIBILITY

4.1. The Three Rivers Regional Assembly and the NSW Government commit to a Regional Industry Based Agreement (RIBA) for the Health sector within the Three Rivers Regional Assembly footprint, focusing on employment outcomes, access to culturally appropriate services and procurement opportunities.

4.1.1. The Three Rivers Regional Assembly and the NSW Government commit to forming a working party to deliver the above commitment (Commitment 4.1.). Stakeholders to be involved should include, but not be limited to: Training Services NSW, Health, AMSs, Bila Muuji.

4.1.2. The NSW Government commits to contributing \$150,000 to deliver Commitment 4.1. Aboriginal Affairs will negotiate directly with the Three Rivers Regional Assembly regarding the allocation and spending of the funds.

4.1.2.1. The money is to be utilised by the Three Rivers Regional Assembly to support their resourcing and capacity needs, not to deliver on existing or new NSW Government responsibilities.

Lead:

Aboriginal Affairs
NSW Ministry of Health
Western NSW Local Health District
TRRA

Other Stakeholders:

Training Services NSW,
Department of Industry
Office of Regional Development
Bila Muuji,
AMSs

4.2. The NSW Government commits to, in accordance with the Local Decision Making Premier's Memorandum and the Aboriginal Procurement Policy (APP), that when an Aboriginal Participation Strategy is developed by any NSW Government Agency commissioning capital works in the Three Rivers Regional Assembly footprint, the Assembly must be consulted.

Lead:

Department of Industry
Office of Regional Development
Contracting NSW
Government agencies
TRRA

4.3. The NSW government commits to trialling the process for contracting agencies to develop processes that maximise and support the Three Rivers Regional Assembly's meaningful engagement on contracts under both the Aboriginal Procurement Policy (APP) and the Aboriginal Participation in Construction (APIC) Policy. The trial is to be regionally focused within the Three Rivers Regional Assembly footprint.

Other Stakeholders:

Implementation
Taskgroup
Aboriginal Affairs

| ECONOMIC DEVELOPMENT COMMITMENTS | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4.4. The NSW Government commits to trialling the development of a compliance and enforcement plan regarding contracts under the APP and APIC Policy. This will include trialling regular compliance reporting mechanisms to the Three Rivers Regional Assembly. The trial is to be regionally focused within the Three Rivers Regional Assembly footprint.</p> | <p>Lead: Department of Industry Office of Regional Development Contracting NSW Government agencies TRRA</p> <p>Other Stakeholders: Implementation Taskgroup Aboriginal Affairs</p> |
| <p>4.5. The NSW Government commits to working in partnership with the Three Rivers Regional Assembly throughout the life of the Accord to establish how the alliance will be included within service delivery design and procurement processes for service delivery within the Three Rivers Regional Assembly footprint.</p> <p>This work will:</p> <ul style="list-style-type: none"> - Identify which particular services sectors and contracts are of most importance to the Three Rivers Regional Assembly to prioritise co-design opportunities. - Identify the resourcing and capability necessary to support the Three Rivers Regional Assembly in participating in intensive co-design work with the NSW government. - Identify what changes are necessary to government processes, policy and legislation to enable the Three Rivers Regional Assembly's participation in intensive co-design. - Promote and acknowledge the Three Rivers Regional Assembly's role as a legitimate community voice on matters relating to service delivery. - Secure the commitment of relevant agencies to proactively engage the Three Rivers Regional Assembly in co-design work within the identified priority service delivery areas. | <p>Lead: Implementation Task group TRRA Office of Regional Development</p> <p>Other Stakeholders: Aboriginal Affairs Department of Industry</p> |

5. GOVERNANCE AND CAPACITY

GOVERNANCE AND CAPACITY OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government agree to invest in their governance and capacity to deliver the Phase 1 Accord by 2021.

All engagement will be conducted, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3.

GOVERNANCE AND CAPACITY COMMITMENTS

RESPONSIBILITY

5.1. The NSW Government commits to resourcing a full time Project Officer (Clerk Grade 7/8) up to the amount of \$40,000 to provide operational and strategic support to the Assembly to effectively engage in the implementation of the Accord.

Lead:
All
Implementation Task group

Other Stakeholders:
Three Rivers Regional Assembly
Aboriginal Affairs

5.2. The NSW Government commits to resourcing a part time 11/12 equivalent position to represent Three Rivers Regional Assembly at the 12 Health and 12 Housing community conversations related to the Aboriginal local community health implementation plans (Commitment 1.4) and the Aboriginal Housing Strategy (Commitment 2.1).

Lead:
Health
Housing
Implementation Task group

Other Stakeholders:
Three Rivers Regional Assembly

5.3. Three Rivers Regional Assembly commits to developing a Cultural Engagement Protocol document to guide government staff and contractors on the protocols to follow when visiting/working within the Three Rivers Regional Assembly footprint.

Lead:
Three Rivers Regional Assembly

Other Stakeholders:
Implementation Task group

5.4. The NSW Government commits to providing \$20,000 in the 2017/18 financial year to resource the establishment of a Three Rivers Young and Emerging Leaders Program, inclusive of a project proposal, succession planning and coordination of a Three Rivers Young and Emerging Leaders Forum.

Lead:
Aboriginal Affairs
Implementation Task group
Three Rivers Regional Assembly

Other Stakeholders:

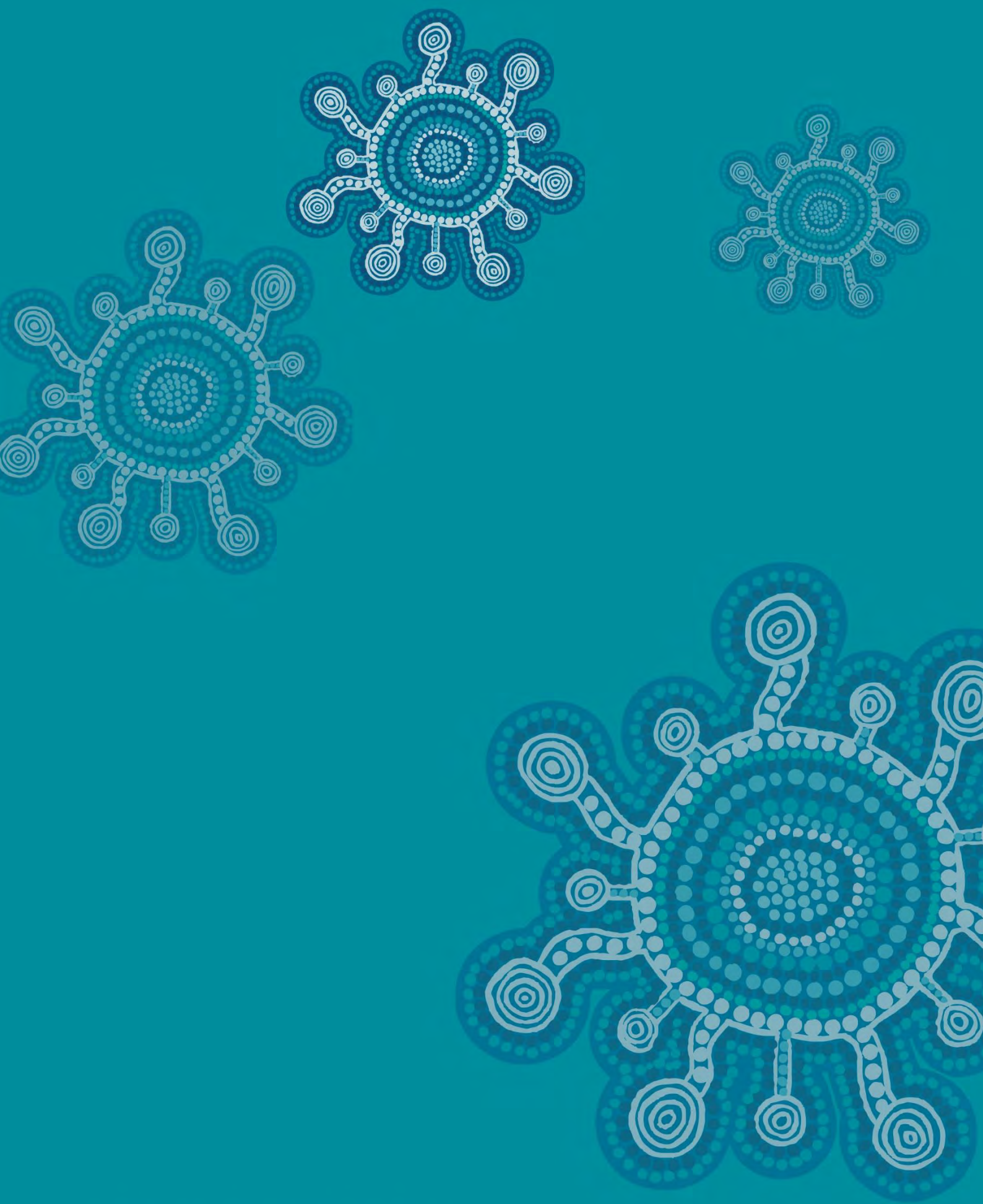
| GOVERNANCE AND CAPACITY COMMITMENTS | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5.5. The NSW Government commits to providing the funding for Three Rivers Regional Assembly delegates to undertake two sessions of trauma and vicarious trauma training. The funding will cover the costs of the training only (e.g. facilitator and training documents), not training sitting fees for Three Rivers Regional Assembly delegates.</p> | <p>Lead: Education Aboriginal Affairs Three Rivers Regional Assembly</p> <p>Other Stakeholders:</p> |
| <p>5.6. The NSW Government commits to providing the funding for Three Rivers Regional Assembly delegates to undertake training in the Efforts to Outcomes (ETO) software. The funding will cover the costs of the training only (e.g. facilitator and training documents), not training sitting fees for Three Rivers Regional Assembly delegates.</p> | <p>Lead: Aboriginal Affairs</p> <p>Other Stakeholders: DPC Three Rivers Regional Assembly</p> |
| <p>5.7. The NSW Government commits to providing the resources to develop a Three Rivers Accord communications strategy to assist with the communications associated with the Accord signing and implementation.</p> | <p>Lead: Aboriginal Affairs DPC Three Rivers Regional Assembly</p> <p>Other Stakeholders: Department of Education Communications</p> |
| <p>5.8. The NSW Government commits to resourcing and coordinating Three Rivers Regional Assembly approved Cultural Competency training for all Public Sector agency staff based within the Three Rivers Regional Assembly footprint. This commitment to be address by the Implementation Task Group.</p> | <p>Lead: Implementation Task group Aboriginal Affairs DPC Three Rivers Regional Assembly</p> <p>Other Stakeholders: Three Rivers Regional Assembly</p> |

6. ACTIONS TO BE COMPLETED

ACTIONS TO BE COMPLETED OBJECTIVE

The Three Rivers Regional Assembly and the NSW Government, through the Implementation Task Group, agree to address these actions during implementation of the Accord.

| ACTIONS TO BE COMPLETED | RESPONSIBILITY | STATUS |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------|
| 6.1. Aboriginal identified positions given priority for reception roles for NSW Government service providers in the Three Rivers Regional Assembly footprint (e.g. hospitals, schools etc.) | Lead: All Other Stakeholders: | |
| 6.2. Hospitals in the Three Rivers Regional Assembly footprint to be provided with new Aboriginal flags | Lead: Health Other Stakeholders: | |
| 6.3. Three Rivers Regional Assembly to play a role in the review of the NSW Teachers Employment policy. | Lead: Education Three Rivers Regional Assembly Other Stakeholders: | |
| 6.4. Recognition of prior learning (RPL) to be considered in relation to Education Commitment 3.6. | Lead: Education Other Stakeholders: | |
| 6.5. The Rivers Regional Assembly to play a role in the review of the School Uniforms in NSW Government Schools policy. | Lead: Education Three Rivers Regional Assembly Other Stakeholders: | |
| 6.6. School staff in the Three Rivers Regional Assembly footprint to be educated in Welcome to Country and acknowledgment of Country protocols, in accordance with local cultural protocols as identified in Governance and Capacity Commitment 5.3. | Lead: Education Three Rivers Regional Assembly Other Stakeholders: | |
| 6.7. Three Rivers Regional Assembly to play a role in school NAIDOC events across the Three Rivers Regional Assembly footprint. | Lead: Education Three Rivers Regional Assembly Other Stakeholders: | |
| 6.8. Three Rivers Regional Assembly to be play an advisory role in the development of a NSW Government policy for recognising Aboriginality in recruitment processes. | Lead: All Other Stakeholders: | |



*LOCAL DECISION
MAKING*