At the end of the third year of implementing the Aboriginal Affairs NSW (AANSW) Strategic Plan, I am pleased to outline our progress and achievements to date. Our Strategic Plan was designed to support and give effect to the NSW Government’s commitment to promote economic, social and cultural development opportunities for Aboriginal people in NSW.

The work we have done with the Stolen Generations, and to deliver the first stage of the 10-year independent evaluation of OCHRE, has raised the bar for the way governments work with Aboriginal communities. The key to our success has been the genuine co-design of our approaches in each of our five Strategic Priorities – keeping the aspirations of Aboriginal people at the centre of what we do and the way we work. The relationship between the NSW Government and Aboriginal communities is being transformed as we embed the principle of partnership in our practices and support our partner agencies and communities to develop the capacity and confidence to work together to achieve positive outcomes.

We have not yet achieved all that we set out to do. However, we have created the relationships within the Government and Aboriginal communities that form the essential foundations to support our forthcoming work. All of our partners, staff and supporters are committed to working closely with Aboriginal people to realise a self-determining future for Aboriginal communities in NSW.

I would like to thank everyone who has worked tirelessly throughout the third and final year of this Strategic Plan and to recognise the many people who have come together to contribute to bringing us closer to securing the social, economic and cultural futures of our Aboriginal communities.

I look forward to continuing our work together as we build our next Strategic Plan and invite you all to celebrate our achievements so far.

Jason Ardler
Head of Agency, Aboriginal Affairs
Key Highlights & Deeper Insights

Kimberwalli

In 2015, the NSW Government committed $20 million to establishing an Aboriginal Centre for Excellence in Western Sydney. Upon opening in 2019, the Centre will support Aboriginal young people from Western Sydney to successfully transition from school into further education or training. The Centre aims to help young Aboriginal people attain sustainable and fulfilling employment while instilling in them a strong sense of cultural pride. The Centre will also provide young people with the environment, resources and networks to support their aspirations and goals as they strive to achieve excellence in their chosen field.

Aboriginal Affairs has been working with communities to ensure the Centre reflects their priorities and needs and regularly meets with the Centre’s Project Advisory Committee. The Committee is made up of eight dynamic Aboriginal young people from Western Sydney and was established to ensure the voices of Aboriginal young people and communities are heard throughout the Centre’s creation.

Aboriginal Affairs’ focus throughout the entire establishment phase has been the engagement of Aboriginal businesses. Kevin O’Brien, an Aboriginal architect, was commissioned to design the Centre and an Aboriginal building company, PSG Holdings, was selected through the procurement process to refurbish building 9 at the old Willan High School site. In addition, Aboriginal contractors, subcontractors and businesses have been engaged for design, building works, consultancy, branding and catering services.

On 30 November 2018, the Minister for Aboriginal Affairs announced the new name for the Centre, Kimberwalli, a Darug word meaning ‘many stars’. Listening to the voices of communities has been a key influence in naming the Centre.

As with all of the work Aboriginal Affairs undertakes, community engagement continues to be a critical factor. In making decisions about Kimberwalli, Aboriginal young people, Aboriginal communities and Aboriginal organisations have been key stakeholders throughout our process of community engagement. Hearing their stories, future aspirations and dreams are significant influences on the shaping of Kimberwalli.

Kimberwalli is evolving as a highly flexible and innovative centre with a focus on technology, connective creativity and STEM (Science, Technology, Engineering, the Arts and Mathematics) outcomes.

To find out more, visit: https://www.aboriginalaffairs.nsw.gov.au/conversations/kimberwallicentre

OCHRE Evaluation

In 2011, the NSW Government and Aboriginal communities started a conversation that resulted in OCHRE, our Aboriginal affairs plan. We undertook the most extensive consultation with Aboriginal people in recent NSW history, capturing the views of some 2,700 people.

An important conversation has been underway since December 2015 to identify key issues and how to address them, so that each Local Decision Making process, Language and Culture Nest and Opportunity Hub develops with local Aboriginal communities’ views and opportunities in mind.

These conversations form part of the accountability process set up to ensure that OCHRE operates and develops as intended. These conversations were led by the Social Policy Research Centre (SPRC) at the University of New South Wales. The evaluation runs over 10 years, a period long enough to learn about what works and doesn’t work and to understand some of the outcomes that have been achieved.

The first stage of the 10-year evaluation was completed in 2018 and, on 15 August, Aboriginal community leaders presented the Minister for Aboriginal Affairs with detailed evaluation reports from the OCHRE initiatives being implemented in their communities. A ceremonial launch was held at Parliament House to mark this important occasion. Aboriginal leaders representing the 30 different communities involved stood together united in their commitment to developing the evidence needed to ensure OCHRE initiatives are working to strengthen their communities.

This evaluation has broken new ground by putting Aboriginal peoples at the centre of decision making – from setting the criteria to assess success to determining whether or not its reports are published. The Government’s support for this process reflects its commitment to changing the way it works with Aboriginal peoples in NSW.

Like any evaluation, it has not only highlighted successes but outlined areas for improvement so that policy and practice can be strengthened. The evaluation concluded that OCHRE has been “remarkably successful” with “strong positive recognition in the Aboriginal communities of NSW” and is “addressing important outcomes for Aboriginal communities”.

To find out more, visit: https://www.aboriginalaffairs.nsw.gov.au/conversations/ochre

Healing

Through OCHRE, the NSW Government was the first in Australia to incorporate healing into its Aboriginal affairs policy. The policy recognises that healing must be led by Aboriginal people and communities, however. At the same time, the Government must also acknowledge the wrongs of the past, understand the impacts of intergenerational trauma and work in ways that support healing.

Following a state-wide healing forum in 2014, the NSW Government committed to delivering six OCHRE Healing Forums throughout 2017 and 2018, co-designed with Aboriginal communities. Aboriginal leadership and commitment to healing demonstrated during the forums, resulting in stronger relationships with government and non-government service providers and a deeper understanding of what healing means to Aboriginal communities. Reports on the outcomes of discussions at the forums were developed in partnership between Aboriginal Affairs and the Healing Foundation, with the approval of local planning committees.

Across all Healing Forums communities identified healing as a priority and highlighted the need to develop a better understanding of legacy trauma in communities. Trauma is complex and conversations about healing are sensitive and challenging. Participants expressed a willingness to understand healing and agreed that “business as usual” is not achieving trauma-informed, culturally competent or co-designed services.

The Healing Forums highlighted many strengths including community resilience and leadership on healing. Such attributes are critical for developing and enhancing cultural approaches that support healing outcomes for communities. The readiness of communities and government agencies to have open, honest and strengths based conversations around healing varies across NSW. Aboriginal Affairs NSW will continue to work with Aboriginal communities and stakeholders on the ways government can adopt healing as a core value and commitment in its relationships, decision making and service response.

To find out more, visit: https://www.aboriginalaffairs.nsw.gov.au/healing-and-reparations/healing
Aboriginal languages are part of the cultural heritage of all people in NSW. Past government policies and practices have meant Aboriginal languages were almost lost. They were only spoken in secret and passed on through Aboriginal families. With the passage of the Aboriginal Languages Act 2017 in October 2017, NSW became the first Australian state to explicitly acknowledge in law the unique value and importance of growing, nurturing and renewing Aboriginal languages.

An interim Languages Team within Aboriginal Affairs was established to drive the establishment phase of the Act. A community Aboriginal Languages Establishment Advisory Group, and an Aboriginal Languages Interagency Advisory Group, made up of key language stakeholders, have been formed. They meet regularly to provide leadership and guidance to Aboriginal Affairs.

Aboriginal Affairs ran two Dreaming workshops in 2018, as an opportunity to further investigate the impact of past policies on Aboriginal languages. The workshops focused on the importance of older Aboriginal people in the preservation and the revitalisation of language, the work currently being undertaken across NSW and considered what the future may look like for Aboriginal Languages in NSW. The workshops were important in establishing future plans for the Aboriginal Languages Trust and a strategic plan once the Act commences.

Aboriginal Affairs will continue conversations with Aboriginal communities to inform the future direction of Aboriginal Languages in NSW particularly in establishing the Trust and developing the draft/initial strategic plan.

To find out more, visit: https://www.aboriginalaffairs.nsw.gov.au/policy-reform/language-and-culture
Strategic Priority 1
Culture and Healing

The outcomes we are seeking are:
• Aboriginal peoples’ knowledge and expertise in language, culture and identity are strengthened
• Members of the Stolen Generations are supported
• Healing supported through government and community collaboration
• Aboriginal Welfare Board records are accessible
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<tr>
<th>STRATEGIC PRIORITY</th>
<th>2018 Achievements</th>
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| **1.1 Support an Aboriginal community led agenda to reclaim and revitalise Aboriginal cultural expression in NSW** | • initiated the establishment phase of the Aboriginal Languages Act, including the governance arrangements to oversee the establishment of the Languages Trust and development of the initial Strategic Plan (refer 1.2).  
• worked closely with the Office of Environment and Heritage and produced draft stand-alone Aboriginal cultural heritage legislation to be introduced into the Parliament in 2019, which has included extensive stakeholder consultations.  
• gained agreement of the NSW Government, as part of its response to the Water Augmentation Inquiry, to officially recognise the importance of cultural practices in connection to rivers to support the overall health of Aboriginal communities.  
• supported the establishment of local men’s and women’s groups to further the cultural aspirations of their communities.  
• published a report on the *OCHRE* Healing Forums with permission from community. |
| **1.2 Work to strengthen Aboriginal identity, cultural connections and languages**     | • established an interagency partnership with the NSW State Library and provided funding to develop digital keeping places and to building the curation skills and capacity to support Aboriginal communities to store and maintain language materials.  
• developed an interagency partnership with the Geographical Names Board and provided funding to increase dual naming practices in Aboriginal language and to increase the use of Aboriginal placenames. |
| **1.3 Promote healing and respectful dealings with Aboriginal people across government by translating dialogue into practice** | • delivered the final two *OCHRE* Healing Forums in Orange and Kempsey.  
• developed reports on the *OCHRE* Healing Forums. With permission from communities, reports were made publicly available. |
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<tr>
<th>STRATEGIC PRIORITY</th>
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<td>• supported the International Indigenous Healing Our Spirit Worldwide conference held in Sydney in November 2018.</td>
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<td>• supported participation by Stolen Generation survivors and OCHRE Healing Forum representatives in the International Indigenous Healing Our Spirit Worldwide conference.</td>
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<td>• designed and facilitated an original, internally developed workshop on healing and values-based perspectives being used in the work of AANSW to influence policy, presented publicly at the Healing Our Spirit Worldwide 2018 Conference.</td>
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<td>• supported the Minister to participate in the unveiling of a memorial plaque at Central Railway Station, featuring the art of survivors that tells their stories and highlights the historic significance of the site in their removal and separation from family members.</td>
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<td>• continued to ensure, through our close links into community and the effectiveness of our network of regional offices, that local knowledge, priorities and solutions influence government policy.</td>
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### 1.4 Support key contemporary Aboriginal cultural events in regional areas

- implemented revised procedures for AANSW cultural grants including conversion to an online process using SmartyGrants.

### 1.5 Ensure Aboriginal people have access to information held by the former Aboriginal Welfare Board

- commenced implementation of recommendations from the Family Records Service Strategic Review to improve and streamline access to the records of the former NSW Aborigines Welfare Board.
- commenced the History Project to contextualise the records of the former NSW Aborigines Welfare Board.
- Family Records Service received and registered 232 applications and requests for records requiring 1214 name searches of the NSW Aborigines Welfare Board and Chief Secretary databases. As a result, 210 applications were processed and completed in full resulting in records for 95 applications and no records for 115 applications. 22 applications were placed on-hold for various reasons or cancelled.
Strategic Priority 2
Leadership in Government

The outcomes we are seeking are:
• Aboriginal perspectives are reflected in policies affecting Aboriginal well-being
• Policy reforms that address complex cross government issues
• Evidence-based policy and strategy
### STRATEGIC PRIORITY

#### 2.1 Lead or influence strategic policy reforms to support the goals and aspirations of Aboriginal people

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<th>2018 Achievements</th>
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<tr>
<td>• participated in priority reform processes across government that align with the strategic priorities of AANSW and support the Minister to influence future policy reforms in Cabinet and Parliament.</td>
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<td>• promoted a strengths-based approach to policy and program development, rejecting approaches centred around gaps or deficits – examples included influencing the Commonwealth Government Closing the Gap refresh, progressing the implementation of the <em>Aboriginal Languages Act 2017</em> and the development of standalone Aboriginal cultural heritage legislation.</td>
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<td>• AANSW responded to over 413 requests for advice from the NSW Government within the reporting period, a timeliness rate of 94.2%. AANSW also prepared over 77 agency initiated briefings for the Government and provided advice on 159 external Cabinet submissions.</td>
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<td>• supported the NSW Coalition of Aboriginal Regional Alliances (NCARA) to work across government to identify priority outcomes for negotiation via a state-level Agreement with the NSW Government. Initial focus areas include Justice, (Reducing the number of Aboriginal youth entering the juvenile justice system, including incarceration rates and recidivism), followed by Early Childhood, (Improving early childhood outcomes for Aboriginal Children under five).</td>
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<td>• published <em>OCHRE: Five years on</em> that includes a public commitment to refresh and strengthen <em>OCHRE</em> that will be informed by evidence and conversations with Aboriginal communities that have continued since the Ministerial Taskforce on Aboriginal affairs in 2011.</td>
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<td>• worked with strategic planning authorities the Department of Planning and Environment and the Greater Sydney Commission to ensure direct negotiations occur with Local Aboriginal Land Councils to maximise long term social, economic and cultural benefit from their landholdings, emphasising a co-design collaborative approach.</td>
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### STRATEGIC PRIORITY

#### 2.2 Develop and promote evidence to inform effective policy and strategy

- **Promoted the research priorities in** *Transforming the relationship between Aboriginal peoples and the NSW Government: AANSW Research Agenda 2018-2023* via four research seminars (in Sydney, Canberra, Lismore and Dubbo) and the production of 43 short films and voice recordings.

- **Commenced or completed research studies arising from the AANSW research agenda. Topics include:**
  - Co-designing evaluation with Aboriginal communities;
  - Obtaining Aboriginal community consent for social research;
  - Co-designing Minimal Data Sets with Aboriginal communities;
  - Approaches to developing cultural capability;
  - Understanding relationships between First Peoples and government;
  - Understanding Aboriginal polity in NSW;
  - Evaluation of Local Decision Making Accord making processes.

- **Published research reports. These include:**
  - 2006-16 Aboriginal population change in New South Wales;
  - Practice Paper: Weaving Knowledges. Knowledge exchange, co-design and community-based participatory research and evaluation in Aboriginal communities;
  - OCHRE Initiatives Independent Evaluation – State 1 Implementation and Early Outcomes;

- **Supported the Advisory Group on AANSW Research.**

### 2.3 Share lessons learnt in the implementation of the NSW Government’s AANSW plan (*OCHRE*)

- **Published the first independent evaluation of OCHRE at a ceremony in NSW Parliament.**

- **Published OCHRE: Five years on, the NSW Government’s interim response to the evaluation of OCHRE.**

- **Shared the findings from the review of OCHRE’s State-wide Industry Based Agreements (IBAs), and incorporated these learnings into policy approaches for future IBAs.**
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| **2.4** Work to strengthen Aboriginal identity, cultural connections and languages | • successfully influenced government approaches to legislation, policy and programs to be co-designed and co-delivered with Aboriginal people and organisations including the:  
  - Aboriginal Cultural Heritage draft Bill  
  - potential handback of Goat Island  
  - management of the memorial for Bennelong’s grave site  
  - planning negotiations between the Local Aboriginal Land Councils (LALCs), the Department of Planning and Environment (DPE) and the Greater Sydney Commission  
  - drafting and consultation on a Parliamentary Statement acknowledging Aboriginal culture and heritage (Recommendation 10 of the Unfinished Business Report).  
• continued to be active participants in the regional leadership groups of Government and community so that other Government agencies can better respond to the needs of Aboriginal communities. |
| **2.5** Deliver Solution Brokerage, which requires NSW Government agencies to work together to find practical solutions to complex issues that might otherwise ‘fall between the cracks’ | • worked with DPE to develop the draft Darkinjung Delivery Framework (a pilot) which identifies options within the planning system to better recognise the economic potential of Aboriginal community-owned land (Stage 2 of ACLIP Response Plan).  
• advocated for the DPE and the Greater Sydney Commission to work with LALCs to identify economic, social and cultural opportunities for their landholdings.  
• completed Phase One of the review of Solution Brokerage which assessed the current operational and governance arrangements of the program and made recommendations to strengthen the Solution Brokerage model as a critical accountability strategy under **OCHRE**. |
Strategic Priority 3
Growing NSW’s First Economy

The outcomes we are seeking are:

- Increased Aboriginal participation in the economy through jobs and business ownership
- The realisation of Aboriginal aspirations for employment and wealth creation
- Sustainability of existing community infrastructure, including water and sewerage, in discrete Aboriginal communities
- Resolution of land claims to support the social, cultural and economic goals of Aboriginal land councils
### STRATEGIC PRIORITY

#### 3.1 Develop and implement the Aboriginal Economic Prosperity Framework for NSW

- Finalised the new Aboriginal Procurement Policy and supported its implementation, effective 1 July 2018 – in partnership with Department of Finance, Services and Innovation (DFSI)/NSW Procurement.
- Finalised the revised Aboriginal Participation in Construction (APIC) policy, effective 1 July 2018 – in partnership with DFSI/NSW Procurement.
- Coordinated annual reporting for Growing NSW's first economy – A framework for Aboriginal economic prosperity through the oversight of the NSW Economic Development Committee.
- Assisted in strengthening the coordination of NSW Government efforts by identifying priority areas for future NSW Government Aboriginal economic development reform through the work and oversight of the NSW Economic Development Committee.

#### 3.2 Support Aboriginal communities to participate in regional economies

- Worked with the Three Rivers and Illawarra-Wingecarribee local decision-making regional alliances to develop and include economic development commitments in their respective signed Accords.

#### 3.3 Facilitate economic opportunities by connecting Aboriginal communities, industry and government

- Enhanced opportunities for Aboriginal businesses to provide goods and services to government, through work with DFSI/NSW Procurement to finalise the Aboriginal Procurement Policy for implementation, effective 1 July 2018. Since OCHRE was released in April 2013, the NSW Government has spent an estimated $123 million with Aboriginal businesses.

#### 3.4 Remove land use planning, management and infrastructure barriers to help realise the economic potential of Aboriginal land

- Worked with the Department of Planning and Environment to assist in the development and launch of the Darkinjung Delivery Framework as a pilot.
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| 3.5 Administer the *NSW Aboriginal Land Rights Act 1983* to support the capacity of Aboriginal Land Councils to deliver tangible economic, social and cultural benefits to Aboriginal communities | • developed an MOU between the Registrar, NSW Aboriginal Land Council (NSWALC), and AANSW, as a basis for better coordination of the regulatory framework, including a protocol for issuing Performance Improvement Orders (PIO) to Local Aboriginal Land Councils (LALCs) within the *Aboriginal Lands Right Act 1983*, providing opportunity for proactive intervention.  
• participated in the Aboriginal Land Agreement (ALA) Governing Committee with Department of Industry – Crown Lands and NSWALC to assist and advise on ALA negotiations. |
| 3.6 Establish an Aboriginal Centre for Excellence in Western Sydney               | • implemented a communications and engagement strategy to engage with, inspire and activate the community during the establishment of the Aboriginal Centre for Excellence.  
• completed design works for the Whalan site for the Aboriginal Centre for Excellence with the guidance of the Project Advisory Committee and the broader community. Refurbishment works underway.  
• worked with communities to successfully rename the Aboriginal Centre for Excellence, to Kimberwalli, a Darug word meaning ‘many stars’. |
Strategic Priority 4
Strengthening Governance & Capacity

The outcomes we are seeking are:

• Aboriginal jurisdictional views are evident in government decisions
• Improved service delivery through Aboriginal community leadership and management
• Better targeted government investments that reflect community priorities
• A sustainable Aboriginal Land Council network
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<td><strong>4.1</strong> Build the legitimacy of the Aboriginal jurisdictional view in Government</td>
<td>• commenced development of an Agreement between the NSW Government and NSW Coalition of Aboriginal Regional Alliances (NCARA) on key policy issues. Initial focus areas include Justice, (Reducing the number of Aboriginal youth entering the juvenile justice system including incarceration rates and recidivism), followed by Early Childhood, (Improving early childhood outcomes for Aboriginal Children under 5).</td>
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| **4.2** Work to strengthen Aboriginal identity, cultural connections and languages | • supported NCARA to host a gathering of Aboriginal Regional Alliances to share good practice and build capacity across Local Decision Making sites.  
• facilitated the signing of Accords with the Illawarra Wingecarribee Aboriginal Alliance Corporation, and Three Rivers Regional Assembly.  
• provided local support for each of the eight Local Decision Making sites with regard to governance and accountability.  
• worked with communities to develop governance structures that support and drive service delivery reform in Aboriginal communities.  
• managed pre-Accord negotiations with the Northern Region Aboriginal Alliance.  
• facilitated the signing of an Agreement on Aboriginal Social Housing in the Murdi Paaki between the Murdi Paaki Regional Assembly and the NSW Government. |
| **4.3** Work collaboratively with the NSW Aboriginal Land Council and the Local Aboriginal Land Council network to build governance capability and improve the councils’ sustainability | • participated in negotiations with the NSWALC and the Registrar to develop proposals to amend the ALRA to improve LALC efficiencies and capacity.  
• liaised with the NSWALC and the Registrar on protocols for issuing Performance Improvement Orders. |
Strategic Priority 5
Strengthening Our Foundations

The outcomes we are seeking are:

• A demonstrated commitment to inclusive practice
• A workforce that can respond to changes in the community, the Agency and in government expectations
• The Agency as an employer of choice for young Aboriginal professionals
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<th>STRATEGIC PRIORITY</th>
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| 5.1 Uphold Public Service values | - developed a forward strategy to support ongoing budget sustainability for the Agency.  
- achieved a 2017-18 budget result within one per cent of the forecast for the fourth year in a row.  
- achieved a 94.2% timeliness rate for advice provided to the Minister.  
- developed a business process manual for use by all support staff across AANSW to ensure administrative procedures within AANSW are consistent and transparent.  
- continued to investigate better and more timely ways to reimburse community members involved in consultations with AANSW.  
- established a process to ensure continuous reception cover at Central Office during business hours given increased demand as a result of key reforms such as the Stolen Generations Reparations Scheme. |
STRATEGIC PRIORITY

5.2 Promote practices that foster collaboration within AANSW

- the Agency’s Executive and management teams continued to seek out opportunities to promote collaboration within the Agency – examples of significant projects delivered using this approach include:
  - the independent evaluation of OCHRE which required a close working relationship between the research team and regional staff to drive a local approach to this work and to support the successful delivery of evaluation reports with the consent of participating communities
  - the execution of major projects such as the signing of Accords between the NSW Government and Aboriginal communities as part of OCHRE’s Local Decision Making initiative which requires a highly coordinated approach between regional and central office staff
  - the hosting of an annual All-Staff event that brings the agency together, as well as two regional gatherings that bring regional staff together to help build relationships and foster collaboration across geographic boundaries
  - the establishment of an agency-wide network of Support Officers with responsibility for day-to-day administration to strengthen governance and accountability
  - the use of opportunities, such as the relocation of central office to Mascot and other regional office moves, to strengthen relationships across the agency by involving staff in the design and set up of physical environments.

5.3 Encourage and support continuous learning for our employees

- supported staff to participate in a range of formal professional development courses such as brief writing, finance essentials and project management.

5.4 Develop a long-term workforce planning framework

- reviewed hosting arrangements for school-based Aboriginal trainees within the Agency.
- finalised a recruitment and selection strategy for AANSW.
- invested in strengthening the collaborative practices of the Executive team.
### STRATEGIC PRIORITY 5.5 Build leadership capabilities

- commenced work with the 9/10 leadership group to further develop their capabilities to support their aspirations for the futures. Eight staff are currently involved in the development program with a further two staff joining the program in 2019. The program will encourage and support continuous learning, develop long term workforce planning, build the future leaders of the Agency and the community and cultivate a culturally competent and safe workplace.
- members of the agency’s Executive team participated in the following leadership courses:
  - Executive Leadership Major Projects, John Grills Centre, University of Sydney
  - Public Service Leadership Academy.
- enhanced capability across the Agency by supporting managers to undertake a leadership training program.

### STRATEGIC PRIORITY 5.6 Recognise and reward achievement

- developed the AANSW Reward and Recognition Policy.
- recognised staff who have reached significant milestones in their public sector employment.
- informally recognised the contributions of all staff in the achievement and implementation of significant policies and programs in 2018.

### STRATEGIC PRIORITY 5.6 Cultivate a culturally competent and safe workplace

- conducted two Aboriginal Cultural Awareness Workshops.
- mandated two Vicarious Trauma workshops.
- provided access to ongoing support and counselling for staff working in complex areas.
- undertook the 2018 People Matter Employee Survey. The results revealed that AANSW remains consistently well above public sector averages. Despite a slight decrease in survey participation rates (down to 80% from 96% in 2017), the Agency has recently experienced a substantial growth in our workforce – over 20% since the last survey. AANSW results improved from 2017 across a number of indicators such as employee engagement, confidence in senior managers, diversity and inclusion and flexible working conditions.