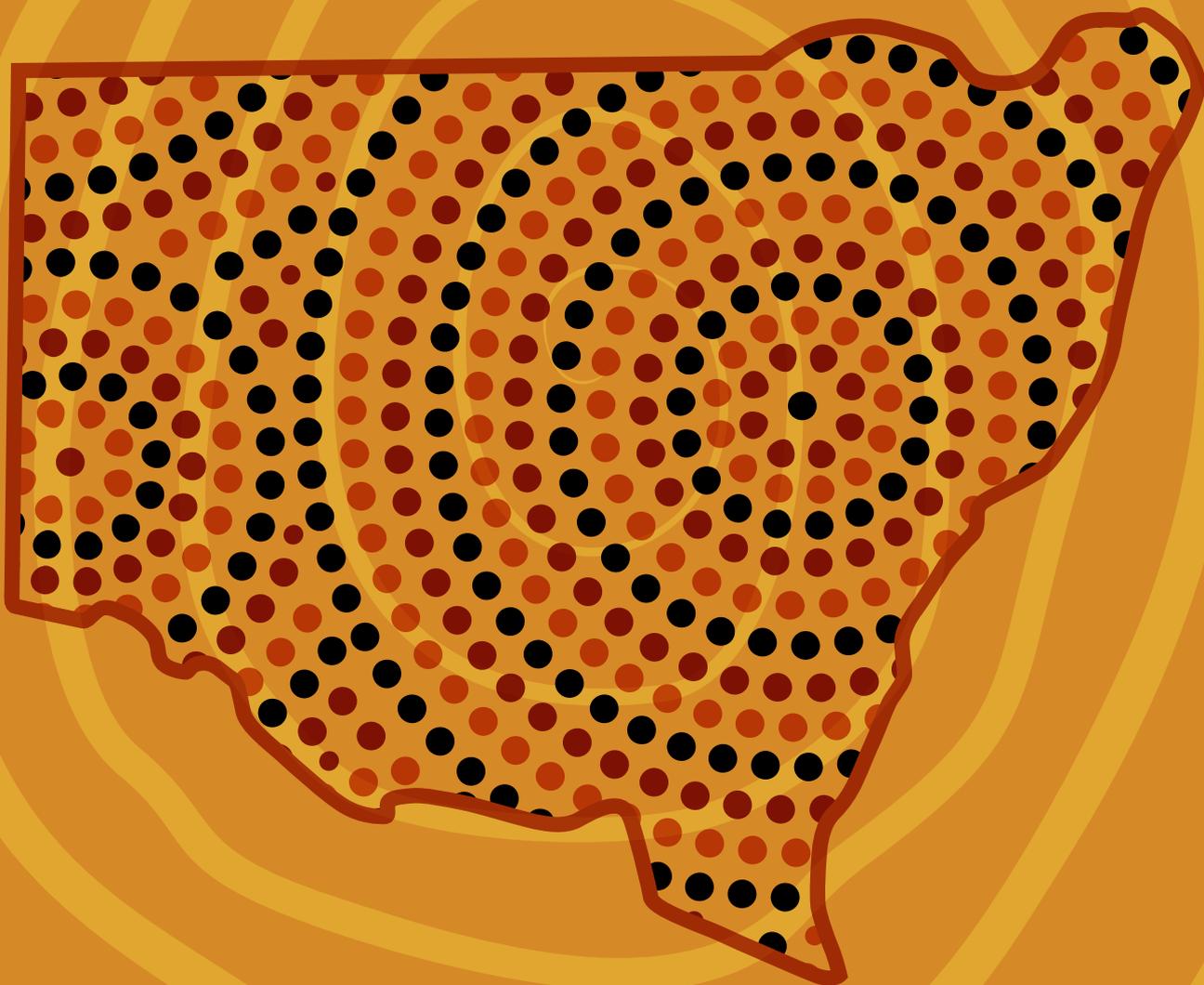


# Closing the Gap



## NSW Community Engagement Report

NSW Implementation Plan • Priority Reforms Consultations



NSW Coalition of Aboriginal Peak Organisations (CAPO) • [closingthegap@alc.org.au](mailto:closingthegap@alc.org.au)

## Acknowledgement of Country

The NSW Coalition of Aboriginal Peak Organisations acknowledge and pay respect to the Traditional Owners of the lands on which we work, and the lands we travel through. We also acknowledge our Elders – past, present and emerging.



This report has been developed by the NSW Coalition of Aboriginal Peak Organisations with the assistance of a grant from the NSW Government.

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Editing, design and layout by Andrew Pegler Media

# Contents



- Executive summary ..... 2**
- Overview ..... 3**
  - Getting here: from 2019 to today .....3
  - The journey .....4
  - 2021 engagement objective .....5
  - 2021 engagement approach.....6
  - Who did we hear from? .....6
- Key Themes across Priority Reform Areas ..... 7**
  - Priority Reform 1: Formal Partnership and Shared Decision Making .....8
  - Priority Reform 2: Building the Community-Controlled Sector ..... 10
  - Priority Reform 3: Transforming Government Organisations ..... 12
  - Priority Reform 4: Shared Access to Data and Information  
at a Regional Level ..... 14
  - Priority Reform 5: Economic Prosperity, Business Growth  
and Employment (new NSW specific)..... 16
  - Other important feedback you gave us..... 18
- What happens next ..... 19**
  - It doesn't end here .....20
  - Stay involved .....20
  - Thank you..... 20
- Appendices ..... 21**
  - Appendix A - NSW CAPO: Who are we? ..... 21
  - Appendix B - Priority reform outcome, target and indicators.....22
  - Appendix C - Community Companion questions .....26
  - Appendix D - Engagement statistics.....27
  - Appendix E - Online survey feedback .....28
- Glossary ..... 33**

# Executive summary

Aboriginal people continue to experience disadvantage across all life domains in comparison to non-Aboriginal people. Closing the Gap is the agreed process for governments to work with Aboriginal people to change this.

In July 2020 the National Agreement on Closing the Gap came into effect. The National Agreement is the first agreement of its kind to be negotiated and agreed between governments and Aboriginal and Torres Strait Islander community-controlled representatives. It is built around a series of Priority Reforms designed to change the way governments work with Aboriginal and Torres Strait Islander peoples.

NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) is a coalition of Aboriginal Community-Controlled Organisations (ACCOs), which represent Aboriginal people across NSW.

NSW CAPO provide a strong, independent and coordinated voice to address issues affecting Aboriginal communities, including the social determinants of health and wellbeing. NSW CAPO is a partner to the National Agreement on Closing the Gap.

Under the National Agreement, NSW was required to develop a plan for how we would implement the agreement here in NSW.

In April 2021, NSW CAPO met with 334 Aboriginal people in nine locations across NSW to discuss this. In addition, we heard from 162 people who took the time to fill-out an online survey.

The feedback we received informed the development of a NSW-specific implementation plan to close the gap. The plan outlined strategies to deliver on the five Priority Reform areas, identified by Aboriginal people as:

1. Formal Partnerships and Shared Decision Making
2. Building the Community-Controlled Sector
3. Transforming Government Organisations
4. Shared Access to Data and Information at a Regional Level
5. Economic Prosperity, Business Growth and Employment (NSW specific).

This report summarises the responses from community, in the words of Aboriginal people from across NSW.

A number of key themes emerged during the Community Engagements. They echo what Aboriginal people have been saying for a long time about improving the lives of our people.

You told us that, to achieve real progress in Closing the Gap:

- government had to publicly commit to a strategy to address and eliminate racism from its departments and systems
- we need to take stock of what partnerships exist with Aboriginal people, where the gaps are, and whether existing processes are working; simplify bureaucracy
- Aboriginal community-controlled sector needs simpler, more flexible and culturally-appropriate contracting and processes, in addition to increased capacity
- governments' cultural competency needs to continue to expand, including Aboriginal people being well represented across all levels of government
- self-determination needs data sovereignty and governance for Aboriginal people to own their future
- economic independence is fundamental in changing the future of Aboriginal people.

Above all, you told us that the voices of Aboriginal people need to be heard; that our culture and heritage must be acknowledged, respected and protected; and that Aboriginal people are the best people to make decisions about Aboriginal people.

Thank you for your time participating in the Community Engagements, and for your honest and valuable feedback. The change that comes from your feedback will be some of the first steps towards equality and self-determination for Aboriginal people. But there is still a long way to go.

The engagement activities of NSW CAPO on Closing the Gap will be regular and ongoing. We will continue to work with communities and government on how to make a difference for our communities, our peoples, our children, and our future.

# Overview

## Getting here: from 2019 to today

In 2019, CAPO and all governments replaced previous agreements around Closing the Gap with the National Partnership Agreement on Closing the Gap. The National Agreement outlines how shared decision-making will occur with Aboriginal peak organisations across Australia. Aboriginal people making decisions for Aboriginal people.

This led to a national Aboriginal engagement strategy, including 29 face-to-face sessions in NSW in 2019, to inform the drafting of a National Agreement. The agreement was signed by CAPO and all governments in July 2020. It is the first agreement of its kind, and the first to be a genuine partnership with Aboriginal people.

In NSW, NSW CAPO and the NSW Government are signatories, and work in partnership along with other organisations and agencies (more information about NSW CAPO is in Appendix A).

The National Agreement is built around four Priority Reforms (NSW has added a fifth around economic prosperity, business growth and employment) to change the way governments work with Aboriginal communities, organisations and people, and accelerate improvements in Closing the Gap. These Priority Reforms are based on what Aboriginal people have been saying for a long time to improve the lives of our people.

Additionally, within the National Agreement, there are 17 socio-economic targets to measure the progress of Closing the Gap as experienced by Aboriginal people. The 17 areas cover life outcomes across the lifespan including health, child development, learning and education, economic participation, housing, over representation in the criminal justice and child protection systems, safe families, social and emotional wellbeing, relationship with land and water, and culture and language.

The National Agreement notes that each state/territory (e.g. NSW) must develop a Jurisdictional Implementation Plan. The NSW Implementation Plan (NSWIP) will include actions to achieve the Priority Reforms, funding, timeframes and accountability mechanisms.



## The journey



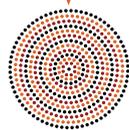
### Partnership Agreement

Signed in 2019 between CAPO, all Australian governments and the Australian Local Government Association (ALGA)



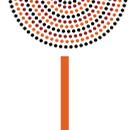
### National Agreement

Signed in July 2020 by CAPO, all Australian governments and the ALGA following extensive engagements



### Priority Reforms

Four Priority Reforms agreed: partnerships, community-controlled sector, transforming government, data and information (plus employment, business growth and economic prosperity in NSW)



### Socio-economic targets

Seventeen targets agreed, four additional targets to be developed in 2022 (family violence, access to information, community infrastructure and inland waters)



### NSW Implementation Plan

Each state/territory to develop an implementation plan with the first version to be tabled at the National Joint Council in mid-2021

NSW Community Engagements conducted during April–May 2021

## 2021 engagement objective

The National Agreement on Closing the Gap took effect on 27 July 2020 and is ongoing until replaced by a future agreement.

Each party to the National Agreement will develop their own implementation plan within 12 months of it coming into effect, and will report annually on their actions to achieve the outcomes of the National Agreement.

Implementation plans will be developed and delivered in partnership with Aboriginal and Torres Strait Islander communities and organisations.

Each implementation plan will set out how policies and programs are aligned to the National Agreement and what actions will be taken to achieve the Priority Reforms. They will include information on funding and timeframes for actions.

The views and expertise of Aboriginal people are the central guidance for what is needed in implementation plans.

Genuine partnership and shared decision making means that the input of Aboriginal people is an ongoing process over the life of the National Agreement. The timeframes for developing the

# “Aboriginal community and people to solve Aboriginal issues”

Dubbo

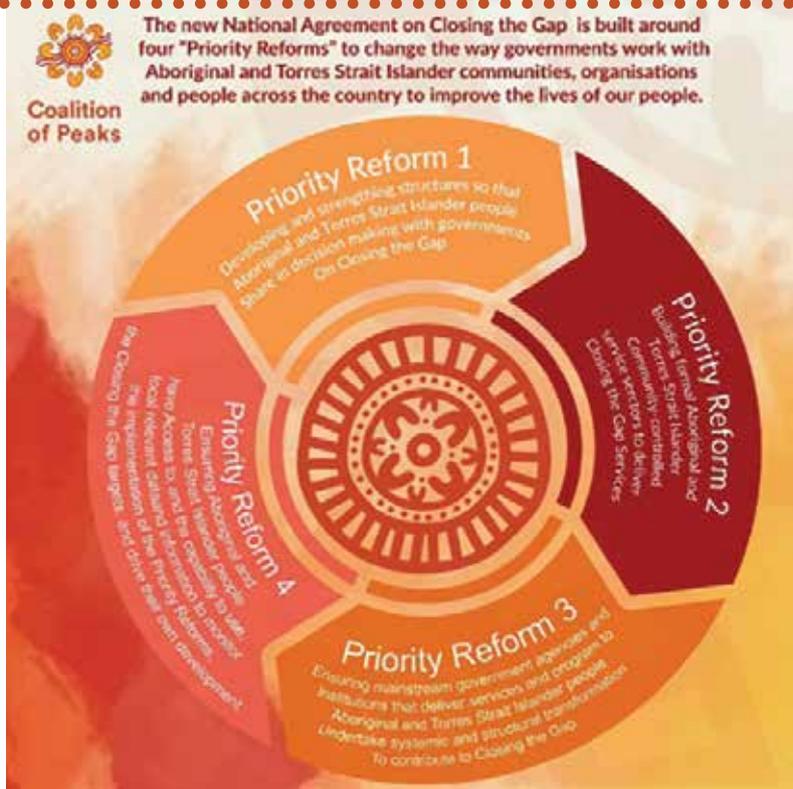
first Closing the Gap NSWIP were tight, and while there is lots to yarn about, we wanted to get out into communities to continue the conversation we started in 2019.

We want to improve the lives of our people. We focused our first round of 2021 engagements on the Priority Reforms that the National Agreement is built around to change the way governments work with Aboriginal communities, organisations and people, and accelerate improvements in Closing the Gap.

We also started the conversation on a fifth priority reform area specific to NSW. A detailed outline of the Priority Reforms is in Appendix B.

## PRIORITY REFORMS

1. Formal Partnerships and Shared Decision Making
2. Building the Community-Controlled Sector
3. Transforming Government Organisations
4. Shared Access to Data and Information at a Regional Level
5. Economic Prosperity, Business Growth and Employment (new NSW specific)



## 2021 engagement approach

Due to time constraints, and the importance of getting input from across NSW, nine face-to-face sessions were set up across different regions of the state with the intention of giving as many people as possible the opportunity to attend. We do note that the timing and limited number of locations meant not everyone who wanted to attend could, and we are committed to continue to work on how we can make sure as many people can be involved in future face-to-face sessions. The format of the sessions had groups workshop the questions provided in the Community Companion (refer to Appendix C).

Knowing that not everyone could attend face-to-face sessions we also established an online survey, phone hotline and email to enable people to provide their ideas and feedback into the priority reform areas. The online survey was through Survey Monkey and included similar questions to the Community Companion, as well as some quantitative/dropdown box options. More statistical information on these sessions is in Appendix D.

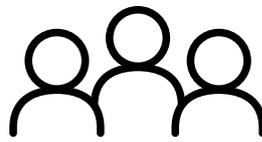


## WHO DID WE HEAR FROM?

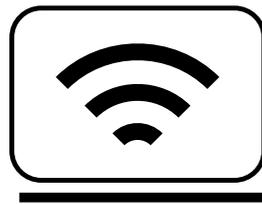


**9** face-to-face sessions in

Western Sydney, Lismore  
Newcastle, Kempsey  
Tamworth, Batemans Bay  
Cobar, Wagga Wagga  
and Dubbo



**344**  
people  
attended



**162**  
people  
completed  
the online  
survey

**“Information needs to be shared more widely earlier. Community needs time to be able to be properly heard.”**

Cobar



## Priority reforms



### Formal Partnership and Shared Decision Making

**Building and strengthening structures to empower Aboriginal people to share decision making with governments.**

Participants told us that to support the strengthening of existing partnerships there should be:

- Stocktake/reviews of what partnerships exist to streamline decision-making processes with Aboriginal communities. It is getting confusing with lots of different groups leading consultations and speaking 'on behalf' of Aboriginal people.
- A review of formal decision-making processes to reflect Aboriginal people sharing decision making. These processes are to be communicated with community members.
- Appropriate timeframes to allow for respectful engagement with Aboriginal peoples.
- The capacity/capability in NSW CAPO to engage appropriately with communities at a localised level.
- Governance processes that are documented and accountable.

Participants told us to create new partnerships there needs to be:

- A stocktake of what exists to determine where there are gaps or the need for new partnerships.
- A representative body for ACCOs.
- Youth involved in the engagement process.
- Learning from past and existing examples, and not reinventing ways.

Participants told us that general considerations of shared decision making need to:

- Ensure partnerships and language that are focused on relationships and respect.
- Have a joint communication strategy that is publicised.
- Have a positive strengths approach rather than a deficit approach.
- Have culture and heritage at the centre of decision making.



**“Come together and we will be powerful”**

Batemans Bay

**“Current partnerships are not coordinated and rely on the generosity of people”**

Western Sydney

**“Partnerships need to be transparent”**

Newcastle

**“Genuine partnerships where parties feel valued and equal - not just tokenistic because a box had to be ticked”**

Online survey

**“Have power to make standing decisions”**

Participant

**“Spiritual wellbeing, cultural and land/Country is missing and should be front and centre of CTG as it is central for Aboriginal people”**

Batemans Bay

**“Have young ones have a say”**

Lismore



## 2

### Building the Community-Controlled Sector

#### Building formal Aboriginal community-controlled sectors to deliver services to support Closing the Gap.

Participants told us that government could improve its tendering processes to support ACCOs through:

- Simplifying processes.
- Processes that are culturally appropriate and allow for small grass roots organisations to be considered.
- Considering processes other than formal tender writing.
- Priority to ACCOs, however, where non-Aboriginal services are receiving funds, how do they demonstrate cultural competency and partnerships? (Often ACCOs are expected to partner but get no resources to manage this.)
- ACCOs being resourced for intellectual property.
- Less jargon and more culturally-appropriate language.
- Procurement targets for ACCOs.
- Contracts that are co-signed so they reflect the community need and model.

Participants told us that a whole-of-government strategy for funding ACCOs needs to:

- Look at past funding models so see what worked (e.g. Community Development Employment Projects, CDEP).
- Address the issue of ACCOs tendering against each other under competitive tendering processes. This can be a waste of resources or mean an ACCO from outside the community comes in and duplicates community supports.

- Have flexible funding that may cross over department priorities but enables supports to be coordinated locally.
- Review previous development models, such as CDEP, to leverage past initiatives.
- Define what an ACCO is.

Participants told us that to help build capacity of ACCOs and support employment pathways there was a need to:

- Develop an Aboriginal tendering/procurement handbook in plain English.
- Provide tender writing supports such as seed funding to help write tenders or for tender training.
- Match funding with a community development plan developed with community so that duplication is minimised and services support what already exists.
- Simplify tendering processes, with options of direct allocation considered.
- Provide contracts for longer periods – pilot and short-term projects don't always get going in short periods of time.
- Review wages and remuneration of staff to ensure parity with other services.
- Offer opportunities of scholarships, mentors and traineeships for existing and potential staff.

**“Come and visit our communities before you make decisions on where funding should go”**

Online survey

**“Upskilling Aboriginal people”**

Lismore

**“Co-designing of the funding agreement, that is what we need, don't give us something we have to fit into”**

Wagga Wagga

**“Reduce the complexity and ambiguity of applications (need a degree to actually understand what you are applying for)”**

Batemans Bay

**“Make it simpler”**

Western Sydney

**“Contracts need to be flexible and responsive to local needs”**

Batemans Bay

**“Listen and take advice from First nations people, and trust they know what to do for their people”**

Online survey

**“Any strategy needs to be transparent”**

Tamworth

**“Develop consultative groups to assist smaller ACCOs to obtain funding resources”**

Newcastle

### 3

## Transforming Government Organisations

**Systemic and structural transformation of mainstream government organisations to improve accountability and better respond to the needs of Aboriginal people.**

Participants told us that to eliminate racism the NSW Government needs to:

- Acknowledge there is a racism issue in the NSW Government and work towards a zero tolerance approach to racism.
- Actively promote positive images and stories of Aboriginal people.
- Implement a complaints processes for Aboriginal people – listen, respect and respond to racism.

Participants told us that to embed cultural competence we need:

- To review existing cultural competency and capability as an ongoing process that is accountable.
- Aboriginal people involved in designing and providing this competency.
- Government policy that reflects Aboriginal competency and cultural safety, including Performance Capability Frameworks, strategic plans, complaints processes, and performance targets.
- Respect and recognition of Aboriginal people at the core of all work.
- Cultural competency demonstrated by Ministers, executives, managers and frontline staff.
- Departments to complete cultural audits to understand whether their organisation is culturally safe.
- Targeted staff to support the process, such as cultural safety officers.

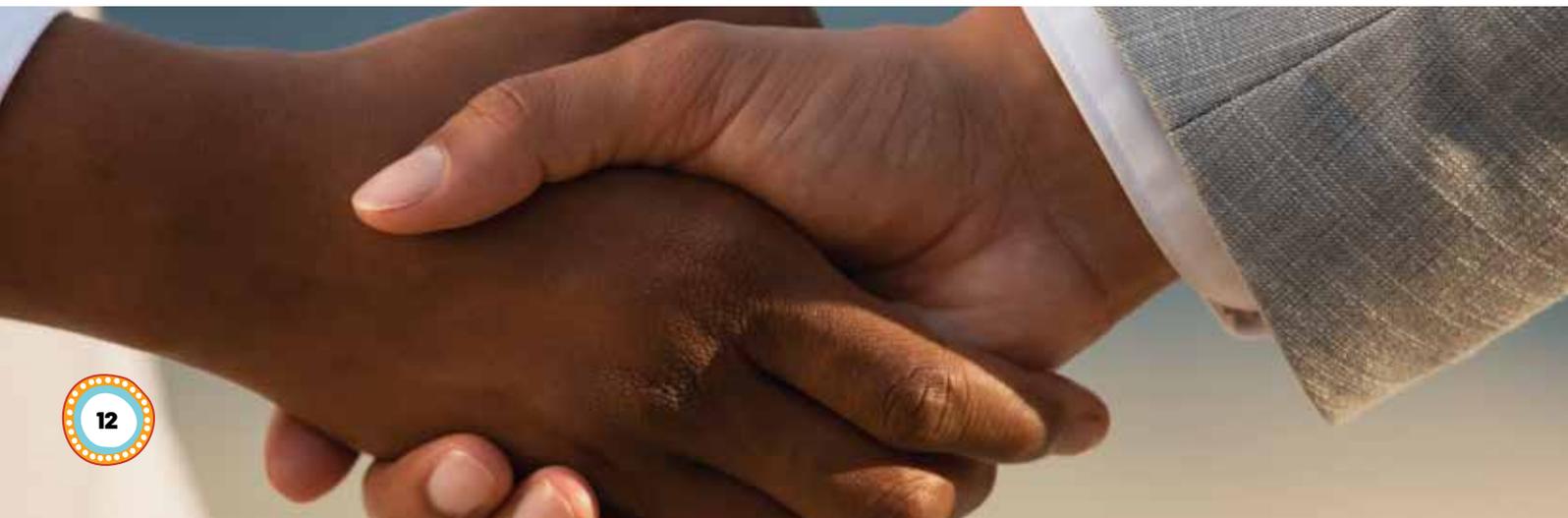
- Staff to have the opportunity to work or visit Country to support cultural competence.
- Whole-of-government guides and supports to achieve cultural competency.
- To develop a register of Aboriginal designers, trainers etc., to support culturally-appropriate responses to policy and staffing.
- Aboriginal people to meet as equals with government – up to executive, ministerial and Cabinet level.

Participants told us that to increase Aboriginal employment and leadership we need:

- Aboriginal representation across all levels of government including frontline staff, managers, executives, Parliament and local government.
- To review and actively utilise the Aboriginal Employment Strategy across departments.

Participants told us that to provide two-way feedback on policies and programs we need:

- To understand what resources are currently invested in Aboriginal people – a review of all funding and supports would help understand this.
- Purchasing and procurement processes to be reviewed and simplified, and recognise and prioritise Aboriginal communities and culture in the process.
- Funding and planning models to reflect Aboriginal needs and culture.
- More timely consultations.



**“Cultural awareness programs need to be carried out by local mob”**

Dubbo

**“Make the workplace culturally appropriate”**

Dubbo

**“Government needs to acknowledge that racism exists within government departments and systems as a first step. There needs to be accountability and consequences for racist behaviours”**

Lismore

**“Cultural awareness training, cultural liaison officers and audits”**

Online survey

**“Competency and cultural humility is essential - it can't be an assumed function or skill”**

Western Sydney

**“Media's responsibility in relation to increasing racist views of Aboriginal people”**

Newcastle

**“On Country, our own people can deliver programs from local groups, and local protocols”**

Batemans Bay

**“More diversity in top positions – members of parliament, executive roles, more celebration and outward acknowledgement of our Aboriginal people”**

Online survey



## Shared Access to Data and Information at a Regional Level

**Enable shared access to location-specific data and information to support Aboriginal communities and organisations achieve the first three Priority Reforms.**

Participants told us that guiding principles for data collecting, sharing and operating need to address:

- Data sovereignty and culturally-appropriate practices across the engagement process.
- The relevance of data and its ability to empower sustainable self-determination and effective governance.
- Clear communication of what data is being collected and what it is being used for.
- The need to understand what is already collected, to build on what is already happening in community and identify any gaps.

Participants told us that in strengthening data access and capability we need to:

- Consider how data will be managed through a central Aboriginal-controlled organisation.
- Provide accessible support to ACCOs to assist in managing data (39 respondents in the online survey remarked on this).

- Ensure data software is available (39 respondents in the online survey flagged the need for data software).
- Extend capacity and resources for ACCOs for additional data reporting.

Participants told us that in using and receiving data:

- It needs to link with funding decisions and allocations.
- Aboriginal people need to own and control how data is used.
- It needs to relate to local structures in community.
- It needs to be visual, easy to understand and tell a story.



“Acknowledgement  
and adaption of  
cultural protocol,  
lore and customs”

Lismore

**“Ethics are  
important”**

Kempsey

“How do we build capacity of  
community and organisations  
to understand and use the  
data? If we don't know,  
then we can't do it”

Newcastle

**“Needs to be  
easily read  
and presented  
visually”**

Dubbo

**“How do we get data  
to tell a story?”**

Cobar

“Data sovereignty - what  
does it look like? Privacy?  
Intellectual property?  
Feasibility. Understanding  
the motives and values of  
data collection”

Western Sydney

**“Guiding  
principles  
around data  
sovereignty”**

Cobar

“People are scared to  
report honest data. If you  
tell them more people  
live in your house your  
rent might go up or you  
get evicted”

Batemans Bay

# 5

## Economic Prosperity, Business Growth and Employment (new NSW specific)

**Enable and support economic prosperity, business growth and employment in NSW Aboriginal communities.**

Participants were asked if they supported the addition of a fifth Priority Reform in NSW:

- All face-to-face consultations agreed with adding the fifth Priority Reform.

Participants also said that further engagement with community is required in future processes.

Participants told us the outcomes they would like to see included:

- A local focus to build local communities.
- New programs not just old programs rebadged.
- Safety nets to support Aboriginal people and give businesses a go.
- Capital resources to be considered.
- More jobs and employment pathways.
- Acquisition support.
- Government investment to support purchase negotiations; procurement assistance so we "don't get ripped off".

- Addressing foundation issues that may impact in this area, e.g. if you don't have a licence it's difficult to hold a job; no transport so you can't get there, and mental health issues may affect employment opportunities.
- More culturally-appropriate practices.
- Home ownership.
- Sustainable economic independence.
- Education outcomes that lead to economic prosperity.
- Links with the 17 socio-economic targets.

Participants were asked if government procurement and employment processes were clear:

- 79% of online survey responses said no.



“Yes! Blackfellas need jobs and opportunities - being able to survive and thrive while working on Country”

Cobar

**“Strong belief in Aboriginal businesses”**

Western Sydney

“Education works to break the cycle, allowing for better economic opportunities”

Lismore

**“Sustainable economic independence”**

Batemans Bay

**“Support Aboriginal understanding of commerce and motivation for engaging in business”**

Online survey

“Consider how CDEP models worked”

Kempsey

**“Yes. You can't have betterment in community without this”**

Dubbo

“What does economic prosperity mean to government?”

Dubbo

## Other important feedback you gave us

In addition to the specific feedback to the five Priority Reforms we heard other feedback that is important to note here.

- Future engagements to give more notice and more locations so that people can easily attend and have time to talk about the issues to give input.
- Consultation fatigue – many groups are doing consultations at the same time. More coordination needed across peaks, governments and other groups. Need to be respectful of Aboriginal people's time to attend and be involved.

- Culture and heritage needs to underpin the entire NSW Implementation Plan.
- Truthful, honest feedback on the five priorities is needed regularly.
- Regular communication around the NSWIP is needed.
- Cross border, program or government issues need to be factored into a NSW-specific plan.
- The best way to understand what is needed is to get involved with communities.

NSW CAPO has already started to incorporate suggested improvements to the Community Engagement Strategy and planning for the next round of Community Engagements, including longer lead-in times, a greater number of locations, online sessions and targeted engagements for our youth.



**“Our culture and heritage needs to be recognised and valued”**

Western Sydney

**“Follow through – do what you are saying you will do”**

Newcastle

**“When you had to register online you needed to have an email address. So this consultation only spoke to those with an email address”**

Wagga Wagga

**“We are worried about limited timeframes and consultations”**

Western Sydney

# What happens next?



This Engagement Report will be publicly available and shared directly with participants, NSW CAPO networks and websites. It is also proposed to be distributed in line with promotion of the NSWIP.

Following the Community Engagements, NSW CAPO took your feedback to the NSW Partnership Working Group (PWG)/NSW Joint Council (NSWJC). We worked with the NSW Government to develop the 2021 NSWIP, which is focused on foundational strategies for implementation of the five Priority Reforms.

This feedback and feedback from the upcoming round of Community Engagements will go to Officer Level Working Groups for consideration in developing the 2022 NSWIP.

The first NSWIP was tabled in NSW Parliament on 24 June 2021, following presentation at the National Joint Council (NJC). A link to the full NSWIP can be found [here](#).

NSW CAPO is already preparing for the second round of Community Engagements for 2021. These will be held later in the year.



## It doesn't end here ...

There is still much more to talk about. NSW CAPO will be organising further engagement opportunities to talk about how to implement the National Agreement in NSW, including the socio-economic targets planning for 2022 and beyond, and feedback for how Closing the Gap is going to help inform reporting processes. This next round of engagements will occur after August 2021. NSW CAPO will report on the outcomes of the next round of engagements in late 2021.

## Stay involved

NSW CAPO has a mailing list that you can sign up to at [caposecretariat@alc.org.au](mailto:caposecretariat@alc.org.au) or via the NSW CAPO website. We will keep you updated on the work of NSW CAPO, Closing the Gap, NSWIP and other opportunities to be involved in the self-determination of Aboriginal people.

To find out more about Closing the Gap please go to the following websites:

NSW CAPO – <https://www.nswcapo.org.au/>

Coalition of Peaks website –  
<https://coalitionofpeaks.org.au/>

Closing the Gap government website –  
<https://www.closingthegap.gov.au/>

NSW Aboriginal Affairs –  
<https://www.aboriginalaffairs.nsw.gov.au/closingthegap/>

## Thank you

Thank you to everyone who took the time to read the Companion, fill out the survey or attend the sessions.

We know that you are busy and found the time to be involved.

Your voice and ideas will help make changes for our people's future.



# Appendices



## Appendix A: NSW CAPO – Who are we?

NSW Coalition of Aboriginal Peaks (NSW CAPO) represents the interests of Aboriginal peoples of NSW. We provide a strong, independent and coordinated voice to address issues affecting Aboriginal people, including the social determinants of health and wellbeing.

NSW CAPO member organisations are non-government Aboriginal peak bodies with boards that are elected by Aboriginal communities and/or organisations that are accountable to their membership.

NSW CAPO and the NSW Government are the signatories to the Closing the Gap National Partnership agreement for NSW and work in partnership with other organisations and agencies on Closing the Gap in NSW. NSW CAPO led the 29 consultations that were held in 2019 to deliver the 2019 report *A New Way of Working*.

This report raised the voices of Aboriginal people in NSW and contributed to the details in the National Agreement.

Our member organisations are advocates for Aboriginal peoples throughout NSW. NSW CAPO is currently made up of:

- NSW Child, Family and Community Peak Aboriginal Corporation (AbSec)
- NSW Aboriginal Land Council (NSWALC)
- Link-up NSW
- Aboriginal Education Consultative Group (AECG)
- Aboriginal Health and Medical Research Council (AHMRC)
- First Peoples Disability Network (FPDN)
- Aboriginal Legal Service (NSW/ACT, ALS)
- BlaQ Aboriginal Corporation (affiliate member).

We are an open and inclusive group and any organisation that has elected officials and a membership are welcome to join. The more voices we have coming together the stronger we will be.

# Appendix B: Priority reform outcome, target and indicators



## Formal Partnership and Shared Decision Making

### Outcome

Shared decision making: Aboriginal and Torres Strait Islander people are empowered to share decision-making authority with governments to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements.



### Target

There will be formal partnership arrangements in place between Aboriginal and Torres Strait Islander people and governments to support Closing the Gap in each state and territory, enshrining agreed joint decision-making roles and responsibilities, including where Aboriginal and Torres Strait Islander people have chosen their own representatives.



### Indicators

- Partnerships reviewed (new or existing) to meet the 'strong partnership elements' (as defined in the National Agreement – Clauses 32 and 33) including:
  - Partnerships are accountable and representative (Clause 32a)
  - Partnerships have a written formal agreement (Clause 32b)
  - Partnerships have clear provisions of shared decision making between government and Aboriginal and Torres Strait Islander partners (Clause 32c)
  - Adequate funding for Aboriginal and Torres Strait Islander parties to be partners with governments in formal partnerships (Clause 33).
- Number of partnerships by function, such as decision-making or strategic.

### Outcome indicators

- Proportion of Aboriginal and Torres Strait Islander Australians reporting they are able to have a say in their community on issues important to them.
- Proportion of Aboriginal and Torres Strait Islander Australians reporting improvements in their communities.



### Disaggregation

- By jurisdiction.
- CTG outcome areas relevant to the partnerships.

## 2

# Building the Community-Controlled Sector

## Outcome

There is a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high-quality services to meet the needs of Aboriginal and Torres Strait Islander people across the country.



## Target

Increase the amount of government funding for Aboriginal and Torres Strait Islander programs and services going through Aboriginal and Torres Strait Islander community-controlled organisations.



## Indicators

- Number of ACCOs contracted by governments across the Closing the Gap socio-economic outcome areas of the National Agreement.
- Number of government contracts awarded to ACCOs:
  - By agency with funding prioritisation policies across all Closing the Gap outcomes (Clause 55a)
  - Under new funding initiatives decided by government that are intended to service the broader population across socio-economic outcome areas (Clause 55b).
- Number of sectors with elements of a strong sector (Clause 45), by element:
  - Number with sustained investment in capacity building
  - Number with a dedicated workforce and wage parity
  - Number supported by a peak organisation with strong governance and policy development capability
  - Number with consistent and sustained funding arrangements to support agreed service delivery standards.

## Outcome indicator

- Proportion of Aboriginal and Torres Strait Islander Australians reporting they are able to have a say in their community on issues important to them.



## Disaggregation

- By jurisdiction.
- CTG outcome areas.



## Data development

Explore options to measure and report:

- Proportion of sector funding by governments going to ACCOs across socio-economic outcome areas of the National Agreement.
- Proportion of services delivered by Aboriginal and Torres Strait Islander organisations, by socio-economic outcome area.
- Proportion of Aboriginal and Torres Strait Islander people using ACCOs' services.
- Proportion of Aboriginal and Torres Strait Islander people employed by ACCOs.



## Transforming government organisations

### Outcome

Improving mainstream institutions: governments, their organisations and their institutions are accountable for Closing the Gap, and are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services they fund.



### Target

Decrease in the proportion of Aboriginal and Torres Strait Islander people who have experiences of racism.



### Indicators

- Aboriginal and Torres Strait Islander people employed in government mainstream institutions and agencies:
  - Total number, by level and agency
  - Number of identified Aboriginal and Torres Strait Islander positions by level and agency.
- Aboriginal and Torres Strait Islander representation in governance positions in government mainstream institutions and agencies:
  - Proportion of Aboriginal and Torres Strait Islander membership on Boards
  - Aboriginal and Torres Strait Islander advisory bodies.
- Number and proportion of government mainstream institutions and agencies with Reconciliation Action Plan (RAP) in place, by RAP type.
- Government mainstream institutions and agencies reporting actions to implement the transformation elements:
  - Identify and eliminate racism
  - Embed and practice meaningful cultural safety
  - Deliver services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people
  - Increase accountability through transparent funding allocations
  - Support Aboriginal and Torres Strait Islander cultures
  - Improve engagement with Aboriginal and Torres Strait Islander people.

### Outcome indicators

- Proportion of Aboriginal and Torres Strait Islander people reporting experiences of racism.
- Proportion of Aboriginal and Torres Strait Islander people who identify as feeling culturally safe in dealing with government mainstream institutions and agencies.



### Disaggregation

- By jurisdiction.
- CTG outcome areas.



### Data development

- Response to Aboriginal and Torres Strait Islander people reporting racism.



## Shared Access to Data and Information at a Regional Level

### Outcome

Aboriginal and Torres Strait Islander people have access to, and the capability to use, locally-relevant data and information to set and monitor the implementation of efforts to Close the Gap, assess priorities and drive their own development.



### Target

Increase the number of regional data projects to support Aboriginal and Torres Strait Islander communities to make decisions about Closing the Gap and their development.



### Indicators

- Number of formal data-sharing partnerships established between government agencies and Aboriginal and Torres Strait Islander people/organisations.
- Number of comprehensive regional data profiles created.
- Number of government initiatives established to make data more accessible and usable for Aboriginal and Torres Strait Islander communities and organisations.
- Number of government agencies working in partnership with Aboriginal and Torres Strait Islander communities and organisations to build expertise in data collection and analysis.



### Disaggregation

- By jurisdiction.
- CTG outcome areas.



### Data development

#### Outcome indicator

- Proportion of Aboriginal and Torres Strait Islander Australians reporting they have access to, the ability to use, and custodianship of, data that will assist in the planning and delivery of services in their communities.

## Appendix C: Community Companion questions

Keeping in mind we are focusing on what needs to be done in 2021 (year 1) to put us on the pathway for 10 years of change:

### Priority Reform 1: Formal Partnership and Shared Decision Making

- Reviewing current arrangements – what do you think government needs to prioritise?
- Do you have examples that work that we could learn from?
- What do you think government needs to do to improve existing partnerships with Aboriginal people in NSW?

### Priority Reform 2: Building the Community-Controlled Sector

- To build further capacity of ACCOs?
- How do we/government attract more Aboriginal workers?
- Development in partnership of whole-of-government strategy for funding ACCOs directly?
- How can government improve its tendering and funding allocation process to support ACCOs to gain resources?

### Priority Reform 3: Transforming Government Organisations

- What is needed to identify and eliminate racism in government departments?
- What are the best ways to build cultural competence and embed cultural safety?
- Best ways for Aboriginal people to be heard and involved in policy design and implementation?
- What information/areas do you want government departments to monitor and report on?

### Priority Reform 4: Shared Access to Data and Information at a Regional Level

- What data do you already collect?
- What do you need to be able to collect or access data?
- What data would you like to be shared with you? How localised is data needed?
- What principles should there be for data collection, sharing and use?

### Priority Reform 5: Economic Prosperity, Business Growth and Employment (new NSW specific)

- While the NSW partnership agreed to include Priority 5, do you think it should be added?
- What is the outcome and target that you would like to see achieved?
- Are government procurement and employment processes clear?

## Appendix D: Engagement statistics

### Face-to-face sessions

Region	Location	Date	Attendance (no.)
Sydney/Newcastle	Western Sydney	23 April 2021	50
North Coast	Lismore	26 April 2021	29
Sydney/Newcastle	Newcastle	26 April 2021	43
Mid North Coast	Kempsey	27 April 2021	24
Northern Region	Tamworth	28 April 2021	38
Far West Region	Cobar	29 April 2021	30
South Coast Region	Batemans Bay	29 April 2021	23
Central Region	Dubbo	30 April 2021	80
Wiradjuri Region	Wagga Wagga	30 April 2021	17
<b>TOTAL</b>			<b>334</b>

### Online survey

Response criteria	Category	Number
By gender	Female	50
	Male	15
	Other (gender diverse)	-
	Rather not say	2
By age	Under 18	0
	18-24	0
	25-34	5
	35-44	10
	45-54	29
	54-64	20
	65+	2
<b>TOTAL</b>		<b>162<sup>1</sup></b>

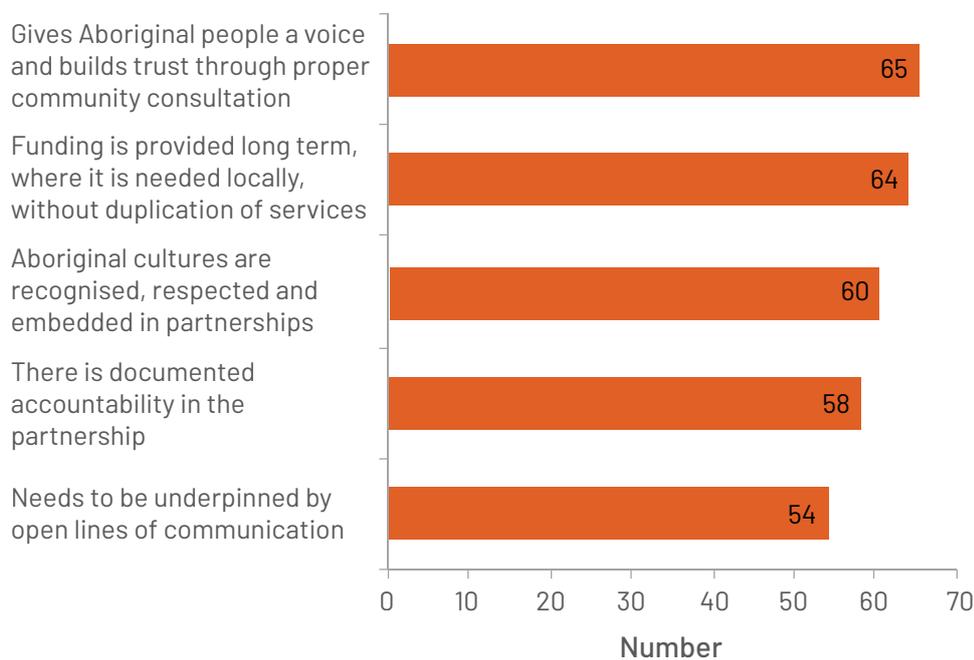
1. There were 162 unique responses to the Survey. The demographic information above is a record of the respondents that provided a response to the demographic questions.

## Appendix E: Online survey feedback

The online survey was developed in Survey Monkey and included 18 questions. Two were demographic questions to understand who participated in the survey. All questions were aligned to the Community Companion to enable feedback to be incorporated into the analysis across the five Priority Reforms.

### Priority Reform 1: Formal Partnership and Shared Decision Making

Figure 1: Factors that contribute to good partnerships between government and Aboriginal people – number of survey respondents that agreed with each statement (n=100).



## Priority Reform 2: Building the Community-Controlled Sector

Figure 2: Sectors that require strengthening with more ACCOs (n=88).

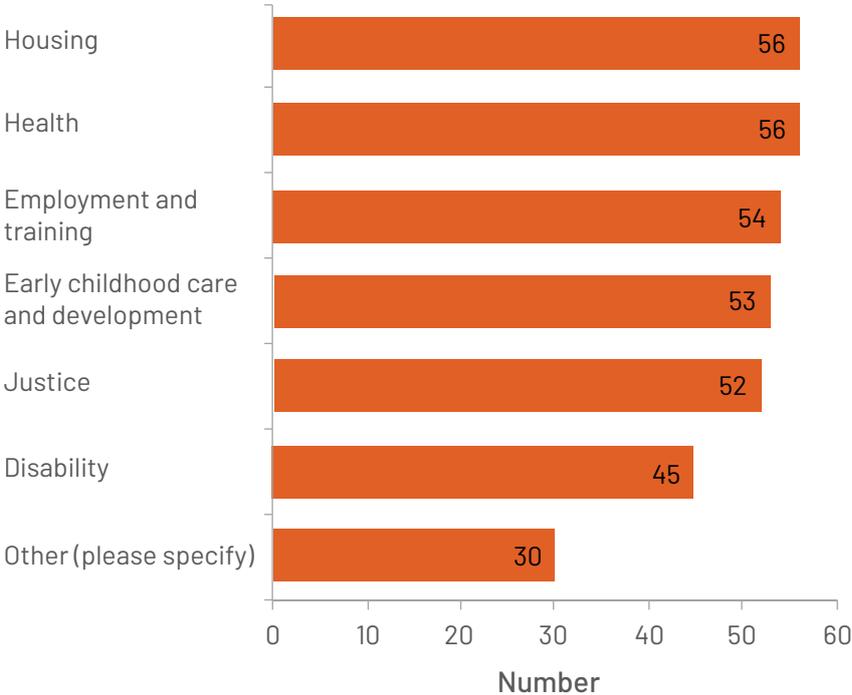
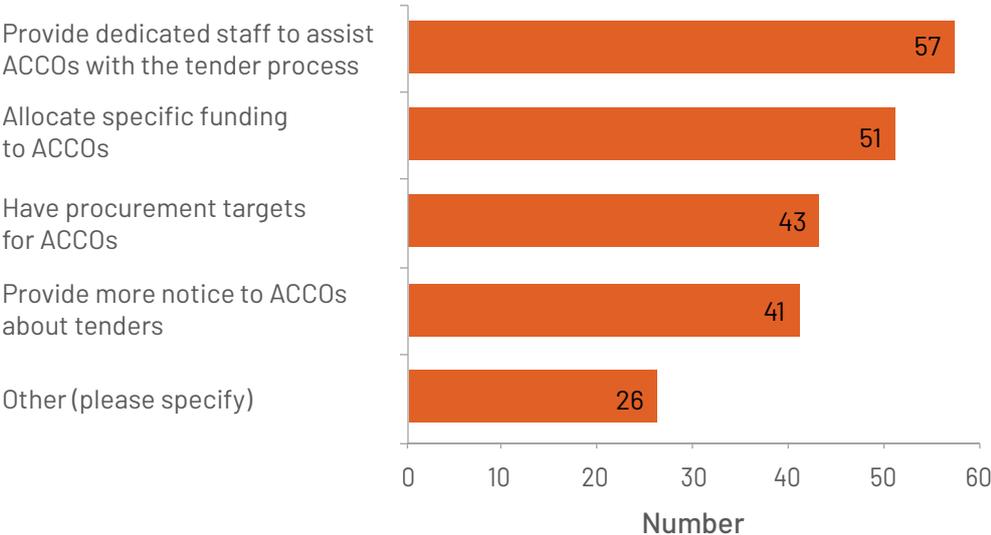


Figure 3: How can government improve its tendering and funding allocation process to support ACCOs to gain resources? (n=70)



### Priority Reform 3: Transforming Government Organisations

Figure 4: What is needed to identify and eliminate racism in government departments? (n=33)

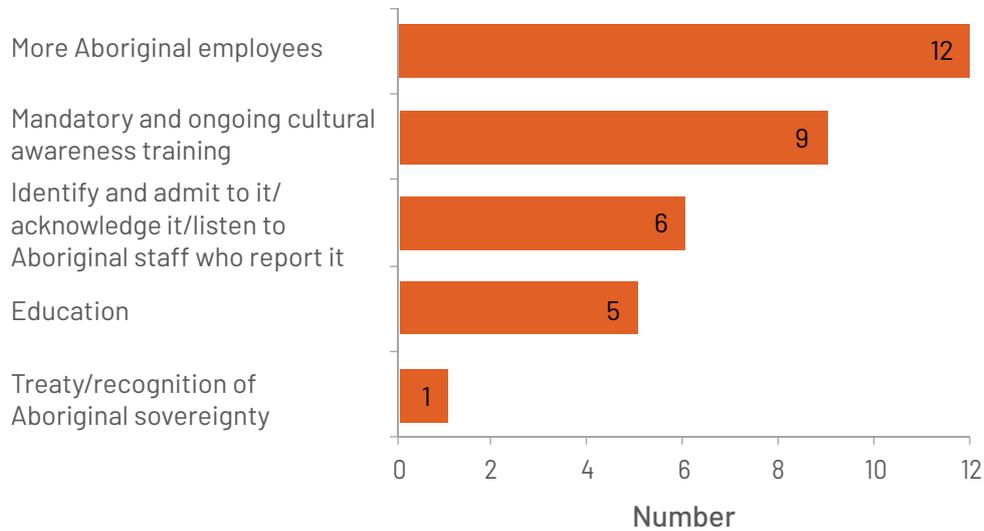
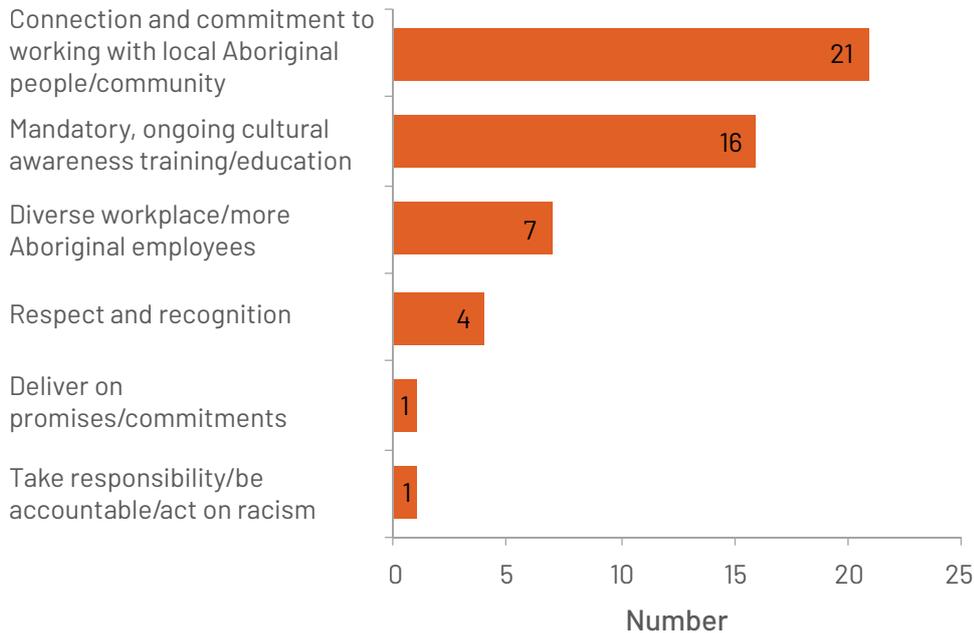


Figure 5: What are the best ways to build cultural competence and embed cultural safety? (n=50)



## Priority Reform 4: Shared Access to Data and Information at a Regional Level

Figure 6: What supports do you require with data? (n= 64)

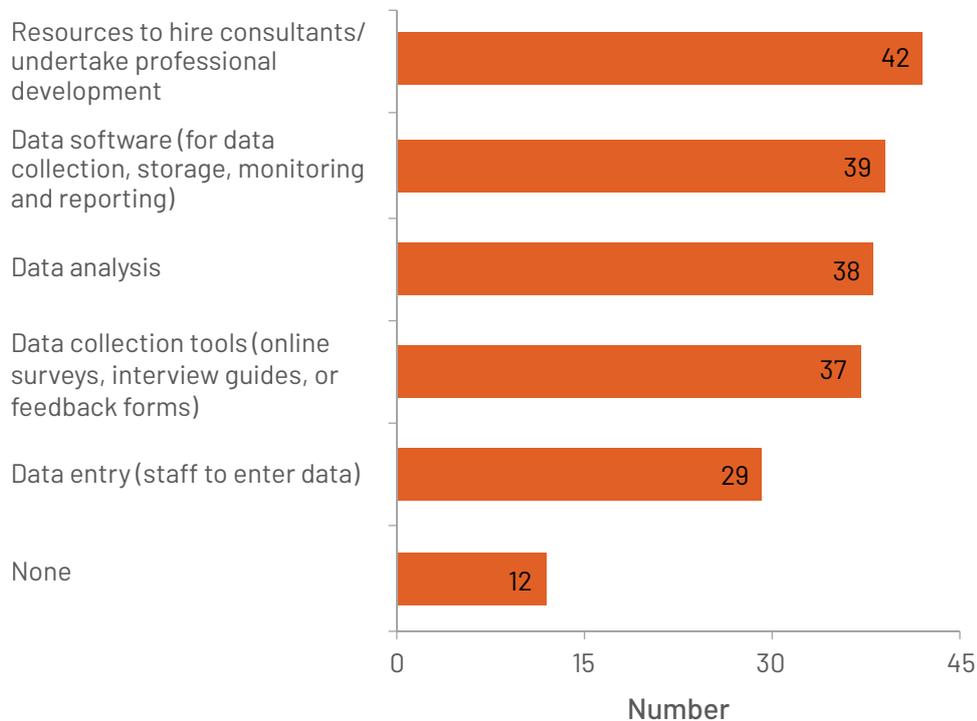
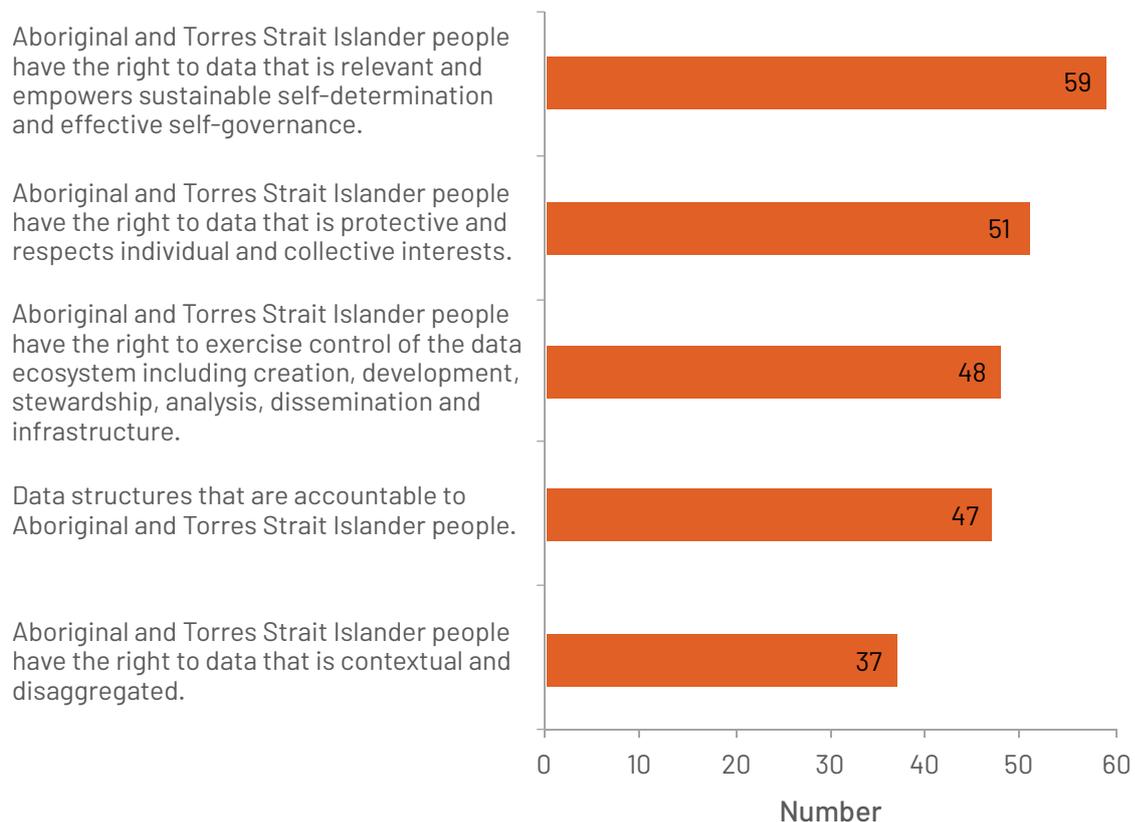
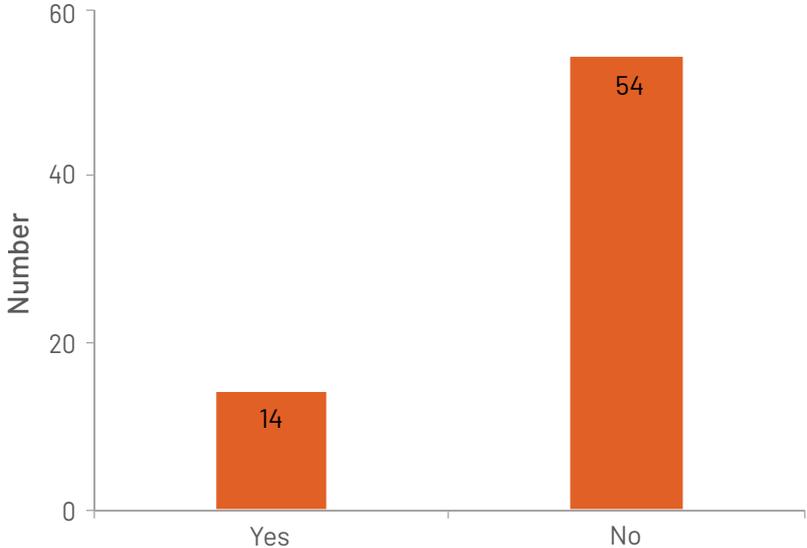


Figure 7: Indigenous data governance protocols and principles (statements respondents agreed with, n=69).



# Priority Reform 5: Economic Prosperity, Business Growth and Employment

Figure 8: Are government procurement and employment processes clear? (n=68)



# Glossary

<b>ACCO</b>	Aboriginal Community-Controlled Organisation
<b>ALGA</b>	Australian Local Government Association
<b>CDEP</b>	Community Development Employment Projects
<b>COAG</b>	Council of Australian Governments
<b>Coalition of Peaks or CAPO</b>	Coalition of Aboriginal and Torres Strait Islander Community-Controlled Peak Organisations
<b>Disaggregation</b>	the breakdown of data/observations to a more detailed level
<b>National Joint Council or NJC</b>	Joint Ministerial and Coalition of Peaks Council on Closing the Gap
<b>National Agreement</b>	National Agreement on Closing the Gap
<b>NGO</b>	non-government organisation
<b>NSW</b>	New South Wales
<b>NSW CAPO</b>	NSW Coalition of Aboriginal Peak Organisations
<b>NSWIP</b>	NSW Implementation Plan
<b>NSWJC</b>	NSW Joint Council
<b>Partnership Agreement</b>	Council of Australian Governments (COAG) and Coalition of Aboriginal and Torres Strait Islander Community-Controlled Peak Organisations (Coalition of Peaks) Partnership Agreement on Closing the Gap 2019–2029



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