

# Interim Indigenous Expenditure Report







# Acknowledgement of Country

This report was prepared by NSW Treasury on the traditional lands of the Gadigal people of the Eora Nation.

NSW Treasury acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present. We recognise Aboriginal and Torres Strait Islanders' continued custodianship of Country - land, seas and skies. We celebrate the continuing connection of Aboriginal and Torres Strait Islander peoples to Country, language and culture.

We acknowledge the historical stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of policies of the past and recognise our responsibility to work with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards better economic, social and cultural outcomes.

*Artwork: 'Regeneration' by Josie Rose 2020*





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We advise this resource may contain images of deceased persons in photographs.

# 01.

## Secretary's Foreword

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**It gives me great pleasure to present the inaugural NSW Treasury Interim Indigenous Expenditure Report (the Report).**

NSW Treasury is proud to support the NSW Government meet its commitments under the National Agreement on Closing the Gap. Indigenous-specific data has not historically been collected and reported within the NSW Government, which is why I am extremely proud of the potential that this Report will have in achieving greater outcomes for First Nations communities.

It is our responsibility to ensure we represent the communities we serve, including the unique and integral contribution Aboriginal and Torres Strait Islander peoples make to the society and economy. We understand that building genuine and thoughtful partnerships, respect and opportunities with First Peoples is fundamental to improving outcomes and increasing productivity across the board.

The Report is the first of its kind and has been developed through a coordinated and collaborative approach across the government sector. This Report will become a powerful tool to provide policy makers with a greater evidence-base of expenditure to inform future resource allocation decisions. Establishing this baseline will assist the NSW Government to track and monitor expenditure, determine the effectiveness of existing programs and identify opportunities for reprioritisation of funding towards the Aboriginal Community Controlled Sector.

I would like to acknowledge the contribution from Treasury's Strategic and Aboriginal Outcomes Branch, the input from the Government Sector and the invaluable support provided by peak Aboriginal and Torres Strait Islander bodies during the creation of the Report.

While I understand that the journey to close the gap still has a long way to go, I am proud to be working in partnership with Aboriginal and Torres Strait Islander leaders to improve outcomes for First Nations communities in NSW.

A handwritten signature in black ink, which appears to read 'Michael Pratt'.

**Michael Pratt AM**  
NSW Treasury Secretary







# 02.

## Executive Summary

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In July 2020, Australian governments and First Nations communities committed to working together in full and genuine partnership under the National Agreement on Closing the Gap ('the National Agreement'). This requires working collaboratively in all areas, including access to quality data to inform evidence-based and genuinely shared decision-making.

Clause 113 of the National Agreement commits Australian governments 'to review and identify current spending on Aboriginal and Torres Strait Islander programs and services to identify reprioritisation opportunities to Aboriginal and Torres Strait Islander organisations, particularly to community-controlled organisations'.

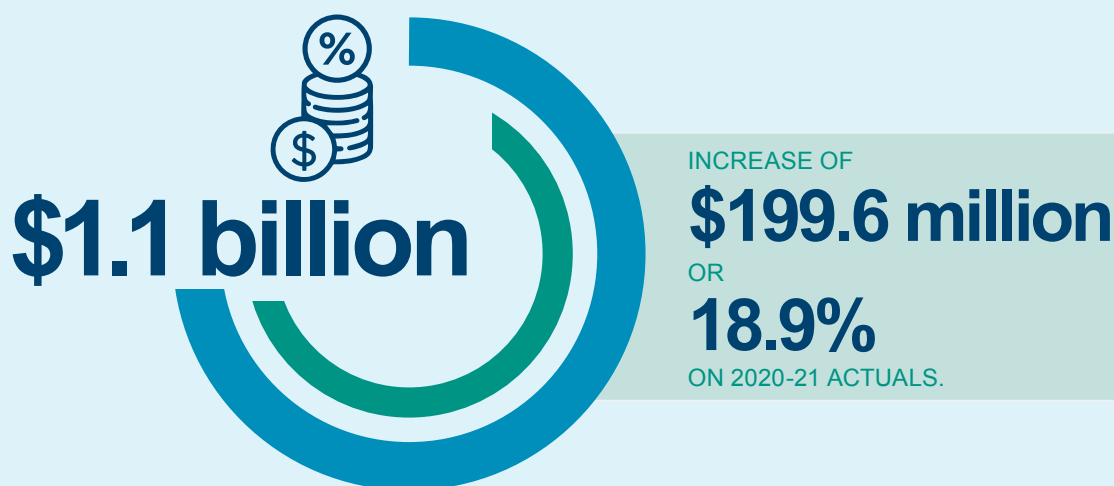
This Interim Indigenous Expenditure Report ('the Report') quantifies the NSW Government's expenditure on Indigenous-specific programs and services. Collecting and reporting quantitative and qualitative data

on Indigenous-specific expenditure is necessary to develop an evidence-base for decision-making on issues that impact First Nations communities.

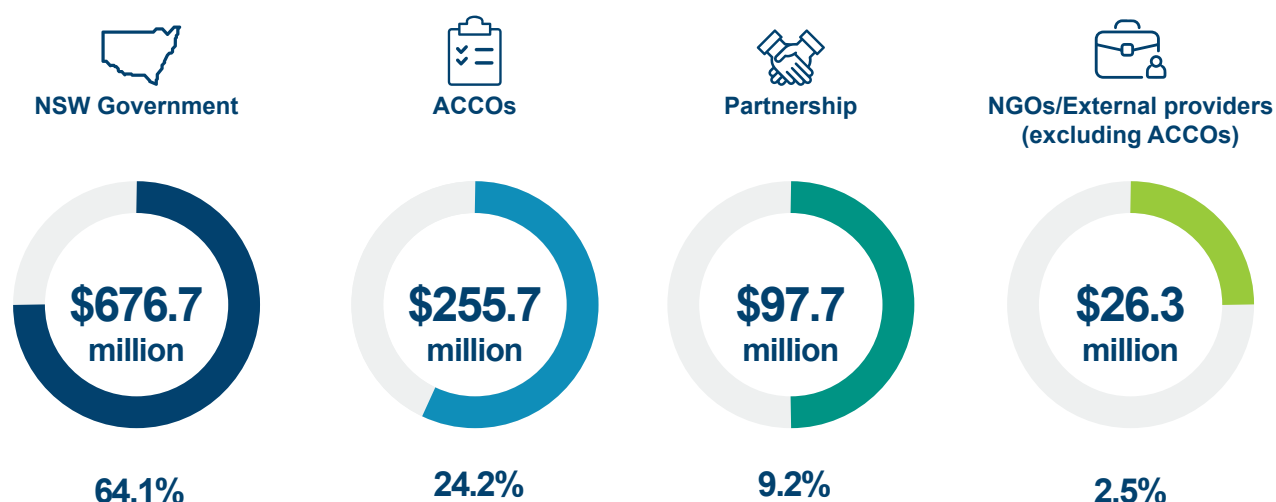
Indigenous-specific expenditure data has not historically been collected and reported centrally within NSW Government. No stringent reporting frameworks have been established, therefore there is varying capability and limited resources within Clusters and their agencies to report this information.

The total budgeted NSW general government spend on the Indigenous-specific programs and services for 2021-22 identified within this Report is \$1.1 billion. This compares to the total budgeted government expenditure in 2021-22 of \$141.4 billion with Indigenous-specific expenditure equating to 0.79 per cent, an increase of \$199.6 million or 18.9 per cent on 2020-21 actuals.

**Total budgeted NSW general government spend on the Indigenous-specific programs and services for 2021-22**



## Service delivery providers



The largest **Clusters** of Indigenous-specific spend in 2021-22 are:

- Planning, Industry and Environment Cluster (\$373.0 million)
- Stronger Communities Cluster (\$243.2 million)
- Education Cluster (\$194.0 million)
- Health Cluster (\$109.0 million).

The largest **spend categories** are:

- infrastructure with \$316.6 million in 2021-22, an increase of \$87.2 million
- crisis services with \$151.0 million in 2021-22, a decrease of \$8.7 million
- education with \$140.4 million in 2021-22, an increase of \$10.1 million.

How services are delivered, and who by, can be a key determinant of how successful a program is in achieving its intended outcomes. Under the National Agreement, Aboriginal and Torres Strait Islander community control is explicitly identified as an act of self-determination and an expression of shared decision-making. This is reflected in the governance and service models of community-controlled organisations.

This Report has categorised service delivery providers into four groups and the \$1.1 billion of reported Indigenous-specific expenditure has been allocated to these groups.

Within the \$1.1 billion of Indigenous-specific expenditure the **top four categories** are:

- The NSW Government, delivering \$676.7 million, equivalent of 64.1 per cent
- Aboriginal Community Controlled Organisations are responsible for delivering \$255.7 million, 24.2 per cent.

- Programs delivered in partnership between government, First Nations communities and Aboriginal Community Controlled Organisations equate to \$97.7 million, 9.2 per cent
- Non-Government Organisations or external providers (excluding Aboriginal community-controlled organisations) delivering \$26.3 million, 2.5 per cent

This reporting process has identified valuable data regarding the quantum of government expenditure, the type of funded Indigenous-specific programs and services and who is delivering them. It has also identified that information on Indigenous-specific programs, services and their related expenditure is managed, collected and reported by clusters and their agencies differently and to varying degrees of granularity.

Non-financial information was also provided to varying degrees of detail and completeness. Therefore, the data in this Report includes some level of inconsistency and gaps, as well as key assumptions made by the NSW Treasury (Treasury) which were necessary to address critical gaps in reported information.

Treasury is currently developing the NSW Comprehensive Indigenous Expenditure Report which will aim to address the areas of concern identified in this Interim Report, including data quality, geographical disaggregation and a greater focus on program evaluation and evidence gathering.

# 03.

## Introduction

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Under the National Agreement, Australian governments and Aboriginal and Torres Strait Islander peoples have committed to a future where policy making that impacts the lives of First Nations peoples is done in full and genuine partnership, recognising that self-determination is key to achieving positive change in the lives of Aboriginal and Torres Strait Islander communities.

This includes ensuring access to data, including at the local level, and the opportunity to participate in shared decision-making.

Clause 113 of the National Agreement commits Australian governments 'to review and identify current spending on Aboriginal and Torres Strait Islander programs and services to identify reprioritisation opportunities to Aboriginal and Torres Strait Islander organisations, particularly to community-controlled organisations'.<sup>1</sup> Understanding where and how First Nations peoples and communities benefit from effective public resource allocation is an important element in identifying opportunities for improving outcomes, scaling successful initiatives or reprioritising towards community-led initiatives.

Aboriginal Affairs NSW, part of the NSW Department of Premier and Cabinet, is responsible for leading the NSW Government's response to the National Agreement. NSW Treasury is responsible for the collection and consolidation of financial information from public entities, which informs the organisation's fiscal, economic, commercial and financial policy advice. As such, Treasury has taken responsibility for meeting the commitment to review and identify current government spending on Indigenous programs and services by July 2022.

This Report quantifies the NSW Government's expenditure levels on Indigenous-specific programs and services, defined as those that provide a direct impact on, and/or benefit to, Aboriginal and Torres Strait Islander Australians. It provides a holistic view of the current composition of targeted investment in First Nations communities, an overview of how Indigenous-specific programs are delivered and an exploration of successful initiatives that have had a positive impact for First Nations communities.

The aim of this Report is to provide policy makers with a greater evidence-base of expenditure data to inform resource allocation decisions that support improved outcomes for First Nations peoples. Establishing this baseline assists in tracking and monitoring expenditure, determining the effectiveness of existing programs, remove duplication and identify opportunities for reprioritisation of funding towards the Aboriginal Community-Controlled Sector.

This is the first report of its type prepared by Treasury and the first time that the NSW Government has comprehensively captured the quantum of its Indigenous-specific expenditure. With this process unearthing key findings and limitations in collecting data, the NSW Government has decided to publish the initial findings in an interim Report. In the coming months Treasury will also develop a NSW Comprehensive Indigenous Expenditure Report to quantify expenditure associated with the benefit that First Nations people receive from non-targeted Government services.

<sup>1</sup> National Agreement on Closing the Gap (July 2020).









## Methodology

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### The Report

Treasury will develop the Report in two stages:

- This Interim Indigenous Expenditure Report collects and analyses data on NSW Government Indigenous-specific expenditure.
- The NSW Comprehensive Indigenous Expenditure Report will develop and apply a methodology to quantify the benefit that First Nations peoples receive from non-targeted NSW Government services and programs.

Treasury is also concurrently examining the functionality of its financial reporting systems to accurately capture this information on a regular and ongoing basis. Systemising and automating data collection will improve its robustness and facilitate more accurate and timely advice to government agencies.

### Problem Analysis

Treasury undertook initial desktop research to identify similar undertakings nationally. This research included the Commonwealth Productivity Commission's Indigenous Expenditure Report (last released in 2017) and the NSW Treasury-prepared, Aboriginal Regional Estimates Model (which estimated Indigenous-specific spending in the Murdi Paaki Local Decision Making Region for 2013-14).

These reports enabled Treasury to gauge an understanding of previous methodologies, challenges and limitations, particularly concerning data and blanket assumptions, as well as opportunities to improve upon previous attempts to collect and analyse this information.

### Consultation

Given the coordinated undertaking across the NSW General Government Sector in collecting data for this Report, it was vital to establish relationships with key stakeholders, including Indigenous representative bodies.

This consultation was key to ensuring the data collected was appropriate, met the expectations of Indigenous communities and included information communities identified as being important. Key stakeholders included:

- Coalition of Aboriginal Peak Organisations (CAPO) NSW
- Commonwealth Productivity Commission
- Department of Social Services (Commonwealth)
- Maranguka Community Hub (Bourke)
- National Indigenous Aboriginal Affairs
- NSW Coalition of Aboriginal Regional Alliances (NCARA)
- NSW Data Analytics Centre
- NSW Government agencies.



## Data Collection

In reviewing previous efforts to quantify Indigenous-specific expenditure, it became clear that the current NSW Government financial reporting platform, Prime, does not have capability to attribute government spending to discrete Indigenous-specific programs and services.

To collect this information, Treasury undertook a manual data collection exercise using an excel-based template, requesting all Clusters return details of financial and non-financial data, including:

- 2020-21 actuals<sup>2</sup>
- current financial year budgeted amounts
- two year forward estimates
- service delivery provides
- program/service purpose
- information relating to program evaluations
- geographical disaggregation of data (if available)
- alignment to Closing the Gap targets, Premiers Priorities and NSW State Outcomes.

Following collation of Cluster data returns and initial analysis, Treasury worked with Clusters to refine and complete data sets to the fullest extent possible, before returning the information for approval at the Cluster Chief Financial Officer level.

## Assumptions and Risks

In undertaking a manual data collection exercise, this Report relies on Clusters' ability to identify and report on their agencies' discrete programs and services. Given the manual nature of this reporting and recognising the unique context of each Cluster, the scope of our analysis is limited to the quality and quantity of information reported to Treasury.

The variance in quality and completeness of information provided to Treasury also means it is likely that limitations and gaps in the data remain. The intention is to address these issues within the NSW Comprehensive Indigenous Expenditure Report, to the fullest extent possible.

These limitations became increasingly evident throughout the data collection process, noting some Cluster agencies were unable to meet the full scope and level of granularity of data requested, such as a complete breakdown of larger programs or disaggregation of granular expenditure to Local Government Areas (LGAs).

There was also incompleteness and inconsistency in the non-financial data reported to Treasury, including the full alignment of expenditure data to discrete Closing the Gap targets.

Treasury has made a number of key assumptions, including to fill key gaps or to provide additional analysis, based on the data provided. This included categorising Indigenous-specific programs into various expenditure categories, categorising service delivery providers and determining the eligibility of a program for evaluation.

Some reasonable assumptions were also made where key information was missing but could be extrapolated from the data. This included aligning expenditure to specific Close the Gap targets, recognising some programs impact multiple targets to varying degrees.

## Next Steps

Building on the lessons learned in this Report, Treasury is currently developing the NSW Comprehensive Indigenous Expenditure Report (Comprehensive Report) by July 2022.

The Comprehensive Report will enhance and build upon the reporting frameworks created in this Report and will develop and apply a methodology to quantify the benefit that First Nations peoples receive from non-targeted NSW Government services and programs. To the fullest extent possible, it also aims to address the areas of concern identified in this Report, including data quality, geographical disaggregation and a greater focus on program evaluation and evidence gathering.

Treasury is working to enhance service mapping capability for Indigenous-specific programs, which relies on data quality, completeness and capability to disaggregate data to regional levels. Improving NSW Government capability to provide accurate and granular Indigenous-related data will ensure that informative advice can be provided to decision makers and that solutions can be developed that meets the needs of communities at the local level.

In conjunction with embedding Indigenous outcomes in the NSW Outcome Budgeting Framework, Treasury is undertaking work to better align Indigenous-related expenditure to Closing the Gap Priority Reforms and socio-economic targets, as well as existing NSW Government priorities. This work will include reviewing and aligning current expenditure levels to State Outcomes, identifying existing gaps and undertaking an evidence-based, culturally appropriate approach to outcomes measurement.

<sup>2</sup> 2020-21 actuals are based on projected full year expenditure when initial data was collected on the 31 May 2021.

# 05.

## Data Quality and Reliability

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Collecting and reporting quantitative and qualitative data on Indigenous-specific expenditure is necessary to develop an evidence base for decision-making on issues that impact First Nations communities. It also enables the NSW Government to have a holistic understanding of the current quantum and themes of its investment in Indigenous-specific programs and services, which can inform resource allocation and strategic policy development.

Indigenous-specific expenditure data has not historically been collected and reported centrally within NSW Government, therefore no stringent reporting frameworks have been established and there is varying capability and limited resources within Clusters and their agencies to report this information.

This Report identified that each Cluster and their respective agencies manage, collect and report on Indigenous-specific program and services differently and to varying degrees of granularity. Some Clusters report on expenditure as large programs encompassing a number of smaller functions, while others disaggregate this information more granularly.

Non-financial information was also provided to varying degrees of detail and completeness even within the same agency. Therefore the data in this Report includes some level of inconsistency and gaps, as well as key assumptions made by Treasury, which were necessary to address critical gaps in reported information.

This demonstrates the need for the NSW Government to invest in the development of reporting frameworks and designated resources to collect, monitor and report on Indigenous-related expenditure across each NSW Cluster agency.

This Report is also the first to report the proportion of Indigenous-specific programs and services that are delivered by Aboriginal community-controlled organisations in NSW. It indicates there are opportunities to increase the frequency of this reporting as well as proportion of programs delivered by the community-controlled sector.

**“Currently, it is very difficult to attain data specific to Aboriginal people in NSW on a time series basis, including the discrete Aboriginal communities. While there are many point-in-time snapshot reports undertaken by governments and academics, these cannot replicate the granular, regular data collection that the NSW Government usually relies upon for investment decisions.”**

(Roads to Home Program Government Report - unpublished)





# 06.

## Overview of NSW Indigenous-specific Expenditure

For the purpose of this Report 'Indigenous-specific expenditure' is defined as expenditure that relates exclusively to, or will predominately benefit, Aboriginal and Torres Strait Islander peoples or communities that can be directly attributed to a program, service or initiative.<sup>3</sup>

The total budgeted NSW General Government spend on the Indigenous-specific programs and services for 2021-22 identified within this report is \$1.1 billion.<sup>4</sup> This is an increase of \$199.6 million or 18.9 per cent on 2020-21 actuals. The total budgeted government expenditure in 2021-22 is \$141.4 billion with Indigenous-specific expenditure equating to 0.75 per cent.

### The clusters contributing the most to the Indigenous-specific spend in 2021-22 are:

- Planning, Industry and Environment Cluster (\$373.0 million)
- Stronger Communities Cluster (\$243.2 million)
- Education Cluster (\$194.0 million)
- Health Cluster (\$109.0 million).

### Of the 2021-22 budgeted \$1.1 billion of Indigenous-targeted programs and services, the largest investment are:

- Aboriginal Housing Office (\$269.2 million) in the Planning, Industry and Environment Cluster
- Out-of-home care services (\$136.4 million) in the Stronger Communities Cluster
- Aboriginal background loading provision (\$108.0 million) in the Education Cluster
- Stolen Generations Reparation Scheme (\$41.0 million) within the Premier and Cabinet Cluster.

### The biggest contributors to Indigenous-specific spend in 2021-22 are:



Planning, Industry and  
Environment Cluster  
**\$373.0**  
MILLION



Stronger Communities  
Cluster  
**\$243.2**  
MILLION



Education Cluster  
**\$194.0**  
MILLION



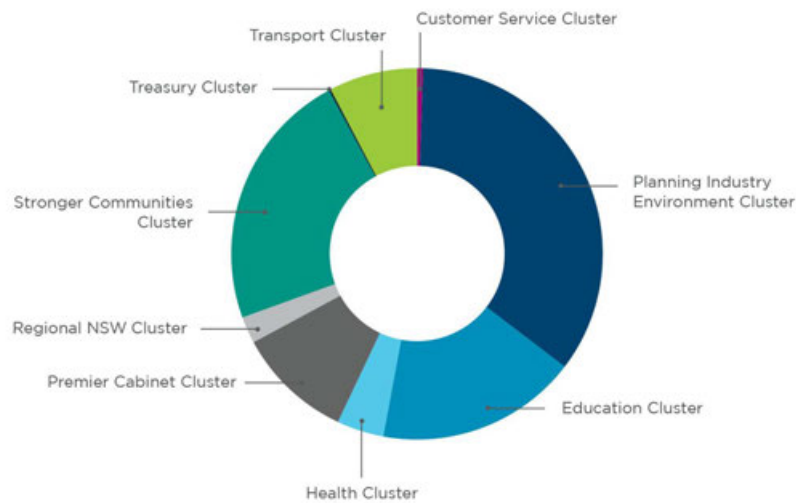
Health Cluster  
**\$109.0**  
MILLION

<sup>3</sup> This definition is based on that used in Steering Committee for the Review of Government Service Provision, 2017 Indigenous Expenditure Report.

<sup>4</sup> This figure does not include expenditure identified through the Aboriginal Procurement Policy and participation on construction for consistency.



**FIGURE 1: TOTAL INDIGENOUS-SPECIFIC EXPENDITURE 2021-22**



**The biggest spend categories are:**

- infrastructure with \$316.6 million in 2021-22 (an increase of \$87.2 million)
- crisis services with \$151.0 million in 2021-22 (a decrease of \$8.7 million)
- education with \$140.4 million in 2021-22 (an increase of \$10.1 million).

**The lowest spend categories are:**

- access to services (\$7.2 million)
- educational/training services (\$6.8 million)
- community consultative services (\$4.4 million).

**Within the \$1.1 billion of Indigenous-specific expenditure:**

- The NSW Government is the primary service delivery provider of Indigenous-specific programs, delivering \$676.7 million or approximately 64.1 per cent of the identified programs and services.
- Aboriginal Community Controlled Organisations are responsible for delivering \$255.7 million or approximately 24.2 per cent of Indigenous-specific programs and services.
- Programs and services that are delivered in partnership between First Nations communities and NSW Government are responsible for \$97.7 million, or approximately 9.2 per cent of expenditure.
- Non-Government Organisations or external providers (excluding Aboriginal Community-Controlled Organisations) are responsible for delivering \$26.3 million or approximately 2.5 per cent.

Aboriginal businesses are also responsible for delivering Indigenous-specific programs and services. While data collection processes for this Report intended to exclude Indigenous procurement, Indigenous-specific expenditure delivered by Aboriginal businesses was identified. This was not included in these totals to ensure consistency across all Cluster for comparative analysis.

**“The NSW Government is committed to consistently reporting on Indigenous expenditure to work in partnership with First Nations communities.”**

# 07.

## Categories of NSW Indigenous-specific Expenditure

Treasury has grouped the historical and projected spend data collected in this Report into broad categories that aggregate expenditure information from across the sector into types, such as Indigenous employment-related initiatives, crisis support and education.

This categorisation of spend enables greater transparency of public sector financial information and supports better fiscal analysis and management. Understanding the broader context of investment across the NSW Government allows for greater oversight and risk management. It will assist decision makers to identify duplicative initiatives and enable more targeted government investment in First Nations communities.

Within the \$1.1 billion of Indigenous-specific expenditure identified through this Report, the largest expenses categories are infrastructure (\$316.6 million), crisis services (\$151.0 million) and education (\$140.4 million).

The lowest expenses categories are access to services (\$7.2 million), educational/training services (\$6.8 million) and community consultative services (\$4.3 million). Definitions used for these expenditure categories can be found in chapter 15 of this Report.

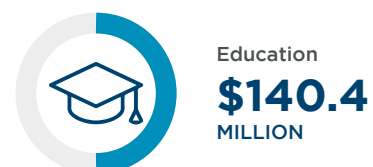
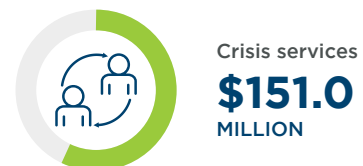
### Infrastructure

Infrastructure is the biggest contributor to Indigenous-specific expenditure with \$316.6 million budgeted for 2021-22. Infrastructure is the basic physical and organisational structure and facilities needed for the operation of an organisation, society or body.

The Aboriginal Housing Office (\$269.2 million), whose vision is to ensure every Aboriginal person in NSW has equal access to, and choice in, affordable housing, is the largest contributor of Indigenous-specific infrastructure.

The Department of Planning, Industry and Environment, within the same Cluster, is the second largest contributor with \$35.5 million in budgeted infrastructure expenditure for the Roads to Home Program.

### The largest expenses categories:

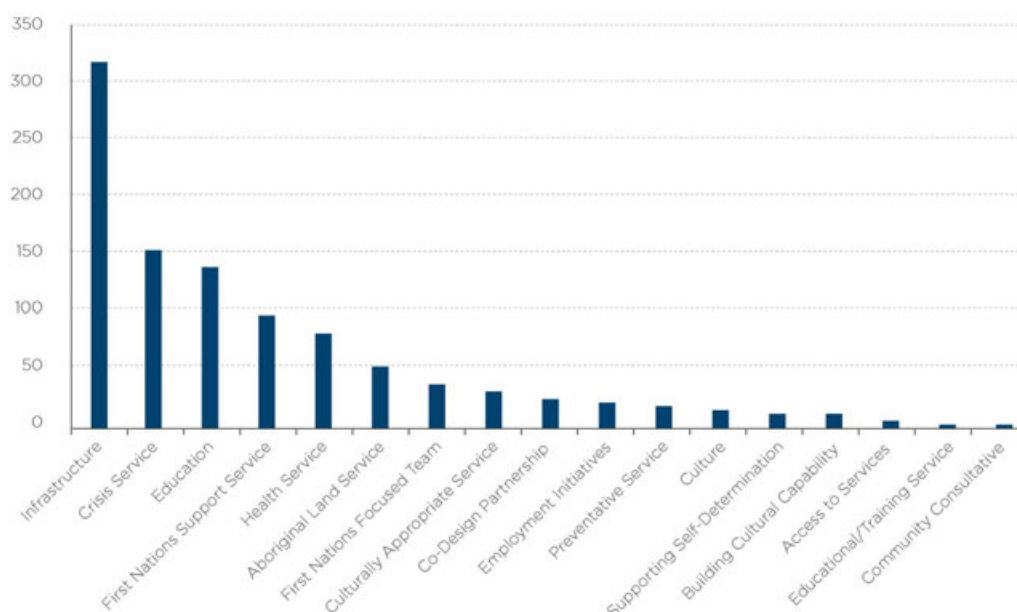


### The lowest expenses categories:





FIGURE 2: EXPENSE CATEGORISATION (\$'000)



## Crisis Services

The NSW Government has budgeted \$151.0 million for crisis services in 2021-22. For the purposes of this Report, crisis services have been defined as a service where there is no alternative but intervention in relation to the care or safety of an individual and/or broader society.

All of the identified Indigenous-specific crisis services are managed by the Department of Communities and Justice. The crisis services that have been identified through this process include child protection, homelessness and out-of-home-care services.

Understanding the government's investment in these crisis services can inform policy, forecast risks and undertake comparative analysis against its investment in preventative services, with studies finding that effective early intervention programs return more in benefits to society than they cost.<sup>5</sup>

## Education

Education is the third largest category of Indigenous-specific expenditure in NSW, with \$140.4 million budgeted in 2021-22. Education is any program within the general education sector that facilitates learning, the acquisition of knowledge, skills, values, and habits.

The Education Cluster is responsible for all the Indigenous-specific education expenditure categorised in this Report. Key components

of the education category are the Aboriginal background equity loading program and the community service obligation programs. These programs support First Nations students in and outside of the classroom, ensuring they can reach their full learning potential. Understanding the NSW Government investment on Indigenous-specific education can ensure that it is being delivered effectively and achieving desired outcomes.

The categories with the lowest investment are access to services (\$7.2 million), education/training services (\$6.8 million) and community consultative services (\$4.3 million).

- **Access to services** initiatives support First Nations people to access Government services. These include Active Kids vouchers, Mobile Service NSW centres and access to the NSW Registry of Births, Deaths and Marriages.
- **Educational/training services** are additional programs outside of the standard curriculums including the Driver's License Access Programs and community education programs run by Fire and Rescue NSW.
- **Community consultative services** ensure that First Nations people are adequately represented in Government policy, legislation and decision-making that impacts their livelihood them including work undertaken by Aboriginal Legal Services to ensure a First Nations perspective in law reform processes.

<sup>5</sup> RAND Corporation, 'RAND Study Say Early Childhood Intervention Programs Save Money and Benefit Children, Families and Society,' views 20 August 2021, <https://www.rand.org/news/press/2006/01/12.html>.



## Services and Service Delivery

The NSW Government provides a wide range of programs and services that benefit Indigenous and non-Indigenous populations, working with a variety of providers to deliver both Indigenous-specific and non-targeted services. For the purposes of this Report, data is limited to Indigenous-specific services and does not include expenditure related to the delivery of non-targeted services, such as roads and hospitals that provide a benefit to the general population.

Under the National Agreement, Aboriginal and Torres Strait Islander community control is explicitly identified as an act of self-determination and an expression of shared decision-making. It is reflected in the governance and service models of community-controlled organisations, where Boards of Directors have direct responsibilities and accountability to their communities.

Under the United Nations Declaration on the Rights of Indigenous Peoples, self-determination includes the right to 'freely determine their political status and freely pursue their economic, social and cultural development' and the 'autonomy or self-government in matters relating to their internal and local affairs, as well as ways and means for financing their autonomous functions'.<sup>6</sup>

When it comes to providing services to First Nations communities, how and who these services are delivered by can be a key

determinant of whether a program is successful in achieving its intended outcomes.

Under the National Agreement, all Parties have committed to building and strengthening structures that empower Aboriginal and Torres Strait Islander peoples to share decision-making with governments to accelerate policy and place-based progress against Closing the Gap.

The service delivery provider data submitted by NSW Cluster Agencies has been categorised into four groups of service delivery providers and the \$1.1 billion of reported Indigenous-specific expenditure has been allocated to these groups.

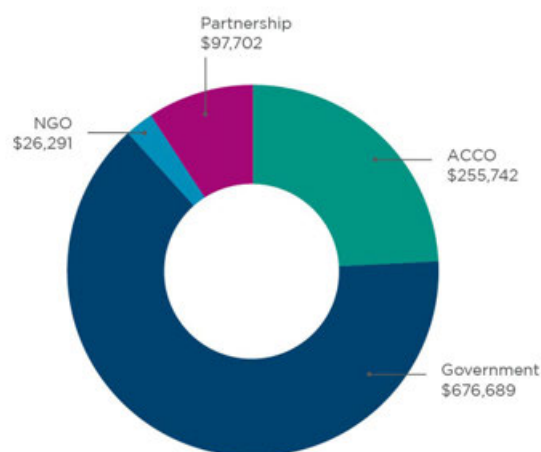
The NSW Government is the primary service delivery provider of Indigenous-specific programs delivering \$676.7 million or 64.1 per cent of programs and services, whilst Aboriginal Community Controlled Organisations are responsible for delivering \$255.7 million or 24.2 per cent of Indigenous-specific programs and services.

Non-government organisations or external providers (excluding Aboriginal community-controlled organisations) are responsible for delivering \$26.3 million or 2.5 per cent of the identified programs and services and programs and services that are delivered in partnership between First Nations Communities and the NSW Government is responsible for \$97.7 million or 9.2 per cent.

<sup>6</sup> United Nations Declaration on the Rights of Indigenous Peoples, adopted by United Nations General Assembly 13 September 2007, resolution A/RES/61/295.



**FIGURE 3: SERVICE DELIVERY PROVIDERS (\$'000)**



Key contributors to the \$676.7 million of Indigenous-specific services delivered by the NSW Government are the Aboriginal Housing Office (\$269.2 million), the Department of Education (\$128.7 million), the Department of Premier and Cabinet (\$96.8 million) and the Ministry of Health (\$56.4 million).

Each of these NSW Government agencies has responsibility for a large quantum and wide-range of Indigenous-specific services, including Aboriginal housing, Aboriginal affairs and the Centre for Aboriginal Health respectively.

Non-Government Organisations (NGOs) and external providers (excluding Aboriginal community-controlled organisations) are responsible for delivering \$26.3 million of Indigenous-specific services in NSW. These services are predominately within the crisis service category and are managed by the Department of Communities and Justice.

These services include child protection, homelessness and out-of-home-care services. Ensuring that service delivery providers work in partnership with Aboriginal and Torres Strait Islander communities to attend to their local needs is critical in addressing the cyclical nature of First Nations interactions with crisis services.

The NGOs also assist in delivering preventative and educational services such as the targeted early intervention programs in the Stronger Communities Cluster and child road safety programs in the Transport Cluster. These NGOs can play a critical role in building strong, respectful relationships with community providers, build their capacity and strengthening the sector.

Under Priority Two of the National Agreement, Parties have committed to building formal Aboriginal and Torres Strait Islander community-controlled sectors to deliver services. Given the large proportion of NGOs

that are and have historically delivered services to Indigenous communities on behalf of the NSW Government, there is an opportunity for greater collaboration and learning between these sectors.

NSW Health is key driver of the \$255.7 million of services delivered by Aboriginal Community Controlled Organisations, with an expected spend of 53.3 million with community providers in 2021-22, with an expected spend of \$53.3 million with community providers in 2021-22. This funding is responsible for delivering culturally safe health services through the Aboriginal Community Controlled Health Sector, such as local Aboriginal Medical Services. This includes providing general health care to respond to local needs, as well as specialist treatment for mental health, ear and oral health, chronic care and a range of additional services.

The Education Cluster also contributes \$6.5 million towards partnership with Aboriginal Community Controlled Organisations, such as the NSW Aboriginal Education Consultative Group (NSW AECG).

**“Both the literature and the personal experiences of those in the system support the contention that outcomes are better where there are Indigenous, and community designed and led programs. There is also ample evidence about what constitutes engagement”**

(Closing the Gap: retrospective review, Commonwealth Government 2018, p 26)

Self-determination is strongly connected to positive wellbeing outcomes and themes of co-design, partnership and place-based investment often underpin successful initiatives delivered to First Nations communities. Initiatives such as the Roads to Home Program that have ensured a community voice throughout the program life cycle demonstrate the ability achieve better results.

An evaluation of this project demonstrated that increased community self-determination, improving Local Aboriginal Land Council capabilities, providing opportunities for Aboriginal-owned businesses and increasing Aboriginal employment and training opportunities have led better outcomes than non-targeted services.

# 09.

## Benefits of the Aboriginal Community Controlled Sector

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The Aboriginal Community Controlled Organisation (ACCO) sector plays a pivotal role in delivering safe, culturally appropriate service to First Nations peoples. Clause 44 of the National Agreement defines an Aboriginal and/or Torres Strait Islander Community-Controlled organisation as one that delivers services, including land and resource management, that builds the strength and empowerment of Aboriginal and Torres Strait Islander communities and people and is:

- a. incorporated under relevant legislation and not-for-profit
- b. controlled and operated by Aboriginal and Torres Strait Islander people
- c. connected to the community, or communities, in which they deliver services
- d. governed by a majority Aboriginal and Torres Strait Islander governing body.

The ACCOs ensure that First Nations communities have access to culturally appropriate and safe services, and that they are appropriately represented in Government policy. These ACCOs have been operating since the early 1970s and, through the partnership between governments and the Coalition of Aboriginal Peak Organisations, will play a significant role in driving progress in Closing the Gap.

The ACCOs operate across a number of sectors and are represented by a number of peak bodies:

- The NSW Child, Family and Community Peak Aboriginal Corporation (AbSec) works to empower Aboriginal children, young people, families and communities impacted by the child protection system.
- Aboriginal Community Controlled Health Organisations (ACCHOs) play a pivotal role in achieving improved health outcomes for First Nations people and communities. ACCHOs are well established and are more effective than other health services at improving Indigenous health outcomes.<sup>7</sup>
- The Aboriginal Legal Service's (ALS) policy and legal reform work is central to ensuring that Aboriginal perspectives are integrated when it comes to the law and legal policies that impact First Nations communities.

**“In providing funding to Aboriginal Legal Services governments should recognise that Aboriginal Legal Services have a wider role to perform than their immediate task of ensuring the provision legal advice”**

(Royal Commission into Aboriginal Deaths in Custody 1991)

<sup>7</sup> Campbell, M.A. et al. “Contribution of the Aboriginal Community-Controlled Health Services to improving Aboriginal health: an evidence review”, Australian Health Review 42(2) (2017) pp. 218-226.



## Aboriginal Community Controlled Health Organisations

Aboriginal Community Controlled Health Organisations (ACCHOs) play a pivotal role in achieving improved health outcomes for First Nations people and communities. The National Aboriginal Community Controlled Health Organisation (NACCHO) is the national leadership body for Aboriginal and Torres Strait Islander health in Australia.

The NACCHO currently has 143 members that operate ACCHOs in urban, regional, and remote Australia. They range from large multi-functional services employing several medical practitioners and providing a wide range of services, to small services which rely on Aboriginal Health Workers and/or nurses to provide the bulk of primary care services, often with a preventive, health and education focus.

The ACCHOs are well established and are more effective than other health services at improving Indigenous health outcomes. ACCHOs specialise in providing comprehensive primary care consistent with First Nation community needs, as informed by local communities. This includes home and site visits, public health and health promotion services, allied health, nursing services, assistance with making appointments and transport, assistance accessing childcare or engaging with the justice system, as well as drug and alcohol services.

The ACCHOs have also been shown to be more cost effective than non-Indigenous service providers and their activities result in greater health benefits per dollar spent, with a return on investment of \$1.19 per \$1 spent. The lifetime health impact of interventions delivered by Aboriginal controlled health services is also 50 per cent greater than if these same interventions were delivered by non-targeted health services, primarily due to improved Indigenous access.



NACCHO presence  
in urban, regional  
and remote Australia

**143**  
MEMBERS



ACCHOs return  
on investment

**\$1.19**  
PER \$1 SPENT

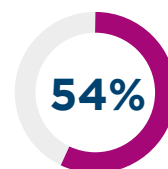
The ACCOs play a critical role in facilitating employment pathways for many Indigenous peoples, particularly young people. Like Indigenous businesses, ACCOs are more likely to employ Aboriginal and Torres Strait Islander peoples.

In 2019-20, NACCHO employed nearly 7,000 staff (54 per cent of whom identify as Aboriginal and Torres Strait Islander), making them the second largest employer of Aboriginal and Torres Strait Islander people in Australia, behind Coles.<sup>8</sup> In 2019-20, the Aboriginal Legal Service employed 217 staff (45 per cent of whom identify as Aboriginal and Torres Strait Islander).<sup>9</sup>

Driving Aboriginal employment is a key focus of the NSW Government and is demonstrated through its commitment to a fifth NSW-specific Closing the Gap Priority Reform, Employment, Business Growth and Economic Prosperity.



In 2019-20 NACCHO  
employed nearly  
**7,000**  
STAFF



Identify as  
Aboriginal and  
Torres Strait  
Islander

<sup>8</sup> National Aboriginal Community Controlled Health Organisation, *Annual Report 2019-20*.

<sup>9</sup> Aboriginal Legal Service, *Annual Report 2019-20*.

# 10.

## Service Mapping and Geographical Disaggregation

Local decision-making changes the relationship between First Nations communities and government and empowers Aboriginal and Torres Strait Islander people to participate fully in the decisions which affect them.

Working in partnership with local communities and organisations aligns with national and international practice which demonstrates that sovereignty and self-determination generates sustained socio-economic development and wellbeing in First Nations communities. It also recognises that when Indigenous communities are empowered to make their own decisions, they consistently out-perform external decision-makers such as government agencies.

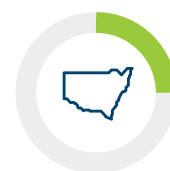
Local decision-making requires shared access to the same location specific data and information on which government rely and make decisions.

Through the collection of data for this Report, Treasury requested that Clusters provide data disaggregated to regional levels and mapped against relevant State Outcomes, Premier's Priorities and Closing the Gap targets.

Of the \$1.1 billion of Indigenous-specific expenditure identified in this Report only \$302 million or 27.0 per cent has been broken down geographically. Of the \$302 million that has been broken down, \$217.5 million or 72.0 per cent can be directly attributed to two NSW Government agencies, the Department of Education and the Ministry of Health, both of which provide state-wide services and have developed stringent reporting practices and frameworks.

There is an opportunity for the NSW Government to refine data reporting practices to ensure that data can be disaggregated to local regions, such as LGAs, and in a consistent format. Through the collection of the data for this Report it is evident that Cluster agencies disaggregate data according to operations and diverse metrics, such as different interpretations of what constitutes a region.

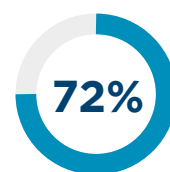
Of the \$1.1 billion of Indigenous-specific expenditure identified in this Report



**\$302**

MILLION

Broken down geographically



Of the \$302 million

**\$217.5**

MILLION

are attributed to two NSW Government agencies

**“Geographically disaggregated data is pivotal to improving First Nations outcomes. It provides important information to First Nations communities and enables the development of localised solutions”**





For example, the Ministry of Health has established eight Local Health Districts, which cover the Sydney metropolitan region, and seven that cover rural and regional NSW. Meanwhile, the NSW Police Force operate by Police Area Commands and Police Districts, none of which align exactly to the definition of Local Government Area.

This highlights the need to improve reporting capability to enable the disaggregation of expenditure data so as to better inform the local priorities and shared decision-making with Indigenous communities.

In developing the NSW Comprehensive Indigenous Expenditure Report by July 2022, Treasury is working to enhance service

mapping capability for Indigenous-specific programs, which relies on quality and consistent capability to disaggregate data to regional levels. Throughout consultations undertaken in the development of this Report, many First Nations stakeholders expressed concerns that they do not know what programs or services are available to their communities and more often than not, were not involved in their design, implementation or evaluation.

Providing greater transparency of what programs and services are delivered in local communities has the potential to promote greater accountability, partnership and shared decision-making, whilst also allowing for greater government oversight of demand.



## Program Evaluations

The NSW Government delivers a range of programs that support people and organisations across the State, and program evaluations play a pivotal role in monitoring performance and effectiveness.

Well planned and executed program evaluation provides evidence for improved program design and delivery and consistently assessing how effective services are. They also determine whether they continue to achieve the best value for money and remain relevant to the evolving needs of the citizens of NSW.

In developing this Report it became evident that there is currently no central government oversight or enforcement of program evaluations. Instead, there is a reliance on NSW Government Clusters self-reporting completed or planned program evaluations.

These program evaluations are crucial when delivering Indigenous-specific programs or services. First Nations culture and communities are diverse and there are many different nations and Traditional Owner groups living in NSW, meaning that a 'one size fits all' approach will not meet the unique needs of Indigenous communities.

This is particularly relevant when considering that many First Nations people in Australia have experienced trauma as a result of colonisation, including the associated violence and loss of culture and land, as well as subsequent policies

such as the forced removal of children. In many Indigenous families and communities, this trauma continues to be passed from generation to generation. This highlights the need for government to understand which approaches work so that successful initiatives can be replicated and scaled.

From the Indigenous-specific data collected from NSW Government agencies, Treasury worked to determine if the program or service was eligible for an evaluation. To establish if a program was eligible and should be evaluated, it was determined whether or not the program was a part of a core service or function of that specific agency. For example, the Aboriginal Housing Office is a core function within the Planning, Industry and Environment Cluster and was therefore excluded from being eligible for evaluation.

If a program was considered a core service it was exempt from evaluation for these purposes. If the program was deemed to not be a core service or function, further criteria was applied to determine its eligibility for evaluation.

This included excluding any new funding initiatives that have not had sufficient time to conduct an evaluation, expenditure on Indigenous-specific workforces within Government, targeted recruitment programs and Aboriginal participation under the Aboriginal Procurement Policy. If it was not excluded from the above criteria it was deemed eligible to be evaluated.



Of the 129 discrete programs and services reported by Clusters, which Treasury has deemed eligible for evaluation:

- 12.4 per cent (16) are in progress or are due to be evaluated within the next two years
- 33 per cent (43) have been formally evaluated
- 54.3 per cent (70) have not been evaluated.

The evaluation rate of Indigenous-specific programs cannot be compared to the evaluation rate of non-Indigenous programs as there is currently no central government oversight or enforcement of program evaluations.

Formal program evaluations are a key mechanism in determining program effectiveness and establishing an evidence base to guide the development of future initiatives. This evidence base is critical to establishing strategic investment principles and design frameworks. For example, place-based investment and community-led approaches that promote the most effective use of government resources and empower shared decision-making with First Nations communities.

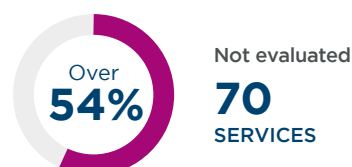
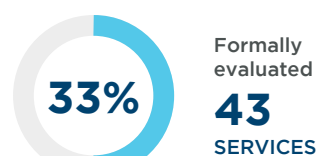
During consultations with Aboriginal peak bodies participants voiced criticisms of the current evaluation framework, noting that the lack of community involvement in designing, delivering and evaluating programs likely meaning the process is not reflective of a First Nations community perspectives.

Participants also observed that, in many instances, service delivery providers are not meeting the needs and expectations of the communities they are serving. Some participants noted they are “simply ticking a box and leaving” — a sentiment that is further perpetuated by a lack of community engagement.

Community feedback is critical when evaluating government programs, trying to establish effective use of government resources and ensuring programs are meeting their desired outcomes. It highlights how genuine partnership and co-design in program development, delivery and evaluation is essential to building strong, respectful relationships and ultimately improved outcomes for Aboriginal and Torres Strait Islander communities.

The evidence collated through program evaluations also helps to identify which programs have been successful and are appropriate to scale or expand. Evaluations of programs such as Roads to Home and Just Reinvest clearly demonstrate the benefit of delivering programs in partnership with, or via a community-led approach.

Of the 129 discrete programs and services deemed eligible for evaluation by Treasury:



**“There is currently no community voice in the evaluation process. Sometimes service delivery providers are ticking a box and leaving. Not meeting the community’s needs and expectations.”**

(Treasury consultation session with Peak Aboriginal Bodies)

Previous attempts to meet the Closing the Gap targets, which were criticised by many Aboriginal and Torres Strait Islander leaders as not having been developed in partnership with Indigenous communities, have failed.

This highlights need to change the way governments work with, and are accountable to, First Nations communities. Developing new program evaluation guidelines for Indigenous-related programs that ensure First Nations communities have a voice in the evaluation design and process is a valuable opportunity to build strong, respectful relationships and ensure that programs and services meet their intended objectives.

# 12.

## Aligning Expenditure to Outcomes

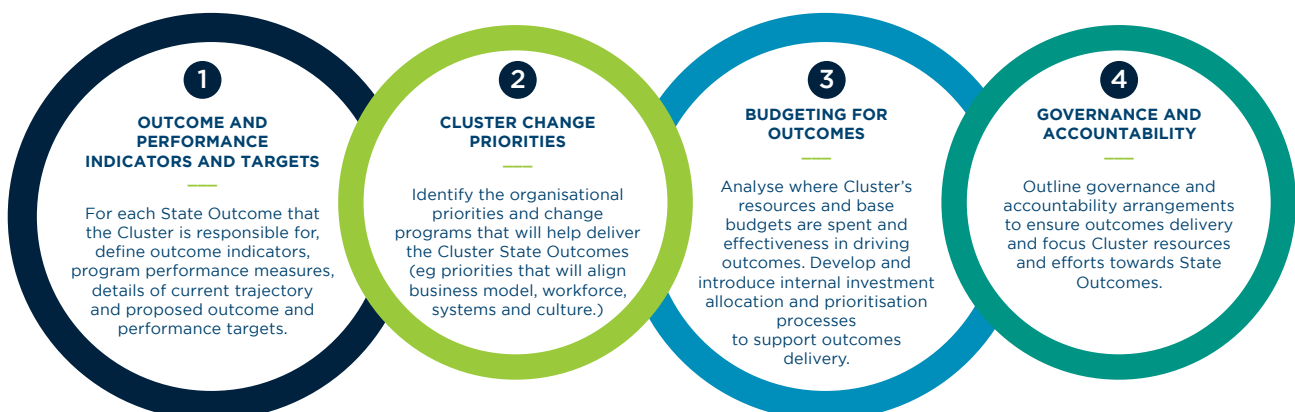
In 2017-18, the NSW Government introduced the Outcomes and Performance Framework. Outcome Budgeting puts the needs of the people at the centre of investment decision-making across the sector. It is an approach to decision making that recognises that the allocation of public resources should be based on the outcomes achieved for people, not the amount spent. It drives a performance-based culture by ensuring the public sector stays focused on the delivery of outcomes for the people of NSW.

The Outcome Budgeting framework commits the NSW Government to achieving 37 State Outcomes across its agencies, with these outcomes being allocated to specific Clusters. The performance of the government against the State Outcomes is measured by Outcome Indicators, which indicate how a Cluster is achieving its State Outcomes.

All of the NSW Government's expenditure is linked to a State Outcome, and to one of the Programs that sit under the State Outcome. Of the 37 State Outcomes across NSW Government, only 'Empowering Aboriginal Communities' within the Premier and Cabinet Cluster is Indigenous-specific.

**“Outcome Budgeting puts the needs of the people at the centre of investment decision-making. It recognises that the allocation of public resources should be based on the outcomes achieved for people, not the amount spent”**

### CLUSTER OUTCOMES AND BUSINESS PLAN FOUR-PART STRUCTURE







## Cluster Outcome and Business Plans

Through the Outcomes Budgeting Framework Government Clusters are required to develop, and update annually, an Outcome and Business Plan (OBP) which explains how the Cluster is achieving the State Outcomes it is responsible for, including how its expenditure is aligned to achieving those Outcomes. A Cluster's OBP creates a shared vision within the organisation regarding purpose and performance, from its Secretary to front-line staff, informs Government's strategic allocation of public resources and the budget decision-making process and helps communicate how the Cluster is delivering results and outcomes.

## Embedding Indigenous Outcomes

The NSW Government has committed to embedding Indigenous outcomes within Cluster Outcome and Business Plans in alignment with the National Agreement on Closing the Gap. The inclusion of Indigenous outcomes in Cluster Outcome and Business Plans will help ensure that the NSW Government's investment in Indigenous communities is coordinated, efficient, and focused on achieving improved outcomes.

It will also facilitate better monitoring and reporting of Indigenous outcomes performance in line with broader annual reviews of State Outcome performance.





# 13.

## Aligning Expenditure to Closing the Gap Targets

To ensure accountability across NSW, each of the 17 socio-economic targets within the National Agreement has been assigned to lead a Cluster/Agency and approved by NSW Cabinet. Through the collection of data for this Report, Cluster agencies were asked to link identified programs and services to the most relevant Closing the Gap target, which was then cross-referenced with the 2021-22 NSW Closing the Gap Implementation Plan. Of the \$1.1 billion of Indigenous-specific expenditure budgeted, \$860.5 million or 81.7 per cent has been linked to these targets.

**Of the \$1.1 billion of Indigenous-specific expenditure budgeted**



**\$860.5**  
MILLION  
Linked to  
these targets



**TABLE 1: ALIGNING EXPENDITURE TO CLOSING THE GAP TARGETS**

BASELINE (NSW) <sup>10</sup>	TARGET	21-22 BUDGET (\$000)	CLUSTERS CONTRIBUTING	COMMENT / DESCRIPTION
<b>Outcome 1: Everyone enjoys long and healthy lives</b>				
<ul style="list-style-type: none"> <li>70.9 years for Indigenous males</li> <li>75.9 years for Indigenous females</li> </ul> (2015-17)	<b>Target 1:</b> Close the Gap in life expectancy within a generation, by 2031  For NSW an increase in life expectancy by: <ul style="list-style-type: none"> <li>9.3 years for males</li> <li>7.6 years for females</li> </ul>	\$70,935.68	Health	This funding reflects a number of Aboriginal health programs and services across NSW. Over \$25 million is directed to programs delivered by Aboriginal Community Controlled Health Services, including Ministerially Approved Grants. \$5.4 million funding supports the Aboriginal Health Unit within the Ministry of Health.
<b>Outcome 2: Children are born healthy and strong</b>				
89.8% (2018)	<b>Target 2:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander babies with a healthy birth weight to 91 per cent.	\$6,522.87	Health	The majority of this funding (\$4.8 million) is directed to the Aboriginal Maternal & Infant Strategy with additional funding towards other smaller Indigenous-specific services.
<b>Outcome 3: Children are engaged in high quality, culturally appropriate early childhood education in their early years</b>				
84.4% (2020)	<b>Target 3:</b> By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Fulltime Schooling (YBFS) early childhood education to 95 per cent.	\$610.00	Education Customer Service	Note that some programs with funding allocated under Outcome 4 also support this Outcome. \$450,000 of this funding goes towards Education's Grow Your Own training program focused on increasing the number of Indigenous early childhood educators.
<b>Outcome 4: Children thrive in their early years</b>				
42.2% (2018)	<b>Target 4:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as develop-mentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent	\$7,097.20	Education Health	This amount includes \$3.1 million funding for Education's new Early Childhood Education Strategy. A further \$2.9 million is directed to ACCHS via Health's Building Strong Foundations program.

<sup>10</sup> Baseline data from Productivity Commission Closing the Gap dashboard, viewed 20 August 2021, <https://www.pc.gov.au/closing-the-gap-data/dashboard>.

BASELINE (NSW) <sup>10</sup>	TARGET	21-22 BUDGET (\$000)	CLUSTERS CONTRIBUTING	COMMENT / DESCRIPTION
<b>Outcome 5: Students achieve their full learning potential</b>				
64.3% (2016)	<b>Target 5:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (age 20-24) attaining year 12 or equivalent qualification to 96 per cent.	\$153,949.91	Education Premier and Cabinet Health	\$108 million of this amount is Aboriginal background equity loading received by NSW public schools. A further \$26.2 million funds the Connected Communities Strategy. \$8.1 million supports the Clontarf Academy. \$155,000 supports small initiatives within Premier & Cabinet and Health.
<b>Outcome 6: Students reach their full potential through further education pathways</b>				
48.3% (2016)	<b>Target 6:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent.	\$25,896.73	Education Health Stronger Communities	A majority of this amount (\$14 million) reflects Community Service Obligation funding for TAFE campuses across NSW to support Indigenous students. A further \$10 million reflects the construction of the UTS Indigenous Residential College.
<b>Outcome 7: Youth are engaged in employment or education</b>				
61.7% (2016)	<b>Target 7:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 percent.	\$11,599.68	Education Regional NSW Health Transport Premier and Cabinet Stronger Communities	This amount includes funding for OCHRE Opportunity Hubs (\$2.3 million), the Barrangirra Skills Program (\$2.5 million) and the Teacher Education Scholarship program (\$1.2 million) all delivered by Education. It also includes \$4.5 million funding for Regional NSW's Lightning Ridge PCYC Pilot.
<b>Outcome 8: Strong economic participation and development of people and communities</b>				
54.6% (2016)	<b>Target 8:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.	\$68,942.80	All clusters	This funding reflects various employment initiatives within all Clusters such as cadetships, traineeships and apprenticeships.



<b>BASELINE (NSW)<sup>10</sup></b>	<b>TARGET</b>	<b>21-22 BUDGET (\$000)</b>	<b>CLUSTERS CONTRIBUTING</b>	<b>COMMENT / DESCRIPTION</b>
<b>Outcome 9: People secure appropriate, affordable housing that is aligned with their priorities and need</b>				
85.9% (2016)	<b>Target 9:</b> By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.	\$292,155.12	Planning, Industry and Environment  Stronger Communities	\$269 million of this funding reflects the Aboriginal Housing Office's core functions. A further \$8.4 million funds Stronger Communities to deliver Indigenous homelessness services.
<b>Outcome 10: People are not overrepresented in the criminal justice system</b>				
1,777.6 per 100,000 adult population (2020)	<b>Target 10:</b> by 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent.	\$10,664.26	Stronger Communities  Health  Customer Service	\$10.2 million reflect various Indigenous-specific services delivered by Stronger Communities.
<b>Outcome 11: Young people are not overrepresented in the criminal justice system</b>				
18.8 per 10,000 young people (2020)	<b>Target 11:</b> By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by at least 30 per cent.	\$1,060.00	Stronger Communities  Premier and Cabinet  Transport	\$1 million funding is directed to Stronger Communities' Youth Koori Court.
<b>Outcome 12: Children are not overrepresented in the child protection system</b>				
59.0 per 1,000 children (2020)	<b>Target 12:</b> By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent.	\$157,959.12	Stronger Communities	\$136.4 million funds out-of-home care services for Indigenous children. \$15.4 million is directed to targeted prevention services.
<b>Outcome 13: Families and households are safe</b>				
10.0% females aged 15+ experienced family violence (2018-19)	<b>Target 13:</b> By 2031, the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children is reduced at least by 50%, as progress towards zero.	\$6,395.84	Stronger Communities  Health  Customer Service	\$2.8 million funds the Women's Domestic Violence Court Advocacy Program for Indigenous families. Further funding is directed towards a number of violence prevention and family services administered by Health and Stronger Communities.

BASELINE (NSW) <sup>10</sup>	TARGET	21-22 BUDGET (\$000)	CLUSTERS CONTRIBUTING	COMMENT / DESCRIPTION
<b>Outcome 14: People enjoy high levels of social and emotional wellbeing</b>				
27.1 per 100,000 people (National) (2019)	<b>Target 14:</b> Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.	\$3,950.90	Health	The majority of this funding is directed to Community Controlled Health Services to deliver mental health services.
<b>Outcome 15: People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters</b>				
<b>15a:</b> 3,907,141km <sup>2</sup> land mass (National) (2020)	<b>Target 15a:</b> By 2030, a 15 per cent increase in Australia's landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests.	<b>15a:</b> \$32,214.00	<b>15a:</b> Planning, Industry and Environment	<b>15a:</b> this funding includes \$30 million that supports the NSW Land Negotiation Program with a further \$2.2 million delivered for Native Title Indigenous Land Use Agreements negotiation funding.
<b>15b:</b> 90,252km <sup>2</sup> sea country (National) (2020)	<b>Target 15b:</b> By 2030, a 15 per cent increase in areas covered by Aboriginal and Torres Strait Islander people's legal rights or interests in the sea.	<b>15b:</b> \$11,813.00	<b>15b:</b> Planning, Industry and Environment, Regional NSW	<b>15b:</b> \$10.9 million is directed towards Native Title ILUA negotiations, with further funding reflecting Regional NSW's Aboriginal cultural fishing program.
<b>Outcome 16: Cultures and languages are strong, supported and flourishing</b>				
123 Aboriginal and Torres Strait Islander languages spoken, 14 of these strong (National) (2018-19)	<b>Target 16:</b> By 2031, there is a sustained increase in number and strength of Aboriginal and Torres Strait Islander languages being spoken.	\$2,196.51	Education Premier and Cabinet Customer Service	This funding supports Aboriginal Language and Culture Nests as well as other initiatives targeted at increasing the strength of Aboriginal languages.
<b>Outcome 17: People have access to information and services enabling participation in informed decision-making regarding their own lives</b>				
79.9% people 15+ years old accessed internet in the last 12 months (2014-15)	<b>Target 17:</b> By 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion	\$998.36	Customer Service	This funding supports a number of inclusion initiatives delivered by Customer Service including mobile Service NSW centres that provide service access to remote Indigenous communities.



Some of the Indigenous-specific programs and services identified throughout this process have a direct or indirect link to multiple targets, however for the purposes of this Report, expenditure has been mapped against a single target in line with its predominant intended objective.

As is recognised in the National Agreement, many of the targets and outcomes are interrelated and their achievement will require investment in initiatives across a range of sectors. While it was not possible to map the direct or indirect alignment of Indigenous-specific programs or services across multiple targets, further work is required to more accurately map expenditure.

This is evident when analysing the allocated expenditure associated with Target 1, which aims to Close the Gap in life expectancy within a generation by 2031. Only \$67.0 million of Indigenous-specific programs and services in 2021-22 has been mapped against Target 1, managed in its entirety by the Ministry of Health.

While the Ministry of Health is responsible for the provision of comprehensive and coordinated health services that promote, life expectancy is driven by more than just health related indicators. Substantial evidence has demonstrated that social determinants, such as unemployment, lower income, incomplete education, poor literacy rates and overcrowded housing are significant factors in determining health outcomes.<sup>11</sup> This demonstrates the need for greater coordination and collaboration across the NSW Government to promote integrated responses to improving First Nations outcomes.

#### The biggest contributors to Indigenous-specific spend in 2021-22 are:



Appropriate and Affordable Housing  
**\$292**  
MILLION



Reducing overrepresentation in the child care system  
**\$158**  
MILLION



Students achieving their learning potential  
**\$154**  
MILLION

<sup>11</sup> National Indigenous Australians Agency, Closing the Gap Report 2020, Department of the Prime Minister and Cabinet, Canberra, 2020.



# 14.

## Observations

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This Report demonstrates the NSW Government's strong commitment to improving the life outcomes of First Nations peoples and communities in NSW. With an increase of \$167.7 million from the 2020-21 actuals to \$1.1 billion budgeted on Indigenous-specific programs and services for 2021-22, largely directed to housing, education, health and community services, targeted resources are evidently being directed to areas of significant need.

The research and data gathered in the Report is the first step in improving and sharing important data on Indigenous-specific expenditure which will enable informed and shared decision-making, including identifying service delivery providers.

The National Agreement Priority Reform areas commit governments to transforming government organisations so they work better for Aboriginal and Torres Strait Islander peoples, improving and sharing access to data and information to enable Aboriginal and Torres Strait Islander communities make informed decisions, and building the Aboriginal and Torres Strait Islander community-controlled sector.

However, through the data gathering process this Report has also identified significant gaps and inconsistencies in the data provided by agencies.

It was identified that financial and non-financial information on Indigenous-specific programs and services is managed, collected and reported by Clusters and their agencies differently and to varying degrees of granularity. This Report highlights that there is an opportunity for:

- the NSW Government to invest in the development of reporting frameworks and designated resources to coordinate, collect, monitor and report on Indigenous related expenditure across each NSW Cluster agency
- data collection and reporting by Clusters to be improved to develop capability to disaggregate data to a local regional level, such as Local Government Area, in a consistent format
- improved partnership with First Nations communities in the design, implementation and evaluation of Indigenous-specific programs and initiatives
- new program evaluation guidelines for Indigenous-related programs to be developed, ensuring First Nations communities have a voice in the evaluation design process to ensure that programs and services meet their intended objectives.







## Cluster-specific Findings

The following section provides an overview of the Indigenous Specific Programs funded by each cluster. Detailed list of programs funded by each Cluster are included in the Appendix to this report.

### Customer Service Cluster

The Customer Service Cluster's vision is to provide trustworthy, effective, and easy-to-use services for customers and communities, no matter who they are, where they are, or what they need. The Cluster embeds customer insights into policy design and service delivery, using digital, data and behavioural insights to enhance customer experiences across all government services.

The Customer Service Cluster is budgeted to spend \$5.7 million on Indigenous-specific programs and services in 2021-22, a decrease of \$585,723 from 2020-21 actuals. In 2021-22 the Cluster has a recurrent expense budget of \$3.6 billion and a capital expense budget of \$697.3 million, with Indigenous-specific expenditure equating to 0.13 per cent of its total budget.

The current focus of Indigenous-specific expenditure within the Customer Service Cluster is on ensuring that their services are delivered in a culturally appropriate way, with \$1.5 million invested in programs such as community outreach advisors and GambleAware Aboriginal Treatment and Support Services.

Customer Service Cluster has also allocated \$1.1 million to First Nations focused teams ensuring that the Cluster's operations and engagement with First Nations customers are aligned to the needs and expectations of First Nation peoples across the State.



**Budgeted on Indigenous-specific programs and services in 2021-22:**



Department of Customer Service is the principal source of Indigenous-specific expenditure within the Cluster

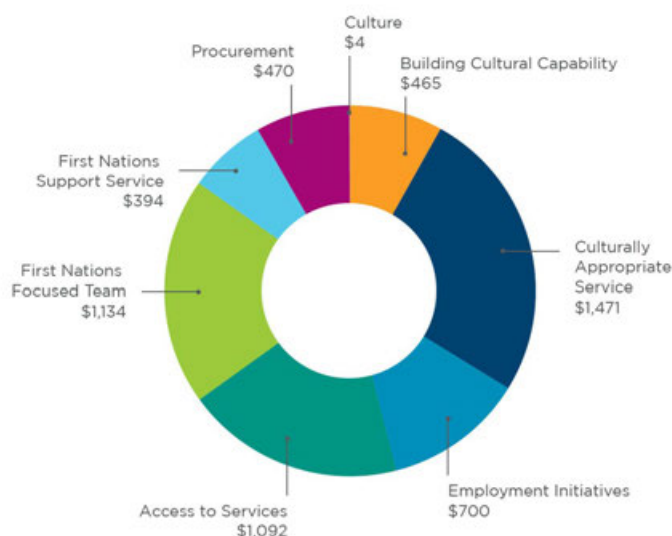


Its GambleAware Aboriginal Treatment and Support Services is the largest Indigenous-specific program



Service NSW provides First Nations Traineeships and mobile service centres

**FIGURE 5: CUSTOMER SERVICE CLUSTER EXPENSE CATEGORISATION (\$000)**

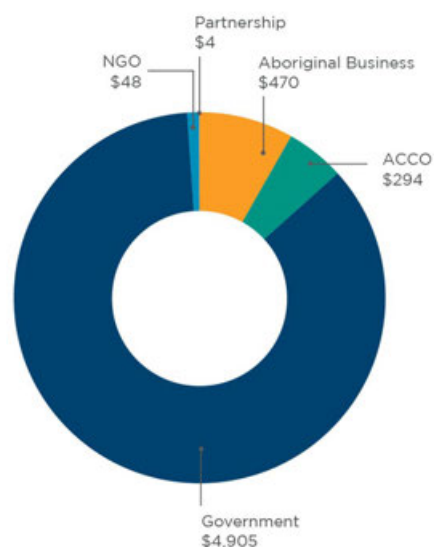


The Department of Customer Service is the principal source of Indigenous-specific expenditure within the Cluster (\$3.6 million) and its GambleAware Aboriginal Treatment and Support Services (\$1.1 million) is the largest Indigenous-specific program. This initiative provides capacity building, education and awareness on gambling to First Nations communities and GambleAware providers across NSW. It includes the delivery of culturally appropriate services for Aboriginal communities in their regions.

This is achieved through the employment of practitioners and engagement staff to deliver specialist Aboriginal services as well as working with the state-wide Aboriginal service to embed culturally safe and responsive practice in all aspect of its work with Aboriginal clients and communities.

Revenue NSW, which is within the Department of Customer Service, also provides targeted fine-related support services to First Nations communities through its Outreach Program (\$187,000). Working with key stakeholders, including Legal Aid NSW, local councils and the Department of Justice, Community Outreach Advisors establish and maintain relationships with First Nations communities, providing education, service-linking and working with individuals to manage and resolve their fine debt.

**FIGURE 6: CUSTOMER SERVICE CLUSTER DELIVERY PROVIDER (\$000)**



Revenue NSW has also launched a new Community Action Plan to reduce the impact of fines debt and ensure that vulnerable young people and First Nation's people are not unfairly impacted by the fines system.

Service NSW (\$1.7 million) is also a contributor to Indigenous-specific expenditure in the Customer Service Cluster. Service NSW provides First Nations Traineeships and mobile service centres, which target remote Aboriginal Communities. Mobile service centres provide services such as driver licences, photo card applications and renewals, driver knowledge tests, working with children check applications, applications for birth, death and marriage certificates and costs of living services to facilitate access to more than 70 government rebates and savings.

These services provide vital access to remote Aboriginal community members who are unable to access a physical Service NSW site. Service NSW are currently piloting an Aboriginal and Torres Strait Islander toolkit to assist business interactions with First Nations communities.

## Education Cluster

The Education Cluster is responsible for preparing young people for rewarding lives as engaging citizens in a complex and dynamic society. The Cluster administers and delivers lifelong education and training services for NSW students, workers and industry. This spans the early childhood education and care sector, government and non-government schools and the vocational education and training sector. The Cluster consists of the Department of Education, TAFE NSW and the NSW Education Standards Authority (NESA).

In 2021-22 the Education Cluster is budgeted to spend \$194.0 million on Indigenous-specific programs and services, an increase of \$27.1 million from 2020-21. In 2021-22 the Cluster has a recurrent expense budget of \$20.9 billion and a capital expense budget of \$3.4 billion.

This results in Indigenous-specific expenditure equating to 0.80 per cent of budgeted expenditure. The majority of spend within the Education Cluster budget is considered 'non-targeted expenditure' even if it includes discrete Indigenous-focussed elements, which were not quantified during this data collection process.

Unsurprisingly, a key expenditure category of the Indigenous-specific expenditure within the Education Cluster is spent on education with a total budget of \$140.4 million in 2021-22. Of this allocation, \$128.4 million is delivered by the Government, with the remaining allocation delivered by the Clontarf Academy.

The Clontarf Academy supports young First Nations men to attend school, finish Year 12 and enter employment, highlighting the critical role the delivering services outside of Government can play in achieving education targets. The Cluster also funds the NSW Aboriginal Education Consultative Group (AECG), the NSW Aboriginal Land Council and the National Aboriginal Sporting Chance Academy (NASCA) as service deliver partners.

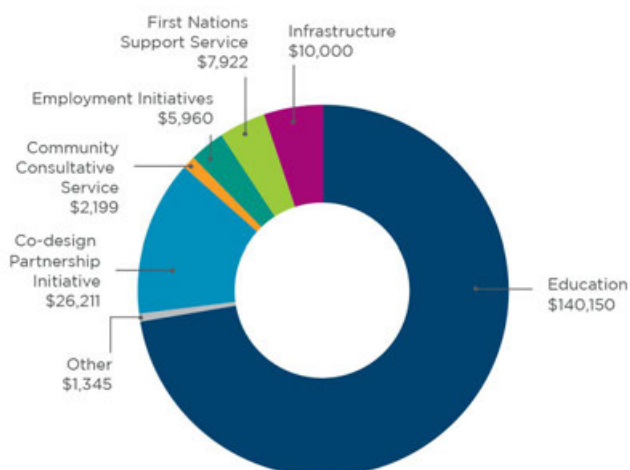
Of the \$194.0 million Indigenous-specific expenditure identified within the Cluster, the Department of Education is biggest contributor with \$178.5 million (or 92.0 per cent) in budgeted expenditure.

The single largest provision is the Aboriginal background loading (\$108.0 million), which delivers needs-based funding directly to NSW public schools to meet the specific learning needs of Aboriginal students. Every NSW public school with Aboriginal student enrolments receives Aboriginal background loading.

The level of funding and rate per student for each school is determined by the number of Aboriginal students and the percentage of Aboriginal students in the school. Data is extracted using the mid-year census data from National Schools Statistics Collection (NSSC) — all Aboriginal enrolments. The allocation may include an Aboriginal education officer (AEO) or Aboriginal school learning support officer (ASLSO) entitlement in addition to flexible funding.

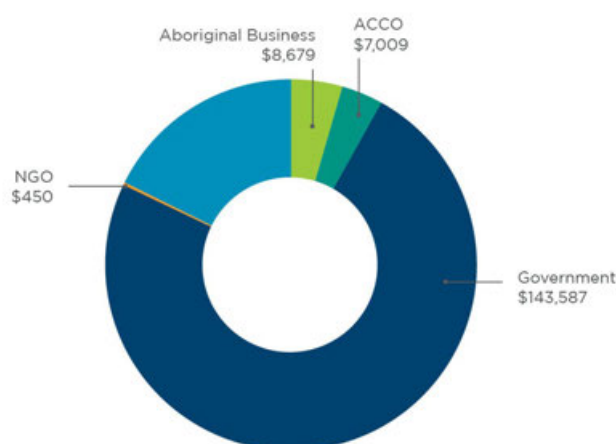
This loading, which contributes to the Premier's Priority on lifting education standards and Closing the Gap, allows schools to develop and embed strategies and initiatives that progress successful outcomes for Aboriginal education and students.

**FIGURE 7: EDUCATION CLUSTER EXPENSE CATEGORISATION (\$000)**



Other represents Culture and Building Cultural Capability

**FIGURE 8: EDUCATION CLUSTER SERVICE DELIVER PROVIDERS (\$000)**







The Department of Education is currently in the process of expanding the Connected Communities Strategy (\$26.2 million in 21-22). Connected Communities is an innovative strategy intended to drive improved educational outcomes for First Nations students by working in partnership with local Aboriginal communities and families. Schools are identified as community hubs that facilitate a range of services from birth, through school, to further training and employment. An evaluation conducted by the Centre of Educational Statistics and Evaluations has revealed early positive impacts under the strategy on the educational success of students, particularly primary students, laying a strong foundation for future success.

TAFE NSW is the next biggest contributor to the Cluster's Indigenous-specific spend, with \$14.5 million. TAFE NSW offers a number of measures to support Aboriginal students to complete vocational education and training. This includes dedicated funding for in-class support to Aboriginal students through supplementary funding (loadings) available to training providers.

One of the biggest drivers of the TAFE's Indigenous-specific spend is the Community Service Obligation Program (CSO Program). The CSO Program provides support to disadvantaged students, both in and out of the classroom and is delivered by specialist Aboriginal Education and Engagement Teams to ensure it is culturally appropriate and engages appropriately with Aboriginal communities.

The CSO Program aims to strengthen relationships with local First Nations communities to improve access to vocational education and training, provide course selection support to prospective students and to support learning and career development pathways.



**Budgeted on Indigenous-specific programs and services in 2021-22:**



Department of Education is the biggest contributor with 92 per cent in budgeted expenditure

**\$178.5**  
MILLION



Single largest provision is the Aboriginal background loading

**\$108**  
MILLION



Connected Communities Strategy to drive improved educational outcomes to First Nations students

**\$26.2**  
MILLION



## Health Cluster

The Health Cluster consists of the Ministry of Health, the Health Care Complaints Commission and the Mental Health Commission of NSW. The Ministry of Health in conjunction with NSW Health provides health and support services via 15 Local Health Districts (LHDs), with eight LHDs covering metropolitan Sydney and seven LHDs covering regional and rural NSW.

NSW Health also provides a range of specialist services that focus on children and paediatric services health, justice health and forensic mental health.

In 2021-22 the Health Cluster is budgeted to spend \$109.0 million on Indigenous-specific programs and services, an increase of \$3.8 million from 2020-21 actuals. In 2021-22 the Cluster has a recurrent expense budget of \$27.1 billion and a capital expense budget of \$3.1 billion, with its Indigenous-specific expenditure equating to 0.36 per cent of its total budget.

The majority of the Health Cluster budget is considered to be 'non-targeted expenditure' and was not considered for this Report.

Unsurprisingly, a key expenditure category of the Indigenous-specific expenditure in the Health Cluster is spent on Indigenous-specific health services with an allocation of \$84.3 million in 2021-22.

This investment is complimented with \$11.4 million allocated to employment initiatives throughout the Cluster. The Aboriginal Community Controlled Health Sector play a vital in delivering culturally appropriate service to First Nations communities. Of the \$109.0 million of Indigenous-specific expenditure identified in the Cluster \$53.3 million is delivered by the Aboriginal Community Controlled Health Sector and the remaining \$56.4 million delivered by the NSW Health.

The Centre of Aboriginal Health (CAH) within the Ministry of Health has a vision of working in partnership to build a culturally safe and responsive health system, where First Nations people have the same health outcomes as non-Indigenous people. The CAH's role is to support the health system to better engage and listen to the needs and aspirations of First Nations peoples so that their health and wellbeing outcomes are improved.



The CAH and the Local Health Districts are collectively responsible for administering approximately \$40.1 million of Indigenous-specific expenditure towards Aboriginal Community Controlled Health Services (ACCHS) Sector.

The ACCHS sector administers a wide range of culturally safe health services to First Nations communities. These services provide access to general health services alongside specialist health services including access to oral health services (\$8.2 million), ensuring strong family health (\$2.0 million), drug and alcohol support services (\$3.1 million) and mental health services (\$2.8 million).

Holistic oversight of these services is crucial as the NSW Government aims to Close the Gap on many of health discrepancies between Indigenous and non-Indigenous people in NSW.

In partnership with the ACCHS sector, the Ministry of Health is responsible for developing strategies and programs to improve health outcomes for First Nations communities. The Building Strong Foundations (\$2.9 million) program provides Indigenous children, families and communities with free, culturally safe and appropriate early childhood health services from birth to school entry age.

This Building Strong Foundations program aims to support families in providing a nurturing environment for their child, so that all children develop optimal physical, social, emotional and cultural wellbeing.

Numerous research and evaluations have determined that Aboriginal Community Controlled Health Services are cost-effective with their activities resulting in greater health benefits per dollar spent with a measured value of \$1.19 per \$1 spent.<sup>12</sup> The lifetime health outcomes of interventions delivered by Aboriginal Community Controlled Health Services are 50 per cent greater than if these same interventions were delivered by mainstream health services, primarily due to improved Indigenous access.<sup>13</sup>

These findings highlight the reprioritisation and investment opportunities for the NSW Government to provide a value for money return on taxpayer money and also improve outcomes for First Nations communities.

NSW Health is also responsible for managing various employment initiatives (\$11.4 million) across the Health sector that provide direct benefit to First Nations people. The Ministry, alongside Local Health Districts offer targeted employment programs such as School Based Traineeships, Cadetship Programs and Scholarship Programs.



**Budgeted on Indigenous-specific programs and services in 2021-22:**



Delivered by the Ministry of Health  
**\$56.4**  
MILLION



Delivered by the Aboriginal Community Controlled Health Sector  
**\$53.3**  
MILLION



Lifetime health outcomes of interventions by ACCHS  
**50**  
PER CENT  
greater than interventions delivered by mainstream health services



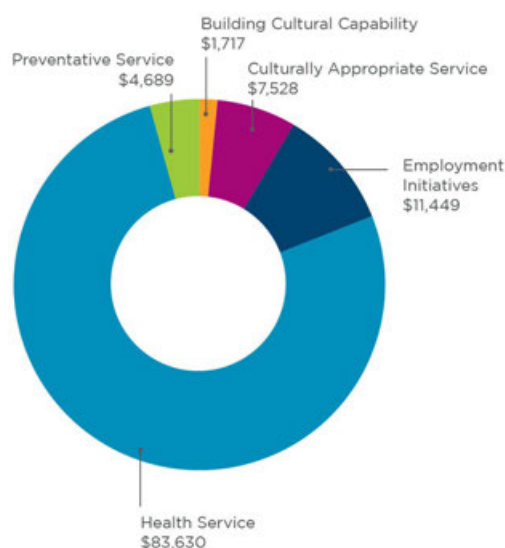
Employment initiatives across the Health sector that provide direct benefit to First Nations people  
**\$11.4**  
MILLION

<sup>12</sup> Pearson, O., Schwartzkopff, K., Dawson, A. et al. "Aboriginal community controlled health organisations address health equity through action on the social determinants of health of Aboriginal and Torres Strait Islander peoples in Australia", BMC Public Health 20, 1859 (2020).

<sup>13</sup> Vos, T. et al. Assessing Cost Effectiveness in Prevention: ACE-prevention September 2010 final report, University of Queensland, Brisbane, 2010.



**FIGURE 9: HEALTH CLUSTER EXPENSE CATEGORISATION (\$000)**



These programs provide targeted First Nations opportunities to enable students to complete their high school certificate and university degrees with a nationally recognised qualification and be job ready. Developing these pathways to fulltime employment while studying provides self-determination and economic prosperity opportunities for First Nations people.

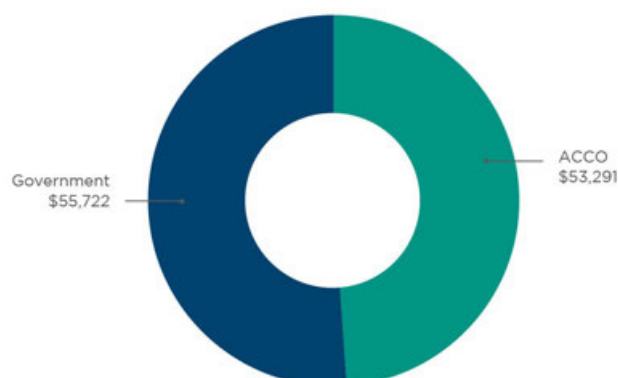
Alongside these programs, the Health Cluster also invest \$2.7 million to provide culturally appropriate health care services to First Nations patients. This includes Aboriginal mental health and palliative workers, Aboriginal workforce consultants and Aboriginal liaison officers that will visit patients to help them better understand the health system, hospital procedures and support their families while in hospital.

## Planning, Industry and Environment Cluster

The Planning, Industry and Environment Cluster is responsible for the stewardship of the NSW Government's natural and built assets. It is responsible for developing well-connected communities, preserving the environment, supporting industries, and contributing to a strong economy. The Cluster's key areas of focus include planning and enabling the development of infrastructure to drive economic activity, protecting native flora and fauna, and ensuring an affordable reliable and sustainable energy future.

In 2021-22, the Planning, Industry and Environment Cluster is budgeted to spend \$373.0 million on Indigenous-specific programs and services, an increase of \$109.0 million from 2020-21 actuals. In 2021-22 the Cluster has a

**FIGURE 10: HEALTH CLUSTER SERVICE DELIVERY PROVIDERS (\$000)**



recurrent expense budget of \$6.1 billion and a capital expense budget of \$995.0 million, with its Indigenous-specific expenditure equating to 5.26 per cent of its total budget.

The Planning, Industry and Environment Cluster ensures that Indigenous expenditure is delivered in partnership with First Nations communities. As a critical delivery agency for Aboriginal Outcomes, the Aboriginal Housing Office is delivering core programs including Roads to Home, Services our Way and further initiatives under Strong Families, Strong Communities. Crown Lands is also playing a critical role through increased community engagement, negotiation of Indigenous Land Use Agreements and resolution of Aboriginal Land Claims.

### Aboriginal Housing Office

The Aboriginal Housing Office (\$283.7 million) is responsible for 76 per cent of the entire Planning, Industry and Environment Clusters expenditure on Indigenous-specific programs and services.

The Aboriginal Housing Office (AHO) is a statutory body established under the Aboriginal Housing Act 1998 (NSW) to ensure that Aboriginal and Torres Strait Islander people have access to affordable quality housing. The entire budget allocation of the AHO has been deemed Indigenous-specific and is included in this report.

Included in the AHO expenditure is \$269.2 million of Indigenous infrastructure spend, which enables its key objectives of providing affordable quality housing to First Nations communities. The AHO makes up 88.3 per cent of the cluster's indigenous infrastructure spend of \$304.7 million.



In addition to the infrastructure spend, the AHO delivers two key service programs.

### Services our Way

The Services our Way program is designed to meet the needs of vulnerable Aboriginal people and families by providing Aboriginal client led, trauma informed care coordination services for vulnerable Aboriginal families delivered by Aboriginal specialist support workers.

The AHO Board, all members of which identify as Aboriginal, provides culturally appropriate advice to the Minister for Water, Property and Housing on policies and strategic. It is also responsible for managing and coordinating the AHO's annual capital works program.

Underpinning all planning activity is a strong commitment to the principles of Indigenous self-determination and self-management, articulated through inclusive and fully consultative planning. At the same time, the AHO actively promotes employment opportunities for Aboriginal people, both within the AHO and through opportunities for tradespeople and trainees with contracted Aboriginal and non-Aboriginal building companies.

### Roads to Home

The Roads to Home program (within the Department of Planning, Industry and Environment) has a budget allocation of \$35.5 million in 2021-22. Roads to Home is designed to provide access to critical infrastructure and services for Aboriginal communities across NSW, formerly known as Reserves and Missions. As part of this program, 61 communities have been identified to receive upgrades.

The Roads to Home Program aims to improve the quality of life for First Nations communities and promote local economic opportunities through the delivery of essential road and service infrastructure upgrades, such as providing access to emergency services, community transport, household waste collection and postal delivery.



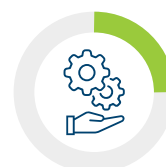
**Budgeted on  
Indigenous-  
specific  
programs  
and services  
in 2021-22:**



AHO is responsible for  
76 per cent expenditure  
on Indigenous-specific  
programs and services



Roads to Home program  
budget allocation in 2021-22



Services our way program  
in 2021-22

The Roads to Home Program is an example of effective co-design, engaging closely with 18 local Aboriginal Land Councils, representing 31 communities to develop infrastructure upgrade plans for Aboriginal communities.

The Program promotes self-determination through a community-led approach that empowers community to make decisions about how and if their land is used to provide infrastructure. This needs-based approach, combined with program evaluation, is one of the key drivers of effective resource allocation.

### Other Department of Planning, Industry and Environment activities

After the AHO, the Department of Planning, Industry and Environment is the next biggest contributor to Indigenous-specific spend with a budget of \$89.3 million in 2021-22. With the Department of Planning, Industry and Education responsible for developing well-connected communities and preserving the environment, the department's relationship and interactions with First Nations communities is vital.

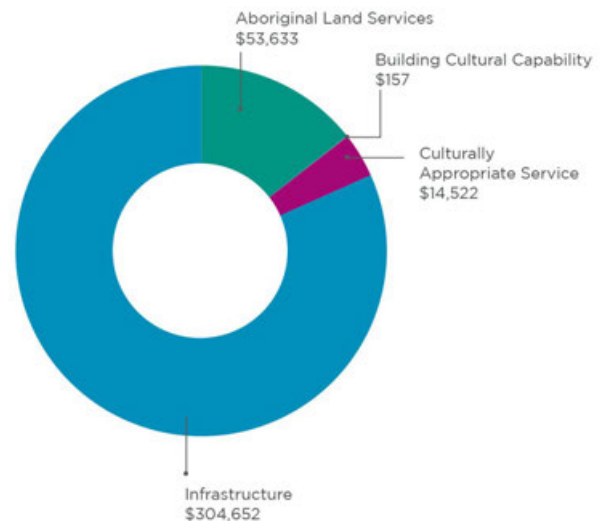
The department's former Land Negotiation Program has Indigenous-specific budget of \$30 million in non-cash land transfers over 2021-22. This Land Negotiation Program assists with land transfers under the Aboriginal Land Rights Act, approved under the Crown Land Management Reforms in 2016-17.

The current program is in the process of finalisation over the next 12-18 months pending progression of ongoing reforms in Crown Lands to deliver Aboriginal outcomes that have been generated since the independent review of the former Land Negotiation Program.

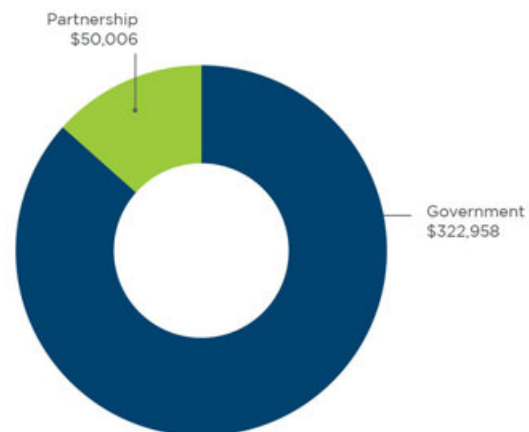
Reforms to the Crown Land Management Act 2016 aim to improve the way Crown reserves are managed and facilitate better decision making about the future use of Crown Land. These reforms mandate that a range of environmental, social, cultural heritage and economic factors are considered before any decisions are made.

As part of this mandate, the department meaningfully engages with key Indigenous stakeholders, including the Aboriginal Land Council and local First Nations communities to ensure reforms are a co-partnership.

**FIGURE 11: PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER EXPENSE CATEGORISATION (\$'000)**



**FIGURE 12: PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER SERVICE DELIVERY PROVIDERS (\$'000)**







## Premier and Cabinet Cluster

The Premier and Cabinet Cluster supports the Premier and the NSW Cabinet to deliver the NSW Government's objectives. The Premier and Cabinet Cluster has wide-ranging responsibility including creating a sustainable infrastructure legacy for NSW through Infrastructure NSW, ensuring preparedness for disaster and incident recovery through Resilience NSW, protecting and preserving the State's heritage and supporting arts and culture through the NSW Art agencies.

The Department of Premier and Cabinet contains Aboriginal Affairs NSW, which plays a vital role in driving better policy outcomes for First Nations people across the State.

In 2021-22 the Premier and Cabinet Cluster is budgeted to spend \$101.1 million on Indigenous-specific programs and services, an increase of \$63.5 million from 2020-21 actuals. This increase includes \$47 million in grants for Stolen Generations Survivors.

In 2021-22 the Cluster has a recurrent expense budget of \$3.6 billion and a capital expense budget of \$1.3 billion, with its Indigenous-specific expenditure equating to 2.06 per cent of its total budget.

### Aboriginal Affairs NSW

Aboriginal Affairs NSW (AANSW) is a key contributor to Indigenous-specific expenditure within the Cluster. Through AANSW, the NSW Government ensures support for First Nations communities is a key focus and is positioned to take action on key issues.

The Cluster has allocated \$78.5 million in 2021-22 to support First Nations communities, highlighting a key objective of the Cluster. In addition, \$14.1 million is invested to support the self-determination of First Nations communities through investments in Closing the Gap and initiatives such as Local Decision Making.



**Budgeted on  
Indigenous-  
specific  
programs  
and services  
in 2021-22:**



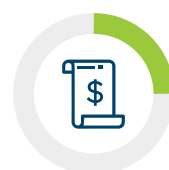
Support for  
First Nations  
communities

**\$78.5**  
MILLION



Grants for Stolen  
Generations survivors

**\$47**  
MILLION



Investment to support  
Closing the Gap  
Implementation Plan

**\$14.1**  
MILLION



The AANSW is responsible for working alongside First Nations peoples and communities to make sure their voices are heard, and their interests are represented. The AANSW strives to lead and influence change in government, whilst supporting the social, cultural and economic aspirations of First Nations peoples in NSW.

The AANSW applies the principles of Opportunity, Choice, Health, Responsibility, Empowerment (OCHRE) framework. This framework is a community-focused plan which commits the NSW Government to a different way of working with, and in support of, First Nations communities.

AANSW is also responsible for the 'Empowering Aboriginal Communities' State Outcome and manages \$93.5 million Indigenous-specific expenditure. With their main objective being to represent First Nations people, AANSW's entire budget allocation has been deemed Indigenous-specific for the purposes of this report.

A key component of this expenditure is the Stolen Generations Reparations Scheme, which has \$41 million budgeted for 2021-22. The Stolen Generations Reparations Scheme acknowledges the enduring trauma caused by historic government policies and practices of forcibly removing First Nations children from their families, communities and culture.

It provides ex gratia payments to living Stolen Generations survivors who were removed from their families and committed to the care of the NSW Aborigines Protection or Welfare Boards.

The AANSW undertakes several other initiatives under 'Empowering Aboriginal Communities', such as implementing the OCHRE principles and supporting the Aboriginal Economic Prosperity Framework.

The AANSW is also leading the NSW Government's response to the National Agreement on Closing the Gap and is responsible for the development of NSW's Closing the Gap Implementation Plan.

Of the \$93.5 million identified within the AANSW's budget, \$14.1 million has been allocated in 2021-22 to working in partnership with Aboriginal peak bodies, organisations and communities to achieve commitments set out in the National Agreement and to improving the lives of Aboriginal and Torres Strait Islander peoples.

This funding supports NSW Government and the Coalition of Aboriginal Peak Organisations to work alongside First Nations communities to enhance economic, social and cultural outcomes for Aboriginal and Torres Strait Islander peoples, their families and communities.

The AANSW's vision is that First Nations people in NSW are determining their own futures. The Local Decision-Making (LDM) Program (\$9 million over four years) places Aboriginal people at the centre of service design, planning and delivery, enabling the staged devolution of decision making and accountability to the local level.

Through the LDM Program, the NSW Government and regional Aboriginal governance bodies (Aboriginal regional alliances) enter into agreements (Accords) committing parties to jointly address agreed priorities, including timeframes, responsibilities and measures of success. Regional alliances are progressively delegated greater powers and budgetary control once capacity is demonstrated.

There are three stages of delegation; advisory, planning and implementation. With each stage comes a greater level of decision-making.

Funding allocated to the LDM Program supports the operational and administrative needs of NSW's Aboriginal Regional Alliances. There are currently nine Aboriginal Regional Alliances

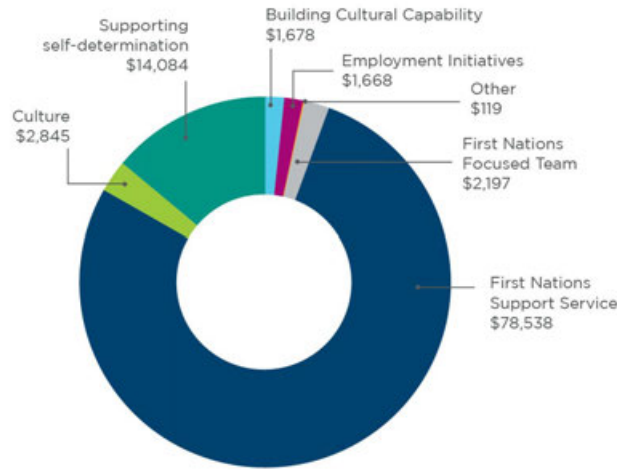
in NSW, each one set up under Local Decision Making to negotiate on behalf of local First Nations communities with the NSW Government about the design and delivery of services to their communities.

The LDM Program places Aboriginal people at the centre of service design, planning and delivery, enabling the staged devolution of decision making and accountability to the local level.

There are also other key contributors to Indigenous-specific expenditure, specifically within the NSW Government Arts agencies. These agencies support dedicated teams of First Nations arts professionals, events and Indigenous exhibitions (although these exhibitions are not directly allocated in annual budgets but decided throughout the year).

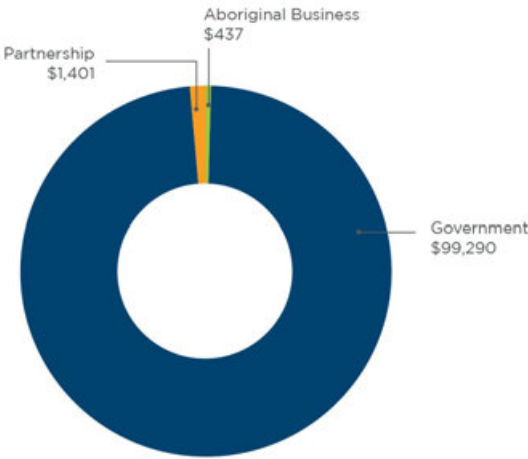
The Public Service Commission also operate targeted leadership courses but unfortunately have been unable to provide a breakdown, highlighting the constraints in being able to produce, report and monitor this data.

**FIGURE 13: PREMIER AND CABINET CLUSTER EXPENSE CATEGORISATION (\$000)**



Other represents Infrastructure and Access to Services

**FIGURE 14: PREMIER AND CABINET SERVICE DELIVERY PROVIDERS (\$000)**







## Regional NSW Cluster

The Regional NSW Cluster works to maximise the long-term wellbeing of Regional NSW and is committed to making these regions a great place to live, work, visit and do business. The Cluster seeks to help build strong, cohesive communities and economies, grow primary industries, and ensure sustainable land use practices.

It works to create regional employment opportunities and steward the use of our natural endowments including advancing sustainable mining and resource development. It also ensures that government investment in Regional NSW is fair and delivers positive outcomes for local communities and businesses.

In 2021-22, the Regional NSW Cluster is budgeted to spend \$24.9 million on Indigenous-specific programs, an increase of \$12.2 million from 2020-21 actuals. In 2021-22 the Cluster has a recurrent expense budget of \$2.5 billion and a capital expense budget of \$334.2 million, with its Indigenous-specific expenditure equating to 0.88 per cent of its total budget.

The current focus of Indigenous-specific expenditure within the Regional NSW Cluster is on promoting, preserving and supporting First Nations culture, with \$15.6 million invested in programs such as Bundian Way Walking Track and the NSW Premier Aboriginal Experience.

The Regional NSW Cluster is also set to deliver \$14.2 million of their allocation via the Aboriginal Community Controlled Sector. Of their 2021-22 budget allocation, \$8.3 million is delivered in partnership with First Nations communities.



**Budgeted on Indigenous-specific programs and services in 2021-22:**



Budgeted to spend an increase of \$12.2 million from 2020-21 actuals on Indigenous-specific programs

**\$24.9**  
MILLION



Investment in programs such as Bundian Way Walking Track and the NSW Premier Aboriginal Experience.

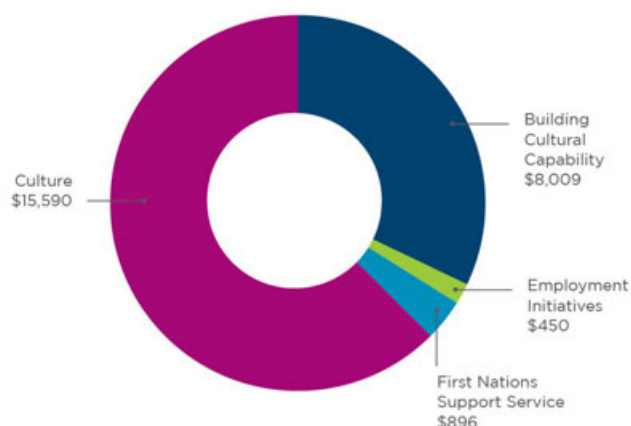
**\$15.6**  
MILLION



Aboriginal Rural Training Program (ARTP) delivered by Tocal College

**\$4.5**  
MILLION

**FIGURE 15: REGIONAL NSW CLUSTER EXPENSE CATEGORISATION (\$'000)**



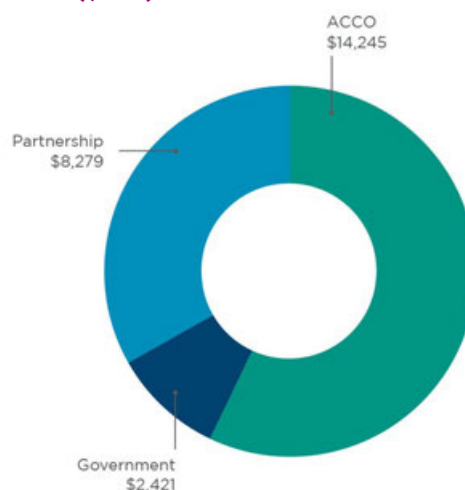
Key programs that drive Indigenous-specific expenditure within the Regional NSW Cluster include the Bundian Way Walking Track (\$7.0 million). Bundian Way is a proposed walking track stretching from Eden on the South Coast of NSW to the top of Mount Kosciuszko, which would broadly follow the traditional pathways first used by the Traditional Owners of the region.

The Regional NSW Cluster provides investment for the Aboriginal Rural Training Program (ARTP) (\$4.5 million) delivered by Tocal College, a part the Tocal Agricultural Centre – a Centre of Excellence within NSW Department of Primary Industries.

The ARTP offers culturally appropriate vocational education and training for First Nations organisations, properties and communities. The ARTP has delivered training to First Nations people in NSW and other states since 1989. It designs, develops and delivers VET training in agriculture, horticulture, conservation and land management, cultural sites assessment and cultural awareness.

The Regional NSW Cluster is also responsible for the NSW Premier Aboriginal Experience (\$4.0 million) which is delivered by the Bularri Muurlay Nyanggan Aboriginal Corporation (BMNAC). The BMNAC, which is a registered charity, and social enterprise Wajaana Yaam Adventure Tours work in partnership with leading Aboriginal organisations in Coffs Harbour to develop the most complete and wide-ranging Aboriginal tourism experiences in NSW.

**FIGURE 16: REGIONAL NSW SERVICE DELIVERY PROVIDERS (\$'000)**



Their projects provide employment pathways for local young people and community members whilst promoting knowledge of traditional language and culture.

Local Land Services also contributes annually to the Indigenous-specific spend of the Regional NSW Cluster. Local Land Services is a regional-focused NSW Government agency delivering quality customer services to farmers, landholders and the wider community.

Local Land Services will invest \$3.4 million in 2021-22 on its Aboriginal Engagement Strategy (the Strategy), the organisation's model for engagement, partnership and opportunities for co-design between Aboriginal communities and Local Land Services. The Strategy is designed to provide an action-oriented approach to enrich relationships, create opportunities and enhance respect for Aboriginal peoples and communities.

Regional and remote First Nations communities currently face the biggest discrepancies in Closing the Gap targets.

There is an opportunity for the Regional NSW Cluster to leverage its strengths and experience gained through representing Regional NSW, to ensure improved outcomes for Aboriginal communities. The Regional NSW Cluster can assist in reaching these targets by assisting government agencies to deliver programs and services in partnership with First Nations communities.

## Stronger Communities Cluster

The Stronger Communities Cluster consists of the former Family and Communities and Justice Clusters, bringing together NSW government services targeted at achieving safe, just, inclusive, and resilient communities.

This Cluster includes the Department of Communities and Justice, NSW Police Force, Legal Aid NSW, Crown Solicitors Office, Judicial Commission of NSW, Office of the Director of Public Prosecutions Fire & Rescue NSW, Office of the NSW State Emergency Service, NSW Rural Fire Service, Office of Sport and the Office of the Children's Guardian.

In 2021-22, the Stronger Communities Cluster is budgeted to spend \$243.2 million on Indigenous-specific programs, a decrease of \$16.9 million from 2020-21 actuals. In 2021-22 the Cluster has a recurrent expense budget of \$18.3 billion and a capital expense budget of \$1.5 billion, with its Indigenous-specific expenditure equating to 1.23 per cent of its total budget, noting that a significant amount is spent on Indigenous clients under 'non-targeted expenditure'.

This Stronger Communities Cluster is responsible for managing the civil and criminal justice systems, out-of-home care systems and the courts and tribunal systems. These functions are managed by various business units within the Department, such as Correctives Services, Youth Justice, Courts and Tribunals and Victim Services.

Aboriginal and Torres Strait Islander peoples are disproportionately represented across these service systems. In 2016 Aboriginal and Torres Strait Islander people were 3 per cent of the NSW population but represented 24 per cent of the prison population.<sup>14</sup>

Aboriginal children make up 41 per cent of the out-of-home care (OOHC) population in NSW and 21 per cent of children reported to the Child Protection Helpline at risk of significant harm (ROSH).<sup>15</sup> In NSW, First Nations children and young people are nine times more likely to be in OOHC than their non-Indigenous peers.

With First Nations people overrepresented across the Stronger Communities service systems, current investment is predominately in crisis services, with \$151.0 million allocated in 2021-22. The Stronger Communities Cluster also invests \$29.2 million in First Nations Focused Teams, dedicated to addressing the over representation and enabling better life outcomes for First Nation people.

The Cluster also invests \$15.5 million towards preventative services, such as targeted early intervention programs.

Key drivers of Indigenous-specific expenditure within the Department of Communities and Justice include the targeted and intervention programs of the out-of-home care system with a budgeted amount of \$136.4 million in 2021-22.



Budgeted on Indigenous-specific programs and services in 2021-22:



Budgeted amount for out-of-home care system

**\$136.4**  
MILLION



Legal Aid NSW contribution to Indigenous-specific spend

**\$8.9**  
MILLION



NSW Police Force allocation

**\$7.6**  
MILLION



Aboriginal Community Liaison Officers

**\$5.7**  
MILLION

<sup>14</sup> Australian Law Reform Commission, Pathways to Justice—Inquiry into the Incarceration Rate of Aboriginal and Torres Strait Islander Peoples, Final Report No 133, 2017, pp 93-95.

<sup>15</sup> Department of Community and Justice, "Annual Statistical Report 2019-20" viewed on 20 August 2021, <https://www.facs.nsw.gov.au/resources/statistics/statistical-report-2019-20>.





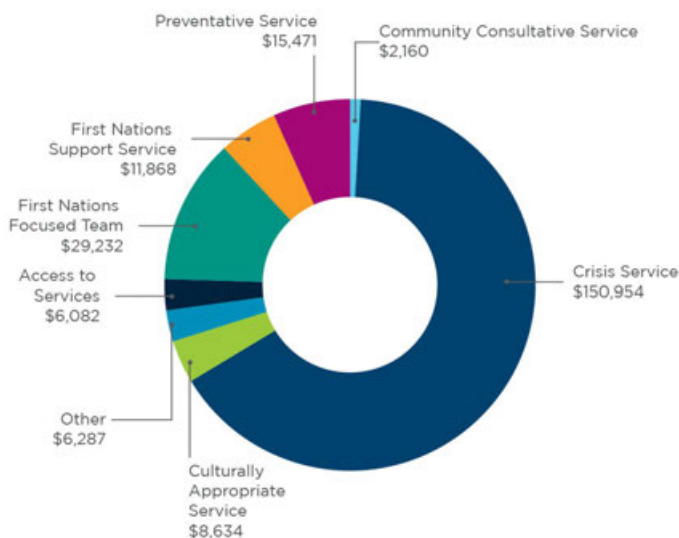
This is in addition to the \$24.1 million allocated under Their Future Matters, a whole of government strategy to drive reform and improve outcomes for vulnerable children, young people and their families.

The OOH system is designed to support vulnerable children and children who cannot live safely at home. Out-of-home care encompasses foster care and relative/kinship care, and residential and Intensive Therapeutic Care for children and young people with more complex needs.

The system is designed to drive permanency, safety and wellbeing for children with a strong focus on working towards restoring children back to family where it is safe to do so, or achieving a permanent, safe loving home through Guardianship Order or open adoption.

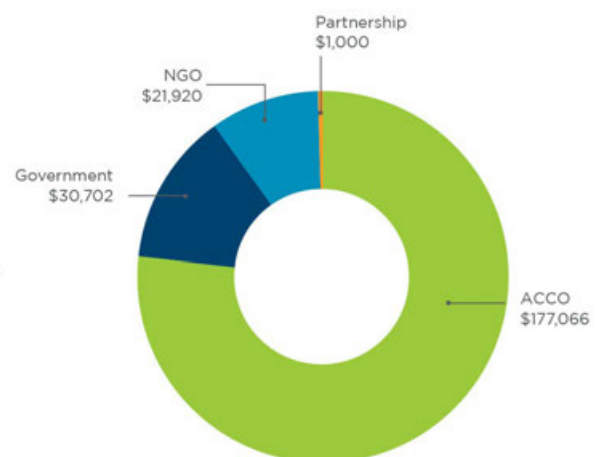
The OOH's funding invests in planning, monitoring and supporting non-government organisations (NGOs), including ACCOs to deliver services to children and young people in care. This includes work towards achieving a permanency outcome and supporting young people transition to independence, for those leaving care.

**FIGURE 17: STRONGER COMMUNITIES CLUSTER EXPENSE CATEGORISATION (\$000)**



Other includes Educational/Training Services, Building Cultural Capability, Aboriginal Land Services, Infrastructure and Employment Initiatives

**FIGURE 18: STRONGER COMMUNITIES SERVICE DELIVERY PROVIDERS (\$000)**



The Department of Communities and Justice also manages a cross-government investment pool to support the ongoing implementation of the investment approach, a whole of government reform to improve outcomes for children and families most in need across NSW.

Although the majority of Correctives Services NSW (CSNSW) spend is not captured in this Report as it considered ‘non-targeted expenditure’, CSNSW has a dedicated team to provide targeted culturally appropriate support.

The Aboriginal Strategy and Policy Unit (ASPU) was initially formed in 1993 as part of Corrective Service’s commitment to implementing the recommendations from the 1991 Royal Commission into Aboriginal Deaths in Custody.

The ASPU acts as an Aboriginal affairs advisory, planning, support, program and policy unit for Corrective Services. It plays a particularly critical role in relation to services, planning and support for Aboriginal and Torres Strait Islander offenders in correctional centres and under the supervision of Corrective Services in the community.

The ASPU works with stakeholders as part of the CSNSW Integrated Offender Management Framework. This framework develops and promotes effective programs and service provisions for First Nations offenders. It includes targeted support programs for pre and post release, drug, and alcohol support as well as general support for First Nations inmates. These initiatives have a budget allocation of \$5.1 million in 2021-22.

The NSW Police Force is also a key contributor to the Indigenous-specific expenditure within the Stronger Communities Cluster with an allocation of \$7.6 million in 2021-22. This expenditure includes key NSW Police initiatives such as Aboriginal Community Liaison Officers (\$5.7 million) who develop and maintain open communications between First Nations communities and the NSW Police Force.

**“Initiatives like the Just Reinvest program empower First Nations communities through localised solutions.”**

They assist in the development of Aboriginal Actions Plans and other crime prevention initiatives within their local area commands and communities.

Legal Aid NSW also contributes \$8.9 million in 2021-22 of Indigenous-specific spend. Legal Aid NSW is a state-wide organisation that provides legal services to socially and economically disadvantaged peoples across NSW.

Legal Aid provides legal services across NSW through a state-wide network of 25 offices, two satellite offices, 243 outreach locations and works in partnership with private lawyers who receive funding from Legal Aid NSW to represent clients. Of the 12 programs identified by Legal Aid NSW for this report, only five are delivered in-house. The remaining seven programs are delivered by either Aboriginal community-controlled organisations, Aboriginal businesses or independent non-government organisations.

Funding from the Stronger Communities Cluster is also allocated to the Aboriginal Legal Service to ensure that First Nations people have the best possible legal representation. Wirringa Baiya Aboriginal Women’s Legal Centre receives funding to ensure First Nations women and children are provided with a gender-specific service sensitive to their culturally diverse needs.

The contracting of certain services highlights the importance of delivering culturally appropriate services to ensure First Nations people feel safe. It is vital to evaluate these types of services to ensure they are achieving their aim of improving outcomes for First Nations people. Quality evaluations will enable the NSW Government to make evidence-based resource allocation decisions towards organisations that deliver culturally appropriate services and provide clear benefits outside of non-targeted service delivery.

Based on the successes of numerous community-led initiatives, there is scope to re-evaluate the allocation of resources within the criminal justice system. Redirecting funding away from prisons and into communities that have high rates of contact with the criminal justice system, can provide future long-term savings to government, similar to the Just Reinvest initiative. These types of initiatives can assist the NSW Government in achieving Outcome 10 of Closing the Gap — that First Nations people are not overrepresented in the criminal justice system.









## Transport Cluster

The Transport Cluster plans, delivers and operates integrated services and infrastructure across all modes of transport, including road, train, metro, bus, ferry, light rail, cycling and walking. This Cluster is responsible for developing a safe, efficient, integrated transport system across NSW and works in partnership with operating agencies, private operators and industry partners to deliver customer-focused services and projects.

In 2021-22 the Transport Cluster is budgeted to spend \$77.8 million on Indigenous-specific programs, an increase of \$2.4 million from 2020-21 actuals. In 2021-22 the Cluster has a recurrent expense budget of \$16.8 billion and a capital expense budget of \$18.7 billion, with its Indigenous-specific expenditure equating to 0.22 per cent of its total budget.

The Transport Cluster has identified \$61.4 million of budgeted Indigenous-specific expenditure related to Aboriginal Participation in Construction and Goods and Services procurement through Aboriginal Owned Businesses. These amounts have been excluded from overall expenditure totals for consistency but included within the Transport Cluster due to the significant role these initiatives play in providing benefits to First Nations communities and businesses.

Indigenous expenditure across the Transport cluster comprises: Transport for NSW (including the former Roads and Maritime Services) - \$68.7 million, Sydney Trains - \$8.1 million and Sydney Metro - \$0.9 million.



**Budgeted on Indigenous-specific programs and services in 2021-22:**



Indigenous-specific expenditure related to Aboriginal Participation in Construction and Procurement through Aboriginal Owned Businesses



Driver's License Access Program

Aboriginal participation in the construction of NSW Government infrastructure projects provides invaluable benefits to Aboriginal people and the State. Government policies, including the former Aboriginal Participation in Construction Policy, which has since been merged with the Aboriginal Procurement Policy, create business and employment opportunities for Indigenous peoples and better support economic prosperity and self-determination.

In addition, NSW Government expenditure within First Nations businesses provides improved outcomes for health, social and emotional wellbeing, as well as living standards. This expenditure also contributes directly to Outcomes Seven and Eight of the National Agreement which focuses on employment, education and training.

Utilising Aboriginal-owned businesses for procurement is a key avenue to enable and enhance self-determination through driving economic prosperity. A strong and prosperous First Nations business sector is key to empowering First Nations communities through job creation, financial security, wealth creation and also contributing to the larger economy.

Transport for NSW's annual procurement budget is a key opportunity to drive Indigenous business development. This funding is allocated to both metro and Regional NSW and is vital to bolstering self-employment outcomes for small and medium Indigenous owned enterprises.

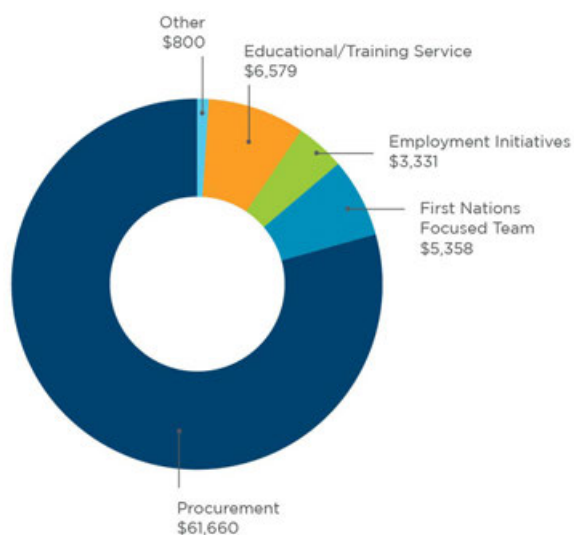
Transport for NSW also has key initiatives that provide direct support to Aboriginal communities, including through the Driver's

**“Utilising First Nations businesses generates jobs Aboriginal and Torres Strait Islander people and creates prosperity for their communities. They are a source of pride and foster social and economic empowerment”**

License Access Program (\$4.0 million). The Driver's License Access Program is funded through the Community Road Safety Fund to assist disadvantaged communities access the licensing system by providing a range of support services.

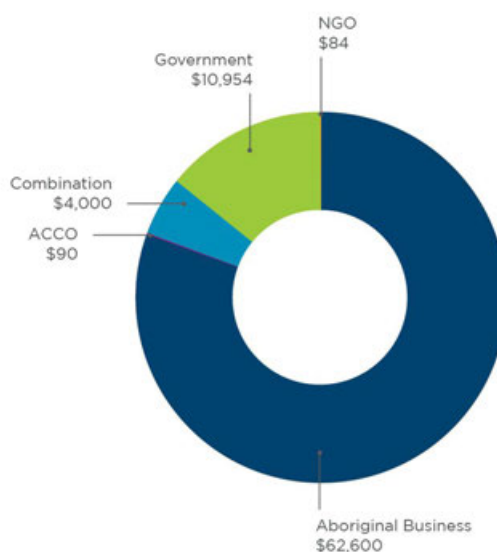
These support services include licence enrolment and testing support, literacy and numeracy, learner driver supervision and mentoring, access to a roadworthy vehicle, debt management and access to other road safety education and licensing initiatives such as the Safer Drivers Course (SDC) and the '3 for 1' professional driving instruction lessons.

**FIGURE 19: TRANSPORT CLUSTER EXPENSE CATEGORISATION (\$000)**



Other includes Access to Services, Preventative Service and Building Cultural Capability

**FIGURE 20: TRANSPORT CLUSTER SERVICE DELIVERY PROVIDERS (\$000)**



## Treasury Cluster

The Treasury Cluster, as the NSW Government's principal financial and economic adviser, ensures the people of NSW access services and infrastructure that deliver social and economic benefits, underpinned by a strong and sustainable economic and financial position.

From its central government position, Treasury drives the economic development strategy to guide the State's growth for the benefit of the people who live, work and study in NSW. Treasury's work includes developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards, to forge a brighter future in a prosperous and confident NSW economy.

In 2021-22, the Treasury Cluster is budgeted to spend \$2.7 million on Indigenous-specific expenditure, an increase of \$762,000 from 2020-21 actuals. In 2021-22, NSW Treasury, within the Treasury Cluster, has a recurrent expense budget of \$1.0 billion and a capital expense budget of \$18.5 million, with its Indigenous-specific expenditure equating to 0.26 per cent of its total budget.

The broader Cluster, which includes the Crown Finance Entity, has a recurrent expense budget of \$12.5 billion. As such, NSW Treasury is not a key contributor of Indigenous-specific expenditure across NSW.



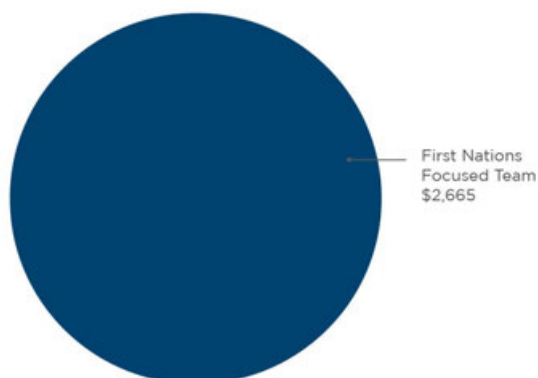
**Budgeted on Indigenous-specific programs and services in 2021-22:**



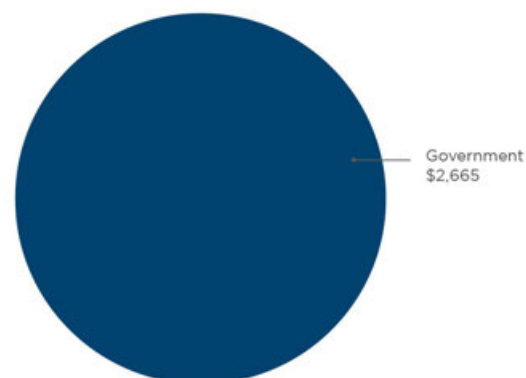
All of NSW Treasury's Indigenous-specific expenditure is on First Nations focused teams

**\$2.7 MILLION**

**FIGURE 21: TREASURY EXPENSE CATEGORISATION (\$000)**



**FIGURE 22: TREASURY SERVICE DELIVERY PROVIDERS (\$000)**







All of NSW Treasury's \$2.7 million of Indigenous-specific expenditure is on First Nations focused teams with a purpose of improving outcomes for First Nations people in the NSW community. This is consistent with Treasury's central government position. These teams ensure First Nations people are sufficiently represented in the State Budget and their voice recognised in government processes.

From the centre of government, NSW Treasury drives improved outcomes for Aboriginal and Torres Strait Islander peoples through ensuring government economic and fiscal strategy and policy is inclusive of the needs of First Nations people, as determined by First Nations communities.

The key drivers of Treasury's Indigenous-specific spend are the three Indigenous-focused teams whose main objectives are to improve outcomes for First Nations people. Through the overarching responsibilities and influence that Treasury has within its scope, it is essential to ensure that First Nations people are adequately represented and at the forefront of NSW Government policy and decision-making.

Treasury Cluster has influence on the application of government policy, processes, and directives. This includes coordinating the budget process, providing financial advice for the sector and developing guidelines on specific government functions, such as procurement. Through NSW Procurement, which is responsible for the management of the Aboriginal Procurement Policy (APP).

**“NSW Treasury is committed to embedding reporting frameworks that frequently capture Indigenous related expenditure data”**

# 16.

## Definitions

---

- **Aboriginal Community Controlled Organisation** – delivers services, including land and resource management, which builds the strength and empowerment of Aboriginal and Torres Strait Islander communities and people and is:
  - incorporated under relevant legislation and not-for-profit
  - controlled and operated by Aboriginal and/or Torres Strait Islander people
  - connected to the community, or communities, in which they deliver the services
  - governed by a majority Aboriginal and/or Torres Strait Islander governing body.
- **Indigenous Specific Expenditure** is expenditure on services and programs that are provided to the Aboriginal and Torres Strait Islander community specifically (and that can be directly identified, and do not need to be estimated). An example is a program for Aboriginal and Torres Strait Islander students in a school.
- **General Government Sector** - The general government sector represents the scope of the Budget. Agencies in this sector generally operate under the Financial Management Framework and carry out policy, regulatory and service delivery functions. This sector includes agencies such as the Ministry of Health, Department of Education, NSW Police Force, Rental Bond Board and Independent Pricing and Regulatory Tribunal. 'General government sector' is defined under GFS as the institutional sector comprising all government units and non-profit institutions controlled by the NSW Government.

### Definition of each expenditure category

The following are the definitions used for the purposes of this Report to categorise expenditure data received from NSW Clusters:

- **Aboriginal Land Services** is expenditure associated with protecting, promoting and enabling the transfer of land legally subject to Aboriginal rights.
- **Access to Services** describes services that provide First Nations communities with support to access Government services.
- **Building Cultural Capability** are initiatives that build greater understanding of Aboriginal and Torres Strait Islander histories, cultures, practices and peoples, including to enable a service to become culturally aware, safe and competent.
- **Community Consultation** is expenditure associated with ensuring First Nations people are consulted in the development of government policy, legislation and decision-making affecting them.
- **Crisis Service** is a service where there is no alternative but intervention in relation to the care or safety of an individual and/or broader society.
- **Culturally Appropriate Service** is a service that is inclusive and respectful of First Nations histories, cultures, practices and peoples.
- **Culture** describes any program or initiative that is designed to promote, preserve or support First Nations cultures
- **Education** is any program within the general education sector that facilitates learning, the acquisition of knowledge, skills, values, and habits



- **Educational/Training Service** is a service that provides tuition or training outside of the general education sector
- **Employment Initiatives** include skills development, training and apprenticeships to support First Nations people's career development.
- **First Nations Focused Team** is a team within the NSW Government whose main focus is to improve outcomes for First Nations communities, they may include Indigenous and non-Indigenous staff members.
- **First Nations Support Service** is a service that provides targeted support to First Nations communities (for example the civil law service for First Nations communities within Legal Aid).
- **Health Service** is a government service providing health care.
- **Infrastructure** is the basic physical and organisational structure and facilities needed for the operation of an organisation or society.
- **Partnership Initiatives** is a program or service that is delivered in partnership between First Nations communities and NSW Government.
- **Procurement** is the action of obtaining or procuring a product or service.
- **Preventative Service** is a service that is designed to prevent intervention in relation to the care and safety of an individual and/or broader society.
- **Supporting Self-Determination** are programs or initiatives that support and enable First Nations communities to determine how their social, cultural and economic needs should be met.



# 17.

## Appendix 1 – Closing the Gap Targets

Closing the Gap	Target detail
Target 1	By 2031, close the gap in life expectancy within a generation
Target 2	By 2031, increase the proportion of Aboriginal and Torres Strait Islander babies with a healthy birth weight to 91 per cent
Target 3	By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Fulltime Schooling (YBFS) early childhood education to 95 per cent
Target 4	By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent
Target 5	By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (age 20-24) attaining year 12 or equivalent qualification to 96 per cent
Target 6	By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (age 25-34) who have completed a tertiary qualification (Certificate III and above) to 70 per cent
Target 7	By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (age 15-24) who are in employment, education or training to 67 per cent
Target 8	By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent
Target 9	By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent
Target 10	By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent
Target 11	By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (age 10-17) in detention by at least 30 per cent
Target 12	By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander Children in out-of-home care by 45 per cent
Target 13	A significant and sustained reduction in violence and abuse against Aboriginal and Torres Strait Islander women and children towards zero
Target 14	Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero
Target 15a	By 2030, a 15 per cent increase in Australia's landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests
Target 15b	By 2030, a 15 per cent increase in Australia's landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests in the sea
Target 16	By 2031, there is a sustained increase in number and strength of Aboriginal and Torres Strait Islander languages being spoken



# 18. Appendix 2 - Alignment of 2020-21 State Outcomes to Closing the Gap

Closing the Gap outcome

## OUTCOME 1

Everyone enjoys long and healthy lives

## OUTCOME 2

Children are born healthy and strong

## OUTCOME 3

Children are engaged with high quality, culturally appropriate early childhood education in their early years

## OUTCOME 4

Children thrive in their early years

Lead Dep/  
Agency

HEALTH

HEALTH

EDUCATION

HEALTH

State Outcomes

Keeping people healthy through prevention and health promotion

Best start in life for young children

Keeping people healthy through prevention and health promotion

Outcome Indicators

Pregnant women quitting smoking by the second half of their pregnancy

Proportion of enrolled Aboriginal children who are enrolled in an early childhood education program, are enrolled for at least 600 hours in the year before school

Children fully immunised at one year of age

Get Healthy Information and Coaching Service-  
Get Healthy in Pregnancy Referrals

Premier's priority



- Indicates Indigenous-specific target or Outcome
- Indicates program (where Outcome Indicator not relevant)

#### OUTCOME 5

Students achieve their full learning potential

#### OUTCOME 6

Students reach their full potential through early education pathways

#### OUTCOME 7

Youth are engaged in employment or education

#### OUTCOME 8

Strong economic participation and development of people and their communities

### EDUCATION

### EDUCATION

### EDUCATION

### DPC

Educational foundations for success

Skilled and employable workforce

Skilled and employable workforce

Proportion of Aboriginal students attaining Year 12, while maintaining their cultural identity

Proportion of NSW working age population with qualification at or above Certificate III

Proportion of young people in NSW who are in education, training and employment

Proportion of Aboriginal students in public schools in the top two NAPLAN bands for reading and numeracy

Proportion of NSW government funded VET graduates who are employed after training

Proportion of NSW government funded VET graduates who are employed after training

Reduce the gap between Aboriginal students in public schools reporting a sense of belonging, expectations for success and advocacy at school

Proportion of NSW employers satisfied with VET training meeting their skill needs

Educational foundations for success

Proportion of Aboriginal students in public schools above the national minimum standard for reading and numeracy

Proportion of all recent school leavers (who left school the previous year) participating in higher education, training or work

Increase the proportion of Aboriginal students attaining year 12 by 50 per cent by 2023, while maintaining their cultural identity

Increase the proportion of public school students in the top two NAPLAN bands (or equivalent) for literacy and numeracy by 15 per cent by 2023, including through statewide roll out of Bump ItUp

# 18. Appendix 2 - Alignment of 2020-21 State Outcomes to Closing the Gap

Closing the Gap outcome

## OUTCOME 9

People can secure appropriate, affordable that is aligned with their priorities and need

## OUTCOME 10

Adults are not overrepresented in the criminal justice system

## OUTCOME 11

Young people are not overrepresented in the criminal justice system

## OUTCOME 12

Children are not overrepresented in the child protection system

Lead Dep/ Agency	DPIE (AHO)/DCJ	DCJ	DCJ	DCJ
State Outcomes	Maximise community benefit from government land	Reduce reoffending	Reduce reoffending	Children and families thrive
Outcome Indicators	Empowering Aboriginal communities for independent social and economic futures (AHO)	Proportion of adult offenders released from custody who have a new proven personal, property or serious drug offence in the 12 months following release	Number of young people each year who reoffend within 12 months of participation in a Youth Justice Conference or completion of a custodial order or sentence to a supervision order	Number of children and young people exiting out-of-home care to restoration, guardianship or adoption
	DCJ	Proportion of adult offenders receiving a supervised community sentence who have a new prove personal, property or serious drug offence within 12 months of sentence		Number of entries to out-of-home care
	People have a safe and affordable place to live	Safer communities		
	Proportion of tenants successfully transitioning out of social housing annually	Rate of property crime in NSW per 100,000 population		
	Proportion of social housing applicants each year who are diverted from social housing to the private rental market not returning for further assistance 12 months later	Rate of violent crime in NSW per 100,000 population		
Premier's priority		Reduce adult reoffending following release from prison by 5 per cent by 2023		Double the number of children in safe and permanent homes by 2023 for children in, or at risk of entering, out-of-home care



Indicates Indigenous-specific target or Outcome



Indicates program (where Outcome Indicator not relevant)

### OUTCOME 13

Families and households are safe

### OUTCOME 14

People enjoy high levels of social and emotional wellbeing

### OUTCOME 15

People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

### OUTCOME 16

Cultures and languages are strong, supported and flourishing

### OUTCOME 17

People have access to information and services enabling participation in informed decision-making affecting their own lives

## DCJ

## HEALTH

## DPIE

## DPC

## DCS

Children and families thrive

Keeping people healthy through prevention and health promotion

Maximise community benefits from government land

Empowering Aboriginal communities

Excellence in customer service

Proportion of children and young people reported at risk of significant harm (ROSH) who are re-reported within 12 months of closure of plan

Towards zero suicides

Empowering Aboriginal communities for independent social and economic futures

Number of Aboriginal Language Boards having developed and implemented local language programs within their community

Percentage of transactions available digitally through Service NSW

Number of people charged with a domestic violence assault who had an earlier domestic assault charge in the last 12 months

Increase the number of government services where customers only have to "Tell government once"

Safer communities

Customer satisfaction with services across government

Rate of domestic violence related assault incidents recorded by police involving grievous bodily harm

Decrease the proportion of children and young people re-reported at risk of significant harm by 2 per cent by 2023

Reduce the rate of suicide deaths in NSW by 20 per cent by 2023

Increase the number of government services where citizens of NSW only need to "Tell Us Once" by 2023

Reduce the number of domestic violence reoffenders by 25 per cent by 2023









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