

A photograph of two young children in a park-like setting. In the background, a child wearing a blue sun hat and a light blue t-shirt with a rainbow graphic looks up at a large tree. In the foreground, another child is out of focus, also looking up. A large, semi-transparent brown circle with a thin black outline is positioned in the lower-left to center area, containing the text.

# NUKARA ACTION PLAN

STRENGTHENING THE DILLY BAG

# ACTION PLAN

The *Nukara* action plan focuses on priority activities to enable the progressive transfer of responsibilities to the Tasmanian Aboriginal Centre, representing and working on behalf of the Aboriginal community in Lutruwita.

## 1. Establish the Palawa Children's Future Project: Stage 2

**Objective: to secure funding and implement the *Nukara* strategy and *Tirrina* model**

Activity	Lead Responsibility	Links
Develop and resource a plan to implement the four service programs and associated sub-projects that comprise <i>Nukara</i> and <i>Tirrina</i>	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres</i> 1-8 <i>Sculthorpe</i> 1-10

1. Confirm Tasmanian Government's in-principle commitment to fund Stage 2 of the *Palawa Children's Future Project*, including release of funds from the Closing the Gap Capacity Building Grant Program (Round 2).
2. Establish an Aboriginal-led, joint Tasmanian Aboriginal Centre and DECYP steering committee and reference group to fully implement *Nukara* as the lead strategy for DECYP for keeping Aboriginal children safe in the care of their families
2. The steering committee to develop an investment strategy and partnership agreement between the Tasmanian Aboriginal Centre and the Tasmanian Government, that includes:
  - agreement by the Government to fund implementation of *Nukara*
  - commitment to redirecting funding and resources from DECYP and currently-funded non-government organisations to Tasmanian Aboriginal Centre to support the delivery of *Tirrina* programs
  - supplement existing funds and resources to ensure full implementation and ongoing delivery of the *Tirrina* model
  - assurance of ongoing Government investment in existing and new Tasmanian Aboriginal Centre child-safe service programs, including strategies to ringfence funding
  - adherence to the Aboriginal and Torres Strait Islander Placement Principle (Placement Principle) in all aspects of the Agreement
4. Establish a project team and overarching project plan to:
  - identify priorities, timelines, constraints and dependencies
  - develop partnership agreements with non-government organisations to apply the Placement Principle
  - develop and implement plans for the four service programs: Kani Pama, Ningina, Palawa Partnership Team, and Takariliya Taypani to:
    - identify infrastructure needs including physical, technology and information, financial, legal and regulatory
    - include workforce planning and development for each program
  - develop a financial plan for ongoing delivery of service programs and secure ongoing government funding
  - develop a post-implementation plan for continuous improvement and service continuity
  - ensure plans align with *Fibres* and *Nukara's* principles of change management and theory of system change
5. Communicate and consult with stakeholders



### Activity

Develop a collaborative approach to address the negative impact of social determinants on Aboriginal children and families

1. Partner with government, non-government organisations, and peak bodies to advance national and state-level initiatives on social determinants
2. Leverage Luruwita's Combined Peak and Government Closing the Gap Policy Partnership group and forum to develop and implement strategies to combat the negative impact of social determinants
3. Expand statewide access to services that address social determinants through the Tasmanian Aboriginal Centre
4. Regularly review government and non-government policies and programs to ensure they meet desired outcomes for Aboriginal child safety and address social determinants
5. Collaborate with government agencies (e.g. child safety, education, health, legal) to improve services for Aboriginal children and families and challenge entrenched practices
6. Identify barriers to accessing essential services for Aboriginal children and families

## 2. Build Aboriginal workforce capacity and capability

**Objective: to strengthen the Aboriginal child-safe workforce and services, including shifting and increasing resource allocation from government and non-government organisations**

### Activity

### Lead Responsibility

### Links

Develop and implement a strategy to grow and support Aboriginal child-safe workforce capacity and capability, consistent with the *Safe and Supported National Investment Strategy* and *Commission of Inquiry* recommendations

Tasmanian Aboriginal Centre  
Support:  
Tasmanian Government  
NGOs

*Fibres 1-4, 8*  
*Sculthorpe 3, 7, 10*

1. Establish a reference group to support development of the strategy
2. Audit and consider the transition of identified Aboriginal positions within government and non-government organisations to the Tasmanian Aboriginal Centre
3. Develop an Aboriginal workforce strategy that includes:
  - a long-term vision
  - commitment and investment by government in a strong and sustainable Aboriginal workforce
  - plans to transition relevant human, financial and other resources from existing child and family services to the Tasmanian Aboriginal Centre
  - a community-based service delivery model to provide continuous care and support for Aboriginal children, incorporating the recruitment, training, and support of Aboriginal carers, as well as the establishment of statewide, short-term, and urgent Aboriginal-managed accommodation to ensure their care and wellbeing
  - the requirement for adherence to culturally-appropriate Aboriginal child-safe practice framework, including active efforts to apply all elements of the Placement Principle
4. Communicate and consult with stakeholders
5. Secure funding and implement the plan

### 3. Establish Aboriginal child-safe practices

**Objective: to transform the systems and practices for keeping Aboriginal children safe**

Activity	Lead Responsibility	Links
Develop and implement a culturally-appropriate Aboriginal child-safe practice framework	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres 1, 2, 4</i> <i>Sculthorpe 1, 2, 4, 5, 9, 10</i>

1. Establish a reference group to support development of the practice framework
2. Create a plan for the development of a practice framework that incorporates the following actions:
  - review current Tasmanian Aboriginal Centre policies, procedures and practices, including assessing them against active efforts standards
  - consult with the community to ensure practices are community-informed
  - prioritise the child's voice, choice and wellbeing
  - ensure culturally-safe decision-making and adherence to the Placement Principle, emphasising family strengths and keeping children with their families, where possible
  - align practice with cultural values, including strategies for addressing family violence, family-finding, and truth-telling
  - integrate relevant aspects of the Feel Safe. Are Safe. approach and other child safety policies
3. Communicate and consult with stakeholders
4. Collaborate with Child Safety Service and other relevant services to ensure active efforts are embedded in their policies and practices, including a review of existing policies, procedures and practices
5. Review and incorporate the work undertaken in South Australia and other jurisdictions to inform the development of a new, culturally-informed child safety assessment model and practitioner toolkit
6. Implement the practice framework across all service programs

Activity	Lead Responsibility	Links
Develop and implement processes for the identification of Aboriginal children and family-finding, to support their connection to family, community, culture and country	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres 4, 5, 7</i> <i>Sculthorpe 1-4</i>

1. Research best practice processes for Aboriginal family-finding used in other jurisdictions
2. Consult with community to inform family-finding processes in Lutruwita
3. Develop and implement a family-finding process across all *Tirrina* programs, integrating with the practices of Child Safety Service, ARL and other providers
4. Collaborate with Child Safety Service to:
  - design and implement a process to identify each child's Aboriginal status upon entering the government's child safety system
  - ensure cultural plans for all Aboriginal children in out-of-home care statewide are developed with input and approval from the child and their family

## 4. Enable the transfer of lawful authority

**Objective: to establish legislation and policies that enable the progressive transfer of responsibilities, while keeping children safe from harm**

Activity	Lead Responsibility	Links
Establish an Aboriginal-led decision-making framework	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres 1, 2, 4, 5, 7</i> <i>Sculthorpe 1, 2, 4-7</i>

Develop a plan to enable the transfer of statutory powers and functions to the Tasmanian Aboriginal Centre, including:

1. Declaring the Tasmanian Aboriginal Centre as a 'recognised Aboriginal organisation', under current provisions of the *Children, Young People and Their Families Act 1997*, as an interim measure to allow the Tasmanian Aboriginal Centre to lawfully participate in decision-making for Aboriginal children
2. Work with government and non-government organisations to embed active efforts in the policies and practices to ensure system-wide adherence
3. Integrate adherence to active efforts in the proposed Aboriginal practice framework
4. Draft legislative amendments, including provisions:
  - that enable the authorisation of Aboriginal Community Controlled Organisations (ACCOs), including the establishment of authorisation criteria and processes to allow the transfer of legal guardianship for Aboriginal children to an authorised ACCO
  - that enable the transfer of statutory functions and powers to the Tasmanian Aboriginal Centre that will support adherence to active efforts
  - that allow the Aboriginal first-point-of-contact service to engage an authorised ACCO for follow-up activities, including assessment and investigation
  - mandate the application of active efforts to apply the Placement Principle
  - mandate referrals of Aboriginal child safety concerns and reports to an Aboriginal first-point-of-contact service for initial review and assessment
5. Strengthen the Tasmanian Aboriginal Centre service programs under the *Tirrina* model to enable the exercise of powers and performance of functions

## 5. Establish robust governance, accountability and data sovereignty

**Objective: to ensure structures are in place for all parties to work together and transparently to keep Aboriginal children safe**

Activity	Lead Responsibility	Links
The Tasmanian Aboriginal Centre to be actively involved in drafting legislative provisions for establishing, selecting and appointing to the position of Commissioner for Aboriginal Children and Young People	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres 1, 3, 5, 7</i> <i>Sculthorpe 1, 5, 7, 8, 10</i>

1. Ensure provisions align with the national minimum requirements for Aboriginal Children's Commissioners or similar roles, established as a deliverable of *Our Safe and Supported Action Plan*

Activity
Establish robust governance and accountability structures for keeping Aboriginal children safe

1. Plan for relational arrangements with the incoming Commissioner for Aboriginal Children and Young People
2. Establish internal structures for overseeing, managing, monitoring and evaluating of *Tirrina* programs
3. Implement mechanisms to incorporate the voices and wishes of the Aboriginal community
4. Establish structures and processes for ongoing liaison and consultation with Child Safety Service and ARL

Activity
Establish principles, processes and systems for Aboriginal data sovereignty

1. Continue National and interjurisdictional engagement to advance Aboriginal data sovereignty in Luruwita.
2. Review relevant legislation and policies to enable Child Safety Service to share personal and sensitive information about Aboriginal children and families with the Tasmanian Aboriginal Centre
3. Support the development of a framework for the Tasmanian Aboriginal Centre that outlines the principles, policies and processes underpinning Aboriginal data sovereignty
4. Develop data-sharing partnership agreements between the Tasmanian Aboriginal Centre and the government and non-government organisations
5. Invest in skills, infrastructure and resources to support the collection, protection and management of Aboriginal child-safe data
6. Establish mechanisms to ensure Aboriginal data sovereignty is formally recognised and embedded in the policies and practices of government and non-government organisations
7. Develop clear specifications for digital systems to securely collect, store, manage and exchange personal and sensitive information
8. Continue research into 'off-the-shelf' digital systems implemented in other jurisdictions to assess their suitability and adaptability

## 6. Provide access to culturally safe legal support

**Objective: to provide access to culturally safe legal support**

Activity	Lead Responsibility	Links
Establish culturally safe and timely legal supports and advocacy for Aboriginal families	Tasmanian Aboriginal Centre Support: Tasmanian Government Relevant legal services	<i>Fibre 6</i> <i>Sculthorpe 1</i>

1. Support development of a plan to transition statewide legal supports and advocacy to the Tasmanian Aboriginal Centre
2. The proposed scope of the reinstated Tasmanian Aboriginal Centre legal service should include consideration of the following:
  - seeking and securing ongoing funding
  - integrating with the *Tirrina* model to ensure seamless support for families navigating the child safety system
  - partnering with UTAS to encourage Aboriginal people to pursue law careers
  - recruit Aboriginal legal professionals
  - recruiting legal professionals with cultural competence in family law and child safety
  - collaborating with culturally safe legal services for access to legal resources and culturally competent lawyers.
3. Ensure that all Tasmanian Aboriginal Centre child-safe programs provide community members with information on:
  - legal rights of Aboriginal children and families
  - availability of legal support services
  - legal support options at prevention and early intervention stages
4. Establish close linkages between *Tirrina* programs and culturally-safe legal services
5. Develop training on culturally sensitive representation and make these resources available to legal services

## 7. Embed transformational change

**Objective: to establish truth-telling and challenge deeply ingrained beliefs, attitudes and assumptions, overcoming systemic issues that contribute to adverse life outcomes for Aboriginal children and families**

Activity	Lead Responsibility	Links
Design and deliver educational campaigns that confront, challenge and positively influence how people and organisations think, what they do and say, and how they say it	Tasmanian Aboriginal Centre Support: Tasmanian Government NGOs	<i>Fibres 1-8</i> <i>Sculthorpe 1-10</i>

1. Develop and implement a stakeholder engagement plan focused on:
  - truth-telling
  - highlighting the importance and strengths of connecting with family, community, culture and country in keeping Aboriginal children safe
  - transforming ways of thinking and doing across the child safety sector and wider community
2. Apply *Nukara's* principles for managing change along with its theory of system change, to drive transformational reform across sectors and within the existing child safety system



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