

DEPARTMENT OF TREASURY AND FINANCE

# SELF-DETERMINATION PLAN

## ADVANCING SELF-DETERMINATION IN DTF



## Artwork Acknowledgement

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of Bayila Creative

## Art narrative

The artwork represents the Department of Treasury and Finance's commitment to Cultural Safety, Accountability, Respect and Collaboration.

The various pathways depict our connection to one another and represents the Department of Treasury and Finance's commitment to ensuring it promotes cultural safety and is an inclusive environment that is respectful and considerate of Aboriginal people.

The central circle represents the Department of Treasury and Finance and the outer circles represent the diverse communities across the State of Victoria. The hands depict accountability and the feet represent being guided by Aboriginal cultural principles.

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# ACKNOWLEDGMENT

The Department of Treasury and Finance (DTF) acknowledges all Aboriginal and Torres Strait Islander people, Traditional Owners and custodians of the land on which we work and live as Australia's first peoples, including their deep and spiritual connection to the land.

The fabric of Australia is strengthened and enriched with Aboriginal people's varied customs and cultures.

DTF's vision is for a prosperous future for all Victorians. To fulfil this vision, we provide economic and financial policy advice to the Government with the aim of increasing the living standards of all Victorians.

## Language statement

We recognise the diversity of Aboriginal people living throughout Victoria. While the terms 'Koorie' or 'Koori' are commonly used by Aboriginal people of Southeast Australia, we have used the term Aboriginal in this report to include all people of Aboriginal and Torres Strait Islander descent who are living in Victoria.

The use of the words 'our' and 'we' throughout this document refers to DTF.



# MESSAGE FROM THE SECRETARY

As Secretary of the Department of Treasury and Finance, I am pleased to present *Advancing Self-Determination in DTF*.

Self-determination is the guiding principle underlying the State's Aboriginal affairs.

For Government, this means developing relationships with Aboriginal people and groups and empowering communities. It also means striving towards the transfer of decision-making control to Aboriginal people on the matters that affect their lives.

The trauma suffered by Aboriginal people due to colonisation has been enduring and intergenerational. It is up to Government to meaningfully consider how it can progress self-determination and deliver better outcomes for Aboriginal people as steered by Aboriginal people.

*Advancing Self-Determination in DTF* represents the Department's first steps to delivering reforms. They represent changes to the way we work and our workforce. I hope these reforms provide us with a good starting place, acknowledging we have a long journey ahead to fully instil self-determination into our processes.

It is an exciting time for Aboriginal affairs in Victoria with the establishment of the First Peoples Assembly and the work towards setting up a treaty or treaties. With this great momentum, I look forward to delivering these reforms and contributing towards the State's efforts to improve the lives of Aboriginal people.

**David Martine**

Secretary

Department of Treasury and Finance

# GOVERNMENT'S COMMITMENT TO ADVANCING SELF-DETERMINATION

The Victorian Aboriginal Affairs Framework 2018-2023 (VAAF) committed Government to advancing self-determination. The VAAF is Victoria's overarching strategic framework to drive improved outcomes for Aboriginal people and is the forward-looking agenda for Aboriginal affairs policy.

A key element of the VAAF is that it commits the Government to be accountable to the community and report on its efforts to enable self-determination. The VAAF recognises that to achieve positive outcomes, we must fundamentally change the way governments work with Aboriginal people.

## What is self-determination?

The Victorian Government's commitment to advance self-determination is built on community perspectives and priorities, acknowledging the decades that Aboriginal people have fought for self-determination and their right to make decisions on matters that affect their lives and communities.

While Aboriginal self-determination means different things to different people, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) describes self-determination as the ability for Indigenous people to freely determine their political status and pursue their economic, social and cultural development. It also describes self-determination as a right that relates to groups of people, not individuals.

While UNDRIP gives us a language to talk about self-determination, Aboriginal people must not feel constrained by the definition set out in UNDRIP. Inherent to self-determination is the right of Aboriginal people to define for themselves what self-determination means.

Self-determination is the key approach that has produced effective and sustainable improvement in outcomes for Indigenous people across many jurisdictions. Government action to enable self-determination acknowledges that Aboriginal people hold the knowledge and expertise about what is best for themselves, their families and their communities.



## The Self-Determination Reform Framework

The Self-Determination Reform Framework (SDRF) was endorsed by the Secretaries Leadership Group on Aboriginal Affairs in June 2019. The SDRF intends to guide public service action to enable self-determination in line with the Government’s commitments in the VAAF. It provides a consistent understanding of how Government should enable and report against self-determination and provides guidance for departmental action to enable it. The first report back against the framework is due in June 2020.

The SDRF requires departments to develop actions that contribute to four reform domains, with the approach to transforming public systems and structures in the Public Sector Reform Statement. The goals across these reform domains include:

1. **People** – build a culturally safe public service workforce that understands and has the capacity to enable Aboriginal self-determination in all policies and programs;
2. **Systems** – transform government systems and structures to enable Aboriginal decision-making, leadership and strategic service provision by embedding the self-determination enablers;
3. **Outcomes** – adopt an outcomes-focused approach that will enable flexibility and Aboriginal leadership in government’s efforts to embed the self-determination enablers; and
4. **Accountability** – establish transparent, Aboriginal-led accountability of government and government-funded organisations to ensure that policies and programs are responsive to Aboriginal needs, priorities and aspirations, and that government action in Aboriginal affairs is consistent with the self-determination enablers and guiding principles.

In preparing action, departments are to consider the self-determination **enablers** and **guiding principles**. The enablers are to help focus government on the key reforms it can undertake to deliver self-determination. The principles set the minimum standards that actions are to address and guide existing and future work with Aboriginal people.



## Purpose

This document sets out DTF's planned actions to advance self-determination in 2020 and beyond.

## About DTF

We provide economic, financial and resource management advice to help the Victorian Government deliver its policies.

We support Tim Pallas, Treasurer of Victoria and Minister for Economic Development, and Robin Scott, Assistant Treasurer, to manage Victoria's budget, finances, economic policy and strategy.

Our work also involves assisting the Government to implement major infrastructure projects and contractual agreements across Victoria.

## Our objectives

We strive for excellence in financial and economic management to improve the lives of all Victorians. We value our people and motivate them to lead, influence, collaborate and innovate. These objectives seek to:

- optimise Victoria's fiscal resources;
- strengthen Victoria's economic performance;
- improve how Government manages its balance sheet, commercial activities and public sector infrastructure;
- deliver efficient whole of government common services to the Victorian public sector; and
- ensure DTF and its people have the capability to serve the Government.

We proactively look to improve our services, and the way in which they are delivered to ensure we are fiscally responsible, market focused and reform oriented.

## Our role

We support the ministerial portfolios of the Treasurer, Minister for Economic Development and the Assistant Treasurer. We also provide leadership in economic, financial and resource management advice to help the Victorian Government deliver its policies.

Our role includes:

- supporting the Government in responsible budget and financial management;
- giving policy advice, and influencing decisions about economic, social, regulatory and environmental issues;
- providing economic and financial leadership to the Victorian public sector;
- helping the Government implement major infrastructure projects and public sector frameworks; and
- helping the Government make decisions about major contractual arrangements across Victoria.

## Our objectives with regard to self-determination

In preparing this Plan, and in consideration of the self-determination enablers under the SDRF, DTF's actions progress the Government's self-determination commitment to meet the following objectives:

1. Ensure DTF promotes cultural safety and is an inclusive environment that is considerate and respectful of Aboriginal people;
2. Acknowledge and address the trauma experienced by the Aboriginal community and support healing;
3. Build self-determination into DTF's everyday processes;
4. Strive for better outcomes for Aboriginal communities in the delivery of our work and advice;
5. Advance DTF along the self-determination continuum; and
6. Increase accountability of our actions in progressing self-determination.

# HOW DTF IS MEETING ITS COMMITMENTS

DTF has made some progress in recent years advancing our expertise and focus on Aboriginal affairs. This has included:

- providing Aboriginal cultural awareness training to all staff, and further self-determination training for budget analysts and executives;
- developing the whole of government Social Procurement Framework and one per cent Aboriginal Procurement Target; and
- implementing an Aboriginal Employment and Inclusion Action plan.

The DTF board has directed the Department to consider further actions to enhance DTF's engagement and response to self-determination.

To advance reforms, the DTF Self-Determination Taskforce was established. The Taskforce comprises senior executives and staff from across the Department and is led by the Budget and Finance Division's Deputy Secretary. The Taskforce membership includes Aboriginal employees to bring their unique perspectives.

The Taskforce has planned for and devised actions from various teams throughout DTF and prepared this *Advancing Self-Determination in DTF* (the Plan). The key workstreams in the Plan are:

- understanding self-determination and developing expertise to help advance it;
- developing relationships with the Aboriginal community;
- increased government procurement from Aboriginal businesses;
- reflecting self-determination in our communications;
- changes to policy advice; and
- advancing self-determination through the budget.

The planned actions are provided in the following table.

# WORKSTREAMS

## Understanding self-determination and developing expertise to help advance it

Actions	Summary	Link to SDRF reform domains	Success measures
<b>A new mandatory staff training program</b>	A new training package will be provided to complement existing Aboriginal cultural awareness training. The new training would cover the VAAF and the SDRF, and build staff understanding of self-determination and how to apply and advance it in DTF.	People	DTF staff understand and apply self-determination principles as part of their work responsibilities.
<b>Information availability on the DTF Intranet</b>	DTF to add content to the 'Aboriginal matters' intranet page on its role and self-determination actions. This includes: <ul style="list-style-type: none"> <li>links to the VAAF and the SDRF;</li> <li>the <i>Advancing Self-Determination in DTF Plan</i>;</li> <li>information on self-determination training; and</li> <li>other information on Aboriginal matters that could be useful including language protocols, meeting and acknowledgement of country protocols, signature block recognition and resources from the Aboriginal cultural awareness training.</li> </ul>	People/systems	Information is uploaded to the intranet.
<b>Place the DTF Aboriginal Employment and Inclusion Plan on DTF's website</b>	Place the Aboriginal Employment and Inclusion Plan on DTF's website, to help promote DTF's efforts to build inclusivity.	People/systems	Publish the Plan on the DTF website.
<b>Volunteering opportunities</b>	Promote volunteering opportunities for staff with Aboriginal organisations.	People	Staff uptake of volunteering opportunities.

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Survey DTF to determine staff understanding of the SDRF and enabling self-determination</b>	A staff survey to be developed and delivered pre- and post-training to determine the extent to which training has improved staff understanding of self-determination.	People	Deliver staff survey accompanied with training.
<b>Aboriginal intern recruitment</b>	Recruiting graduates and interns through the Barring Djinang Aboriginal Graduate Pathways Program and Vocational Education Training (VET) Program.	People	Graduates/interns recruited.
<b>Disseminating the SDRF</b>	The SDRF to be distributed to DTF staff, through an intranet post together with relevant communication to DTF work areas, or through the fortnightly message from the Secretary. The distribution can be coordinated with the staff training program.	Outcomes	Disseminate the SDRF.

As at 1 May 2020 DTF has recruited one Aboriginal intern this financial year and developed a centralised volunteer register which includes Aboriginal organisations for staff to volunteer at. The Department is working towards the other actions included in this workstream.

## Developing relationships with the Aboriginal community

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Developing relationships with the Aboriginal community</b>	Develop communication avenues with relevant Aboriginal stakeholders, including Aboriginal governance forums and Aboriginal organisations as appropriate and identify where DTF may have the highest impact.	People/systems	Identify relevant stakeholders and proactively engage as appropriate.
<b>Understanding DTF's contact with Aboriginal communities</b>	Meet with all parts of DTF to identify engagement points with the Aboriginal community.	People	Meet with Budget and Finance, Corporate Delivery Services Group, Commercial, People and Culture, and Service Delivery and Reform. Form regular catch ups to have ongoing discussions regarding self-determination and the progression of the SDRF.
<b>Creating a culturally safe environment</b>	Create an environment that celebrates Aboriginal communities. Immerse the Department in images of or from positive Aboriginal leaders or people.	People	Display artwork from Aboriginal people across the Department.

As at 1 May 2020, DTF is working towards the actions in this workstream.

## Increased government procurement from Aboriginal businesses

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Increase procurement from Aboriginal businesses</b>	Work with DJPR (Aboriginal Economic Development branch) to support Aboriginal businesses through their grant agreement with Kinaway.	Systems/ outcomes	Conduct consultation on expanded definition of Aboriginal business and verification options.
<b>Communicate target calculation to each department and report on progress against target</b>	Consistent messaging by the Strategic Sourcing Procurement Policy and Reform Team to departments and agencies about the Aboriginal procurement target.	Systems	DTF to lead six-monthly reporting to the Integrity and Corporate Reform Subcommittee. Annual report against progress to be published in <i>Victorian Government Aboriginal Affairs Report</i> .
<b>Formalise relationships with Supply Nation and Kinaway</b>	Whole of government partnership and membership agreements with Kinaway and Supply Nation, owned and managed by the Strategic Sourcing Procurement Policy and Reform Team.	Outcomes	Formalise membership with Supply Nation in a WoVG agreement and continue partnership with Kinaway.
<b>Support progress towards one per cent procurement target</b>	Recruitment of two dedicated DTF resources (VPS 5 and VPS 6) to pursue the reform agenda.	People/ outcomes	Commence employment.
<b>Support progress towards the one per cent procurement target</b>	Work to further understand the capacity of the Aboriginal business sector to respond to government procurement opportunities.	Outcomes	DTF to lead six-monthly reporting to the Integrity and Corporate Reform Subcommittee. Annual report against progress to be published in <i>Victorian Government Aboriginal Affairs Report</i> .



Actions	Summary	Link to SDRF reform domains	Success measures
<b>Support progress towards the one per cent procurement target</b>	Consideration of other policy interventions designed to 'even the playing field' for Aboriginal businesses, such as set-asides and other strategies, as found in jurisdictions where Aboriginal procurement targets are progressing well (e.g. Cwlth).	Outcomes	Investigate State Purchase Contracts (SPCs) led by DTF to increase opportunities for Aboriginal businesses to be engaged under the SPCs. Success will be measured by an increase in the number of Aboriginal businesses engaged under DTF-led SPCs.

As at 1 May 2020, DTF has recruited the two dedicated resources to pursue the reform agenda and is working towards all the other actions in this workstream.

## Reflecting self-determination in our communications

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Develop relevant case studies</b>	Produce case studies reflecting DTF's efforts preparing for and progressing self-determination, supporting inclusivity and better outcomes for Aboriginal people through DTF's work.	People/ outcomes/ systems/ accountability	Prepare case studies against each reform domain.
<b>Review DTF internal policies</b>	Review DTF internal policies and publications to ensure these reflect DTF's commitment to self-determination, including DTF's Corporate Plan and DTF Intranet resources.	Systems/ accountability	Review DTF's Corporate Plan, and the Aboriginal matters at DTF Intranet page.
<b>Review DTF's external policies</b>	Review DTF's external policies, publications and communications and recommend changes to ensure these reflect DTF's commitment to self-determination, including: <ul style="list-style-type: none"> <li>DTF's website;</li> <li>Invest Victoria's and the Office of Projects Victoria's (OPV) website; and</li> <li>DTF's Annual Report.</li> </ul>	Accountability	Review DTF's, Invest Victoria's and OPV's website and DTF's annual reports.
<b>Explore what other departments are doing to publicly communicate their commitment to self-determination</b>	Explore opportunities to publicly communicate DTF's commitment to self-determination as undertaken by other departments, for example: <ul style="list-style-type: none"> <li>DHHS Korin Korin Balit-Djak Framework has a specific strategic direction to increase Aboriginal involvement in leadership and strategic government decision-making. The framework publicly communicates its goal to support employees understanding and application of Aboriginal self-determination in health, wellbeing and safety through ongoing seminars, workshops, learning materials and leadership commitments.</li> </ul>	Accountability	Review other departments' commitments and apply relevant actions and ideas in future self-determination plans for DTF.

As at 1 May 2020 DTF is working towards the actions included in this workstream.

## Changes to policy advice

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Add an additional check to DTF cabinet submission briefing template</b>	Amend DTF cabinet submission briefing template to prompt DTF staff to assess whether the proposals align with principles of self-determination where relevant.	Systems/outcomes	Include the prompt in the DTF cabinet submission briefing template.
<b>Consider policy advice delivery structures</b>	Review the Aboriginal affairs policy advice delivery function of DTF, with a view to seeing how different structures may promote better outcomes. For example, a specific Aboriginal affairs unit could lead on Aboriginal affairs matters (across health, education, justice, housing etc), ideally led by Aboriginal staff.	People/outcomes/ systems	Complete the review.

As at 1 May 2020, DTF is working towards the actions included in this workstream.

## Advancing self-determination through the budget

Actions	Summary	Link to SDRF reform domains	Success measures
<p><b>Increased collaboration with the Aboriginal community on business case development</b></p>	<p>Proactively promote and support departments to work collaboratively with Aboriginal communities in the development of robust business cases, maximising key information and direct benefits to Aboriginal communities. This will also include advocating for a letter of support from Aboriginal communities directly involved with submission development to be attached to business cases.</p>	<p>Systems</p>	<p>Revise the 2020-21 budget process, requiring a greater level of Aboriginal community involvement in business case development, including clear and specific benefits to Aboriginal communities.</p>
<p><b>Undertake cultural safety and Aboriginal self-determination training for budget analysts</b></p>	<p>Undertake tailored Aboriginal cultural safety and self-determination training for DTF and DPC budget analysts responsible for briefing Government through the budget process, consistent with the principles of the VAAF and SDRF.</p>	<p>People</p>	<p>Hold training prior to the commencement of the 2020-21 budget process.</p>
<p><b>Develop a framework to help budget analysts apply cultural safety and self-determination principles to their work</b></p>	<p>Preparation of guidance material to support budget analysts in identifying positive contributors towards cultural safety and Aboriginal self-determination through the budget process, consistent with the principles of the VAAF and SDRF.</p>	<p>People</p>	<p>The framework is provided as part of the 2020-21 budget, informing their review of business cases, and advice to Government.</p>
<p><b>Apply authoritative reports on Aboriginal affairs to budget submission advice provided to Government</b></p>	<p>Ensure advice to Government applies findings and recommendations from authoritative reports on Aboriginal affairs, including those related to service demand driven by Aboriginal population growth, and systematic responses to address this.</p>	<p>Systems</p>	<p>Advice to Government as part of the 2020-21 budget incorporates these findings and recommendations.</p>

Actions	Summary	Link to SDRF reform domains	Success measures
<b>Reduce the reporting burden on the Aboriginal community</b>	Ensure initiatives funded through the 2020-21 budget do not increase the overall reporting burden on the Aboriginal community.	Outcomes	Overall department mandated reporting for Aboriginal affairs initiatives does not increase and processes are streamlined to reduce duplicated requests.

As at 1 May 2020, DTF has completed actions 1-4, and action 5 will be finalised as part of the 2020-21 budget which has been deferred in line with all other Australian governments due to the coronavirus pandemic.



# REPORTING

This section notes the questions DTF will be required to report against yearly from June 2020.

## Section 1: Self-determination

What do you say publicly about your commitment to self-determination?

How do you ensure the systematic application of the self-determination guiding principles in the development of policy, programs and initiatives?

Do you have examples or case studies of approaches that have enabled or hindered enabling self-determination across the Department?

## Section 2: Actions – Whole of government and departmental

What actions is the Department currently undertaking to achieve the goal?

What outcomes has the Department seen because of these actions?

How can the Department improve its actions to achieve the goal?

