

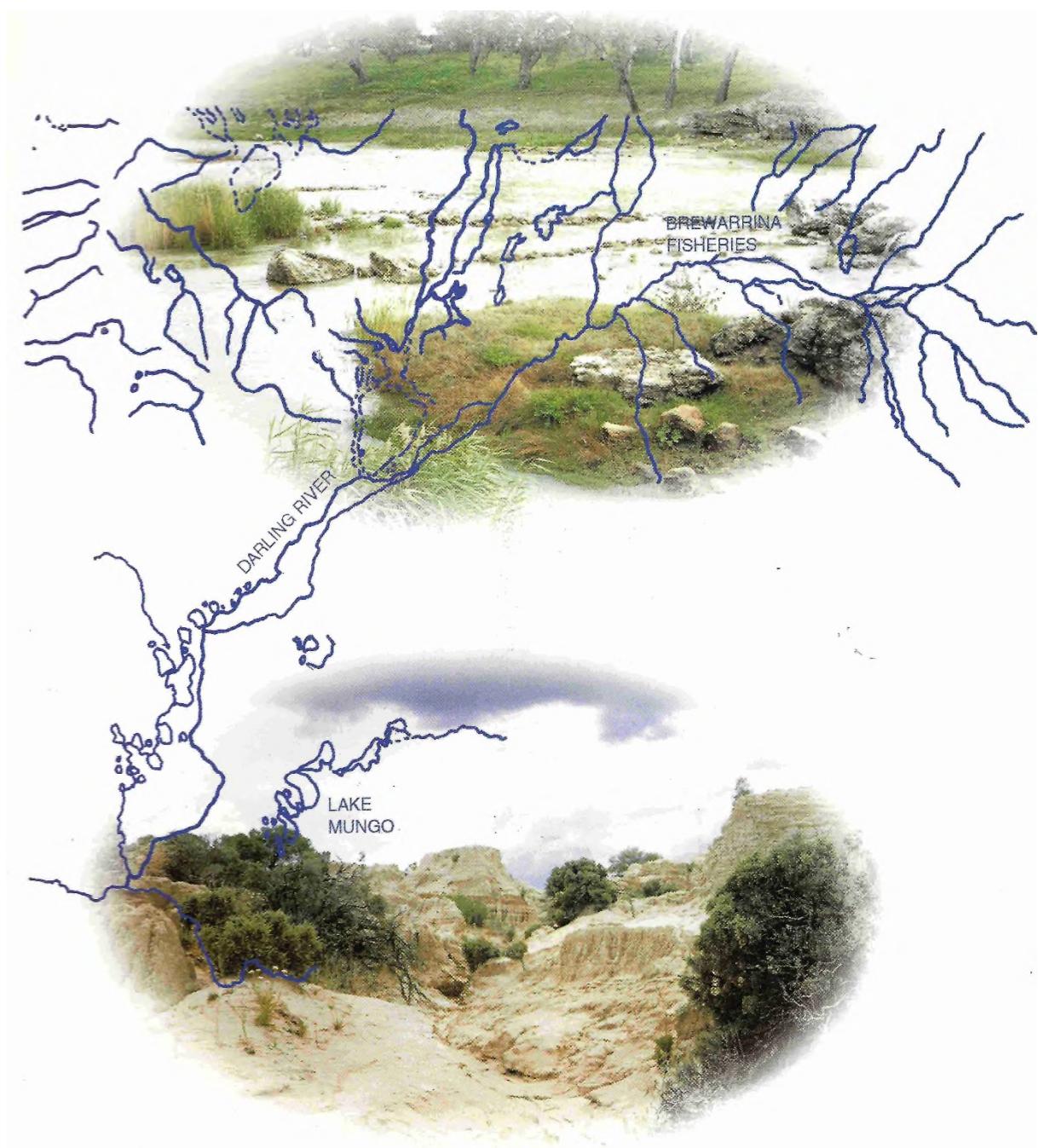


MURDI PAAKI REGIONAL ASSEMBLY

REGIONAL PLAN

for the Murdi Paaki Region

APRIL 2023





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REGIONAL PLAN

for the Murdi Paaki Region

APRIL 2023

Murdi Paaki Regional Assembly acknowledges with respect the roles of the Local Aboriginal Land Councils, Native Title holders and claims groups in asserting our people's rights to Country through the Native Title and Land Rights regimes, and affirms that MPRA's agenda does not cut across these roles in any way.

For the purposes of this Regional Plan, an Aboriginal person is a person of Aboriginal and/or Torres Strait Islander descent who identifies as an Aboriginal and/or Torres Strait Islander (person) and is accepted as such by the community in which he or she lives.

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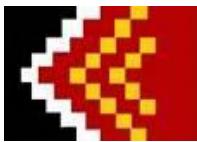
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1			
2			
3			
4			
5			
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Murdi Paaki Regional Plan 2023

PLAN SNAPSHOT



MURDI PAAKI REGIONAL ASSEMBLY

REGIONAL PLAN 2023

COMMUNITY-LED GOVERNANCE



SNAPSHOT

WHAT IS THIS ABOUT?

The Murdi Paaki Regional Plan 2023 continues the tradition of setting an evidence-based framework for strategic development first documented in 1995. The current Regional Plan has been prepared against a backdrop of intensive strategic planning at Regional and community level. The most significant piece of work has been the preparation of the Murdi Paaki Regional Housing and Environmental Health Plan (RHEHP) which evidences six years of solid research, analysis and strategy development to compile a comprehensive profile of Aboriginal social housing and an expression of need. A Business Case is about to be presented to the NSW Government for consideration for investment. The budget, which proposes an increase of 50% in the Aboriginal social housing portfolio among other items, is substantial. The RHEHP draws together the knowledge, actions and priorities described in seventeen community-level Housing and Environmental Health Plans (HEHPs). Sitting side by side with the HEHPs are Community Action Plans (CAPs) which define the strategic interests of each of the sixteen MPRA communities across a comprehensive range of sectors. Communities are highly critical of policy-setting and service performance by governments and their contracted providers in most areas of service delivery. This Regional Plan identifies those aspects of most concern which require focussed and consistent attention on the part of stakeholders.

FORMING AND FOSTERING RELATIONSHIPS

MPRA strives to work in partnership with governments and non-government bodies to raise our political, cultural, social and economic status. Historically, we have participated in many collaborations; most recently, a series of Local Decision Making Accords with the NSW Government. We expect our partners to recognise our expertise in the matters which affect us, and our capacity to define challenges and develop evidence-based solutions; and to respond to us in a way that both recognises our identity as the First Peoples of our Region and respects our role as the peak governance and representative body for our people.

The Assembly's interactions with our partners are guided by the [Murdi Paaki Engagement Protocol](#). The protocol presents a respectful and efficient means of introducing, assessing, refining and rolling out services, programmes and projects. The pathway opens the most efficient route to identification of need, co-design of solutions, targeting, agreement of outcomes and accountability measures.

The Assembly's emphasis on co-design, monitoring and evaluation arises from profound dissatisfaction across the Region stemming from an absence of accountability for performance of government and mainstream NGO service providers to communities. Lack of accountability is one symptom of a system beset by the impacts of poor service design, unrealistic procurement regimes, and disregard for the capacity of communities, through their CWPs, to engage in shaping services. The co-ordinated, coherent approach to delivering on Regional Plan strategies shown overleaf will result not only in stronger outcomes for community but on cost savings to governments through elimination of gaps, overlaps and policy failures. Business as usual is no longer an option.

ALIGNING WITH GOVERNMENT PRIORITIES

In developing this latest Regional Plan, the Assembly has, where there is an alignment, accounted for the priorities of governments with the objective of providing a platform for coordinated action in areas of common strategic interest:

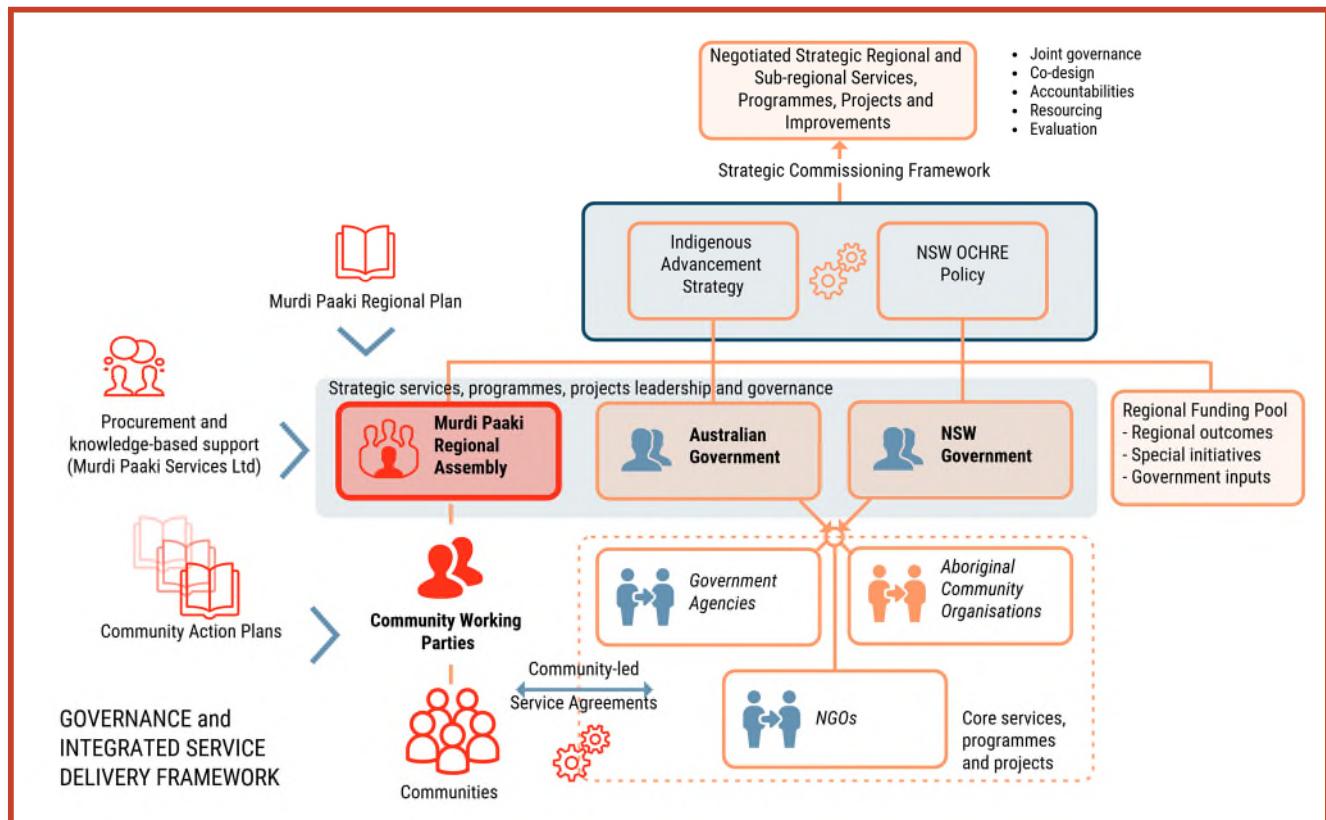
- CtG Priority Reforms
- CtG Socio-Economic Outcomes
- Premiers Priorities
- LDM Accord 2015
- LDM Accord 2018
- LDM Accord 2020

The Region is behind on all Closing the Gap targets in almost all communities. Weak attainment in Education demands urgent attention while, as illustrated by the Wilcannia crisis at the height of the COVID-19 pandemic, a substantial boost to housing is required in many communities.



MURDI PAAKI REGION

Distance (in km)
0 50 100 200



A SHORT PROFILE OF THE REGION

The Estimated Resident Populations (ERPs) prepared by the ABS for the Aboriginal population in each Census year are the best available estimate of population and thus are the most equitable measure for use in allocating funding and resources. There are serious doubts about the validity of the ABS 2021 Census counts for the Aboriginal population because of the COVID-19 pandemic, and the 2021 ERPs have not yet been released. For the purposes of planning, the Assembly resolved to use the ABS 2016 ERPs for the local government areas in the Region, factored by ABS-generated population projections to give a 2023 population projection for the Region, as the basis for development of strategy.

The Aboriginal population of the Region is experiencing structural ageing. The non-Indigenous population of the Region continues to fall at a steady rate while the Aboriginal population continues to increase. In some towns such as Brewarrina and Wilcannia, the Aboriginal population is in the majority.

The projected 2021 Aboriginal population of the Region:



24.5%
(10,897 people)
of the 2021 population

At the 2016 Census, the Aboriginal population of the Region (compared to the non-Indigenous counterpart):

- at 26 years, had a lower median age (46 years)
- had greater than twice the proportion aged under 15 years (31.7% compared to 16.1%)
- had a higher proportion of one parent families (43.1% to 15.4%)
- had fewer lone person households (20.6% to 35.9%)
- had a lower level of educational attainment at all levels, most notably at Year 12 (20% to 48%)
- exhibited a weak employment to population ratio (31.8% to 56.4%)
- was more likely to be renting (58.8% to 24.2%)
- was more likely to be inadequately housed (13.1% of dwellings require one or more extra bedrooms)

The Region contains most of the Very Remote and Remote geography in NSW. Only a small area around Wentworth Daretton and the City of Broken Hill are classified as Outer Regional. The majority of the Aboriginal population lives in Remote and Very Remote settings. The resulting isolation means that the Regional economy tends to be characterised by market failure.

Several of the Region's LGAs experience the highest level of disadvantage in NSW, as reflected in the ABS SEIFA Index of Relative Socio-Economic Disadvantage. At the time of the ABS 2016 Census, the Brewarrina, Central Darling, Walgett, Coonamble and Broken Hill LGAs ranked, respectively, first, second, third, fifth and seventh most disadvantaged of the 130 LGAs in NSW. Pockets of severe disadvantage exist within these LGAs.

AREAS OF STRATEGIC INTEREST

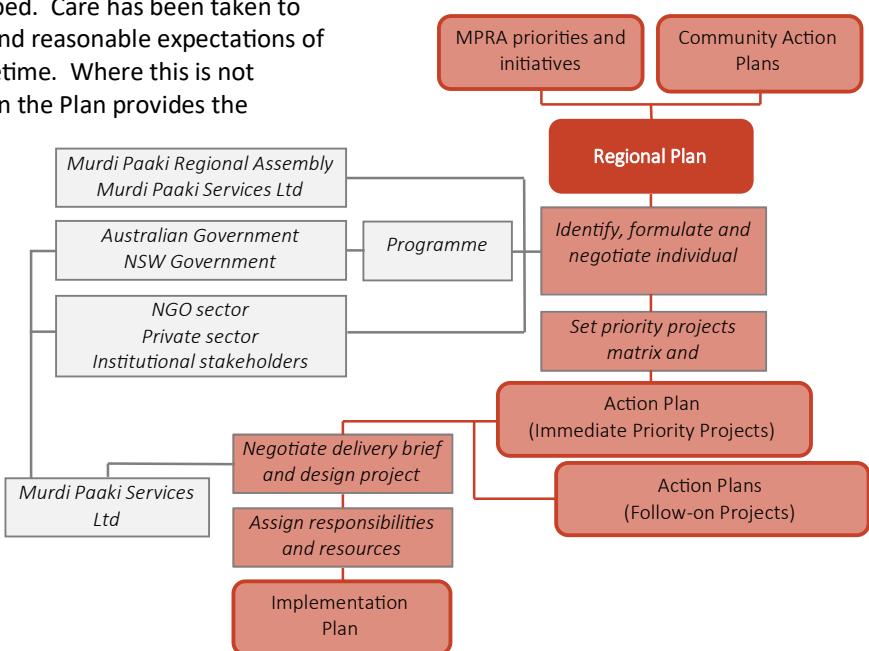
The Regional Plan highlights seven action areas and priorities for attention over the life of the Plan.

	Governance and leadership	<ul style="list-style-type: none">• Stakeholders formalise engagement with MPRA CWP• Raise stakeholder accountabilities to MPRA and CWP• Strengthen internal accountabilities• Build internal capabilities and advisory reach
	Early childhood	<ul style="list-style-type: none">• Support children over their first 2,000 days
	Education	<ul style="list-style-type: none">• Raise school attendance and attainment• Develop a stronger skills base• Develop a capability in the professions
	Economic Development	<ul style="list-style-type: none">• Take advantage of major Regional economic initiatives• Strengthen economic capacity• Increase and broaden employment opportunities
	Housing and Infrastructure	<ul style="list-style-type: none">• Improve the availability and quality of Aboriginal social housing and essential services
	Law and justice	<ul style="list-style-type: none">• Reduce Aboriginal representation in the criminal justice system
	Health, wellbeing and human services	<ul style="list-style-type: none">• Keep community members well• Reform the health and human service sectors• Raise the accessibility and quality of human services

IMPLEMENTATION PROCESS

The Plan is implementable and desired outcomes achievable through a focussed effort in the action areas described. Care has been taken to ensure actions are grounded in realistic and reasonable expectations of reaching stated aims within the Plan's lifetime. Where this is not possible because the gap is too large, then the Plan provides the foundational steps to future gains.

Adequate resourcing of MPRA and MPSL is key to the Assembly's ability to continue as the authorised voice of communities. The **Murdi Paaki Regional Housing and Business Consortium** project and our participation in the RAHLA highlight our capacity to contribute to evidence gathering, analysis, policy setting and projects implementation at the highest level. Working in partnership through the structured approach shown provides the best opportunity for all stakeholders to fulfill their strategic objectives.



GLOSSARY

AA NSW	Aboriginal Affairs NSW
ABS	Australian Bureau of Statistics
ACCHO	Aboriginal Community-Controlled Health Organisation
AHURI	Australian Housing and Urban Research Institute
AoD	Alcohol and Other Drug
APP	Aboriginal Procurement Policy
AQF	Australian Qualifications Framework
ASGS	Australian Statistical Geography Standard
ATSCIC	Aboriginal and Torres Strait Islander Commission
Bocsar	NSW Bureau of Crime Statistics and Research
CAP	Community Action Plan
CtG	Closing the Gap
CtG S-E	Closing the Gap Socio-Economic (Outcome Area)
CURFs	Confidentialised Unit Record Files
CWP	Community Working Party
DCJ	Department of Communities and Justice
Doe	Department of Education
DPE	Department of Planning and Environment
DSS	Department of Social Services (Australian Government)
ERP	Estimated Resident Population
FWLHD	Far West Local Health District
HEPPP	Higher Education Participation and Partnerships Programme
INGP	Indigenous Status (ABS definition)
IREG	Indigenous Region (ABS geography)
LDM	Local Decision Making
LGA	Local Government Area
MOU	Memorandum of Understanding
MP AEHIF	Murdi Paaki Aboriginal Environmental Health Infrastructure Forum
MPAY&ELP	Murdi Paaki Aboriginal Young and Emerging Leaders
MPPM	Murdi Paaki Project Management Ltd
MPRA	Murdi Paaki Regional Assembly
MPSL	Murdi Paaki Services Ltd
MP TSEP	Murdi Paaki Tenant Support and Education Programme
NAPLAN	National Assessment Program – Literacy and Numeracy
NDIS	National Disability Insurance Scheme
NGO	Non-Government Organisation
NIAA	National Indigenous Australians Agency
NSWLAC	NSW Aboriginal Land Council
ODGP	Outback Division of General Practice
PES	Post Enumeration Survey
RAHLA	Regional Aboriginal Housing Leadership Assembly
RFDS	Royal Flying Doctor Service
RHEHP	Regional Housing and Environmental Health Plan
RMRA	Riverina Murray Regional Alliance
SA1	Statistical Area Level 1 (ABS geography)
SEIFA	Socio-Economic Indexes for Areas
SEWB	Social and Emotional Wellbeing
SHS	Specialist Homelessness Service

TRRA	Three Rivers Regional Assembly
UNE	University of New England
VET	Vocational Education and Training
WNSWLHD	Western NSW Local Health District
WNSW PHN	Western NSW Primary Health Network

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Chapter 1 The Murdi Paaki Region

1.1 The Regional Plan

Murdi Paaki Regional Assembly has a long and proud history of representing our peoples' collective desire for regional autonomy and self-determination. Through a succession of regional planning instruments, and our ever-evolving relationships with governments, NGOs and other partners, we have sought to assert our sovereign rights as First Nations peoples of Australia and to have our aspirations for jurisdiction within our own country recognised, respected and resourced.

Our Statement of Intent is:

“To establish Aboriginal jurisdiction in the Murdi Paaki Region based on recognition of our human rights as Aboriginal peoples, political, social and cultural respect for Aboriginal and Torres Strait Islander people in Australian society, and equitable participation in the socio-economic development of the region”.

This Regional Plan continues the tradition of setting a framework for strategic development first documented twenty eight years ago in July 1995. Some significant advances have been made since that time in governance and advocacy and in asserting our political identity. This Regional Plan defines the next phase of community-initiated actions directed at raising our political, cultural, social and economic status. It is intended to inform not only Governments in their dealings with communities across the Region, but also the increasing number of NGOs, private sector enterprises and other institutions wishing to engage with our communities.

As with all our strategic documents, this Regional Plan is founded in evidence: the qualitative evidence that comes from community through our Community Working Parties to the Assembly, and the findings of the research and evaluation processes the Assembly has initiated. We invite those who wish to work with us to embrace our capacity to envisage our preferred collective future and to move towards it in a way that is consistent both with our traditions and with our aspirations.

1.2 The Region

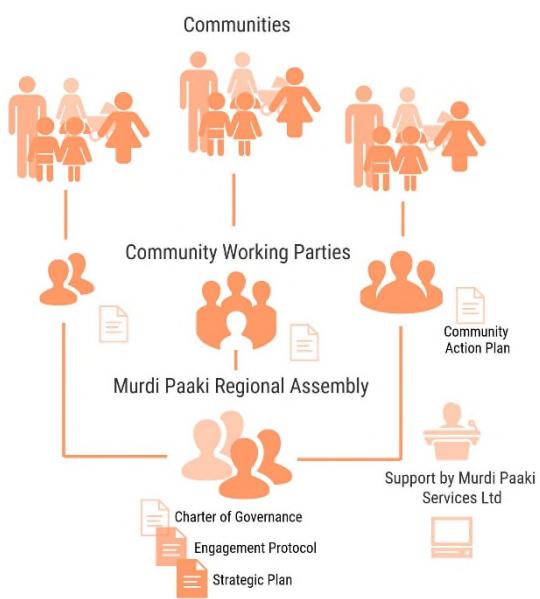
The Murdi Paaki Region occupies greater than forty per cent of the land mass of New South Wales, extending from the Queensland border in the north to the Victorian border in the south and from Collarenebri in the east to the South Australian border in the west. The region encompasses seven complete Local Government Areas, the Unincorporated Far West, and portions of Balranald and Cobar as illustrated by Figure 1.1. Broken Hill is the only settlement with a population exceeding 5,000. Most towns and villages are much smaller.

Nations and language groups of the Region are many and varied but all of our peoples are connected by the spine of our Region: the Baaka (Darling River) and its tributaries. Many of our people have, despite a history of forced and coerced resettlement under the genocidal policies of the Aborigines Protection Board and the Aborigines Welfare Board, retained a profound connection to country, culture and language. Our identity has endured.

Figure 1.1: The Murdi Paaki Region



1.3 Governance

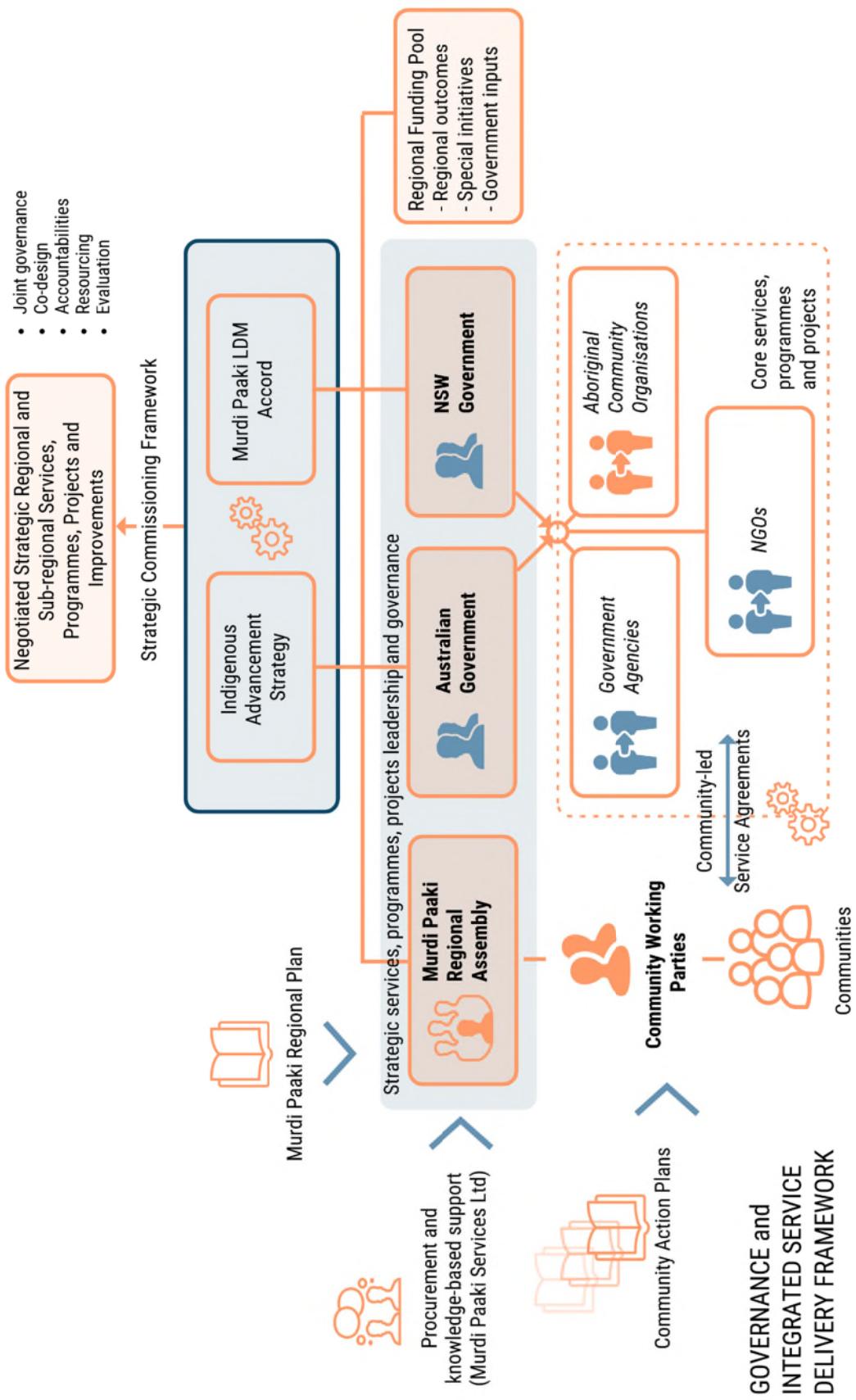


The Murdi Paaki Regional Assembly (MPRA) is the peak Aboriginal governance body for the Murdi Paaki Region representing the interests of Aboriginal and Torres Strait Islander peoples throughout western NSW. Membership of the MPRA comprises Chairpersons or nominees from the sixteen Community Working Parties (CWP) representing the communities shown in Figure 1.1, representatives of the Murdi Paaki Aboriginal Young and Emerging Leaders (MPAY&ELP), three NSW Aboriginal Land Council (NSWLAC) Councillors, and an independent Chairperson.

1.4 Partnerships

MPRA strives to work in partnership with governments and non-government bodies to the governance and integrated service delivery framework shown overleaf. Historically, we

have participated in many collaborations; most recently, a series of Local Decision Making Accords with the NSW Government. We expect our partners to recognise our expertise in the matters which affect us and our capacity to define challenges and develop evidence-based solutions, and to respond to us in a way that both recognises our identity as the First Peoples of our Region and acknowledges our role as the peak governance and representative body of the Murdi Paaki Region.



Chapter 2 The Murdi Paaki Story

2.1 A proud history

The Murdi Paaki model for community-led governance evolved from a decision of the former Murdi Paaki ATSIC Regional Council to establish a forum with each of the sixteen CWP's of the Region equally represented. This body was to become the Murdi Paaki Regional Assembly. During the almost 30-year process of development of the model, the regional governance structure evolved continuously to settle on one with equal representation for each of the principal communities, and also arrangements for the very small communities to have their voices heard. The Assembly chose not to become incorporated and is proud of its strategic judgment in developing a culturally sound forum for decision making that cannot be abolished. The model is founded in the tradition of egalitarianism and is accepted because it is equitable. Further information about the history of community-led governance in the Region can be found in the [Lessons Learned Project](#); this is mandatory reading for anyone seeking to engage with the Assembly and communities in the Region.

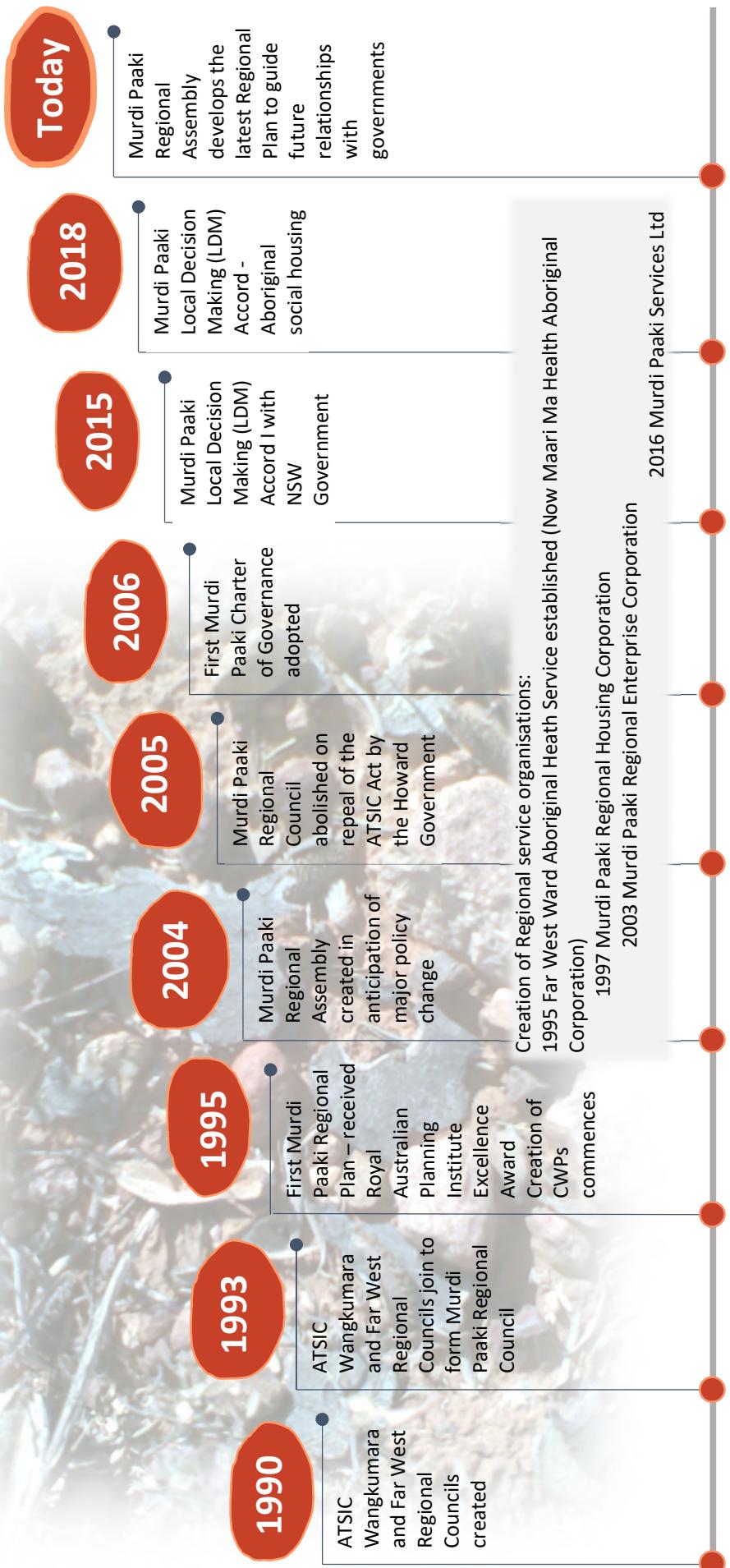
Authorship and ownership of the model rest exclusively with the Aboriginal people of the Region. The model reflects the way Aboriginal people engage with each other, internally in community and externally with other communities across the Region. The Assembly expresses a strong sense of continuity with the traditional model of governance and decision-making – as a contemporary form of governance around the campfire. This grounded approach confers cultural authority.

2.2 Moving to a better future

Since the previous Regional Plan was prepared in 2016, efforts to pursue a transformational process of improvement across the Murdi Paaki Region have started to bear fruit, but progress has been uneven. Executive capacity for MPRA to implement our strategic agenda has been delivered through the establishment and resourcing of Murdi Paaki Services Ltd (MPSL) but long-term funding for MPSL's operations is far from assured. Progress has been made on Aboriginal social housing reform through the Ministerial Agreement with the NSW Government and subsequent creation of the Regional Aboriginal Housing Leadership Assembly (RAHLA) but progress has been slower than our communities might have wished. MPRA continues to advocate for major reform in the way that 'business' is conducted in the Region, and in the ways that protocols for engagement between community, government and non-government service providers play out on the ground. Accountability by governments and service providers to our communities and to the Region as a whole is still very much a live issue on which MPRA continues to press for change.

2.3 Equalising the balance of power

Creation of MPSL has been an important initiative in assisting MPRA to redress the power imbalance which exists between the Assembly and governments. The rhetoric of partnership has been at the forefront of Government-initiated discourse over the 30 years of Aboriginal representation in the Murdi Paaki Region, but true partnership has rarely been a reality. MPSL has, very early on in its existence, demonstrated the capacity of the Aboriginal peoples of the Region to research, evaluate and present and advocate solutions to the challenges that face us. Still problematic for us is the fact that it is MPRA and MPSL that are required to take on the effort of decolonising governments' response to us and to our work.



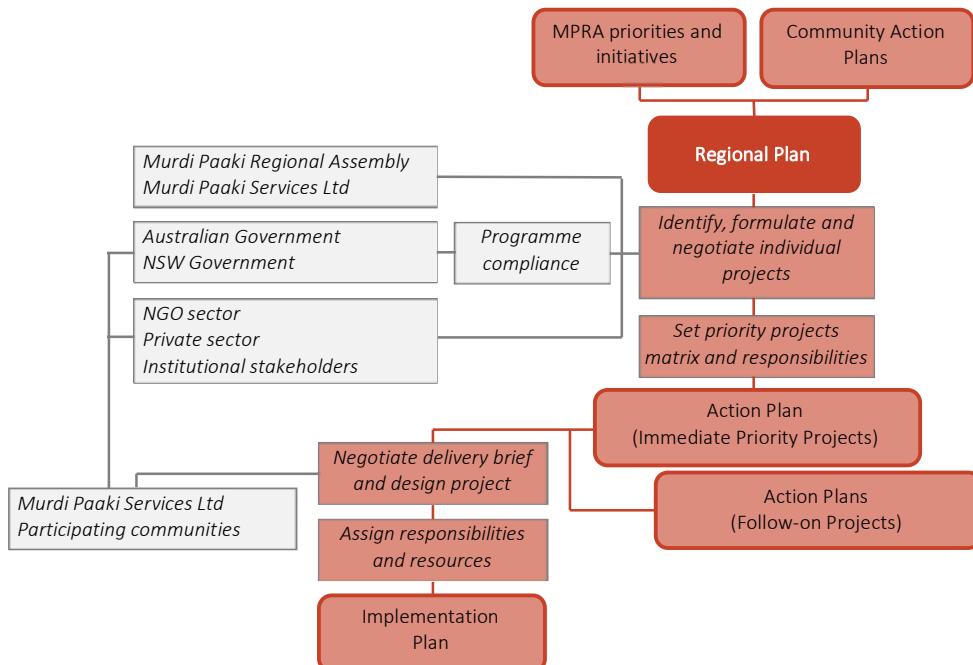
Chapter 3 Strategic Development

3.1 Foundation for this Regional Plan

This Chapter sets out the Assembly's agenda for strategic development across the Region. It is informed by the aims of our communities as recorded by sixteen Community Action Plans, by the findings of the Housing and Environmental Health planning process, and by MPRA priorities which flow from our consultations with communities and stakeholders. We continue to respond to the need to build up the strategic and operational capacity of CWP's and community-controlled organisations in our region. We will deliver on our commitment to honour our obligations to the reform agenda by reinforcing our own capabilities as much as possible with the limited resources we have access to. The Plan also incorporates actions in response to the findings of the Ochre Local Decision Making Stage 2 Evaluation. MPRA emphasises the importance of pursuing the structural change needed to deliver this Regional Plan, and will argue for equity in the way funding and resources are allocated to the Region. We will use the relationships established with the NSW Government through the Local Decision Making Accord (LDM) and with the Commonwealth Government to argue the case for reform.

3.2 Implementation process

We recognise that the initiatives proposed by this Regional Plan need to be implementable, achievable and beneficial. For this reason, MPRA proposes a staged process of identification, negotiation, design and implementation of individual projects which contribute to improving the political, cultural, economic and social wellbeing of Aboriginal communities within the Region. The process is represented in the flowchart below:



3.3 Strategic focus and action areas

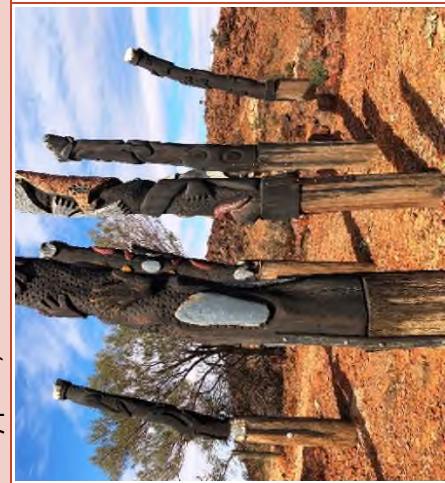
Themes are consolidated into a number of common action areas which provide the focus for MPRA's activities over the life of this Plan:

Strategic community development focus	
Action Area 1	Governance and Leadership
Action Area 2	Early Childhood
Action Area 3	Education
Action Area 4	Economic Development
Action Area 5	Housing and Infrastructure
Action Area 6	Law and Justice
Action Area 7	Health, Wellbeing and Human Services

While previous Regional Plans have been more or less aspirational, this current Plan is founded firmly in achievable actions already underway across the Region, and on future strategies for which the foundational steps are being put in place now. Resourcing of MPSL over the life of this Regional Plan is the principal factor which influences what can be achieved in the Region. Of all the action areas set out in the previous Plan, the foundation and growth of MPSL has been critically important in terms of MPRA's ability to research, develop and implement strategy and policy, both in its own capacity as the peak governance body for the Region, and in partnership with Governments and others. It is therefore important that the breadth of this Plan is consistent with what MPSL can realistically achieve on behalf of the Assembly.

3.4 Evidence base

Where data availability permits, an evidence base has been developed in subsequent Chapters in support of selected initiatives. This is not exhaustive, nor can it be given the continuing barriers to access to current, geographically specific, policy relevant information. Changes in data collecting methodologies, geographic coverage, data ageing, commercialisation and barriers to access constrain our capacity to compile a comprehensive evidence base as the foundation for informed decision-making but the data presented may aid as a starting point in good-faith negotiations to bring about change, and in key areas a transformation, in the circumstances of Aboriginal and Torres Strait Islander people living in western NSW.

ACTION AREA 1: GOVERNANCE and LEADERSHIP			
<p>Aim: Formalise engagement with MPRA and CWP's</p> <p>Objective 1.1: Governments recognise and respect the Assembly's autonomy and agency, and centre their actions on the Region's self-determining decision-making model to better govern service delivery through LDM and through Australian Government initiatives. The Assembly will continue to assert its role and protocols to ensure Governments negotiate with community only through the Region's representative structures: MPRA at Regional scale and CWP's at community scale</p>			
Actions	Primary Responsibility	Resources	
1.1.1 Require that interactions between Government, non-Government service providers and others with an interest in working in the Region comply with the MPRA Engagement Protocol. Mandate compliance with the Engagement Protocol in funding agreements for government, non-government and private sector service providers to ensure genuine co-design, two-way accountability, and transparency	Government agencies, non-Government service providers, private sector organisations and research institutions	MPRA Engagement Protocol MP Lessons Learned project materials	
1.1.2 Monitor and, where relevant, continue to adjust the Engagement Protocol in response to the experience of interactions with Governments and service providers	MPRA MPSL	-	
1.1.3 Maintain the Engagement Protocol in circulation among the Assembly's partners and potential partners and provide feedback on the Assembly's experiences	MPSL	-	
1.1.4 Develop a protocol for data sovereignty such that any and all research initiatives in the Region are designed and conducted in response to the knowledge needs of the Assembly and CWP's. All research proposals, including those initiated by research institutions, governments and NGOs, are to be assessed and approved by MPSL prior to commissioning		Indigenous data sovereignty: toward an agenda, Research monograph (Australian National University, Centre for Aboriginal Economic Policy Research) No. 38	
Story poles, Broken Hill		Alignment with Government Priorities (refer to legend for strategy definition)	
		CtG Priority Reform	PR1
		CtG S-E Outcome	
		Premiers Priorities	
		LDM Accord 2015	
		LDM Accord 2020	
Key Performance Indicators			
<ul style="list-style-type: none"> ▪ Evidence of MPRA Engagement Protocol being used widely to guide interactions by external parties engaging with MPRA ▪ Evidence of MPRA Engagement Protocol being updated in response to feedback ▪ Engagement protocol is readily available on the MPRA website ▪ A data sovereignty protocol is developed, shared and observed 			

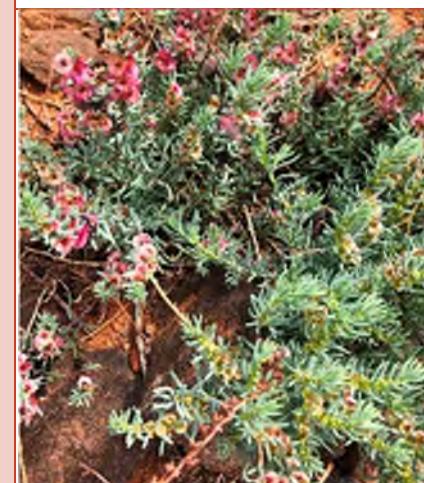
ACTION AREA 1: GOVERNANCE and LEADERSHIP		
Aim: Raise accountabilities to MPRA and CWP's		
Objective 1.2: Government agencies and service providers account for the outcomes of their programmes, services and processes to the standard of accountability governments demand of the Assembly and the Region's organisations. Reform the governance and leadership of LDM within government to ensure that agreements between the Assembly and agencies are acted upon in a coordinated, responsive, productive and timely manner		
Actions	Primary Responsibility	
1.2.1 Secure ongoing investment in MPRA institutions to sustain genuine collaboration with the Australian and NSW Governments	MPRA and MPSL NIAA and AA NSW	
1.2.2 Assign clear responsibilities and accountabilities within the Australian and NSW Government agencies for achieving positive outcomes from the services, programmes and actions agreed under the CtG and LDM Accord umbrellas, and for other funded providers delivering services to the Aboriginal community. Incorporate monitoring, evaluation and change processes, and reporting to MPRA of outcomes	Government agencies, non-Government and private sector service providers	
1.2.3 Co-design human services which target the Aboriginal population, or revisions to human service delivery resulting from change in policy or practice, in conjunction with MPRA and include MPRA representation at key stages of service procurement	MPRA and MPSL	
1.2.4 Secure Governments' commitment to provide continuity of staffing to Accord implementation for the duration of the Accord, and to maintain staff awareness of the Accord Agreement , engagement protocols and MPRA expectations	AA NSW and NSW Government agencies	
1.2.5 Government personnel and representatives of NGOs and other parties meeting with the Assembly are required to be fully informed of the history, role and capacity of the Assembly, and have the necessary knowledge and delegation to make decisions about the matters discussed or likely to be discussed	Government agencies, non-Government and private sector service providers	
Evidence	Alignment with Government Priorities (refer to legend for strategy definition)	
 <p>Resource: O'Bryan, M., & Markham, F. (2023) <i>Ochre Local Decision Making Stage 2 Evaluation: Murdi Paaki Regional Assembly Evaluation Report</i>, (Commissioned Report No. aaaa), Centre for Aboriginal Economic Policy Research, Australian National University</p>		PR1
 <p>OCHRE LOCAL DECISION MAKING STAGE 2 EVALUATION MURDI PAAKI REGIONAL ASSEMBLY EVALUATION REPORT MURDI PAAKI REGIONAL ASSEMBLY Centre for Aboriginal Economic Policy Research Australian National University CERAPR CERAPR.CERAPR@ANU.GOV.AU www.cerapr.anu.edu.au</p>		
Key Performance Indicators		
<ul style="list-style-type: none"> ▪ Adequate longer term funding commitment to MPRA and MPSL is secured ▪ MPRA Engagement Protocol being used to guide interactions with governments ▪ Evidence of greater awareness on the part of stakeholders of cultural norms 		

ACTION AREA 1: GOVERNANCE and LEADERSHIP

Aim: Strengthen our internal accountabilities

Objective 1.3: MPRA will continue to promote the CWP model as the local representative and decision-making voice of the community, accountable to community for driving socio-economic gains through improved service design and delivery. The Assembly respects CWP autonomy and, through the Independent Chairperson, will ensure the good health and workings of all CWPs, and actively support CWPs to advance their strategic priorities and take a Regional development agenda to governments

Actions	Primary Responsibility	Resources
1.3.1	CWP's give authority to the MPRA Independent Chairperson to represent the interests of the Region and constituent communities on the matters set out in this Regional Plan	MPRA
1.3.2	MPRA, through the Independent Chairperson, commits to proactively supporting communities to ensure that CWP's are functional and representative; are working to a consistent set of values, practices and accountabilities; are transparent; and, to the extent possible, adequately resourced to operate as the voice in each community	MPRA, MPSL and CWPS
1.3.3	Ensure that open, properly advertised, transparent, fair and equal processes are held for CWP Chair roles where a CWP election is due	MPRA, MPSL and CWPS
1.3.4	Communication between communities and CWP's, and between CWP's and MPRA, will comprise multiple channels for generating greater awareness of, and clarity around, the MPRA governance model and its achievements, actions, information-sharing, data-gathering, and feedback and accountability mechanisms	MPRA, MPSL and CWPS
1.3.5	MPRA will support all CWP's to develop, maintain and implement their Community Action Plans (CAPS) and conduct an intermediate (2.5 year interval) review and revision to suit the Regional Plan preparation cycle	MPRA, MPSL and CWPS
	Alignment with Government Priorities (refer to legend for strategy definition)	
	CtG Priority Reform	PR1
	CtG S-E Outcome	
	Premiers Priorities	
	LDM Accord 2015	
	LDM Accord 2020	
	Key Performance Indicators	



ACTION AREA 1: GOVERNANCE and LEADERSHIP																					
Aim: Build our internal capabilities and advisory reach																					
<i>Objective 1.4: In the interests of equalising capacity imbalances, MPRA and CWP's require to be resourced to continue to act on their commitment to evidence-based policy and practice. MPRA and CWP's consider it essential that the Region be resourced to collect, collate, analyse and interpret data to bring an independent, research-informed perspective to planning, negotiation, design, delivery and evaluation of initiatives, and advice to governments</i>																					
Actions	Primary Responsibility Resources																				
1.4.1 Review and renew the MPRA Charter of Governance, CWP Terms of Reference and related policies, procedures and standards to guide CWP's in providing best representation on behalf of their communities within the Region's self-determining decision-making model. Include an induction process for CWP Chairpersons, ensure that Chairpersons and community representatives have access to targeted governance training and capacity-building, and develop a suite of processes and templates to support consistent, Chairperson-led governance	MPRA, MPSL and CWP's -																				
1.4.2 Prepare a Business Case seeking flexible funding to adequately resource MPRA, MPSL and CWP's for core operations and for initiatives linked to implementation of the current LDM Accord(s) and CtG	MPRA and MPSL -																				
1.4.3 Establish transparent data-sharing arrangements through the LDM process to ensure MPRA has access to geographically relevant data from all agencies funding or providing services to the Aboriginal population, including Confidentialised Unit Record Files (CURFs), in a form which allows ready analysis	MPSL AA NSW -																				
1.4.4 Promote intergenerational skills transfer and development of succession planning for future leadership through providing ongoing support for the Mundi Paaki Young and Emerging Leaders Programme, including encouraging active participation by Young and Emerging Leaders in CWP meetings and, through election, MPRA; and provision of annual formal training and development opportunities	MPSL and MPYELs -																				
Alignment with Government Priorities (refer to legend for strategy definition)																					
																					
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LDM Accord 2020																					
Key Performance Indicators																					
<ul style="list-style-type: none"> ■ MPRA Charter of Governance, CWP ToRs and related documentation updated ■ Business Case for investment in MP Institutions prepared and submitted ■ Equitable data sharing arrangements agreed and in place 																					

ACTION AREA 2: EARLY CHILDHOOD

Aim: Support our children over their first 2,000 days

Objective 2.1: MPRA aspires to all Aboriginal children in the Region being reared in a safe and nurturing environment by their own families, with local access to competent, culturally safe early childhood education, health and support services to prepare them for a healthy, fulfilling life. MPRA will negotiate for targeted services, programmes and facilities to be delivered in all communities to make this possible

Actions	Primary Responsibility	Resources																												
2.1.1 Negotiate an approach with Government to record and share baseline data in relation to services tasked with supporting child development and wellbeing over the first 2,000 days of life; identify gaps in and barriers to service availability, and secure information about programme effectiveness. Co-design improvements using the Cultural Safety model well-established in the health care sector	MPSL DCJ	-																												
2.1.2 On the basis of a competent appreciation of the baseline data, co-design with Government community-specific arrangements for provision of wrap-around services for young children and their families, including early childhood education, family support and child protection services to enhance engagement, support transition to school education, and minimise the incidence of situations requiring out-of-home care	MPSL DCJ	-																												
2.1.3 Request the Department of Education to work through CWP's to build relationships between families, early childhood education providers and schools to foster a holistic and integrated approach to learning in the first 2,000 days of life and to work towards a seamless transition for children from early years through the initial years of school education	MPSL DCJ and DoE	-																												
2.1.4 Aim to have all children of pre-school age accessing high quality early childhood socialisation and education through culturally safe local playgroups, childcare and pre-school services, and to maximise participation by Aboriginal children aged 3 years and 4 years of age in pre-school	MPSL DSS	-																												
Comparative evidence	Alignment with Government Priorities (refer to legend for strategy definition)																													
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Data source: ABS 2016 and 2021 Census -employment, income and education, LGA (UR) by INGP Indigenous Status, AGEP Age and TPP Type of Educational Institution Attending

ACTION AREA 3: EDUCATION																																																	
Aim: Raise school attendance and attainment																																																	
Objective 3.1: NAPLAN results, census data and the views of families and communities all point towards the school education sector in the Region failing to engage students in a way which encourages them to feel safe at school, realise their potential in and out of the classroom, and remain involved in education to HSC level and beyond. MPRA aspires to have all students enjoy a positive experience of education throughout their schooling and to remain engaged with learning from early childhood beyond attainment of their HSC																																																	
Actions	Primary Responsibility Resources																																																
3.1.1 Negotiate an agreement with Government to record and share accurate and comprehensive baseline data in relation to school enrolments, attendance and achievement, including commencing a dialogue around ways to improve learning outcomes	AA NSW and DoE -																																																
3.1.2 Collaborate with the Department of Education around initiatives which ensure that all children of school age are enrolled in and are regularly attending school; and that senior students have access to evidence-based career development options	AA NSW and DoE -																																																
3.1.3 Engage Ministerial intervention to address the failures of Connected Communities, and to initiate co-design of a new, purpose-designed model for school education in all communities. Re-shape advisory structures to foster working relationships between MPRA, CWPs, parents, schools and the Department	AA NSW and DoE MPRA, MPSL and CWPs																																																
3.1.4 Collaborate with the Department of Education to implement region-wide delivery of allied programmes and strategies proven to raise child educational attainment	DoE MPSL																																																
3.1.5 Collaborate with the Department of Education to ensure that local schools are safe and welcoming. Advocate for initiatives to support Aboriginal students' attainment and wellbeing. Jointly explore opportunities to extend the Clontarf Academies model and engage with the National Aboriginal Sporting Chance Academy to promote student retention in schools across the Region	DoE MPSL																																																
Comparative evidence	Alignment with Government Priorities (refer to legend for strategy definition)																																																
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	<ul style="list-style-type: none"> ■ CtG Priority Reform □ CtG S-E Outcome ○ 05 ■ Premiers Priorities □ LDM Accord 2015 □ LDM Accord 2020 ■ Key Performance Indicators <ul style="list-style-type: none"> ■ Accurate and complete data is made available to MPSL to formulate an overview ■ DoE is actively collaborating with MPRA in developing practical solutions to deficits ■ An implementation plan is prepared for expansion of Clontarf Academies within a greater number of schools across the Region 																																																

Data source: ABS 2016 and 2021 Census - employment, income and education, LGA (UR) by INGP Indigenous Status, AGESP Age in Five Year Groups and HSCP Highest Year of School Completed

ACTION AREA 3: EDUCATION																						
Aim: Develop a stronger skills base																						
Objective 3.2: MPRA will work with the Vocational Education and Training sector to identify and open pathways to higher levels of achievement in vocational education and training targeted towards genuine, employment-related skills needs in the Region																						
Actions	Primary Responsibility																					
3.2.1 Work towards strengthening vocational education outcomes to facilitate greatly increased levels of activity in business and employment in communities. Match education and training to areas of skills deficit and industry requirements for multiple skills to increase capacity for innovation in business and for employability. Address the lack of opportunity for young people to gain work experience. Target achievement of AQF Levels 3, 4 and 5 in recognition that lower levels no longer lead to employment outcomes	MPSL TAFE NSW Workforce Australia Employment Service providers																					
Comparative evidence	Alignment with Government Priorities (refer to legend for strategy definition)																					
	<table border="1"> <caption>Data for Aboriginal People Aged 25-34 with VET Qualifications</caption> <thead> <tr> <th>Region</th> <th>ABS 2016 Census (%)</th> <th>ABS 2021 Census (%)</th> </tr> </thead> <tbody> <tr> <td>Broken Hill</td> <td>~18</td> <td>~22</td> </tr> <tr> <td>Bourke</td> <td>~15</td> <td>~18</td> </tr> <tr> <td>Coorong</td> <td>~12</td> <td>~15</td> </tr> <tr> <td>Mungo</td> <td>~10</td> <td>~12</td> </tr> <tr> <td>Wentworth</td> <td>~10</td> <td>~12</td> </tr> <tr> <td>Wyalong</td> <td>~10</td> <td>~12</td> </tr> </tbody> </table>	Region	ABS 2016 Census (%)	ABS 2021 Census (%)	Broken Hill	~18	~22	Bourke	~15	~18	Coorong	~12	~15	Mungo	~10	~12	Wentworth	~10	~12	Wyalong	~10	~12
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	<ul style="list-style-type: none"> A Regional Aboriginal employment and training strategy is developed for the Region around identified future needs and opportunities Percentage of students undertaking Cert III courses and above in VET has increased by at least 50% by 2031 Number of students undertaking Cert III courses and above in VET building and construction, and health care and social assistance industry sectors, has increased by 2025 Gains in VET engagement and outcomes are being achieved consistently across all communities 																					
	<p>Data source: ABS 2016 and 2021 Census - employment, income and education, LGA (UR) by INGP Indigenous Status, AGESP Age in Five Year Groups and 1-digit level HEAP Level of Highest Educational Attainment</p>																					

ACTION AREA 3: EDUCATION

Aim: Develop a capability in the professions

Objective 3.3: M PRA will build on its collaboration with the University of New England (UNE) to increase access to tertiary studies through UNE's TRACKS Tertiary Preparation Programme for Aboriginal people across the Region, with progression, where desired, to the student's degree of choice

Actions	Primary Responsibility	Resources																								
3.3.1 Continue to work with UNE to secure student involvement with the TRACKS Programme and to work in partnership with UNE academic staff to facilitate delivery of educational content, tutorial support and student retention in students' home communities	MPSL UNE	Assistance with student learning costs																								
3.3.2 Continue to collaborate with UNE to secure HEPPP funding in future years to fund in-Region delivery and support, student scholarships, and to identify and tap other sources of funding	MPSL UNE	-																								
3.3.3 Target leadership succession in the Region through encouraging engagement in and completion of UNE's BA Majors in Community Planning and Community Development, designed in partnership with MPSL to meet the needs of the Region, as the vehicle for skilling Muri Paaki Young and Emerging Leaders and other community members	MPSL UNE	Assistance with student learning costs																								
3.3.4 Pursue a formal agreement with UNE with a view to achieving the strategic interests of both parties: M PRA with further development of targeted approaches to meet the higher education needs and aspirations of remote Aboriginal communities, and UNE, with pathways to support attainment of strategic objectives under the University's Future Fit Decadal Plan and to maximise achievement of its HEPPP goals	MPSL UNE	Alignment with Government Priorities (refer to legend for strategy definition)																								
Comparative evidence	<table border="1"> <thead> <tr> <th>Qualification Level</th> <th>ABS 2016 Census (%)</th> <th>ABS 2021 Census (%)</th> <th>CTG Priority Reform (%)</th> <th>CTG S-E Outcome (%)</th> </tr> </thead> <tbody> <tr> <td>Bachelor Degree</td> <td>~10%</td> <td>~11%</td> <td>~11%</td> <td>~11%</td> </tr> <tr> <td>Certificate III</td> <td>~8%</td> <td>~8%</td> <td>~8%</td> <td>~8%</td> </tr> <tr> <td>Certificate II</td> <td>~6%</td> <td>~6%</td> <td>~6%</td> <td>~6%</td> </tr> <tr> <td>Certificate I</td> <td>~4%</td> <td>~4%</td> <td>~4%</td> <td>~4%</td> </tr> </tbody> </table>	Qualification Level	ABS 2016 Census (%)	ABS 2021 Census (%)	CTG Priority Reform (%)	CTG S-E Outcome (%)	Bachelor Degree	~10%	~11%	~11%	~11%	Certificate III	~8%	~8%	~8%	~8%	Certificate II	~6%	~6%	~6%	~6%	Certificate I	~4%	~4%	~4%	~4%
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Data source: ABS 2016 and 2021 Census - employment, income and education, LGA (UR) by INGP Indigenous Status, AGESP Age in Five Year Groups and 1-digit level HEAP Level of Highest Educational Attainment

- Formal MoU between M PRA and UNE negotiated and in place

- Growth in student enrolments

- Number of students attaining their learning goals
- Retention of students through their selected award

ACTION AREA 4: ECONOMIC DEVELOPMENT

Aim: Take advantage of major Regional economic initiatives

Objective 4.1: Focus on economic development as the vehicle to progressively build a presence in the mainstream regional economy through new business creation, business acquisition and joint venturing founded in innovation and diversification, allied to a major initiative to raise skill levels in business administration, operation and shortage. Seek to extract the maximum economic value possible from Regional initiatives with a primary focus on areas other than economic development

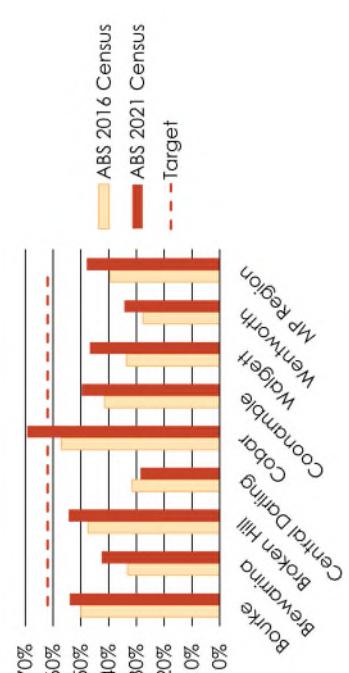
Actions	Primary Responsibility	Resources
4.1.1 Ensure economic aspirations of each CWP are well understood to facilitate MPSL's role in supporting economic development in each community in the Region. Obtain funding to commission Localised Economic Feasibility Assessments for each community	MPSL	Investment in Localised Economic Feasibility Assessments
4.1.2 Continue to work with private sector partners able to support the Region's economic aspirations for establishment of Aboriginal businesses and labour market improvements	MPSL	-
4.1.3 Build on the suggested activity areas for Aboriginal economic participation identified in the NSW DPE Far West Regional Plan 2041, including collaborating with Local Aboriginal Land Councils in land use planning and development	MPSL	-
4.1.4 Make greater use of the Aboriginal Procurement Policy (APP) in building employment outcomes across the Mardi Paaki geographical footprint	MPSL	-
Alignment with Government Priorities (refer to legend for strategy definition)		
		
		
		
Key Performance Indicators <ul style="list-style-type: none"> ■ Investments in community-led Localised Economic Feasibility Assessments secured, assessments completed and integrated into a Regional strategy ■ Number of new Aboriginal owned and operated business ventures in the Region ■ Use of the APP is contributing to increased employment of community members across a diverse range of industries 		

ACTION AREA 4: ECONOMIC DEVELOPMENT

Aim: Strengthen our economic capacity

Objective 4.2: Skills strengthening initiatives are central to raising levels of activity in business and employment in the Region. The focus of this strategy is on auditing training needs to identify areas of activity and delivery of targeted and intensive training which leads directly to identifiable employment and business opportunities

Actions	Primary Responsibility	Resources																												
4.2.1 Negotiate a Region-specific co-ordinated arrangement to streamline processes which facilitate access to traineeships and apprenticeships to underpin the Region's strategic economic development projects	MPSL	-																												
4.2.2 Establish a new Regional enterprise organisation as the vehicle to progress the Aboriginal Training and Employment Strategy, supporting the implementation of works identified in the Regional Housing and Environmental Health Plan	MPSL	Government investment in the MP RHEHP Business Case																												
4.2.3 Target training and support for Aboriginal people wishing to establish and operate businesses in the Region. Seek to negotiate an arrangement with UNE through the SMART Region Incubator and/or other providers to support aspiring Aboriginal businesses with mentors, researchers, events and corporate and community partners	MPSL UNE	-																												
Comparative evidence		Alignment with Government Priorities (refer to legend for strategy definition)																												
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		<ul style="list-style-type: none"> Development and implementation of process improvements for access to traineeships and apprenticeships MPPM established, functional and rolling out works identified in the MP RHEHP Business incubator services in place and being accessed Number of Aboriginal business start ups sustainable after 12 months of operations 																												
		<p>Data source: ABS 2016 and 2021 Census - employment, income and education, LGA (UR) by INGP Indigenous Status, AGESD Age in Five Year Groups and 1-digit level EFTP Engagement in Employment, Education and Training</p>																												

ACTION AREA 4: ECONOMIC DEVELOPMENT		
Aim: Increase and broaden opportunities for employment		
Objective 4.3: Advocate for and influence targeted labour market policies and strategies to increase the proportion of the adult population in employment in communities across the Region. Focus efforts on identifying and putting in place rewarding, long-term career paths for community members. Seek to have the range of initiatives expanded beyond the traditional emphasis on heritage and culture, tourism and caring for Country		
Actions	Primary Responsibility	Resources
4.3.1 Establish labour market data-sharing and analysis arrangements to ensure MPPRA has access to geographically relevant data adequate for long-term planning of Regional and local business and employment initiatives	MPSL Jobs and Skills Australia	-
4.3.2 Advocate for Region-specific strategies to target the needs of those who face barriers to labour force participation due to lack of opportunity in the regional mainstream economy, inadequate numeracy, literacy, life skills and health-related barriers	MPSL NIAA and Workforce Australia Employment Service providers	-
4.3.3 Negotiate and develop sustainable, meaningful employment for young people and adults in communities across the Region	MPSL Workforce Australia Employment Service providers	-
4.3.4 Engage with government partners to obtain an annual “pipeline” list of infrastructure projects planned for the region to allow communities to prepare to have a skilled workforce in place; MPSL then to work with CWPs to identify and suitably qualified and experienced community members to participate in employment in projects	MPSL and CWP AA NSW, DPE and Regional NSW	-
4.3.5 Take a more proactive role with local government in developing and taking advantage of opportunities for local economic development initiatives	MPSL Local Government Councils	-
Comparative evidence	Alignment with Government Priorities (refer to legend for strategy definition)	
	Proportion of Aboriginal people aged 25 to 64 years who are in employment (Aligns with CtG target 8 which aims to have the proportion of Aboriginal people at 62 per cent by 2031)	CtG Priority Reform CtG S-E Outcome Premiers Priorities LDM Accord 2015 LDM Accord 2020 Key Performance Indicators
		■ CtG ■ CtG S-E Outcome ■ Premiers Priorities ■ LDM Accord 2015 ■ LDM Accord 2020 ■ Key Performance Indicators

Data source: ABS 2016 and 2021 Census - employment, income and education, LGA (UR) by INGP Indigenous Status, AGESP Age in Five Year Groups and LFSP Labour Force Status

- Local economic development initiatives being scoped, negotiated and delivered

ACTION AREA 5: HOUSING and INFRASTRUCTURE

Aim: Improve the availability and quality of Aboriginal social housing and essential services

Objective 5.1: Support the Regional Aboriginal Housing Leadership Assembly (RAHLA) to secure a NSW Government commitment to resource implementation, in full, of the strategic housing agenda documented in the Mardi Paaki Regional Housing and Environmental Health Plan (RHEHP) and to collaboratively develop a Regional Aboriginal Remote Area Housing Strategy

Actions	Primary Responsibility	Resources
5.1.1 Encourage the NSW Government to extend the RAHLA governance arrangements in place through the Agreement to Improve Aboriginal Social Housing Outcomes in the Mundi Paaki Region for the duration of RHEHP implementation, with secretariat support to continue to be provided by MPSL	MPRA and MPSL RAHLA Minister for Aboriginal Affairs	-
5.1.2 Finalise the RHEHP Business Case and negotiate with the NSW and Australian Governments investment to implement the full package of housing and housing-related works set out in the RHEHP	MPSL and RAHLA	-
5.1.3 Re-establish the Mundi Paaki Aboriginal Environmental Health Infrastructure Forum (MP AEHIF) to provide expert review and advice to design of Aboriginal housing and infrastructure, and to prepare revised Mundi Paaki Design Standards for housing and environmental health infrastructure	MPSL	-
5.1.4 Continue to work towards a remote area Aboriginal housing strategy through the RAHLA-led co-design process with the aim of developing a sustainable and affordable housing strategy for the Region	RAHLA	-
5.1.5 Continue to collaborate with the NSW Government to identify data gaps relating to homelessness, to develop improved mixed-methods approaches to understand the scale and dynamics of homelessness in the Region, and to develop targeted, effective responses, including an enhanced scope of practice for MP TSEP around homelessness	MPSL DCJ RAHLA	DCJ to commission AHURI to conduct a desktop research project using CURFs and report unabridged findings

ACTION AREA 6: LAW and JUSTICE			
Aim: Reduce Aboriginal overrepresentation in the criminal justice system			
Objective 6.1: Work towards legal systems and processes which achieve non-discriminatory outcomes for Aboriginal people across the Region. Advocate for the principle that Aboriginal people are treated with justice, fairness, equality and respect before the law			
Actions	Primary Responsibility	Resources	
6.1.1 Develop a more evidence-based response to defining and making strategy to address law and justice issues in the Mundi Paaki Region through negotiation of arrangements for provision of police and justice data and information to MPRA. Use data provided as the basis for researching and preparing a Region-wide strategy to reduce engagement of Aboriginal people with the criminal justice system, drive down the incidence of recidivism, and identify community-generated solutions. Explore options for and plan for transition to a Regional Justice Reinvestment strategy	MPSL DCJ	Negotiate with DCJ for BoCSaR to provide quarterly updates of agreed scope of data and analysis	
6.1.2 Secure a proactive approach from the NSW Police Force to work in partnership with communities through the MPRA governance structure such that community members are able to go about their daily business freely without fear and without facing prejudice	MPSL NSW Police Force	-	
6.1.3 Advocate for the continuation of Aboriginal community controlled legal services, and for culturally safe assistance to Aboriginal victims and survivors of crime	MPSL Australian Government and DCJ	-	
6.1.4 Support increased participation by Aboriginal people in law and justice institutions through advocating for greater local deployment of suitably qualified people with strong cultural and community affiliations in police and justice-related services	MPSL	-	
Comparative evidence	Alignment with Government Priorities (refer to legend for strategy definition)		
To be added	CtG Priority Reform	O10	O11
	CtG S-E Outcome		
	Premiers Priorities	■■	
	LDM Accord 2015		
	LDM Accord 2020	□	
Key Performance Indicators			
	■ Accurate and complete data and analysis is made available to MPSL to formulate an overview and prepare a Region-wide strategy, including a Regional Justice Reinvestment strategy		
	■ MoU in place with NSW Police Force to provide the basis for a less adversarial, more collaborative approach to policing, and to community engagement around law and justice issues		
Data source:	■ Availability of culturally safe legal services to Aboriginal offenders and victims		

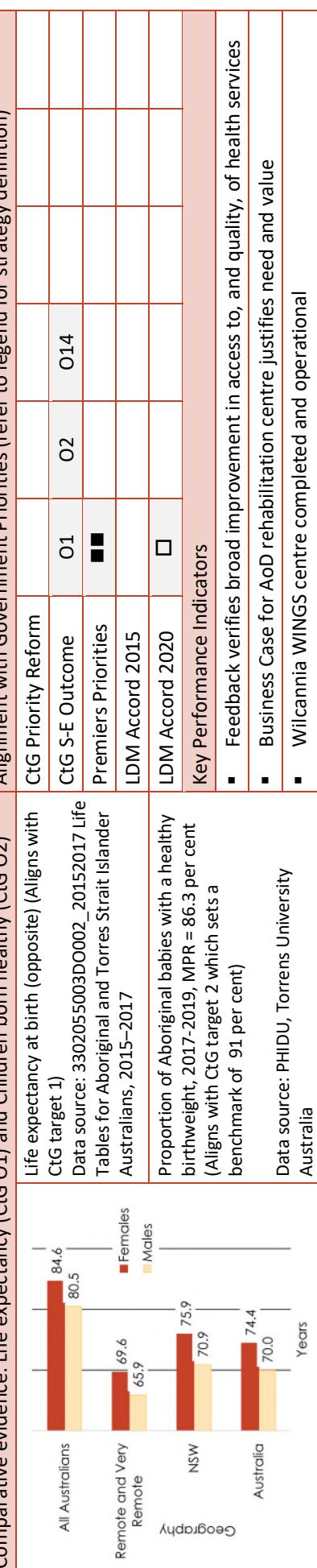
ACTION AREA 7 : HEALTH, WELLBEING and HUMAN SERVICES

Aim: Keep community members well

Objective 7.1: Ensure adequate, accessible, comprehensive primary health care services and programmes are available to all members of each community

Actions	Primary Responsibility	Resources
7.1.1 Ensure that timely access to acute primary health care, immunisation, early childhood development, screening programmes, chronic disease management, oral health, mental health/social and emotional wellbeing/trauma, alcohol and other drug counselling, grief and loss, allied health and pharmacy services is available in community	NSW Health ODGP and WNSW PHN	-
7.1.2 Put in place arrangements for better communication around service availability in smaller settlements so that residents are aware of opening hours for the local health centres and outposts, and have a clear understanding of their options during periods when services are not locally available	NSW Health ODGP and WNSW PHN	-
7.1.3 In partnership with the ACCHOs, secure a more diligent approach by mental health service providers to client management, including to access urgent support during hours when primary service providers are unavailable. Include a focus on providing support and intervention to assist people with mental illness and cognitive disability to avoid contact with the criminal justice system	NSW Health ODGP and WNSW PHN	-
7.1.4 In partnership with the ACCHOs, design and deliver targeted, age- and gender-specific health and SEWB services at easily accessible locations across the Region	NSW Health ODGP and WNSW PHN	-
7.1.5 Advocate for priority action to develop an Aboriginal community controlled residential alcohol and other drug rehabilitation centre in Broken Hill to service the Far West sector of the Region. Include detox beds	MPSL RAHLA	Investment in a Business Case to assess service needs and economic feasibility
7.1.6 In partnership with Maari Ma, redevelop the WINGS building to allow provision of upgraded wellbeing services to young people in Wilcannia	MPSL RAHLA	As set out in the MP RHEHP Business Case
		Alignment with Government Priorities (refer to legend for strategy definition)

Comparative evidence: Life expectancy (Ctg O1) and Children born healthy (Ctg O2)



ACTION AREA 7: HEALTH, WELLBEING and HUMAN SERVICES

Aim: Reform the health and human services sectors

Objective 7.2: Address higher-order matters of co-ordination, communication, data sharing, needs, gaps, barriers, accountability and engagement through negotiation of agreements with agencies and NGOs

Actions	Primary Responsibility	Resources
7.2.1 Partner with NSW Health, Far West Local Health District (FWLHD), Western NSW Local Health District (WNSWLHD) and the Royal Flying Doctor Service (RFDS) through the LDM Accord to rationalise roles and responsibilities, and address weaknesses in communication, complaints management and feedback, service and programme planning and service design, and data and information sharing	MPSL FWLHD, WNSWLHD NSW Health	-
7.2.2 Secure agreement from NSW Health, FWLHD, WNSWLHD and RFDS through the LDM Accord to provide fine-grained health data to support MPRA research, planning and advocacy initiatives, including in relation to changes in service arrangements. Provide for direct negotiation between MPSL and Health Intelligence Units in the LHDs relating to datasets to be shared	MPSL FWLHD, WNSWLHD NSW Health	-
7.2.3 Establish relationships between the Assembly, MPSL and Aboriginal community-controlled health organisations (ACCHOs) with a view to disseminating information about availability of services negotiated directly by MPSL, and to make arrangements for mutual support in instances where either ACCHOs or MPSL would benefit from assistance	MPSL	-
7.2.4 Establish a dialogue with the Western NSW Primary Health Network (WNSW PHN) to address matters of accountability of WNSW PHN to the Region's communities and ACCHOs, particularly in relation to cultural safety and representation in service planning and design, commissioning processes, and stability of local arrangements with trusted, culturally safe providers	MPSL	-
	</td	



ACTION AREA 7 : HEALTH, WELLBEING and HUMAN SERVICES

Aim: Raise the accessibility and quality of human services

Objective 7.3: Continue to work with Government to secure accountability for human services provision across the Region, to ensure equitable access to services from community to community, and to re-focus procurement practices such that they cease to lead to unintended adverse outcomes for communities

Actions	Primary Responsibility	Resources															
7.3.1 Advocate with Government partners for development of a Region-specific approach to procurement, management and accountability of human services, particularly in the areas of homelessness and aged and disability care, which ensures equitable access across the Region, addresses issues with infrastructure and with recruitment and retention of personnel, and provides for service procurement in an environment where competitive approaches produce adverse outcomes	MPSL DCJ NIAA	-															
7.3.2 Advocate for culturally safe services and facilities for older people and people with disabilities in all communities, including carer support, purpose-designed and built accommodation, improved access to home modifications, centre-based and community-based care, including through greater Aboriginal engagement in designing and delivering home and community care services	MPSL NDIS	-															
7.3.3 Partner with NDIS-funded organisations willing and able to engage positively and consistently with communities, particularly in relation to service design; co-ordinate service planning and delivery including in smaller, more remote centres; effectively support access to service needs in the housing, education, justice, health and other relevant sectors; and foster engagement and participation for marginalised clients	MPSL and NDIS NGOs AA NSW	-															
Alignment with Government Priorities (refer to legend for strategy definition)																	
																	
<table border="1"> <thead> <tr> <th data-bbox="571 139 666 2086">CTG Priority Reform</th> <th data-bbox="666 139 762 2086">PR3</th> <th data-bbox="762 139 825 2086"></th> </tr> </thead> <tbody> <tr> <td data-bbox="666 139 762 2086">CTG S-E Outcome</td> <td data-bbox="762 139 825 2086">O1</td> <td data-bbox="825 139 825 2086"></td> </tr> <tr> <td data-bbox="762 139 825 2086">Premiers Priorities</td> <td data-bbox="825 139 825 2086"></td> <td data-bbox="825 139 825 2086"></td> </tr> <tr> <td data-bbox="825 139 921 2086">LDM Accord 2015</td> <td data-bbox="921 139 921 2086"></td> <td data-bbox="921 139 921 2086"></td> </tr> <tr> <td data-bbox="921 139 1079 2086">LDM Accord 2020</td> <td data-bbox="1079 139 1079 2086"></td> <td data-bbox="1079 139 1079 2086"></td> </tr> </tbody> </table>			CTG Priority Reform	PR3		CTG S-E Outcome	O1		Premiers Priorities			LDM Accord 2015			LDM Accord 2020		
CTG Priority Reform	PR3																
CTG S-E Outcome	O1																
Premiers Priorities																	
LDM Accord 2015																	
LDM Accord 2020																	
Key Performance Indicators <ul style="list-style-type: none"> ■ Region-specific approach to procurement, management and accountability of human services designed and implemented ■ Feedback verifies equity of access to quality human services and support in all communities ■ Arrangements for accountability from service providers to CWP including CWP participation in service planning 																	

Activity area	Aim		CtG Priority Reform				CtG S-E Outcome			Premier's Priorities			LDM Accord		
			2015	2018	2020		2015	2018	2020	2015	2018	2020	2015	2018	2020
1. Governance and leadership															
1.1	Formalise engagement with MPRA and CWPs														
1.2	Raise accountabilities to MPRA and CWPs	PR1													
1.3	Strengthen our internal accountabilities	PR1													
1.4	Build our internal capabilities and advisory reach	PR1	PR2	PR4											
2. Early childhood															
2.1	Support our children over their first 2,000 days														
3. Education															
3.1	Raise school attendance and attainment	PR3													
3.2	Develop a stronger skills base														
3.3	Develop a capability in the professions														
PR1	Formal partnerships and shared decision making														
PR2	Building the community-controlled sector														
PR3	Transforming government organisations														
PR4	Shared access to data and information at a regional level														
O3	Children are engaged in high quality, culturally appropriate early childhood education in their early years														
O4	Children thrive in their early years														
O5	Students achieve their full learning potential														
O6	Students reach their full potential through further education pathways														
O7	Young people are engaged in employment or education														
O8	Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities														

Activity area	Aim	CtG Priority Reform	CtG S-E Outcome			Premier's Priorities	LDM Accord
			2015	2018	2020		
4. Economic development							
4.1	Take advantage of major Regional economic initiatives	PR5		07			■
4.2	Strengthen our economic capacity	PR5		07	08		■
4.3	Increase and broaden opportunities for employment	PR5		08			■
5. Housing and infrastructure							
5.1	Improve the availability and quality of Aboriginal social housing and essential services			01	09	013	017
6. Law and Justice							
6.1	Reduce Aboriginal overrepresentation in the criminal justice system			010	011		□
7. Health, Wellbeing and Human Services							
7.1	Keep community members well			01	02	014	□
7.2	Reform the health and human services sectors	PR3		01			□
7.3	Raise the accessibility and quality of human services	PR3					

PR3	Transforming government organisations
PR5	Employment, business growth and economic prosperity
O1	People enjoy long and healthy lives
O2	Children are born healthy and strong
O8	Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities
O9	People can secure appropriate, affordable housing that is aligned with their priorities and need
O10	Adults are not overrepresented in the criminal justice system
O11	Young people are not overrepresented in the criminal justice system
O13	Families and households are safe
O14	People enjoy high levels of social and emotional wellbeing
O17	People have equal levels of digital inclusion

Chapter 4 Community Engagement

4.1 Community participation in service and programme implementation

MPRA's role has always been to negotiate around regional priorities; the role of the CWP, around local issues, aspirations and priorities. Action areas in this Regional Plan have been identified largely by documenting strategic priorities at a regional scale, but also derive from a close examination of community issues, aspirations and priorities documented in Community Action Plans (CAPs).

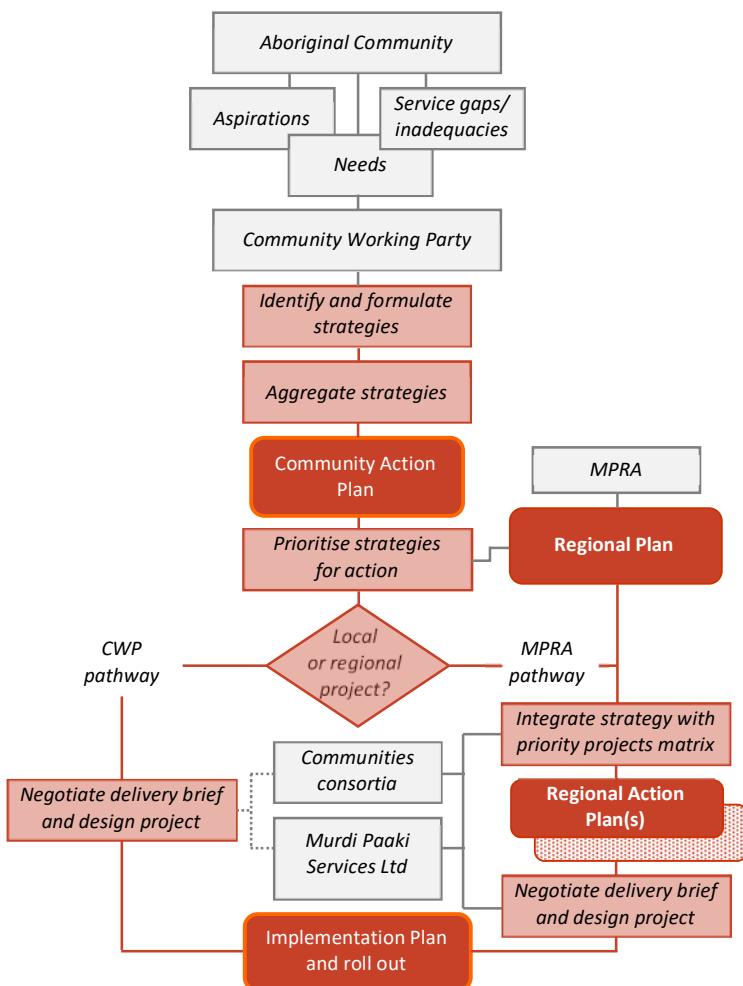
While this Regional Plan forms the umbrella strategic framework within which development and implementation of regionally focussed initiatives occur, our Community Working Parties have identified and will plan parallel local initiatives which may be in addition to and/or complement the regional actions described above. Some CWP, individually or collectively, may pilot or collaborate on projects on behalf of their communities.

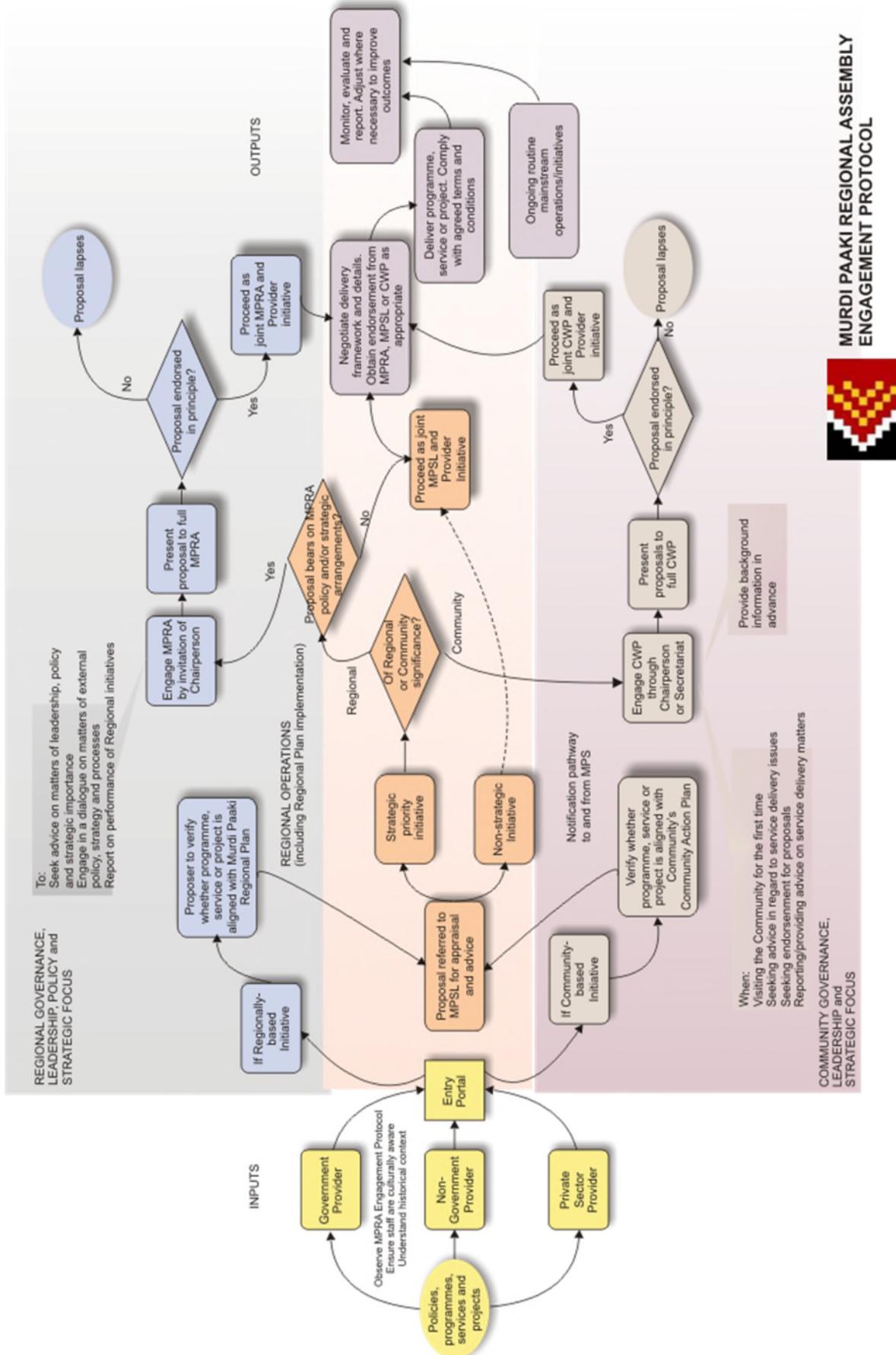
Recent involvement by CWP in preparing Housing and Environmental Health Plans has made it clear that current arrangements for human services provision fail to meet the needs of communities.

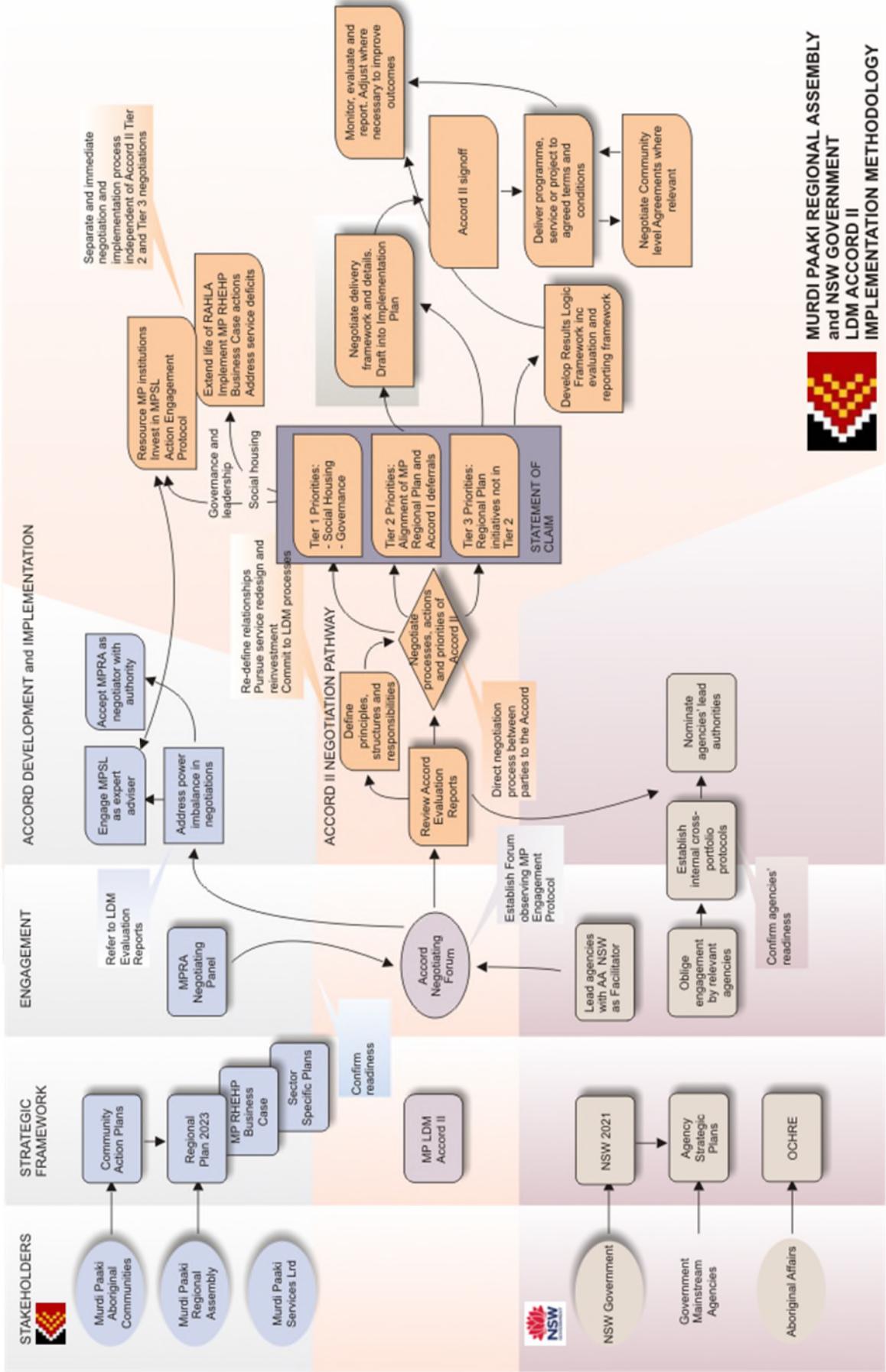
Contestability-based procurement processes undertaken at a large geographical scale result in uneven availability of services, poor accountability and absence of cultural safety in service provision. MPRA will advocate for performance indicators relating to service provider accountability to CWP, and to meaningful CWP involvement in service design, to be incorporated in service provider contracts. MPRA will also use the LDM Accord process to argue for MPRA and CWP involvement in purpose-specific procurement processes for human services.

4.2 Engagement protocol

Cultural expectations around engagement have been clearly documented in the Murdi Paaki Engagement Protocol, which has been designed to guide the interaction of partners with the Assembly and CWP. Recognition of and adherence to this Protocol by partner agencies is a work in progress; however, MPRA insists that engagement take place within the parameters of the Protocol and that partners recognise and respond to the cultural attributes of the Region and its communities. The Implementation Methodology for the LDM Accord has been prepared specifically to guide interaction between MPRA and CWP and the NSW Government around LDM initiatives; it is consistent with the MPRA Engagement Protocol.







Chapter 5 Population Geography

5.1 To a more reliable basis for population estimation

The conventional approach to resource allocation has relied upon use of census data to establish relative population numbers as a surrogate for need. The Australian Bureau of Statistics (ABS) takes a detailed Census of Population and Housing every five years but the number of persons enumerated represents a net undercount. The undercount is proportionally higher for the Aboriginal population of the Murdi Paaki Region than for other populations and other geographies in NSW; thus, this basis for resource allocation has historically been inequitable. Following each census, the ABS conducts a Post Enumeration Survey (PES). Using data from this and from other sources, Estimated Resident Populations (ERPs) are backcast to 30th June in the census year. These ERPs are the best available estimate of population and are the most equitable measure for use in allocating funding and resources to populations.

The ABS 2021 Census shows apparent decline in the number of Aboriginal and/or Torres Strait Islander people between the 2016 and 2021 Censuses in aggregate across the eight local government areas which approximate the Region (i.e. Bourke, Brewarrina, Broken Hill, Central Darling, Cobar, Coonamble, Walgett and Wentworth). Between the 2001 and 2016 Censuses, Aboriginal census counts increased at an average annual rate of 0.6% pa. Between the 2016 and 2021 Censuses, the population enumerated decreased by an average 2.5% p.a. It appears highly likely that the low population counts, particularly in Brewarrina and Walgett LGAs, are an artefact of the relatively high levels of imputation where census responses were unable to be obtained. The ABS does not impute for the INGP variable (Indigenous status), and so the data indicate a very high Not Stated response to the Indigenous status question.

The 2021 Census was conducted at the height of the COVID-19 crisis not only in Wilcannia but in other communities across the Murdi Paaki Region. Media coverage of COVID in communities at this time was extensive and all-consuming. Comparison of census counts and ERPs from previous census years indicates that ERPs are typically 20% to 30% higher than census counts, and that the difference varies across the Region. Anxiety over the spread of COVID within communities will have exacerbated the historical tendency of Aboriginal people to evade participation in the Census. It is not clear at this point whether the PES, too, will have been affected by fears over COVID transmission, thus impacting on the ERPs.

Because both the timing and accuracy of the 2021 ERPs are unclear, the preferred population counts in this Plan are the projections based upon the 2016 ERPs for LGAs, factored by the ratios obtained from the Series B (mid-range) projections from *Projected population, Aboriginal and Torres Strait Islander Australians, Indigenous Regions, 2016 to 2031* for the North-West NSW Indigenous Region (IREG). This IREG includes all of the Region except for Wentworth LGA and the Balranald residue; these are in the Orange-Riverina IREG but the population characteristics for these LGAs are more similar to other LGAs in the North-West NSW IREG than to LGAs in Orange-Riverina which incorporates a number of major regional centres.

5.2 Enumerated population

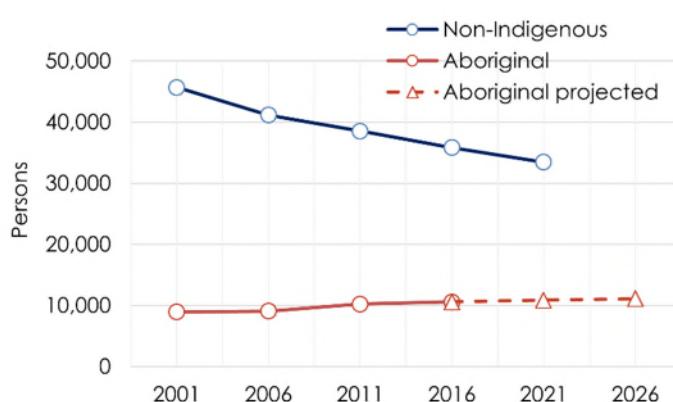
The boundaries of the Murdi Paaki Region do not concord precisely with the ABS Census geography. The Local Government Areas (LGAs) of Walgett, Coonamble, Bourke, Brewarrina, Broken Hill, Central Darling and Wentworth and the Unincorporated Far West are all contained completely in the region; the northern part of Cobar LGA (including Cobar) and the northern and western parts of Balranald LGA (including Euston but excluding Balranald) also form part of the region.

Two different geographies have been compared in the preparation of this Regional Plan:

- Geography 1: the 159 Statistical Areas Level 1 (SA1)s from Australian Statistical Geography Standard (ASGS) Edition 3 which form an approximate concordance to the Region giving a total population of 44,640; and
- Geography 2: eight LGAs, with Cobar included and Balranald excluded (so Murrin Bridge in, Euston out and Unincorporated Far West out), giving a total population of 43,507.

As the enumerated populations are within 0.5% of each other, the LGA geography has been adopted because of availability of ERPs and other data at that scale.

Figure 5.1: Population change, Murdi Paaki Region



Data source: ABS, 32180DS0002_2001-21, Regional population, 2021, Population estimates by LGA and electoral division (ASGS2021), 2001 to 2021 and Projected population, Aboriginal and Torres Strait Islander Australians, Indigenous Regions, 2016-2031

Figure 5.1 illustrates population change over time. Non-Indigenous population ERPs declined over the period from 2001 to 2016; Aboriginal ERPs increased over the same period. Aboriginal population projections based on the 2016 ERP suggest steady continuing growth. The notional 2021 non-Indigenous ERP was derived by subtracting the Aboriginal population projection from the total ERP at 30th June 2021; the resulting figure appears consistent with decline over the preceding period.

5.3 Population estimate

Table 5.1 compares the Aboriginal populations on the basis of the 2021 Census count, the 2016 ERP and the projected 2023 population based upon the 2016 ERP factored by the ratios obtained from the Series B (middle series) projections from *Projected population, Aboriginal and Torres Strait Islander Australians, Indigenous Regions, 2016 to 2031* for the North-West NSW IREG.

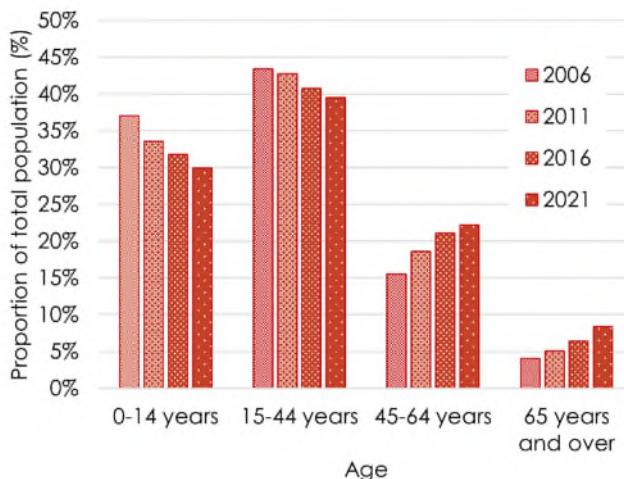
Table 5.1 – Comparison of Aboriginal population estimates, Murdi Paaki Region

LGA	Aboriginal and/or Torres Strait Islander Population		
	2021 Census	2016 ERP	2023 Projection
Bourke	708	1,169	1,210
Brewarrina	697	1,179	1,220
Broken Hill	1,751	1,860	1,925
Cobar	630	900	931
Coonamble	579	808	836
Walgett	1,267	1,561	1,616
Central Darling	1,113	2,325	2,406
Wentworth	622	804	832
Total	7,371	10,606	10,976

The importance of using ERPs and ERP-based projections for the purpose of considering the needs of the Aboriginal population cannot be overstated. Historically, when compared with corresponding census count, the ABS Aboriginal ERP for the Region as a whole at 30th June in the census year was higher than the census count: in 2011, it was 23% higher (range: 16% higher in Central Darling LGA to 32% higher in Bourke LGA), and in 2016, it was 27% higher (range: 17% in Brewarrina LGA to 41% in Bourke LGA).

5.4 Population age structure

Figure 5.2: Population age structure, Mundi Paaki Region



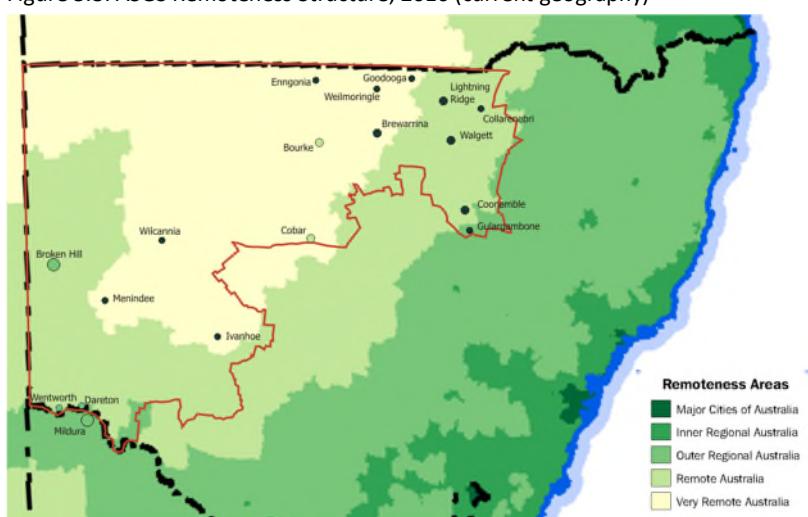
Data source: ABS Censuses 2006-2021 via TableBuilder

Figure 5.2 shows the proportion of the total population by age cohorts for the Mundi Paaki Region as a whole. Since 2006, the proportion of children and younger adults to 44 years of age has declined while the proportion of the population aged 45 years and over has steadily increased.

5.5 Remoteness and socio-economic disadvantage

The population is dispersed across the Region but with a sizeable cohort living in Broken Hill. Figure 5.3 shows the remoteness structure as it applies to NSW and the Region, and Table 5.2 indicates the remoteness classification of communities.

Figure 5.3: ASGS Remoteness Structure, 2016 (current geography)



Data source: Map of the 2016 Remoteness Areas for Australia, copyright Commonwealth of Australia 2023, from 1270.0.55.005 - Australian Statistical Geography Standard (ASGS): Volume 5 - Remoteness Structure, July 2016

Table 5.2: Remoteness classification of localities, 2016, ABS

Outer Regional	Remote	Very Remote
Broken Hill	Bourke	Brewarrina
Gulgambone	Cobar	Enngonia
Wentworth/Dareton	Collarenebri	Goodooga
	Coonamble	Ivanhoe
	Lightning Ridge	Menindee
	Walgett	Weilmoringle
		Wilcannia

It is well established that several Mundi Paaki Region local government areas (LGAs) experience the highest level of disadvantage in NSW, when considered at LGA scale. Relativities for NSW as reflected in the SEIFA Index of Relative Socio-economic Disadvantage (IRSD) rankings for local government areas, prepared by the Australian Bureau of Statistics (ABS), are shown at Table 5.3. These are the 2016 SEIFA indices and scores; the 2021 SEIFA is not yet available. SEIFA scores, which are compiled from Census-derived indicators of disadvantage, are calculated such that the mean score for the reference geography (in this case, NSW) is 1,000, and the standard deviation is 100.

Pockets of severe disadvantage exist within the broader ranking within most LGAs, notably in the towns of Brewarrina, Dareton, Walgett and Wilcannia where discrete settlements are located, and the villages of Goodooga, Gulgambone and Collarenebri. The Mallee at Wilcannia is one of the most disadvantaged SA1s in NSW with a score of 487.

Table 5.3: SEIFA Index of Relative Disadvantage (IRSD), by LGA, 2016¹

LGA	Score	Ranking in NSW (of 130 LGAs)
Brewarrina	757	1
Central Darling	817	2
Walgett	832	3
Coonamble	869	5
Broken Hill	901	7
Bourke	916	17
Wentworth	957	50
Cobar	968	63

Note: Ranking convention as ABS 2033.0.55.001 Socio-Economic Indexes for Areas (SEIFA) 2016

Of the Aboriginal 2016 ERP, 82% of the Aboriginal population lived in LGAs other than Broken Hill. For the non-Indigenous population, the corresponding figure was 55%. It is not possible to calculate the percentage of the Aboriginal population living in each Remoteness Area because the concordances (LGA to Remoteness Area) provided by the ABS are not broken down by Indigeneity, but it can be stated with certainty that a far higher percentage of the Aboriginal population of the

¹ 2033.0.55.001 - Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016, retrieved from

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2033.0.55.0012016?OpenDocument>

Murdi Paaki Region than the non-Indigenous population will be resident in a remote or very remote location and subject to a disproportionately higher level of socio-economic disadvantage as a result.