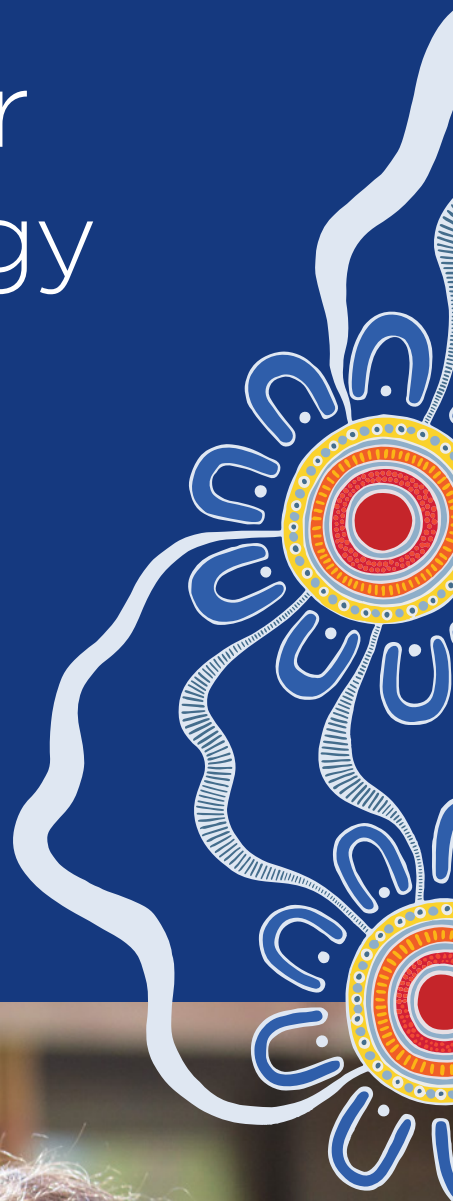
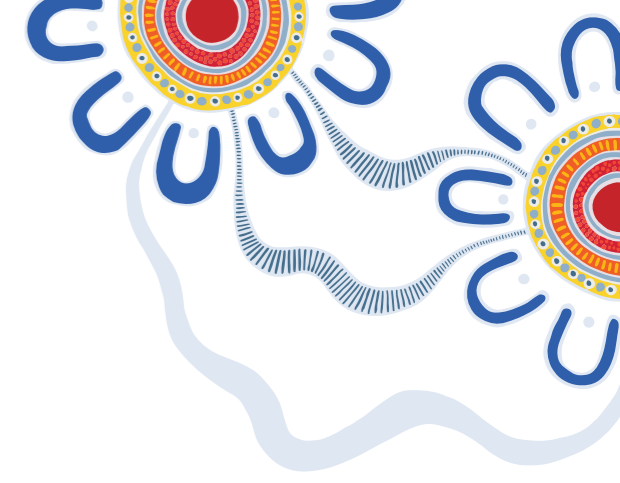


# Aboriginal Customer Engagement Strategy **2021 – 2025**

Department of Customer Service





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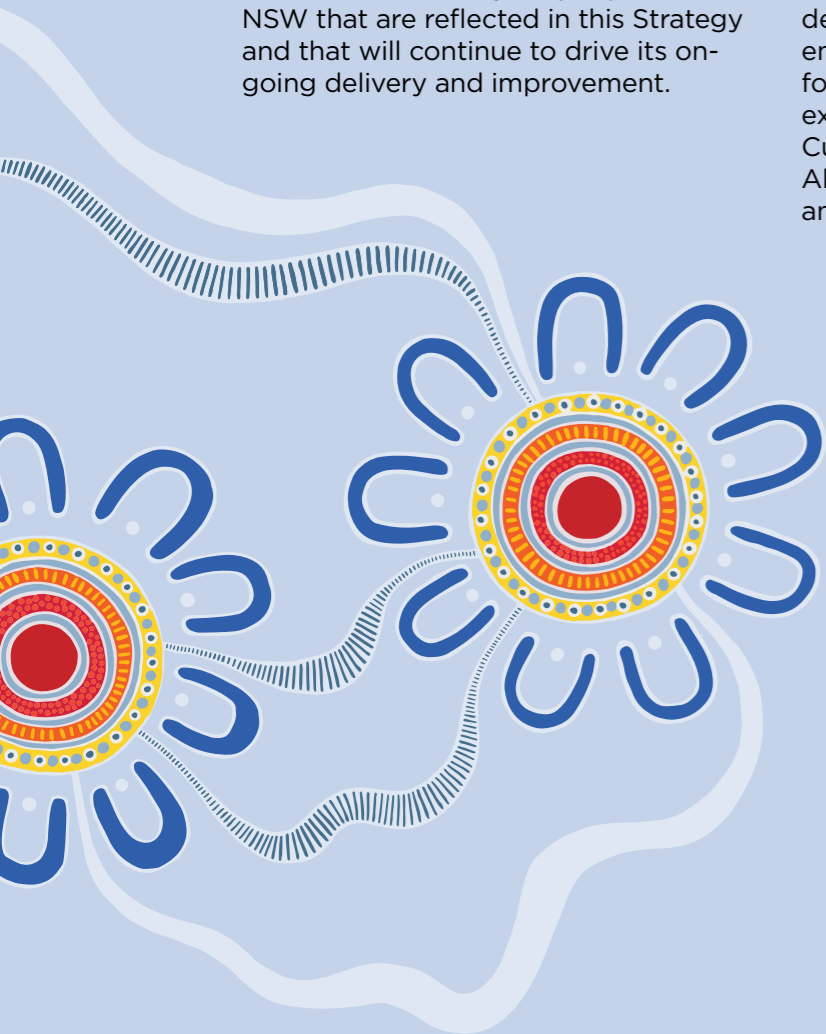
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# Acknowledgements

We, the Department of Customer Service (Customer Service), acknowledge the Traditional Custodians of the lands where we walk, work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respect to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people who participated in our consultations, our co-design process and contributed to the development of the Customer Service Aboriginal Customer Engagement Strategy. It is the voices of Aboriginal people across NSW that are reflected in this Strategy and that will continue to drive its ongoing delivery and improvement.

In developing this strategy, we would like to thank the members of the Aboriginal Customer Engagement Advisory Group and the Aboriginal Employee Resource Group for their input, guidance and Aboriginal cultural knowledge and connection to community, country and culture. We acknowledge the strength and determination of our Aboriginal employees who have paved the way for this strategy and recognise the excellent work being done across Customer Service to engage with Aboriginal people, communities and businesses.



## **We would like to thank the following communities, groups and people for their input and contributions to this Strategy:**

Aboriginal communities in Kempsey, Newcastle, Dubbo, Bourke, Brewarrina, Broken Hill, Batemans Bay, Wagga Wagga, Moree, Armidale, Tamworth, Grafton, Lismore, Redfern, Campbelltown, Nowra and Central Coast.

Aboriginal organisations who opened their doors and hearts to assist with our connection to local Aboriginal communities and who generously shared their insights and resources to promote meaningful Aboriginal customer engagement.

## **These organisations include:**

Aboriginal Medical Service Cooperative Redfern; Annecto aged care and disability (Kempsey); Armidale and Region Aboriginal Cultural Centre and Keeping Place; Brewarrina Aboriginal child and Family Centre; Bundjalung Tribal Society (Lismore); Dhiyaan Centre (Moree); Dubbo Local Aboriginal Land Council; Gurehlgam Aboriginal Community Development Corporation (Grafton); Maranguka Community Hub (Bourke); Mid Lachlan Aboriginal Housing Management (Dubbo); Nowra Local Aboriginal Land Council;

Tamworth Youthie; Tharawal Aboriginal Corporation (Campbelltown); The Glen Centre Central Coast Drug and Alcohol Rehabilitation Centre; Tolland Glenfield Neighbour Centre (Wagga Wagga) and Wandiyali Aboriginal community and children's services (Newcastle)

The Aboriginal Customer Engagement Advisory Group and Aboriginal Employee Resource Group members – Brad Webb, Rachel Hull, Tamara Bellea-Mayers, Stephen Cochrane, Greg Slabb, Brett Cunningham, Theresa Kelly, Aysha Kanuric, Elena Berrocal Capdevila, Emma Hickey and Laurence Crawford.

Customer Service Divisions, including Service NSW; Births Deaths and Marriages; Better Regulation; Customer Delivery and Transformation; People and Culture; Government and Corporate Services; Revenue NSW and the State Insurance Regulatory Authority.

Finally, we would also like to acknowledge the Project Team responsible for facilitating the co-design, community consultation and compilation of the Aboriginal Customer Engagement Strategy, Implementation Plan and supporting resources, Chad Ritchie, Jason Whitfield and Jasmin Aitken.

## Minister's foreword



Aboriginal customers are of significant importance to NSW. They are our First Nations Peoples, occupying the lands upon which we work and live for over 60,000 years, and we are very thankful for their expert stewardship of this land and for the rich Aboriginal culture and heritage that our country is built upon. We are deeply sorry for the pain and suffering caused by past Government policies and practices impacting Aboriginal people and communities but look to a better future together, celebrating the resilience and strength of Aboriginal people and communities.

Aboriginal customers and communities can expect government services to be trustworthy, effective and easy no matter where they live or what they need. Our commitment to customers is that we are easy to engage with, act with empathy, respect customers' time, explain what to expect, and engage communities.

This Strategy puts Aboriginal customers at the centre of service design to ensure that Aboriginal people are listened to, heard, validated and articulated from inception to embedding into business. Progress against the Strategy will be monitored, evaluated and reported upon to ensure that we are responsive to changing needs and remain accountable to our community.

We know that Aboriginal customer life journeys traverse many government agencies and levels of government, therefore our approach includes a clear commitment to work collaboratively between government and community. In doing so we are contributing to the Closing the Gap priorities and breaking the cycle of disadvantage.

We also want to make it easier for Aboriginal owned businesses to work with Customer Service. Aboriginal owned businesses play an important role in the NSW economy, providing employment to Aboriginal people and supporting Aboriginal communities.

Today it is a great honour to release Customer Service's first Aboriginal Customer Engagement Strategy. This Strategy provides the foundation for a new standard of engaging with Aboriginal people led by Aboriginal people and communities across NSW. It articulates the diverse voices of Aboriginal people from all walks of life, from urban, rural and remote locations and seeks to transform the way we engage with Aboriginal customers and Aboriginal owned businesses now and into the future.

Hon. Victor Dominello, MP

Minister of Digital, Minister of Customer Service

## Message from the Secretary



In developing an Aboriginal Customer Engagement Strategy, our Department is walking on new ground together with Aboriginal people, communities and businesses to overcome the barriers experienced in fully engaging with us and benefiting from our services.

The vision of Customer Service is to be the world's most customer centric government, putting customers and community at the centre, people and inclusion at the heart of its business and demonstrating partner collaboration at its best. Our Department values service, integrity, trust and accountability.

With our vision, values and commitment as our foundation, we are determined to deepen our understanding of and engagement with Aboriginal people so that we can deliver culturally safe, competent and coordinated services to Aboriginal people and communities in the way that they want

these services to be delivered. Our goal is to make government easy, break the cycle of disadvantage and create a strong economy.

Our Department acknowledges the impact of historical engagement between governments and Aboriginal peoples has had a profound influence on the health, wellbeing and views of contemporary Aboriginal communities. We know that there is a lot of work to do to achieve genuine engagement with Aboriginal people and communities to build trust and alleviate relationship tensions between Aboriginal people and Government, and we are committed to this work.

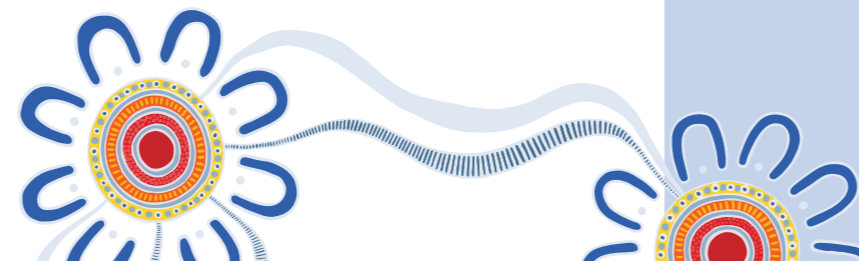
We won't always succeed, but we are determined to be courageous, when we stumble, we'll get back up, we'll own our mistakes and learn from them. We can't do the same things we've always done, we need to do things differently to be more inclusive of Aboriginal customers and Aboriginal owned businesses.

This is Customer Service's first Aboriginal Customer Engagement Strategy created in collaboration with Aboriginal people and communities across NSW. It builds on the work that has already commenced by some Customer Service business areas that puts Aboriginal customers at the centre of our service design and delivery. This includes the development of Service NSW Cultural Program, targeted approaches by Births Deaths and Marriages to assist Aboriginal people obtain birth certificates, the First Nations phone assist provided through Revenue NSW and the engagement work being undertaken by the Better Regulation Division.

I would like to acknowledge the excellent work done by the newly formed Aboriginal Outcomes Unit in working with Aboriginal communities across NSW to create this Strategy and the Aboriginal Employee Resource Group for their guidance and support throughout its development.

Emma Hogan

Secretary for Digital, and the Department of Customer Service



# Department of Customer Service's Connect Strategy 2020-22

Customer Service's Connect Strategy builds on the great work we've established in recent years for our customers and the community and highlights how we will drive our customer service journey forward.

It outlines the Department's vision to be the world's most customer-centric government, for all communities.

Our Aboriginal customers are an important part of this vision, and the Aboriginal Customer Engagement Strategy sets out how we will engage with Aboriginal people, communities and businesses.

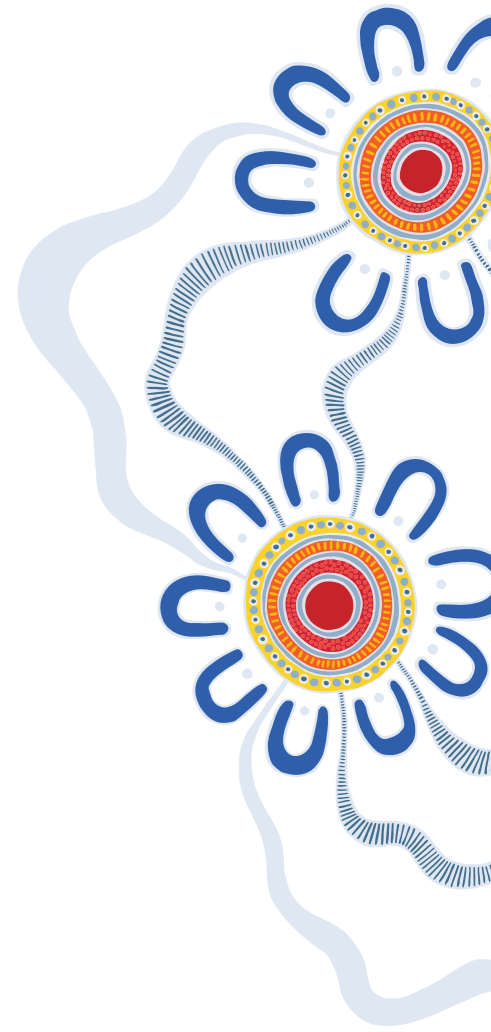


## Overview of Connect Strategy 2020-22

Serving over 8 million customers across NSW, Customer Service plays three roles to achieve its vision.

### These are:

- **As a central agency** we set whole of government customer strategy, standards, investment prioritisation and ways of working.
- **As a network leader** we partner with clusters to leverage our specialist services and unique expertise to support whole of sector customer priorities.
- **Service delivery and reform.** Service excellence in the delivery of customer facing functions both for Customer Service and whole of government.



# Purpose of the Aboriginal Customer Engagement Strategy

The purpose of the Aboriginal Customer Engagement Strategy, 'the Strategy', is to support and meet the needs of Aboriginal people who interact with Customer Service and create a culturally safe environment to expand Aboriginal customer engagement.

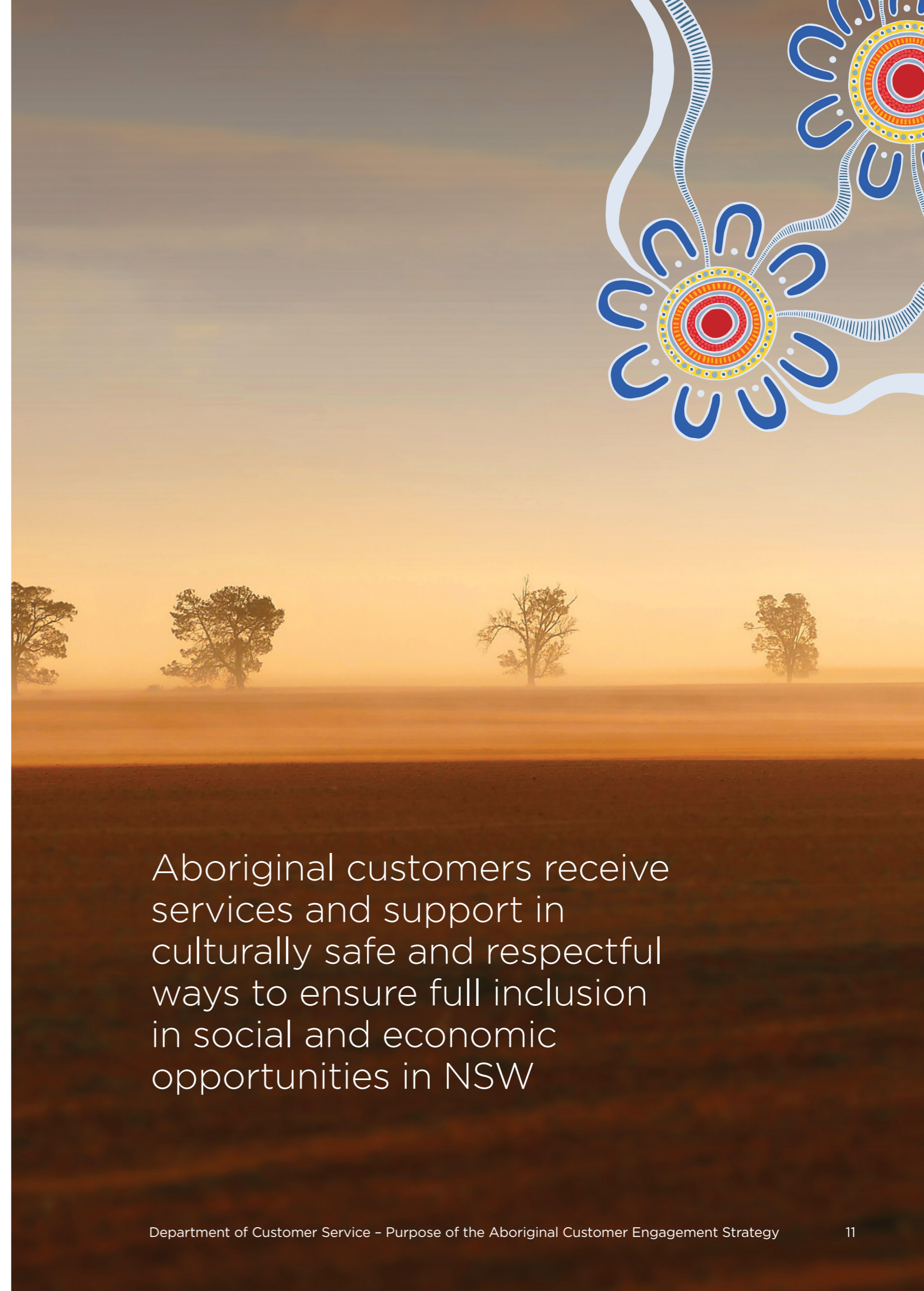


The Strategy has been developed in consultation with Aboriginal people and communities, through consultations in 17 locations across NSW. We thank those people and Aboriginal communities for their insightful contributions to the Strategy and for challenging us to be our best in serving their communities.

## **The Strategy sets out how:**

- we will empower Aboriginal people and communities to fully benefit from our services through customer service excellence
- Aboriginal people want us to target our investment, where it will have the best impact and how we will address the barriers Aboriginal people experience in accessing services.

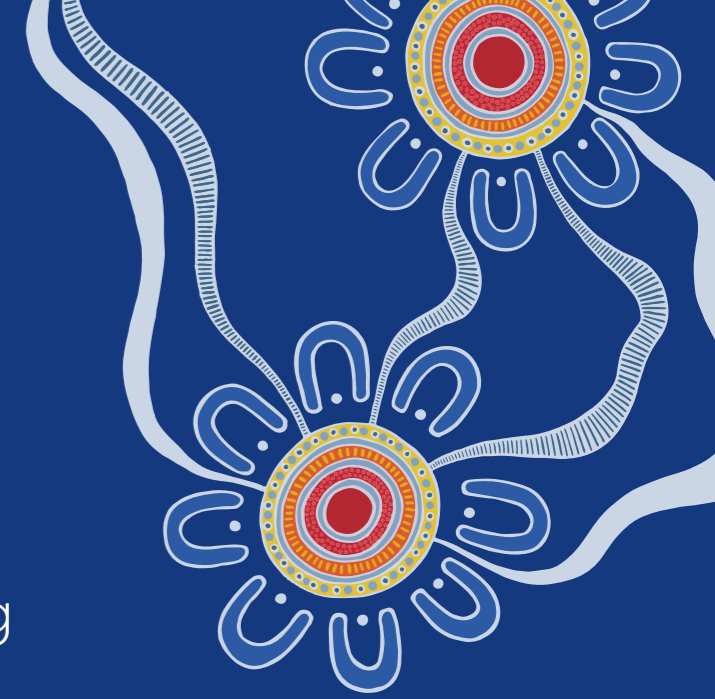
The Strategy lays the foundation for actions that will result in genuine and on-going engagement with Aboriginal people and communities, improved service design and accessibility of our services.



Aboriginal customers receive services and support in culturally safe and respectful ways to ensure full inclusion in social and economic opportunities in NSW



## What success looks like



We'll know that we're successfully achieving the outcomes of the Strategy when:

- ✓ Aboriginal customers feel safe, comfortable and informed about accessing services provided by Customer Service, and they have choices about how they engage with these services.
- ✓ Aboriginal people use the services and benefit from the opportunities provided by Customer Service.
- ✓ Aboriginal businesses receive the support they need to start and grow their business, become competitive in the market and benefit from the NSW economy.
- ✓ All Customer Service employees respectfully engage with Aboriginal customers and employees, demonstrating they have the understanding and appreciation for Aboriginal culture and ways of working.
- ✓ Aboriginal people are employed across all business units with the priority of employing customer facing Aboriginal employees at all levels of seniority.

# Overarching principles

The following overarching principles guide the work that we're doing to engage effectively with Aboriginal customers. They need to underpin our implementation and decision making.



## Aboriginal self-determination

Aboriginal people have the right to live according to their cultural values and beliefs and to have that right respected by others.

This principle celebrates the strengths of Aboriginal people and communities and their contribution to society and our country. It reaffirms that Aboriginal people have an incredibly valuable and proud heritage which continues today. We'll provide the resources and create opportunities for Aboriginal culture to be celebrated.

For us, this means that Aboriginal people shouldn't have to 'fit into' mainstream service delivery to have their needs met. Services need to be delivered in consultation with Aboriginal people and be responsive to individual differences and changing circumstances.





## Inclusion and access to services

Service delivery will be co-designed in partnership with Aboriginal people to ensure that the services are accessible, and the diversity of Aboriginal people, culture and communities is embraced.

Customer Service commits to working with Aboriginal people, communities and businesses to overcome systemic and environmental barriers. This includes making customer connection points relatable to Aboriginal people reflecting local culture, Country identification, Aboriginal artwork and branding.

This principle espouses the importance of partnerships that promote shared goals and give Aboriginal people the right to full participation.



## Committed and accountable

We're committed to Aboriginal-centric service delivery, providing the necessary resources, measuring impact and responding to Aboriginal customer feedback. Deepening the current level of Aboriginal customer engagement requires commitment and accountability at all levels of the department to create a consistently positive customer experience for Aboriginal customers.

Information about our engagement with Aboriginal customers needs to be collected, stored centrally and be accessible across Customer Service to enable evidence-based, targeted approaches to engagement.

“Our Elders are getting left behind ...I'm not good with technology... if everything is based on technology, then we'll never know anything”

Tomakin Wandiwandian (Batemans Bay)  
Community Consultation

# Message Sticks - Strategy deliverables

Our Department provides direct services to the community as well as being the front door to many services, programs and benefits provided by other Government agencies. We also play an important role in providing information and guidance on a range of community services that Customer Service is not responsible for delivering. Therefore, the following Message Sticks cover each of these service delivery situations.

**These include:**



## Creating Aboriginal customer-centric engagement

Aboriginal people and communities are strong, diverse, and have unique and special knowledge. Each community and Nation group have a unique connection to culture, language and country which needs to be reflected in localised approaches to engagement. This is why we're putting Aboriginal customers at the centre of service design and delivery - making sure Aboriginal voices are listened to, heard, validated and articulated.



## Actions and deliverables - Aboriginal customer-centric engagement

- Co-design localised Aboriginal Customer Engagement Plans that reflect the unique character and needs of each local community (locally owned and managed).
- Provide regular face to face outreach service delivery within existing local Aboriginal organisations.
- Design and create localised communication products that reach Aboriginal people and communities (led by Aboriginal subject matter experts).
- Design more welcoming customer service sites for Aboriginal people.
- Be inclusive of Aboriginal customers with a disability.

“Be aware of people with disability - don't give blind people forms to complete”

Anaiwan (Armidale)  
Community Consultation



## Equipping employees with cultural knowledge and expertise

All Customer Service employees need the knowledge and cultural capability to deliver safe, competent, and positive services for Aboriginal customers and employees. This applies to all levels of the Department - from our senior executives through to our graduates and entry level roles. This is because when we put people and inclusion at the heart, we not only empower our people, but also provide an inclusive culture which translates into positive customer experiences and outcomes.

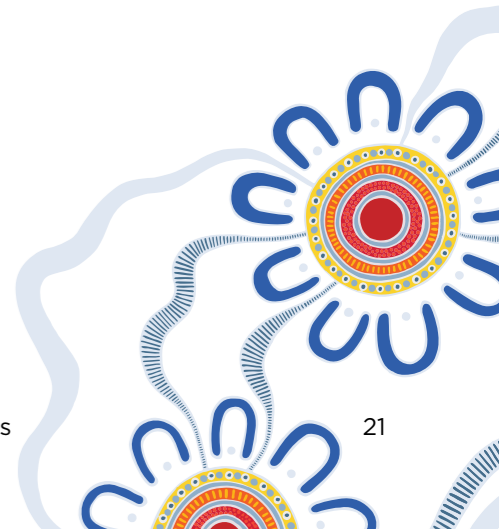


## Actions and deliverables - equipping employees with cultural knowledge and expertise

- Develop an Aboriginal Cultural Capability/Impact Statement and evaluation tool to gauge how inclusive, safe and welcoming customer sites and services are, and the areas for improvement.
- All Customer Service employees to undertake mandatory Aboriginal Capability training including on-line learning and cultural immersion activities.
- Ensure the workplace is supportive for Aboriginal employees, respectful of values, diversity of customs, cultures and beliefs. Explore opportunities for Aboriginal cultural supervision and mentors for employees.
- Raise awareness of and promote implementation of the NSW Aboriginal Procurement Policy (APP) to build the viability of Aboriginal businesses.

“Online cultural awareness training isn’t good enough. There should be local cultural awareness training from this community. Why isn’t there Dunghutti cultural awareness training where government working in this community learn about local issues and needs?”

Dunghutti (Kempsey)  
Community Consultation





## Building partner collaboration

Meaningful and genuine partner collaboration with Aboriginal peoples, communities, organisations and with other Government agencies is critical to success. When partner collaboration is at its best, the parties share power and decision-making. In this context, formal and informal partnership agreements are built around the wellbeing aspirations of Aboriginal peoples and communities who have joint ownership of the outcomes.

Our partnerships need to be proactive and responsive to changing local needs and evolve as the partnership matures and progress is made towards increased ownership by Aboriginal peoples and communities over time. We'll seek to build on existing networks and structures to promote partnership arrangements rather than duplicating what is already in place.

Our partnerships with other Government agencies will bring to life a coordinated approach that maximises collective resources and knowledge to make government easy for Aboriginal people and businesses.

Forming positive and productive partnerships requires shared goals, decision making, clear governance arrangements and resource commitments.

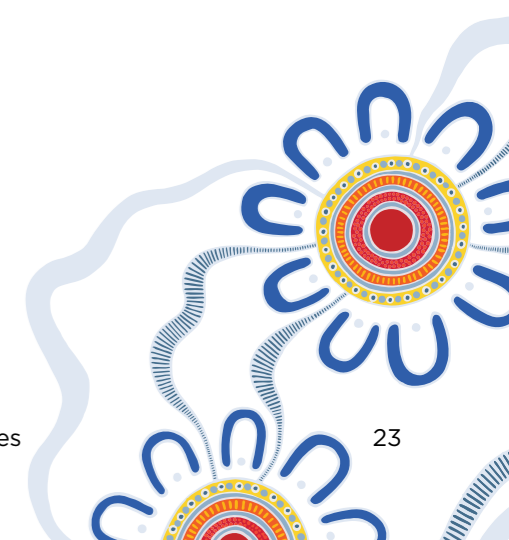
## Actions and deliverables – building partner collaboration

- **Local partnerships**  
Coordinated approach across Customer Service to connect with existing local networks and structures to build strategic relationships to work towards removing barriers faced by Aboriginal customers in accessing services.
- **Partnerships between Customer Service and Aboriginal organisations**  
Formalise partnerships that connect government to community-based Aboriginal organisations to work collaboratively to reach Aboriginal customers and Aboriginal owned businesses.
- **Working collaboratively across the NSW Government**  
Establish a cross Government Aboriginal community of practice to share data, ideas and experience (in recognition that we are all serving the same Aboriginal customers in NSW).
- **Partnerships to support Aboriginal owned businesses**  
Support Aboriginal owned businesses to access procurement opportunities through Customer Service to strengthen the viability of their businesses and contribute to breaking the cycle of disadvantage, increasing Aboriginal employment and building a strong economy.



“Don’t just come here and don’t come back – you need to keep coming back. Aboriginal people doing it together with Government – working side by side. Government need to listen to what community are saying”

Gamilaroi (Moree)  
Community Consultation





### Evaluating and refining the Strategy through improved data collection and reporting

The Strategy will be supported by a clear approach to monitoring and evaluation. This will require the collection and analysis of data not collected previously by Customer Service. The Strategy will be refreshed in 2023 to ensure it remains responsive to Aboriginal customers and maintains momentum to achieve its outcomes.

Currently we do not have a defined approach to collecting information about our Aboriginal customers, and there may be many Aboriginal people who are not engaging with Customer Service and therefore not benefiting from the services we have to offer.

Providing shared access to data and information is a key priority of the National Agreement on Closing the Gap. We're committed to contributing to the Closing the Gap priorities, including transforming mainstream government to improve accountability, and responding to the needs of Aboriginal and Torres Strait Islander people.



### Actions and deliverables - evaluating and refining the Strategy through improved data collection and reporting

- Evaluation approach to measure the success of the Aboriginal Customer Engagement Strategy that includes key areas to be measured and strategies to measure these.
- Agreement on an approach to respectfully and appropriately identify Aboriginal customers.
- Build Aboriginal Customer feedback mechanism that actively seeks Aboriginal customer input to improve services and activities.
- Build Aboriginal complaints mechanism and tool.

“We need to make our approach evidence based, using data collection to improve outcomes”

Ngemba (Bourke)  
Community Consultation

# Strategy governance

The strategy seeks to maximise the participation of all Aboriginal people to have a voice in decision-making, either directly or through local governing bodies that represent their priorities and interests.

Substantial work is being done across Customer Service to improve our engagement with Aboriginal customers. The centralised governance of this Strategy will help identify best practice and better coordinate initiatives and approaches across the Department.

Cultural expertise, consultation and program management will become the responsibility of a newly formed

Aboriginal Outcomes Unit, comprised primarily of Aboriginal employees. This unit will be supported by and report to the Customer Service Executive to ensure effective coordination of initiatives impacting Aboriginal customers, Aboriginal owned businesses and Aboriginal employment across Customer Service.



## The governance of this Strategy is as follows:

The Secretary acts as the project sponsor and has overall responsibility for the strategic directions of the Aboriginal Customer Engagement Strategy, providing the resources to ensure it's implemented and achieves the agreed outcomes.

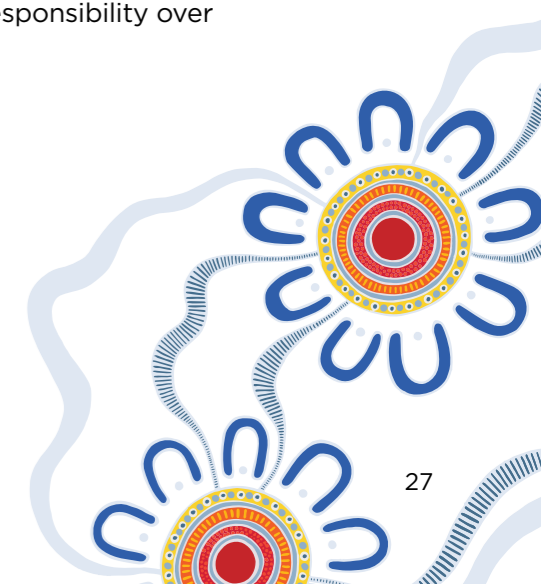
The Executive Leadership Team (ELT) is responsible for Strategy Implementation via the Business Units they oversee.

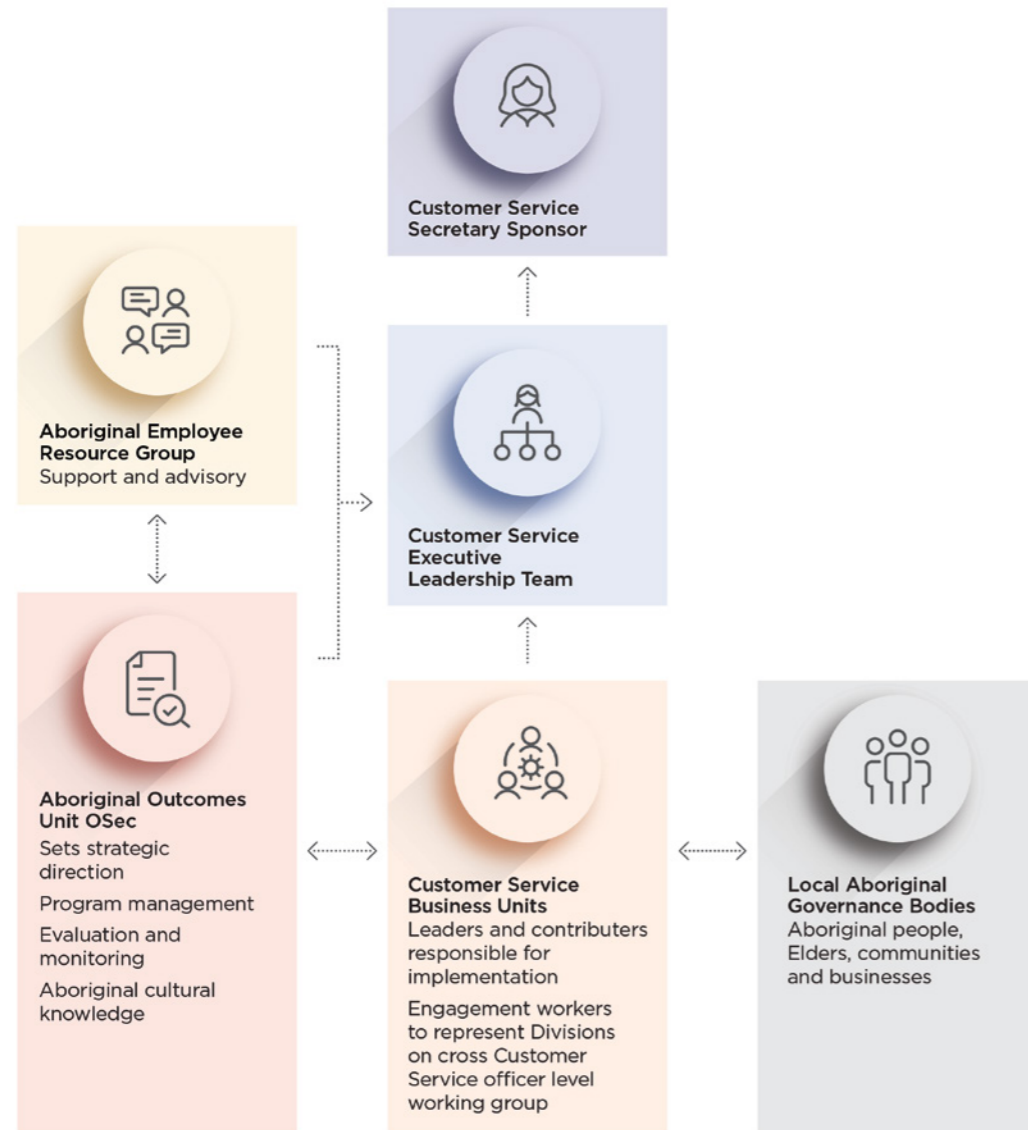
The Aboriginal Customer Engagement Strategy Program Manager has delegated responsibility from the Secretary for managing the day-to-day program responsibilities, evaluating and monitoring success of the Strategy and providing Aboriginal cultural knowledge and expertise to all divisions within Customer Service.

Customer Service Business Units are responsible for identifying business specific actions that contribute to the successful delivery of the Strategy and its implementation.

Customer Service Business Units will report to the Customer Service Aboriginal Outcomes Unit on the success of their agreed deliverables.

The Aboriginal Employee Resource Group (ERG) will support and provide input to the Strategy but have no direct decision-making responsibility over the Strategy.





## Roles and responsibilities

Who	Responsibility
<b>Sponsors</b> <b>Customer Service Secretary and Executive Director</b>  <b>Office of the Secretary</b>  	<ul style="list-style-type: none"> <li>Overall strategic direction of the Strategy and achieving outcomes.</li> <li>Provides financial resources and approval on decisions regarding progress and components.</li> <li>Promotes the Aboriginal Customer Engagement Strategy and its implementation within the Customer Service Cluster and across the NSW Government.</li> <li>Ensures ongoing alignment between the Strategy and Customer Service business objectives.</li> </ul>
<b>Customer Service Executive Leadership Team</b>  	<ul style="list-style-type: none"> <li>Enforces and supports implementation by Customer Service divisions.</li> <li>Responsible for the overall quality, value and benefits of the strategy.</li> <li>Holds business units accountable for implementation.</li> <li>Oversees reporting, progress, success measures and evaluation.</li> <li>Escalation point for identified risks and issues.</li> </ul>
<b>Aboriginal Outcomes Unit (Within the Office of the Secretary)</b>  	<ul style="list-style-type: none"> <li>Drives and co-designs the Strategy with Aboriginal Communities across NSW, consistent with Aboriginal self-determination.</li> <li>Connects work of the Strategy Implementation to National Policy priority areas such as Closing the Gap and the National Indigenous Voice.</li> <li>Facilitates and establishes partner collaboration across Government agencies and non-Government Aboriginal organisations.</li> <li>Works across State and Federal Government to streamline the Aboriginal customer experience - to make government easy for Aboriginal customers right across NSW.</li> <li>Supports business units with the design and creation of relevant local policies, tools and practice guidelines to build Aboriginal cultural capability across the cluster.</li> <li>Provide cultural expertise and interpretation to grow the confidence of Customer Service to engage with Aboriginal people, communities and businesses.</li> <li>Responsible for the monitoring, evaluation and review of the Strategy and its implementation.</li> </ul>



Who	Responsibility
<p><b>Customer Service Business Units</b></p> 	<ul style="list-style-type: none"> <li>• Responsible for implementing actions that support the Strategy Message Sticks in accordance with their unique service delivery.</li> <li>• Conduct business assessment of current Aboriginal Cultural capability to identify current activities, gaps in service and overall level of capability.</li> <li>• Create local implementation plans with assistance from the Aboriginal Outcomes Unit if required.</li> <li>• Establish connections and relationships with local Aboriginal organisations to make Customer Service services accessible for Aboriginal customers.</li> <li>• Build rapport and reputation with local Aboriginal communities to overcome the barriers and disadvantages experienced by Aboriginal customers in benefiting from Government services and rebates.</li> <li>• Engagement workers to represent Divisions on cross Customer Service officer level working group.</li> </ul>
<p><b>Local Aboriginal Organisations, Community Partners and Governance Bodies</b></p> 	<ul style="list-style-type: none"> <li>• Influences the design and approach to Aboriginal customer engagement.</li> <li>• Connects Customer Service to local Aboriginal people and communities.</li> <li>• Includes Customer Service business units in distribution of information relating to events or local issues relating to Aboriginal people and communities.</li> <li>• Invite Customer Service business units to their meetings to showcase the work they are doing and discuss access issues and partnership opportunities.</li> <li>• Provides feedback on success of the Strategy and required modifications.</li> </ul>

We'll know that we're successfully achieving the outcomes of the Strategy when Aboriginal people use the services and benefit from the opportunities provided by Customer Service.



# Implementation Plan 2021 – 2025

This is the Department of Customer Service’s first Aboriginal Customer Engagement Strategy Implementation Plan, intended to provide a roadmap for Divisions within Customer Service to follow.

It contains the specific and measurable actions required to achieve culturally safe Aboriginal customer engagement that results in Aboriginal people, businesses and communities being fully included in the social and economic opportunities in NSW. Implementation is staged over 4 years to achieve progress towards the outcomes. Achievement of actions against each of the Message Stick areas is required for successful delivery of the Strategy.





The implementation plan will be overseen by a cross-divisional working group, Chaired by the Aboriginal Outcomes Unit.

The working group will engage with Aboriginal employees and frontline employees who serve Aboriginal communities to identify any other actions or deliverables that could be included in future iterations of the Implementation Plan.

Resources and tools identified required to support the actions and deliverables will be subject to a business case (including funding where required).

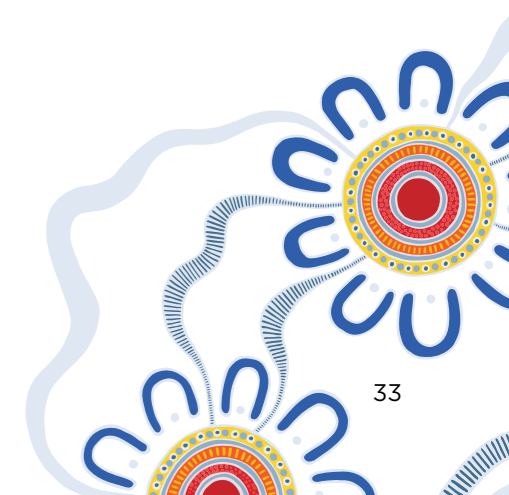


## Message Sticks

-  Creating Aboriginal customer centric engagement
-  Equipping employees with cultural knowledge and expertise
-  Building partner collaboration
-  Evaluating and refining the strategy through improved data collection and reporting

The following symbols represent the origin and significance of the implementation actions.

-  Aboriginal Community priority
-  High priority - will have the most impact in improving Aboriginal customer engagement
-  Enabler to achieve outcomes
-  Links to related legislation, strategy or program
-  Supports Closing the Gap priority areas
-  Longer term implementation








## Message Sticks - Strategy Deliverables














### Creating Aboriginal customer-centric engagement

Aboriginal people and communities are strong, diverse, and have unique and special knowledge. Each community and Nation group have a unique connection to culture, language and country which needs to be reflected in localised approaches to engagement. This is why we are putting Aboriginal customers at the centre of service design and delivery – making sure Aboriginal voices are listened to, heard, validated and articulated.

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p>Co-design localised Aboriginal Customer Engagement Plans that reflect the unique character and needs of local communities (locally owned and managed).</p>	<p>Business Case to cover governance options, Regional structure options, employee resourcing requirements and implementation costs.</p>  <ul style="list-style-type: none"> <li>Aboriginal Employment Strategy; Service NSW Cultural Program.</li> </ul>	By June 2022	<p><b>Aboriginal Outcomes Unit</b></p> <p>Service NSW</p> <p>People &amp; Culture</p>
  <p>Provide regular face-to-face outreach service delivery within existing local Aboriginal organisations.</p>	<p><b>Community Events</b></p> <p>Establish a Customer Service community presence through outreach services and high value community events targeting Aboriginal communities (for example NAIDOC events, Koori Knockout, Reconciliation, Government Hub days).</p>  <ul style="list-style-type: none"> <li>Better Regulation Division Aboriginal Engagement and Education Strategy 2021 - 2024.</li> </ul>	From now	<p><b>Customer, Delivery &amp; Transformation (CDT)</b></p> <p>Revenue NSW</p> <p>Better Regulation</p>





\*In all instances the lead Division is shown in bold, followed by the key delivery partners



Actions and deliverables	Resources and tools	Time frame	Divisions*
  <p>Provide regular face to face outreach service delivery within existing local Aboriginal organisations.</p> <p>(Continued from previous row on page 34)</p>	<p><b>Face to face outreach</b></p> <p>Meet Aboriginal customers where they feel comfortable. Expansion of mobile service and connect with Aboriginal customers where they gather.</p> <p>Establish principles for service design and implementation to ensure accessibility and effectiveness for Aboriginal people.</p> <p>Leverage Government Made Easy/Tell Us Once roadmap and funding allocation.</p>  <ul style="list-style-type: none"> <li>Service NSW Customer Care Strategy.</li> <li>Service NSW Cultural Strategy.</li> <li>Service NSW Vulnerable Customer Toolkit.</li> </ul>	From now	<p><b>Service NSW</b></p> <p>Revenue NSW</p> <p>Better Regulation</p> <p>CDT</p>
   <p>Design and create localised communication products that reach Aboriginal people and communities (led by Aboriginal subject matter experts).</p>	<p>Aboriginal Customer Service Communication Plan incorporating disaster response, communication methods and mediums.</p> <p>Website creation and interactive customer portal development.</p>	By June 2022	<p><b>CDT</b></p> <p>Aboriginal Outcomes Unit</p>
  <p>Design more welcoming Customer Service sites for Aboriginal people.</p>	<p>Business Case covering dual naming of Customer Service sites, Aboriginal branding use and promotion of clear Acknowledgement of Country messaging.</p>	By June 2023	<p><b>Corporate Services</b></p> <p>Service NSW</p> <p>Aboriginal Outcomes Unit</p>
  <p>Be inclusive of Aboriginal customers with a disability.</p>	<p>Customer Service Site review/audit of inclusivity of customers with a disability.</p>  <ul style="list-style-type: none"> <li>Customer Service Disability Inclusion Action Plan.</li> </ul>	From now	<p><b>Corporate Services</b></p> <p>Service NSW</p> <p>CDT</p> <p>People &amp; Culture</p>

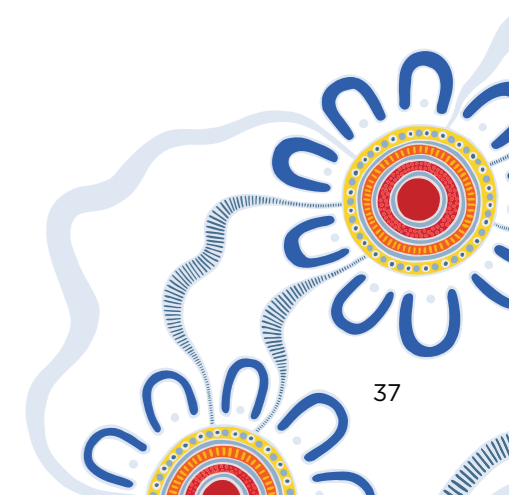


## Equipping Customer Service employees with cultural capability and expertise

All Customer Service employees need the knowledge and cultural capability to deliver safe, competent, and positive services for Aboriginal customers and employees. This applies to all levels of the Department – from our senior executives through to our graduates. This is because when we put people and inclusion at the heart, we not only empower our people, but also provide an inclusive culture which translates into positive customer experiences and outcomes.

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p>Develop an Aboriginal Cultural Capability/Impact Statement and evaluation tool to gauge how inclusive, safe and welcoming customer sites and services are, and the areas for improvement.</p>	<p>Aboriginal Cultural Capability/Impact Statement and evaluation tool available on-line for Divisions to complete.</p>  <ul style="list-style-type: none"> <li>Service NSW Cultural Toolkit.</li> <li>Revenue NSW Cultural Impact Tool.</li> </ul>	By Sept 2021	<b>Aboriginal Outcomes Unit</b>
 <p>All Customer Service employees to undertake mandatory Aboriginal Capability training including on-line learning and cultural immersion activities.</p>	<p>Cultural Capability up-lift project plan reflective of different business requirements.</p> <p>Aboriginal Capability training available to all Customer Service Employees, included in Induction Program for new employees.</p>  <ul style="list-style-type: none"> <li>SBS Inclusion Aboriginal and Torres Strait Islander Course.</li> <li>Better Regulation Division Aboriginal Engagement and Education Strategy 2021 – 2024.</li> </ul>	By June 2022  By June 2024	<b>People &amp; Culture</b>  Aboriginal Outcomes Unit

Actions and deliverables	Resources and tools	Time frame	Divisions*
<p>Ensure the workplace is supportive for Aboriginal employees, respectful of values, diversity of customs, cultures and beliefs. Explore opportunities for Aboriginal cultural supervision and mentors for employees.</p>	<p>Implement mechanism to measure Aboriginal employees' experiences and perceptions in the workplace and how Customer Service will respond.</p> <p>Adopt Gayaa Dhuwi (Proud Spirit) Declaration and National Strategic Framework.</p>  <ul style="list-style-type: none"> <li>Living Well in Focus 2020-2024 strategic plan for community recovery, wellbeing and mental health in NSW.</li> </ul>	By June 2023	<b>People &amp; Culture</b>  Aboriginal Employee Resource Group  Better Regulation
<p>Raise awareness of and promote implementation of the NSW Aboriginal Procurement Policy to build the viability of Aboriginal businesses.</p>	<p>On-line training for employees covering the NSW Aboriginal Procurement Policy (APP) to build awareness of the Policy, how to use it in practice and build the viability of Aboriginal businesses.</p>  <ul style="list-style-type: none"> <li>Aboriginal Procurement Policy (APP).</li> </ul>	By June 2023	<b>Corporate Services</b>





## Building partner collaboration




Meaningful and genuine partner collaboration with Aboriginal peoples, communities, organisations and with other Government agencies is critical to success. When partner collaboration is at its best, the parties share power and decision-making. In this context, formal and informal partnership agreements are built around the wellbeing aspirations of Aboriginal peoples and communities who have joint ownership of the outcomes.

Our partnerships need to be proactive and responsive to changing local needs and evolve as the partnership matures, achievements are made and to promote increasing ownership by Aboriginal peoples and communities over time. Where possible, Customer Service will seek to build on existing networks and structures to promote partnership arrangements rather than duplicating what is already in place.

Our partnerships with other Government agencies will bring to life a coordinated approach that maximises collective resources and knowledge to make government easy for Aboriginal people and businesses.

Forming positive and productive partnerships requires deliberate intent, being inclusive of shared goals and decision making, clear governance arrangements and resource commitments.

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p><b>Local partnerships</b> Coordinated approach across Customer Service to connect with existing local networks and structures to build strategic relationships to work towards removing barriers faced by Aboriginal customers in accessing services.</p>	<p>Creation of a central register to record and share information about partnership arrangements across Customer Service and with Aboriginal organisations.</p>  <ul style="list-style-type: none"> <li>Better Regulation Division Aboriginal Engagement and Education Strategy 2021 - 2024.</li> </ul>	By June 2023	<p><b>Aboriginal Outcomes Unit</b></p> <p>Service NSW</p> <p>Revenue NSW</p> <p>Better Regulation</p> <p>CDT</p> <p>Digital</p>

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p><b>Partnerships between Customer Service and Aboriginal organisations</b> Formalise partnerships that connect government to community-based Aboriginal organisations to work collaboratively to reach Aboriginal customers and Aboriginal owned businesses.</p>	Review and report on partnership opportunities that open pathways to Aboriginal customers and build stronger relationships with community-based Aboriginal organisations.	By June 2024	<p><b>Aboriginal Outcomes Unit</b></p> <p>Service NSW</p> <p>Revenue NSW</p> <p>CDT</p>
 <p><b>Working collaboratively across the NSW Government</b> Establish a cross Government Aboriginal working group to share data, ideas and experience (in recognition that we are all serving the same Aboriginal customers in NSW).</p>	Design whole of NSW Government Aboriginal Customer Engagement Standards in partnership with Aboriginal organisations and people.	By June 2024	<p><b>Aboriginal Outcomes Unit</b></p> <p>Service NSW</p> <p>Revenue NSW</p> <p>CDT</p>
<p><b>Partnerships to support Aboriginal owned businesses</b> Support Aboriginal owned businesses to access procurement opportunities through Customer Service to strengthen the viability of their businesses and contribute to breaking the cycle of disadvantage, increasing Aboriginal employment and building a strong economy.</p>	<p>Increase purchase of goods and services from Aboriginal owned businesses.</p> <p>Increase support and engagement with Aboriginal and Torres Strait Islander small businesses through 'Service NSW for Business' local Business Concierges.</p>  <ul style="list-style-type: none"> <li>Better Regulation Division Aboriginal Engagement and Education Strategy 2021 - 2024.</li> </ul>	<p>By June 2023</p> <p>From now</p>	<p><b>Corporate</b></p> <p><b>Service NSW</b></p>







## Evaluating and refining the Strategy through improved data collection and reporting

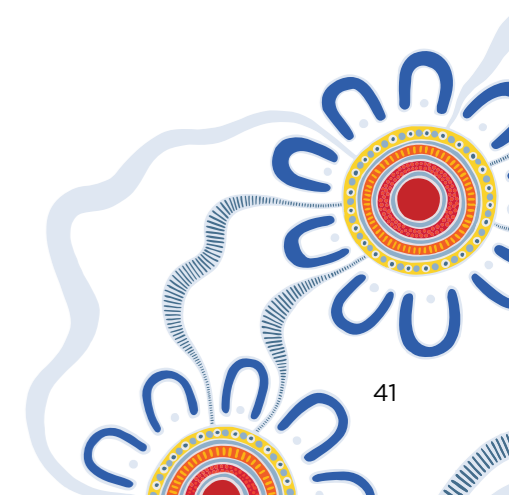
This Strategy will be supported by a clear approach to monitoring and evaluation. This will require the collection and analysis of data not collected previously by Customer Service. The Strategy will be refreshed in 2023 to ensure it remains responsive to Aboriginal customers and maintains momentum to achieve its outcomes.

Currently Customer Service does not have a defined approach to collecting information about its Aboriginal customers, and there may be many Aboriginal people who are not engaging with Customer Service and therefore not benefiting from the services Customer Service has to offer.

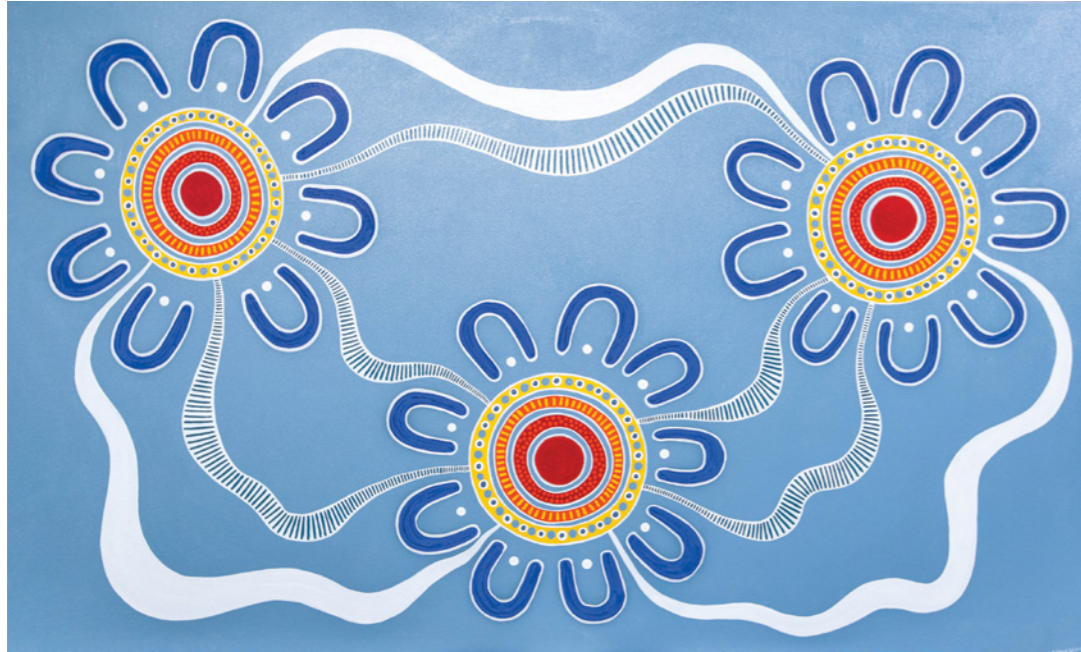
In addition to the work Customer Service is doing, having shared access to data and information is a critical priority reform of the National Agreement on Closing the Gap. Customer Service is committed to contribute to the Closing the Gap priority areas which includes transforming mainstream government to improve accountability, and to respond to the needs of Aboriginal and Torres Strait Islander people.

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p>Evaluation approach to measure the success of the Aboriginal Customer Engagement Strategy that includes key areas to be measured and strategies to measure these.</p>	Design Aboriginal Customer Engagement Strategy Evaluation Framework.	By June 2022	<b>CDT</b> Corporate Services
	Aboriginal employees input into ongoing revisions of the Aboriginal Customer Engagement Strategy and Implementation.  Minimum data set and data dashboard that indicates baseline data and on-going success in Aboriginal Customer engagement.	 <ul style="list-style-type: none"> <li>Privacy and Personal Information Protection Act 1998 (PPIPA) (NSW).</li> <li>Health Records and Information Privacy Act 2002 (HRIPA) (NSW).</li> <li>Privacy Act 1988 (Cth).</li> </ul>	By June 2022

Actions and deliverables	Resources and tools	Time frame	Divisions*
 <p>Agreement on an approach to respectfully and appropriately identify Aboriginal customers.</p>	Agreement across the Customer Service Cluster to an approach whereby Aboriginal customers identify as such.   <ul style="list-style-type: none"> <li>Service NSW (One-stop Access to Government Services) Act 2013 (Service NSW Act).</li> <li>Data Sharing Act 2015.</li> <li>Aboriginal Land Rights Act 1983.</li> </ul>	By June 2022	<b>Aboriginal Outcomes Unit</b> Revenue NSW Service NSW
 <p>Build Aboriginal Customer feedback mechanism that actively seeks Aboriginal customer input to improve services and activities.</p>	Aboriginal Customer Engagement Feedback mechanism designed and ready for trial implementation.	By June 2022	<b>CDT</b> Aboriginal Outcomes Unit Revenue NSW
 <p>Build Aboriginal complaints mechanism and tool.</p>	Aboriginal Customer complaints mechanism designed and ready for trial implementation.	By June 2022	<b>Corporate Services</b>



## About the artist



### **Artist: Alison Williams**

A proud Gumbaynggirr (Goom-bang-gyer) woman, Alison's love for painting and drawing from a young age was a way of expressing her personal impressions, dreams and experiences.

Born in Sydney in 1968, Alison grew up around Wollongong, however Alison always harboured a feeling of belonging to her mother's family and country, the northern lowlands of Gumbaynggirr Nation. This feeling brought her to the North Coast of NSW, to settle there. Alison established a studio and continued her artistic and professional development – strengthening roots within the community to teach, advocate and support family and artistic practice in regional NSW.

Alison is a spokesperson for the cultural heritage of Australian First Nations people and involved herself in the education and communication of culture from dance, sculpture and painting, as well as community leadership. Alison's passion is to create greater engagement and understanding within the general community of Australia and abroad, of the rich cultural heritage of Aboriginal and Torres Strait Islander people.

