

# 2022–2024 NSW Implementation Plan for Closing the Gap

August 2022





## The Artwork

The artwork was designed for the latest NSW Closing the Gap Implementation Plan. It represents the connection to the land of NSW from the red dirt, mountain ranges to the water.

The bottom part of the artwork symbolises the ocean that NSW is connected to and its connection to Salt-water people.

The rivers and creeks are symbolised throughout the artwork with symbols along the waterways symbolising Freshwater people who regularly gathered along the banks.

NSW is distinctively known for its many mountain ranges and escarpments which have also been illustrated in the artwork from mountain ranges close to the ocean to the inland mountain ranges which include bushland and rainforests. The orange and brown areas symbolise the colours of the land elsewhere in NSW.

Animal tracks are included throughout the artwork of the many wildlife that live and wander throughout NSW including Kangaroo, Goanna and Emu tracks. These animals are very significant to Aboriginal People.

The centrepiece is the Gathering of Aboriginal and Government working together in Closing the Gap.

The artist, Lani Balzan, is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. One of her biggest goals and inspirations with creating her artwork is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about what amazing culture we have here in Australia.

# Contents

<b>Acknowledgement of Country .....</b>	<b>3</b>
<b>Executive Summary .....</b>	<b>3</b>
<b>Introduction.....</b>	<b>9</b>
Opening statement.....	9
Introduction and overview .....	11
<b>Section 1: Our approach to Closing the Gap.....</b>	<b>12</b>
Working in partnership in NSW.....	12
What we have delivered so far .....	14
How we are working differently .....	16
How we will bring all the work together .....	17
<b>Section 2: Our commitment to be accountable to community .....</b>	<b>23</b>
How we will be accountable .....	23
How we will communicate about our work .....	24
Where to from here? .....	25
<b>Section 3: Our plan to achieve the Closing the Gap commitments.....</b>	<b>26</b>
Our plan to deliver the Priority Reforms.....	26
Priority Reform 1: Formal partnerships and shared decision-making .....	28
Priority Reform 2: Building the community-controlled sector .....	33

Priority Reform 3: Transforming government organisations .....	41
Priority Reform 4: Shared access to data and information at a regional level.....	49
Priority Reform 5: Employment, business growth and economic prosperity (NSW-specific) .....	55
Our plan to deliver the Socio-Economic Outcomes.....	59
Socio-Economic Outcome 1: Aboriginal people enjoy long and healthy lives.....	60
Socio-Economic Outcome 2: Aboriginal children are born healthy and strong .....	64
Socio-Economic Outcome 3: Children are engaged in high-quality, culturally appropriate early childhood education in their early years.....	67
Socio-Economic Outcome 4: Aboriginal children thrive in their early years .....	70
Socio-Economic Outcome 5: Aboriginal students achieve their full learning potential .....	71
Socio-Economic Outcome 6: Aboriginal students reach their full potential through further education pathways .....	77
Socio-Economic Outcome 7: Aboriginal youth are engaged in employment or education .....	79
Socio-Economic Outcome 8: Strong economic participation and development of Aboriginal people and communities .....	82
Socio-Economic Outcome 9: Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need.....	83
Socio-Economic Outcome 10: Aboriginal adults are not over-represented in the justice system.....	90
Socio-Economic Outcome 11: Aboriginal young people are not over-represented in the justice system .....	97
Socio-Economic Outcome 12: Aboriginal children are not over-represented in the child protection system .....	103
Socio-Economic Outcome 13: Aboriginal families and households are safe.....	108
Socio-Economic Outcome 14: Aboriginal people enjoy high levels of social and emotional wellbeing .....	112
Socio-Economic Outcome 15: Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters .....	114
Socio-Economic Outcome 16: Aboriginal cultures and languages are strong, supported and flourishing .....	120
Socio-Economic Outcome 17: Aboriginal people have access to information and services enabling participation in informed decision-making regarding their own lives.....	125

*Cover illustration: Lani Balzan*



# Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands of New South Wales.

We pay respect to Ancestors and Elders, past and present, and to future generations of Aboriginal peoples.

We recognise the unique cultural and spiritual relationship, and celebrate the contributions of Aboriginal peoples, to the state of New South Wales.

## Executive summary

This Implementation Plan comprehensively documents the approach New South Wales (NSW) is taking to implement the landmark National Agreement on Closing the Gap (National Agreement). The National Agreement was co-signed by the Coalition of Peaks and all Australian governments as a commitment to working differently to realise the aspirations of Aboriginal people across Australia. In NSW, the partners to the National Agreement are the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO), the NSW Government and Local Government NSW (LGNSW). NSW CAPO is a coalition that represents the interests of Aboriginal Community Controlled Organisations (ACCOs) and Aboriginal peoples of NSW. It is currently made up of:

- AbSec (NSW Child, Family and Community Peak Aboriginal Corporation)
- Link-Up (NSW) Aboriginal Corporation
- Aboriginal Health and Medical Research Council
- Aboriginal Legal Service (NSW/ACT)
- NSW Aboriginal Land Council
- NSW Aboriginal Education Consultative Group
- First Peoples Disability Network Australia
- BlaQ Aboriginal Corporation
- Aboriginal Culture, Heritage & Arts Association (Affiliate member).

In Section 1 of this Implementation Plan, we outline our work, detailing our vision, purpose and methods, including our approach to the partnership between NSW CAPO and the NSW Government. We provide an update on what we have completed so far, focusing on our work to establish the foundational structures to support the 10-year reforms committed to in the National Agreement. We detail our commitments to a new way of working to shift the dial towards shared decision-making and genuine partnership with Aboriginal communities. We also describe our commitment to ensuring that work done to support Aboriginal peoples and communities is holistic, addresses the unique needs of different groups of Aboriginal people and is done in genuine partnership.

In Section 2, we outline our commitment to accountability to Aboriginal communities through the implementation of this plan. We will regularly engage with Aboriginal communities, ensure that effective and responsive governance structures oversee our work, report publicly on progress made, and have government decision-makers report to the Closing the Gap partnership. We explain how we will improve how we communicate about the work we are doing going forward.

In Section 3, we detail the new funding, programs, policies and services we will implement over the next 2 years to achieve the 5 Priority Reforms and 17 Socio-Economic Outcomes. These initiatives address Key Action Areas to drive progress under each of the Reforms and Outcomes included in the National Agreement.

Underscoring all our work are commitments to transforming how government organisations work to be more responsive to the needs and aspirations of Aboriginal people, and to implement all activities in a way that takes full account of, promotes, and does not diminish in any way, the cultures of Aboriginal peoples.

The Key Action Areas outlined in the table below provide an overview of the main areas of action under each Priority Reform and Socio-Economic Outcome of Closing the Gap. More detail is available in Section 3 of this plan.

### Priority Reforms, Socio-Economic Outcomes and Key Action Areas

Priority Reforms and Socio-Economic Outcomes	Key Action Areas
<b>Priority Reform 1:</b> Formal partnerships and shared decision-making	<ul style="list-style-type: none"> <li>All Aboriginal communities have access to partnership arrangements in their local community and on policy issues impacting them, where their voice can be heard</li> <li>All partnership arrangements in NSW work effectively to advance progress on Closing the Gap through joint decision-making and self-determination</li> <li>Partnership arrangements in NSW are coordinated and work cohesively together to facilitate effective and respectful relationships between community and government</li> </ul>
<b>Priority Reform 2:</b> Building the community-controlled sector	<ul style="list-style-type: none"> <li>ACCOs have a dedicated, reliable and consistent funding model designed to suit the types of services required by communities</li> <li>There is a dedicated and identified workforce in ACCOs, which has wage parity</li> <li>ACCOs have strong governance and business processes</li> </ul>
<b>Priority Reform 3:</b> Transforming government organisations	<ul style="list-style-type: none"> <li>Government organisations and services are accountable for Closing the Gap</li> <li>Government organisations and services are culturally safe</li> <li>Government organisations and services are responsive to the needs of Aboriginal people</li> </ul>
<b>Priority Reform 4:</b> Shared access to data and information at a regional level	<ul style="list-style-type: none"> <li>Aboriginal communities have access to government data and insights in formats that enable local decision-making and shared decision-making with government</li> <li>An Indigenous Data Sovereignty and Indigenous Data Governance model increases Aboriginal communities' sovereignty over data about Aboriginal people</li> </ul>

Priority Reforms and Socio-Economic Outcomes	Key Action Areas
	<ul style="list-style-type: none"> <li>Community data projects and capacity building enable Aboriginal analysis of data</li> </ul>
<b>Priority Reform 5:</b> Employment, business growth and economic prosperity (NSW-specific)	<ul style="list-style-type: none"> <li>Aboriginal business owners and staff, and Aboriginal people looking to start a business, make high-quality business decisions</li> <li>Aboriginal businesses access consumers and supply chains more effectively</li> <li>Aboriginal people have sustainable employment and are skilled in the industries of the future Aboriginal businesses have access to finance and insurance services to support business growth</li> </ul>
<b>Socio-Economic Outcome 1:</b> Aboriginal people enjoy long and healthy lives	<ul style="list-style-type: none"> <li>A NSW Aboriginal Cancer Primary Care pathway is provided for people to access prevention, cancer screening and referral to cancer services</li> <li>There is an increase in the uptake of Aboriginal Health Assessments</li> <li>The Aboriginal health workforce in NSW Health and the Aboriginal Community Controlled Health Organisation (ACCHO) sector are enhanced by building pathways and training opportunities</li> <li>Areas that impact Aboriginal health and outcomes are reformed</li> </ul>
<b>Socio-Economic Outcome 2:</b> Aboriginal children are born healthy and strong	<ul style="list-style-type: none"> <li>Culturally safe maternity care services are expanded and supported</li> <li>Birthing on Country models of maternity care are supported</li> <li>There is embedding of programs that aim to reduce incidences of Fetal Alcohol and Spectrum Disorder (FASD)</li> </ul>
<b>Socio-Economic Outcome 3:</b> Aboriginal children are engaged in high-quality, culturally appropriate early childhood education in their early years	<ul style="list-style-type: none"> <li>The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs</li> <li>Aboriginal children are engaged at key transition points between early childhood education and school</li> </ul>
<b>Socio-Economic Outcome 4:</b> Aboriginal children thrive in their early years	<ul style="list-style-type: none"> <li>Aboriginal children are adequately supported in their early years</li> </ul>
<b>Socio-economic Outcome 5:</b> Aboriginal students achieve their full learning potential	<ul style="list-style-type: none"> <li>The NSW Department of Education is transformed to embed Aboriginal culture, community and heritage</li> <li>The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs</li> <li>Education providers work with community to improve engagement of Aboriginal children and young people</li> </ul>

Priority Reforms and Socio-Economic Outcomes	Key Action Areas
<b>Socio-Economic Outcome 6:</b> Aboriginal students reach their full potential through further education pathways	<ul style="list-style-type: none"> <li>Support is provided at key transition points throughout the learning continuum</li> </ul>
<b>Socio-Economic Outcome 7:</b> Aboriginal youth are engaged in employment or education	<ul style="list-style-type: none"> <li>The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs</li> <li>Aboriginal people are supported at key transition points</li> </ul>
<b>Socio-Economic Outcome 8:</b> Strong economic participation and development of Aboriginal people and their communities	<ul style="list-style-type: none"> <li>Aboriginal business owners and staff, and Aboriginal people looking to start a business, make high-quality business decisions</li> <li>Aboriginal businesses access consumers and supply chains more effectively</li> <li>Aboriginal people have sustainable employment and are skilled in the industries of the future Aboriginal businesses have access to finance and insurance services to support business growth</li> </ul>
<b>Socio-Economic Outcome 9:</b> Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need	<ul style="list-style-type: none"> <li>The supply of regionally informed housing is increased, as is the capacity of the community-controlled sector to deliver housing to Aboriginal communities</li> <li>There is an improved understanding of suitable housing for Aboriginal people, and crowding is addressed from a culturally safe perspective</li> <li>Housing options are flexible to support Aboriginal mobility</li> <li>The Aboriginal Community Housing Provider (ACHP) sector is strengthened</li> <li>There are strong asset management and maintenance responses applied to improve the quality of housing for Aboriginal communities</li> </ul>
<b>Socio-Economic Outcome 10:</b> Aboriginal adults are not over-represented in the criminal justice system	<ul style="list-style-type: none"> <li>The justice system is transformed to support the needs and aspirations of Aboriginal communities</li> <li>Efforts are developed to prevent entry into the justice system and divert from arrest</li> <li>There is an increase in adults receiving and complying with bail</li> <li>Community-based sentences are increased and imprisonment is reduced</li> <li>There is an increase in the successful completion of orders</li> <li>Effective supports reduce returns to prison</li> </ul>
<b>Socio-Economic Outcome 11:</b> Aboriginal young people are not over-represented in the justice system	<ul style="list-style-type: none"> <li>The youth justice system is transformed to best support the needs and aspirations of Aboriginal young people</li> <li>Programs that will prevent and respond early to youth offending are embedded</li> </ul>



Priority Reforms and Socio-Economic Outcomes	Key Action Areas
	<ul style="list-style-type: none"> <li>Young people are diverted from court and positive pathways are created with communities</li> <li>Young people are diverted from detention and their needs are supported</li> <li>Young people exiting custody are supported and given opportunities to thrive to reduce reoffending</li> </ul>
<b>Socio-Economic Outcome 12:</b> Aboriginal children are not over-represented in the child protection system	<ul style="list-style-type: none"> <li>Aboriginal children and young people are supported to remain with their families</li> <li>Aboriginal children and young people are supported to live safely within their extended family and where possible, on Country</li> <li>The ACCO sector is grown to ensure culturally appropriate support for Aboriginal children and young people who have entered out-of-home care</li> <li>Aboriginal communities are empowered to design, deliver and oversee local services, supports and processes</li> </ul>
<b>Socio-Economic Outcome 13:</b> Aboriginal families and households are safe	<ul style="list-style-type: none"> <li>Solutions are led by Aboriginal people and communities with a focus on long-term and generational change</li> <li>Violence and abuse against Aboriginal women and children is prevented through early intervention</li> <li>Recovery, healing and positive life outcomes are supported through the development of culturally appropriate and safe responses</li> </ul>
<b>Socio-Economic Outcome 14:</b> Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing	<ul style="list-style-type: none"> <li>Mental health is approached through a social-emotional wellbeing lens</li> <li>The Building on Aboriginal Communities' Resilience program is expanded to support Aboriginal communities</li> </ul>
<b>Socio-Economic Outcome 15:</b> Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters	<ul style="list-style-type: none"> <li>The land dealings system and interaction between Aboriginal Land Rights and Native Title are improved</li> <li>Aboriginal people's ownership of, legal interest over and access to sea Country and inland water is increased/improved upon</li> <li>There is enhanced and streamlined support for Aboriginal people to realise their legal rights and interests over land, sea and water, including at pre, during and post transfer and return stages</li> <li>Joint-management arrangements and opportunities for land, sea and inland water are improved</li> </ul>
<b>Socio-Economic Outcome 16:</b> Aboriginal cultures and languages are strong, supported and flourishing	<ul style="list-style-type: none"> <li>Aboriginal communities define what makes their languages 'strong and healthy' and determine the baseline to measure progress against this outcome</li> <li>Aboriginal peoples and communities have better access to archive materials for languages revitalisation</li> </ul>

Priority Reforms and Socio-Economic Outcomes	Key Action Areas
	<ul style="list-style-type: none"><li>• The establishment and operation of place-based Aboriginal language centres is investigated</li><li>• Aboriginal communities have better access to Country for languages learning and education</li></ul>
<b>Socio-Economic Outcome 17:</b> Aboriginal people have access to information and services enabling participation in informed decision-making regarding their own lives	<ul style="list-style-type: none"><li>• There is increased knowledge about what digital inclusion means for Aboriginal people in NSW</li><li>• Programs are piloted to increase access to digital devices</li><li>• There is work to improve and increase digital ability</li></ul>

# Introduction

## Opening statement

---

### Charles Lynch and Robert Skeen, Co-Chairs, NSW CAPO

NSW CAPO, as a self-determining coalition of peak Aboriginal Community-Controlled Organisations, is fundamentally committed to the following principles: that Aboriginal people are best placed, with the required expertise, to design and deliver services for their communities; and that having Aboriginal people design and deliver programs that build on the strength of their people is the only way to bring about meaningful change.

In 2021, the first NSW Implementation Plan marked the beginning of the NSW Government's commitment to partner with Aboriginal organisations and fulfil the promises of the landmark National Agreement on Closing the Gap. This plan outlined where we were at the start of our journey to deliver transformational changes in Aboriginal communities. This was a baseline plan, focused on how the newly established partnership would function, and identified policies or programs that already existed. This included many of the business-as-usual approaches that we know do not deliver the necessary outcomes for our communities.

Now, as the partnership between NSW CAPO and the NSW Government progresses with the release of this second Implementation Plan, we take the next big step forward. This plan reflects a shift towards a new way of working, in which Aboriginal communities can have a real say in what is being done. The initiatives and approaches included in this plan have been driven by principles of self-determination, decided based on what communities have told us in consultations, and developed through shared decision-making with our government partners. The changes already underway and the commitments in this plan, if implemented appropriately, will start to bring about the progress that our communities deserve.

We are also acutely aware that more needs to be done – much more. This Implementation Plan is a crucial step in the right direction but there is a very long way still to go. We know that our communities are hurting, that there needs to be more support, more accountability and more transparency. These cannot be only words or symbolism; they must be backed up by real transformative changes that are felt on the ground and in communities across the state.

NSW CAPO will continue to advocate for our peoples and communities throughout this work with our government partners.

---

## The Hon Benjamin Franklin MLC, Minister for Aboriginal Affairs

The NSW Government is focused on delivering meaningful outcomes in genuine partnership with Aboriginal communities to achieve our shared commitments under the National Agreement on Closing the Gap. Our approach recognises and celebrates the strength and resilience of Aboriginal communities. It reflects a deep understanding that we must listen and respond to the aspirations expressed by Aboriginal communities to achieve tangible impacts and create change. This plan was developed in partnership, and is supported by the NSW Government with an investment of \$189.6 million for delivery.

The National Agreement, committed to by the NSW Government in 2020, drives an innovative approach that recognises the importance of working collaboratively and directly with Aboriginal community to achieve outcomes, not working as government in isolation.

The National Agreement is centred around partnership and shared accountability with Aboriginal communities. We cannot continue as a society while there is still disparity between Aboriginal and non-Aboriginal communities, with many systemic issues across multiple sectors that need urgent addressing.

We know that by addressing these challenges, we will transform systems and policies that are aligned with the Priority Reforms to better reflect the lived experiences, knowledge and wisdom of Aboriginal communities, changing the core of how we operate as a government.

Our first 2021–2022 Implementation Plan provided a foundation and baseline for us to build on. It provided us with the opportunity to build our partnership approach and jointly develop our focus – ensuring that we are constantly informed by the lived experiences of Aboriginal people and communities. Importantly, our first Implementation Plan recognised that we are on a long-term, generational journey to embed real, systemic change, centred around the 5 Priority Reforms and 17 Socio-Economic Outcomes under the National Agreement.

This *2022–2024 NSW Closing the Gap Implementation Plan* builds on and enhances our partnership approach with NSW CAPO and other Aboriginal stakeholders across government. It will drive reform across all parts of government to address long-standing policies and focus on the strength of Aboriginal communities.

We are committed across government to drive change in health, education, family supports, justice, housing, land and waters, languages and digital inclusion. This will only enhance the strength and resilience of Aboriginal people and communities across NSW.

In addition to our Closing the Gap commitments, we will fly the Aboriginal flag on the Sydney Harbour Bridge as a deeply symbolic action to acknowledge the traditional custodians of this land.

We are handing back important cultural sites like Me-Mel (Goat Island) to Aboriginal community custodianship and delivering an Aboriginal cultural centre in Sydney that will showcase the richness of Aboriginal culture to the world.

We will continue to acknowledge our existing commitments to revitalising Aboriginal languages through the NSW Aboriginal Languages Trust, and to righting the wrongs of the past through our work with Stolen Generations survivors and organisations. We know there is more we can do to bring better outcomes for, and with, Aboriginal people in NSW.

This *2022–2024 Closing the Gap Implementation Plan* is not the end, but rather the next step in our journey together.

This is a plan which reflects a commitment to Aboriginal communities to stop repeating history in government systems, and instead seek out every opportunity to continually do better together as we work to Close the Gap in NSW.

## Introduction and overview

The National Agreement on Closing the Gap committed governments to a fundamentally new way of developing and implementing policies and programs that impact on the lives of Aboriginal and Torres Strait Islander peoples. This new way of working requires listening to the voices and aspirations of Aboriginal people and responding by changing the way governments work. The National Agreement also specifically commits parties to bring about meaningful and positive changes in Aboriginal communities across a range of outcome areas.

This *2022–2024 NSW Closing the Gap Implementation Plan* sets out the holistic approach being taken in NSW to achieving the commitments in the National Agreement, and the policies, programs and reforms being implemented as part of this partnership. In essence, this plan responds to the change that communities have been calling for.

As noted in the *2021–2022 NSW Closing the Gap Implementation Plan*, the NSW partnership has agreed to take an iterative approach, learning from what we have already done and continuously improving for the future. This plan therefore builds on the baseline of work established in 2021–2022, with new actions to strengthen our approach going forward.

There are 3 main sections in this plan as outlined below.

---

### Section 1: Our approach to Closing the Gap

- This section sets out NSW's approach to working in partnership with Aboriginal organisations and communities.
- It also outlines what we have delivered so far as well as how we are working differently to create change for the future.

---

### Section 2: Our commitment to be accountable to community

- This section outlines how the NSW partnership on Closing the Gap will regularly report on and monitor progress to make sure we are continuously improving, accountable to community, and communicating what is being delivered under the National Agreement in NSW.

---

### Section 3: Our plan to achieve the Closing the Gap commitments

- This section outlines what strategies we will be focusing on in NSW from 2022 to 2024 to deliver change against each of the Priority Reforms and Socio-Economic Outcomes in the National Agreement.
- It also outlines how we will ensure we take a holistic approach and consider outcomes that cut across sectors.



# Section 1: Our approach to Closing the Gap

## Working in partnership in NSW

---

### NSW approach to partnership

NSW CAPO and the NSW Government are working together, in partnership, as co-signatories to the National Agreement on Closing the Gap. NSW CAPO seeks to ensure that community voices determine how NSW meets its commitments under the National Agreement, undertaking community engagement and working as a representative Aboriginal organisation that is accountable to its communities. For the NSW Government, this is a welcome opportunity to learn from our partners and transform the way we work together.

This partnership is supported by agreed governance arrangements that ensure decision-making is shared between government and Aboriginal people, through the equal partnership between NSW CAPO and the NSW Government. The following governance forums currently oversee the plan:

- **NSW Joint Council:** The NSW Joint Council is co-chaired by the Minister for Aboriginal Affairs and Co-chair of NSW CAPO. Membership comprises the NSW Department of Premier and Cabinet Secretary, NSW CAPO members and other ministers and NSW cluster secretaries as required. The NSW Joint Council is the key decision-making group overseeing jurisdictional planning and implementation of the National Agreement on Closing the Gap in NSW.
- **NSW Partnership Working Group (NSW PWG):** The NSW PWG is co-chaired by the Deputy Secretary, Community Engagement in the Department of Premier and Cabinet, and the Head of the NSW CAPO Secretariat, CEO of the NSW Aboriginal Land Council. Membership comprises NSW CAPO member organisations and affiliate members, senior-level representation from each NSW Government agency, NSW local government representation, NSW Coalition of Aboriginal Regional Alliances, the National Indigenous Australians Agency and other key Aboriginal interest groups as required. The NSW PWG supports the NSW Joint Council and is responsible for monitoring performance and delivery, and endorsing key deliverables and processes to develop the plan, while considering stakeholder needs.
- **NSW Officer-Level Working Groups:** The Officer-Level Working Groups are co-chaired by NSW CAPO and NSW Government cluster leads. Membership comprises NSW CAPO, NSW Government lead cluster representatives, NSW Coalition of Aboriginal Regional Alliances, other Aboriginal interest groups, Local Government NSW and other NSW government officials as determined. The working groups provide subject matter expertise to develop, progress and deliver action towards meeting the Priority Reforms and 17 Socio-Economic Outcomes in NSW.

These governance arrangements ensure whole-of-government accountability and commitment through senior representation across all 10 clusters – Premier and Cabinet; Treasury; Customer Service; Planning and Environment; Transport; Health; Education; Stronger Communities; Regional NSW; and Enterprise, Investment and Trade.

We will continue to ensure quarterly reporting with responsible ministers and cluster representatives on progress towards Closing the Gap in NSW. This will ensure a strategic discussion forum between the NSW Government and NSW CAPO as representatives of Aboriginal communities in NSW.

We will work to strengthen our partnership over the life of the National Agreement, as we work together to achieve the Priority Reforms and Socio-Economic Outcomes. NSW is currently undertaking a Partnership Health Check to review the partnership, including Closing the Gap governance structures, to determine what is working well and what can be improved to deliver against the National Agreement on Closing the Gap in NSW in genuine partnership. We are committed to acting on the recommendations of the Partnership Health Check and ensuring effective and inclusive governance arrangements oversee the implementation and the development of iterative NSW Implementation Plans to 2031, and the delivery of our shared actions.

---

## Shared vision, goals and principles

The National Agreement represents a commitment to shared decision-making as ‘a fundamentally new way of developing and implementing policies and programs that impact on the lives of Aboriginal and Torres Strait Islander people’ (clause 4). The following agreed vision, goals and principles will help make that commitment a reality.

### Vision: Aboriginal people in NSW are determining their own futures

The objective of this Implementation Plan is to overcome the entrenched inequality faced by too many Aboriginal people, so that their life outcomes are equal to that of all Australians, and to commit to mobilising all avenues and opportunities available to meet the objectives of the National Agreement (clauses 15 and 16). The NSW Government and NSW CAPO agree to set out a future where policy making is done in full and genuine partnership. We will listen to the voices and aspirations of Aboriginal people and change the way we work in response (clause 18).

NSW is committed to transformative action that addresses systemic issues to genuinely improve accountability and respond to the needs and aspirations of Aboriginal people across the state. The NSW Premier has confirmed that Closing the Gap is a top priority for the NSW Government. This Closing the Gap journey is about delivering the genuine transformative change that communities are calling for. We know that we are only at the beginning of the journey. We are committed to continuously listening to the voices of Aboriginal communities to focus on what they identify as priorities.

Throughout this work, we know that celebrating, promoting and learning from Aboriginal cultures is central to achieving lasting change. We are committed to embedding Aboriginal culture at the heart of all our work on Closing the Gap and continuously improving how we do this.

### Goals: Ambitious progress on the 5 Priority Reform areas and 17 Socio-Economic Outcome areas

The partnership that underpins the National Agreement, and its Priority Reform areas, are the key structural, service delivery and economic enablers that make this National Agreement different to earlier Closing the Gap agreements. They will change the way governments work with Aboriginal communities, organisations and people across NSW.

### Principles

The principles underpinning the NSW partnership are:

- Inclusiveness – ensuring all perspectives are heard, respected and acknowledged appropriately as decisions are made
- That there is genuine shared decision-making including transparent negotiation and transparent data sharing
- That the views, needs, interests and aspirations of Aboriginal people are central in all decision-making

- Participation – ensuring that the active and informed involvement of all parties is possible
- Shared decision-making is by consensus, where Aboriginal parties hold as much weight as government representatives
- Partnership, in accordance with the strong partnership principles outlined in the Partnership Agreement on Closing the Gap.

These principles are reflected in all 3 tiers of NSW's partnership governance and are consistent with the strong partnership elements under clause 32 of the National Agreement.

## What we have delivered so far

The first year of the partnership focused on establishing the foundational elements to support the success of Closing the Gap in NSW over the lifetime of the National Agreement. These are only initial steps, but they mark the beginning of a transformative approach to improving outcomes for Aboriginal communities. We know there is much more to do and will continue working to do better.

---

### Embedding shared decision-making in NSW

- We have built a solid foundation for shared decision-making in NSW by developing partnerships between Aboriginal representative bodies and the NSW Government. The decision-making arrangements require that all decisions on Closing the Gap should be made in partnership between Aboriginal representatives and the NSW Government, which is at the heart of the new way of working committed to in the National Agreement.
- We have established a strong governance structure for overseeing the implementation of Closing the Gap, with chairing and secretariat responsibilities shared by NSW CAPO and the NSW Government. These governance arrangements will be updated as required following the Partnership Health Check, which is an independent review by an Aboriginal consultant of how well the NSW Government is working in partnership with NSW CAPO and Aboriginal stakeholders to govern Closing the Gap.
- NSW is also undertaking a comprehensive stocktake of partnership arrangements in place in NSW between government agencies and Aboriginal partners across all policy and program areas to help us understand what is working well, what can be improved and what more is needed to continue having a positive impact. A Partnership Stocktake report will be prepared by October 2022.

---

### Working with Aboriginal communities

- The National Agreement is based on recognition that Aboriginal communities know what works best for them, and when communities lead the design and implementation of policies, they are far more successful. This knowledge is at the core of this Implementation Plan, which has been driven by what communities have told us are their needs and priorities. The contents of this Implementation Plan is based on what was said at community consultations held by NSW CAPO in April 2021 and March 2022.
- We know that meaningful engagement with Aboriginal communities is an ongoing commitment that cannot be fulfilled by isolated consultations. NSW CAPO is committed to regularly returning to communities to report back on how we have put their feedback into practice, and the programs and policies introduced in this Implementation Plan are aligned with the need for community-led design.

- The strength of partnerships between Aboriginal communities, ACCOs and the NSW Government has enabled effective responses to recent natural disasters (such as the 2019–2020 bushfires and 2022 floods) and the COVID-19 pandemic. With Aboriginal community leadership and input into government decision-making, responses have been quick and effective, disproportionate impacts on Aboriginal communities have been minimised, and recovery from social and economic impacts is focused on the needs of communities.

---

## Funding

- NSW CAPO has been provided with \$3.9 million to employ dedicated staff to support the partnership, participate in the development and delivery of the Implementation Plan, and conduct community consultations.
- We have rolled out the \$8.7 million Closing the Gap grants for ACCOs and Aboriginal businesses. The grants address common challenges that ACCOs and businesses face in growing or diversifying their service offerings.
- NSW has committed \$7.4 million over 4 years to a ‘virtual joint fund for sector strengthening’ in the 4 priority sectors (disability, early childhood care and development, health and housing). This money is part of a national total of \$77 million over 4 years.

---

## Economic development

- We have conducted 2 business roundtables (in October 2021 and May 2022). More than 35 Aboriginal businesses attended the inaugural roundtable to share their insights on how the NSW Government can best support them.
- The feedback from these roundtables is informing the development of a NSW Roadmap on Aboriginal Economic Prosperity that will set out in further detail NSW’s approach to Priority Reform 5.

---

## Reporting and accountability

- We have embedded quarterly meetings with all responsible ministers, departmental representatives and members of NSW CAPO to scrutinise progress on the Socio-Economic Outcomes and Priority Reforms. This recognises that Closing the Gap is the responsibility of everyone, to be delivered in genuine partnership.
- We have also embedded public reporting through regular updates to Parliament, including an interim verbal report delivered to the NSW Legislative Council in 2021, and NSW’s first annual progress report to be tabled in Parliament in September 2022.
- NSW Treasury’s interim Indigenous Expenditure Report was released in 2021 outlining how funding towards programs and services for Aboriginal people is being spent in NSW. A comprehensive Indigenous Expenditure Report will be published in 2022. These reports deliver on National Agreement commitments and will aid future reprioritisation towards programs that deliver value and tangible outcomes.

## Progress on targets

- We are at the start of the 10-year Closing the Gap reform program and are embedding change to realise the trajectories in the National Agreement. To do this in genuine partnership, it will take time for programs to be implemented and have an impact.
- Based on national data on the Socio-Economic Outcome (SEO) targets reported through the Productivity Commission as at June 2022<sup>1</sup>:
  - one is ahead of target (SEO 11)
  - five have improved since baseline (SEOs 1, 3, 9, 12 and 15a)
  - two have not changed (SEO 2 and 15b)
  - four have worsened (SEO 4, 10, 13 and 14)
  - six targets could not be compared because two lack baseline data (SEO 16 and 17) and four (SEOs 5, 6, 7 and 8) are without reliable performance measures
- As part of the National Agreement's commitment to ambition, we will regularly review the targets and whether they should be expanded to ensure they deliver the meaningful change communities want to see in NSW. This includes telling the story with Aboriginal communities of how we are working to deliver change, improve the lives of families and achieve positive outcomes in communities.
- It will take time to capture data, analyse it, understand the holistic progress, and improve trajectories and trends for each Priority Reform and Socio-Economic Outcome; this is a current priority for the NSW Government.

## How we are working differently

---

### Re-prioritisation of effort and funding

NSW is committed to transforming the way government works in line with the Priority Reforms to achieve the meaningful change that Aboriginal communities want to see. This includes re-prioritising funding and effort towards areas identified as priorities by Aboriginal communities. Our approach is outline below.

### Funding and support for new programs and approaches designed in partnership with Aboriginal organisations and communities

All of the strategies outlined in this Implementation Plan have been developed through the 13 Officer-Level Working Groups. They have been developed in partnership and have been driven by what we have heard from community during consultations. The strategies outlined in Section 3 are new or enhanced activities tailored to Closing the Gap to create tangible changes on the ground for Aboriginal communities.

In addition, the NSW Government is investing \$189.6 million to support several of the new programs

<sup>1</sup> SEO 15 – 'Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters' has two parts which are measured separately. Targets measured therefore add up to '18', although there are only 17.



and approaches to Closing the Gap developed in partnership with Aboriginal stakeholders. This will help build an evidence base for innovative and effective approaches designed and implemented with Aboriginal communities, and enable an expansion of this approach in future years.

### **Evaluating existing funding of services and programs for Aboriginal communities to re-direct funding towards ACCOs and effective programs**

The interim Indigenous Expenditure Report published by NSW Treasury in 2021 showed that only about one-third (33.4%) of current NSW Government spending on programs and services for Aboriginal communities is delivered by ACCOs or in partnership with them. Further, only a third (33%) of programs and services for Aboriginal communities that are eligible for evaluation have had an evaluation completed to determine whether they are delivering the intended benefits for Aboriginal communities.

As a result, the NSW Government is committed to evaluating major spending on services and programs for Aboriginal communities, in partnership with Aboriginal people, to identify re-prioritisation opportunities in line with clause 113 of the National Agreement. In accordance with NSW Treasury Circular TC18-03 requiring program evaluations be completed by NSW Government agencies, clusters will be required to produce a forward plan by December 2022 to prioritise evaluation of existing recurrent Aboriginal-specific programs to support the identification of opportunities to re-prioritise or enhance. This will facilitate a systematic re-prioritisation of investment towards the most effective programs and delivery to Aboriginal communities through ACCOs.

This evaluation program of work will support the development of a whole-of-government policy to fulfil clause 55 of the National Agreement, which commits NSW to:

- implementing funding prioritisation policies across all Closing the Gap outcomes that require decisions about the provision of services to Aboriginal people and communities to preference ACCOs and other Aboriginal organisations, and
- ensuring that where new funding initiatives are decided by governments, which are intended to service the broader population across Socio-Economic Outcome areas of the National Agreement, a meaningful proportion is allocated to Aboriginal organisations with relevant expertise, particularly community-controlled organisations.

This funding re-prioritisation policy will be developed by 2023 and be implemented in following years across NSW to support delivery of better outcomes for Aboriginal communities.

### **Ensuring all relevant policies and programs are aligned with Closing the Gap**

Clause 104 of the National Agreement requires that “The Parties commit to implementing this Agreement and aligning relevant policies and programs to the Agreement”.

To meet this commitment, NSW CAPO and the NSW Government will:

- by June 2023, jointly develop a shared understanding of the scope of work included within the commitment to align relevant policies and programs
- by December 2023, develop a process and strategy for the alignment of these relevant policies and programs, for endorsement by the NSW Closing the Gap governance structures.

All work undertaken to fulfil this requirement of the National Agreement will be done in genuine partnership and will be accountable to the Closing the Gap governance structures in NSW.

## **How we will bring all the work together**

## Cross-cutting outcomes

We know that we cannot take a one-size-fits-all approach and that we need to consider the unique circumstances of diverse groups, and particularly how each cohort is complementing our shared effort in Closing the Gap. This is why we are committed to doing cross-cutting work to ensure our policies and programs consider the unique needs of the below cohorts. We know that if these cohorts are not explicitly referenced and considered, often, their needs are not addressed or included in policy considerations.

We are also aware that many people are included in several of these identity groups and that they face unique circumstances. As a result, we will ensure that all work done recognises and considers the circumstances of these intersectional groups of people.

As part of our approach to cross-cutting work, we will respect and recognise the importance of traditional practices, of culture, kinship and connection to Country, and the importance of aligning work with the NSW Government's existing commitments and obligations.

### Elderly Aboriginal people

- The population of Aboriginal people over 50 has steadily increased in recent years.
- Older generations of Aboriginal people are highly important for Aboriginal communities and we understand that they have unique circumstances. They face, and have faced, barriers to high-quality healthcare that have worsened their health outcomes, including having a shorter life expectancy than the general population and higher rates of chronic conditions and preventable diseases.
- There is also limited access to digital inclusion and connectivity for elderly Aboriginal people, despite their role as knowledge-holders of language and culture in communities.
- We understand that these issues are compounded for members of the Stolen Generations, who are less likely to own a home than the general population, and more likely to rely on government payments or have been formally charged by police. We will work to embed a trauma-informed response across the Socio-Economic Outcomes.
- The Closing the Gap partnership will identify and address the barriers and build on the opportunities for elderly Aboriginal people. We will ensure that the needs of elderly Aboriginal people are represented across the reforms and outcomes within the plan, not only improving their wellbeing, but working to ensure their position as knowledge-holders is secured and communities are empowered to elevate their voices.
- We will work towards a consistent definition of elderly Aboriginal people across the state to address issues stemming from varying definitions of 'elderly' Aboriginal people in data collection and interpretation across sectors, and will include improved strategies to engage elderly Aboriginal people at risk of abuse in their family, home and community.
- Our work will be informed by the *Ageing Well in NSW: Seniors Strategy 2021–2031*, which acknowledges the cultural rights of Aboriginal people as they age, particularly the cultural significance of connection to place and Country, and return to Country.

### LGBTIQ+ people

- LGBTIQ+ people in this context refers to Aboriginal sexual and gender-diverse peoples, including Brotherboys and Sistergirls. Aboriginal LGBTIQ+ people represent a growing community. LGBTIQ+ Aboriginal communities have unique circumstances, needs and priorities that are often not catered for in mainstream services.
- LGBTIQ+ Aboriginal people experience intersections of marginalisation, isolation, racism and discrimination in Australia, including in the social service delivery of housing, justice and health.

Due to oversight by the mainstream health system, Aboriginal LGBTIQ+ people are more likely to be at risk of physical and sexual violence and abuse, and self-harm and suicide.

- We recognise that, as with other Aboriginal cohorts, LGBTIQ+ people are often strengthened by their connection to culture and/or community.
- LGBTIQ+ Aboriginal peoples are underrepresented in mainstream LGBTIQ+ research, but we will work towards ensuring relevant evidence-based data is captured throughout the Closing the Gap partnership initiatives.
- The representation of LGBTIQ+ Aboriginal people across the Closing the Gap partnership will endeavour to recognise and embrace the unique and diverse experiences of Aboriginal LGBTIQ+ communities, while appreciating their continued embodiment of strength and resilience.
- The Closing the Gap partnership will work closely with the Public Service Commission Pride in NSW and Rainbow Leads network, LGBTIQ+ Aboriginal communities and relevant stakeholders, including BlaQ Aboriginal Corporation, to ensure our approach to Closing the Gap is inclusive.

### People living in regional and remote areas

- In 2016, 54% of the NSW Aboriginal population lived outside major cities.
- We know that regional and remote communities have distinct circumstances and needs. We are committed to taking a place-based approach that works with the different situation and aspirations of each community. In doing so we acknowledge regional and remote communities are unique and therefore initiatives and solutions need to be bespoke, tailored and designed in partnership with the local community.
- Aboriginal Affairs NSW and NSW CAPO will work in partnership with the Department of Regional NSW to ensure Aboriginal people, communities and businesses in regional, remote and very remote areas are included as part of the Closing the Gap initiatives and these initiatives are adapted to suit their needs.

### People living with disability

- Aboriginal people who have disability face unique circumstances. Data shows that a disproportionate number of Aboriginal people live with disability or some form of long-term health condition and are at greater risk of experiencing harm than the general population. Aboriginal people living with disability, both diagnosed and undiagnosed, are over-represented in all sectors covered in the National Agreement.
- Tailored approaches that are co-designed to incorporate and respect the experiences of Aboriginal people with disability across their life, including considerations of transition between life stages, will enable Aboriginal people with disability to achieve their full potential and participate and contribute fully in their communities, in line with their aspirations.
- As part of our commitment to ensuring the inclusion of Aboriginal people with disability, and in line with the NSW Disability Inclusion Action Plan, the Department of Communities and Justice, Department of Premier and Cabinet, First Peoples Disability Network and NSW CAPO will work in partnership to ensure Aboriginal people with disability are able to live a life free from violence, abuse, neglect and exploitation, and are supported across the course of their lives.
- Using the established governance structures, NSW Government agencies will also work with the Commonwealth Department of Social Services and the National Disability Insurance Agency to ensure the benefits of the National Disability Insurance Scheme (NDIS) particularly, and Australia's Disability Strategy more generally, are realised by Aboriginal people with disability in NSW.
- Our work will include recognising a duty to promote inclusion and working in partnership to build a culturally capable and safe service system for Aboriginal people who are living with disability. Improved data capability, in line with the long-term vision of the National Disability Data Asset,

will ensure a better understanding of the needs of Aboriginal people with disability and help us design evidence-based services to meet their needs.

- The experiences of Aboriginal people with disability is a key area of inquiry for the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The Royal Commission's Final Report, due in September 2023, is expected to deliver wide-ranging sector reforms to protect the rights of Aboriginal people with disability, aimed at achieving better outcomes for Aboriginal people. The cross-cutting partnership will consider the findings of the final report in its work.

## Women

- Aboriginal women face unique circumstances in achieving equality, justice and opportunity to achieve their full potential. Targeted approaches that are responsive to the unique needs and aspirations of Aboriginal women are needed. While the issues facing both Aboriginal and non-Indigenous women frequently intersect, there are socio-cultural factors particular to Aboriginal women that need new ways forward.
- Aboriginal women and girls have unique cultural, economic, social and political positions that have to be appropriately considered and valued in working towards achieving full equality and justice, to realise their full potential.
- Aboriginal women and girls will be a key focus in the NSW Women's Strategy 2023–2026, a whole-of-government, whole-of-community policy framework that aims to improve the economic, social and physical wellbeing of women and girls across NSW.
- There also needs to be a focus on programs and safeguards for older Aboriginal women in a range of areas, including through the work of the NSW Ageing and Disability Commission.

## Youth

- In 2016, 53% of the Aboriginal population in NSW was aged 24 years and below. As such, Aboriginal youth make up a huge section of Aboriginal communities in the state. We are committed to delivering services and initiatives that are accessible and shaped in line with the unique circumstances, perspectives and aspirations of Aboriginal youth.
- The Office for Regional Youth, Aboriginal Affairs NSW and NSW CAPO will work in partnership with Aboriginal young people to develop tailored strategies and programs that suit their needs and ensure they have access to opportunities to fulfil their ambitions and be leaders in their communities. This includes a particular focus on supporting employment and economic opportunity for Aboriginal young people.

---

## Cross-sector collaboration

NSW CAPO and the NSW Government acknowledge that the elements of this Implementation Plan are interlinked, and many initiatives and outcomes cut across sectors. Communities have consistently told us that we need to take a holistic approach that acknowledges the whole person and community. We recognise the need to not only improve how government works with Aboriginal communities, but how government agencies also work with each other. NSW Government departments and our local government partners need to work collaboratively and constructively to ensure that the Closing the Gap initiatives and actions are delivered in an efficient and timely manner. This requires ongoing communication to remove blockages and barriers and identify opportunities, as well as a firm commitment to accountability and transparency.

We know we need to do more and that we cannot achieve progress if we address each of the Priority Reforms and Socio-Economic Outcomes in isolation. As such, the NSW partnership is committed to exploring options for cross-sector collaboration that will ensure a joined-up approach. We will focus

our efforts to deliver programs in the following areas:

### Investment in communities

- We are investing in communities, including through grant funding to local community-controlled projects, so Aboriginal communities can build their strengths and drive their own solutions to their priorities.
- As part of our work, we will investigate how we can work with local communities, government agencies and service providers to address issues identified by communities, using place-based partnerships that deliver tangible outcomes. For example, we know that Aboriginal people in NSW are disproportionately suspended from driving for fine default, and this creates a negative cycle of continued barriers for participation in their communities. We will facilitate conversations with relevant stakeholders to investigate and deliver reform in this and other similar cross-cutting areas.

### Early wraparound supports for young people

- We know that to give young people the best opportunities in life, we need to ensure that from the beginning of their childhood and through their formative years they have access to the relevant supports and opportunities that enable them to thrive and flourish throughout their lives.
- We will work closely with the existing Brighter Beginnings initiative to ensure we are delivering culturally appropriate supports to parents and families, so children have the best start in life.
- We will also bring together relevant agencies, including Health, Education, and Communities and Justice, to provide wraparound supports to young people in school. This will include building on the successes of the Community Connector initiative.
- We will build on existing work being done across NSW, including under *Safe and Supported: The National Framework for Protecting Australia's Children 2021–2031*. This is Australia's framework, co-designed with Aboriginal stakeholders, to reduce child abuse and neglect and its intergenerational impacts. This will support the creation of safe and supported environments for Aboriginal children and young people.

### Wellbeing and mental health

- We know that wellbeing and mental health are more than just health issues. They are about connection to community and culture, belonging, security, safety and empowerment. They also impact people's ability to maintain housing, employment and education and to stay out of the criminal justice system. While there is much work already being done, we will look at opportunities to implement holistic approaches to support wellbeing in communities, conducted in a locally appropriate way that supports healing, uses trauma-informed approaches and builds on community resilience.



## Meeting the National Agreement commitments

As per the National Agreement, jurisdictional implementation plans will:

- Be fully aligned with the National Agreement on Closing the Gap and state that their purpose is to implement the Agreement (cl96)
- Respond to the differing needs, priorities and circumstances of Aboriginal and Torres Strait Islander people across Australia (cl96)
- Demonstrate a commitment to undertake all actions in a way that takes full account of, promotes and does not diminish in any way, the cultures of Aboriginal and Torres Strait Islander people (cl 21 and 107)
- Be whole-of-government plans, covering government agencies and statutory bodies (cl108)
- Be developed and delivered in partnership between governments, the Coalition of Peaks, and other Aboriginal and Torres Strait Islander partners (cl108)
- Set out how existing policies and programs will be aligned to the Agreement (cl 104 and 108)
- Set out actions to achieve the Priority Reforms and partnership actions (cl108)
- Set out actions to achieve the agreed outcomes and targets (cl108)
- For transparency, include information on funding and timeframes for actions (cl108)
- Include the approach to annual reporting, including when they will release their public report (cl108)
- Include information on how the states and territories will work with local government to implement this Agreement (state and territory Implementation Plans only) (cl108)
- Include data development actions identified in the Data Development Plan (cl106)
- Be published on the jurisdiction's website (cl111)

# Section 2: Our commitment to be accountable to community

## How we will be accountable

---

### Monitoring, accountability and continuous improvement

NSW CAPO and the NSW Government are committed to being accountable to Aboriginal communities for delivering change on the ground as part of Closing the Gap. Our approach to ensuring we are constantly engaged with communities, learning from what is working, identifying where we need to improve or enhance our focus, and being accountable for genuinely making a difference is outlined below.

### Regularly engaging with Aboriginal communities

All strategies outlined in the Implementation Plan will focus on working closely with Aboriginal communities to ensure they are involved throughout all stages of design, implementation, monitoring and evaluation.

### Ensuring all work is overseen by Aboriginal representatives and senior government decision-makers

NSW Closing the Gap governance arrangements aim to be effective and responsive, ensuring necessary senior decision-makers from all parties are working in partnership to drive progress on Closing the Gap.

Governance structures will ensure all significant decisions regarding Closing the Gap in NSW are decided in partnership between NSW CAPO and NSW Government representatives, in line with the Priority Reform 1 commitments to partnership and shared decision-making. These governance structures will be reviewed and updated as necessary to maximise the effectiveness, responsiveness and efficiency of decision-making in NSW.

### Reporting publicly every year on progress made against outcomes and commitments

The Minister for Aboriginal Affairs will table whole-of-government annual progress reports in the NSW Parliament alongside NSW CAPO annual reports.

Reports will draw on sector data and will capture a high-level picture of how NSW is progressing against the quantitative targets for the Priority Reforms and Socio-Economic Outcomes, as well as outlining the outlook for the following year.

The public nature of the annual reporting process will ensure all stakeholders are able to scrutinise progress made towards Closing the Gap. These reports will be used as a basis for engagement with the community to inform next steps and ensure NSW continues progress towards achieving the Priority Reforms and Socio-Economic Outcomes.

NSW's first annual progress report will be tabled in Parliament in September 2022.

## Regular reporting by the highest level of government decision-makers on progress made and what more needs to be done

Quarterly progress meetings will involve each government cluster, and will be attended by the responsible ministers, departmental representatives and NSW CAPO members in recognition of the fact that Closing the Gap is everyone's responsibility in genuine partnership.

These meetings will promote accountability to Aboriginal communities and allow NSW CAPO members and government agencies to partner and collaborate.

Government clusters and CAPO representatives will report on milestones achieved in the previous quarter, any progress made against the quantitative targets for the Priority Reforms and Socio-Economic Outcomes and shared deliverables, and strategic risks or opportunities to achieving Closing the Gap objectives.

## How we will communicate about our work

We are committed to open and transparent two-way communication about our work and progress on Closing the Gap to ensure we are meeting community expectations and successfully delivering the changes that communities want to see. We know that for Closing the Gap to succeed, communities must have access to the information needed to be involved in our work, and those responsible for delivering change must understand what communities require and what Closing the Gap involves.

Our approach to achieve this includes:

- **Two-way dialogue with communities:** We are committed to providing Aboriginal communities with clear, transparent information about plans and progress on Closing the Gap, acting on what we have heard from communities to date, and ensuring meaningful avenues for local Aboriginal communities to be actively involved in all stages of design, implementation, monitoring and evaluation of Closing the Gap activities. We will ensure our communication methods are targeted, offering information in the ways that communities prefer, not what has been standard practice in the past.
- **Effective communication with stakeholders:** We know that delivering successful Closing the Gap reforms requires support and action from a broad range of stakeholders, both across government and more widely. We are committed to effectively communicating the purpose of, principles of and action required by Closing the Gap with all those involved, so we can deliver meaningful change on the ground that aligns with community expectations. This includes working to make every employee in government agencies and government-funded services understand their responsibilities under the National Agreement and be able to partner effectively with Aboriginal communities.

We are developing a communications and change management strategy that will detail how we will communicate and engage effectively to ensure Aboriginal communities are at the centre of all our work on Closing the Gap, and how we keep the NSW public sector, general public and other stakeholders informed and engaged in our work.

## Where to from here?

This plan is just one step in the Closing the Gap reform process. The key stakeholders involved in developing this plan are also working on more detailed delivery plans that set out how the actions and work in the plan will be implemented on the ground. Over the 2 years that follow, CAPO and the NSW Government will work to deliver the proposed initiatives and reforms in a way that is consistent with our shared vision for Aboriginal people in NSW to determine their own futures, and our shared principles of inclusiveness, participation, shared decision-making and partnership. These initiatives and reforms will be delivered in a dynamic and receptive way: the Implementation Plan is a living document that will be continuously tested and refined against quantitative data and qualitative feedback from the community.

What we learn from the development and delivery of this Implementation Plan will inform how we approach future implementation plans, and specific programs and initiatives that are developed over the 2-year period will be incorporated into the next Implementation Plan. The development of successive future implementation plans underlines the iterative approach agreed by the NSW partnership. This will ensure our efforts achieve progress against the Priority Reforms and Socio-Economic Outcomes, and are responsive to community and stakeholder feedback.

# Section 3: Our plan to achieve the Closing the Gap commitments

We, the parties to the National Agreement in NSW (NSW CAPO, NSW Government and Local Government NSW), will deliver all actions, programs, services and policies outlined in this section in partnership, in line with Priority Reform 1. We are committed to working together in genuine partnership to ensure the successful and appropriate delivery of the below initiatives across both the Priority Reforms and the Socio-Economic Outcomes.

While all initiatives will be designed and delivered in partnership between lead government and CAPO organisations, with support from other organisations as necessary, we have identified a minister and department/agency as accountable for the successful implementation of the initiative and overseeing necessary government reporting obligations.

We, collectively, will ensure we take an inclusive approach to achieving the objectives as outlined in the National Agreement.

## Our plan to deliver the Priority Reforms

---

### Overview of our approach to the Priority Reforms

The Priority Reforms are at the heart of transforming the way we work, in line with the commitments in the National Agreement. All our work in NSW on Closing the Gap is underpinned and guided by the Priority Reforms.

However, the Priority Reforms are more than just guiding principles. To ensure we genuinely create the fundamental changes the Priority Reforms are focused on, we have developed dedicated strategies to implement the reforms systematically across all of NSW Government.

These strategies, how we developed them based on feedback from Aboriginal communities, and how we believe they will deliver the changes committed to in the Priority Reforms are summarised below.

### Measuring impact against the Priority Reforms

#### Trajectory

Trajectories are currently not available to measure progress on Priority Reforms. This is because while target indicators have been set, baseline and target values have not been agreed in the National Agreement. The data source to support measurement of progress against the Priority Reforms is also still under development and discussion.



## National work to develop a trajectory and support measurement of the Priority Reforms

Work is currently underway through the National Indigenous Australian Agency and Productivity Commission to develop measurement frameworks for each Priority Reform. Based on this initial work, next steps and a timeline on Priority Reform measurement will be agreed nationally by mid-2022.

## NSW work to develop a trajectory and support measurement of the Priority Reforms

NSW is currently supporting the national work on data development and measurement of the Priority Reforms.

Depending on the agreements reached nationally about Priority Reform measurement, NSW will consider whether it is beneficial to also develop NSW Priority Reform measures to complement the national measures. Our objective is to ensure a frequent and comprehensive picture of progress in NSW against all of the Priority Reforms, and enable NSW to ensure its approach is having the desired impact.

Where possible, this will help inform a trajectory of progress against the Priority Reform. Further work on this will be explored based on what is available nationally and whether there is an opportunity to build a fuller picture in NSW.

All work on the measurement of progress against the Priority Reforms will be done in partnership with Aboriginal communities. Communities will also be closely involved throughout all stages of design, implementation, monitoring and evaluation of strategies on Priority Reforms.

As Priority Reform 5 is a NSW-specific priority, there will be no national indicators. Based on what we have heard from communities during the CAPO consultations and from Aboriginal businesses, we are currently developing the indicators that this Priority Reform will be measured against, for endorsement by NSW Closing the Gap governance.

## Priority Reform 1: Formal partnerships and shared decision-making

**Outcome:** 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 to support Closing the Gap in place between Aboriginal and Torres Strait Islander people and governments in place in each state and territory enshrining agreed joint decision-making roles and responsibilities and where Aboriginal and Torres Strait Islander people have chosen their own representatives.

**Government lead:** Whole-of-government priority

**CAPO lead:** Whole-of-CAPO priority

### Key Action Area 1: All Aboriginal communities have access to partnership arrangements in their local community and on policy issues impacting them, where their voice can be heard

We know that genuine and strong partnerships are essential and that currently there are many local communities and many policy areas that are not supported by effective partnership agreements. By supporting communities to establish holistic, place-based partnerships that bring together local ACCOs to form coalitions and work in partnership with government, we will ensure more communities can share decision-making in areas that matter to them. By expanding policy partnerships to more sectors, we will provide a platform for shared decision-making on policy and program issues impacting Aboriginal communities.

What you have told us	What we will do	Accountable minister and agency
<p>We need meaningful <b>partnerships to be established at a local level</b>, which are driven by community priorities and needs:</p> <ul style="list-style-type: none"> <li>"Build a vehicle for community to engage with the government."</li> <li>"We need to direct community orgs that sit under their [CAPO] umbrellas to work together at a local level. Design a model for local CAPOs."</li> <li>"[We] need our own plans for each of our communities."</li> </ul> <p>We need <b>resourcing to support local partnerships</b> and information about local organisations and services:</p> <ul style="list-style-type: none"> <li>"[We] need funding and resources to get dedicated people" to support these local partnerships.</li> </ul>	<p><b>Establish new place-based partnerships:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will provide funds to the Community Data Project and Place Based Partnership sites in NSW to partner with government and run services in these communities.</li> <li>By 2023, we will establish pilots of place-based partnerships in 3 locations that support communities to develop coalitions of local ACCOs that have strong partnership agreements with government organisations. We will fund and support these local coalitions to undertake projects to address the priorities of the community and work with government to more effectively deliver services, programs and policies. This will inform a potential future expansion of this approach to place-based partnerships.</li> </ul>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>We need to have secretariat support for the partnerships.</li> </ul>		
<p>We need <b>effective and genuine partnerships</b> and to understand what partnerships already exist:</p> <ul style="list-style-type: none"> <li>More interaction between policy, community representatives and community members is needed.</li> <li><i>“Stocktake/reviews of what partnerships exist to streamline decision-making processes with Aboriginal communities.”</i></li> </ul>	<p><b>Expand policy partnerships across all sectors:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will conduct a gap analysis that will determine which sectors are notably lacking in partnership agreements, with an aim of ensuring there is a policy partnership in every sector.</li> <li>In 2023, following this gap analysis, we will expand partnerships to ensure that peak bodies are effectively partnered with the relevant government department/cluster, and also identify opportunities for novel partnerships.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

## Key Action Area 2: All partnership arrangements in NSW work effectively to advance progress on Closing the Gap through joint decision-making and self-determination

We know there are a significant number of partnerships and quasi-partnerships that already exist between governments and Aboriginal communities and organisations. Ensuring that all of these partnerships are formalised and are clearly aligned with the principles of a strong partnership, as outlined in the National Agreement, will significantly improve the ability of Aboriginal communities to drive the progress they want to see on Closing the Gap commitments.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>equitable funding and capacity strengthening</b> to support genuine partnerships, including staff working on the ground, embedded in community organisations:</p> <ul style="list-style-type: none"> <li><i>“Fund community organisations and provide for real shared decision-making.”</i></li> <li><i>“Current partnerships are not coordinated and rely on the generosity of people.”</i></li> <li><i>“[We] need stronger community support structures. Work with communities to build their capacity so that they are able to build capacity of all other</i></li> </ul>	<p><b>Develop a funding approach and resources to support ACCO participation in partnerships:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will review funding barriers that prevent effective partnership between ACCOs and governments, and generate a clear picture of funding requirements for partnerships. This will also consider potential funding requirements to support community capability-building initiatives – potentially in governance, succession planning and other identified areas.</li> <li>By 2024, based on this research, we will design a funding approach to address these issues to make sure all ACCOs have access to the necessary funding to engage in meaningful and genuine partnerships with government organisations. This will overcome significant</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p><i>community members, making stronger communities, and better people making better decisions.”</i></p>	<p>funding issues that prevent effective participation in partnerships.</p>	
<p>We need partnerships to <b>be genuine, be long-term, have equal power-sharing, be meaningfully responsive</b> to community needs, be accountable and have community at their centre:</p> <ul style="list-style-type: none"> <li>“Formal partnerships are good; however, improved accountability and firm KPIs need to be in place as part of reaching agreements.”</li> <li>“[There are] lots of agreements to work in partnership but what that looks like has never been nussed out.”</li> </ul> <p>We need to <b>strengthen partnerships that are already in place</b> rather than duplicating; if community partnerships already exist, resource them and support them to work to community agendas:</p> <ul style="list-style-type: none"> <li>“Use the ones that are already there.”</li> <li>“Revisit partnerships every 6 months, making sure they are working.”</li> </ul>	<p><b>Align partnerships with the National Agreement and community expectations:</b></p> <ul style="list-style-type: none"> <li>In 2022, we are conducting a Partnerships Stocktake to review what local partnerships currently exist.</li> <li>By 2023, we will review how well these partnerships align to the partnership elements in the National Agreement and what opportunities there are for improvement, in collaboration with Aboriginal members of those partnerships. This will include meeting National Agreement commitments about reporting the findings from the stocktake.</li> <li>In 2024, we will use this review to strengthen existing partnerships by starting to align all partnerships in NSW to the National Agreement. We will work closely with communities to ensure these partnerships align with community priorities for strong partnerships and are driven by community agendas. We will work closely with state government agencies and local councils to embed these partnership principles.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>We need full <b>community involvement and transparency</b> on what the partnership is trying to achieve and to ensure this goal is driven by community:</p> <ul style="list-style-type: none"> <li>“From the grassroot up, not the other way around.”</li> <li>Transparency and accountability are needed.</li> </ul> <p>We need clear <b>mechanisms for communities to raise concerns and issues:</b></p> <ul style="list-style-type: none"> <li>“As a community member, where can I go with this issue?”</li> </ul>	<p><b>Reform accountability and transparency measures in partnerships to ensure they are culturally appropriate:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will trial different options in partnership with communities to increase the accountability of partnerships, potentially including: <ul style="list-style-type: none"> <li>partnership milestones and achievements being agreed with community, including regular check-ins</li> <li>regular open forums and meetings with key community stakeholders to discuss partnership progress</li> <li>regular publishing of reports, accessible by public and community</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>○ a culturally appropriate evaluation framework for partnership funding arrangement/memorandum of understanding (MOU) template development</li> <li>○ reform of incentive structures in government and standard templates to embed partnership requirements</li> <li>○ creation of transparent lines of communication to raise issues directly.</li> </ul>	

### Key Action Area 3: Partnership arrangements in NSW are coordinated and work cohesively together to facilitate effective and respectful relationships between community and government

We want to see a coordinated and effective approach to partnerships in NSW that ensures all Aboriginal communities can have a meaningful say on issues of importance to them, but without overburdening communities. This Key Action Area addresses how to coordinate partnerships to represent the voices and the views of Aboriginal people most effectively on all relevant issues.

What you have told us	What we will do	Accountable minister and agency
<p>We need the <b>community, NSW CAPO and the NSW Government to come together</b> and be united in a working relationship even if they don't agree on everything:</p> <ul style="list-style-type: none"> <li>• <i>"Partnership equals peak organisations sitting around the table."</i></li> </ul>	<p><b>Enhance how the CAPO–NSW Government partnership on Closing the Gap operates:</b></p> <ul style="list-style-type: none"> <li>• In 2022, we will continue funding for the existing partnership between the NSW Government and NSW CAPO to progress Closing the Gap work. This will allow a focus on long-term strategy. We are also conducting a Partnership Health Check to strengthen this partnership.</li> <li>• By 2023, we will evaluate the requirements of this partnership to support CAPO and Aboriginal communities' full participation in the partnership.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>We need partnerships to be <b>more cohesive and coordinated</b>, to not duplicate and to resource existing structures that work for communities:</p> <ul style="list-style-type: none"> <li>• <i>"It is getting confusing with lots of different groups leading"</i></li> </ul>	<p><b>Develop an overarching framework to coordinate all partnerships in NSW:</b></p> <ul style="list-style-type: none"> <li>• In 2023, we will work on developing a statewide framework to coordinate partnership arrangements in local communities, and policy partnerships between Aboriginal peak organisations and NSW Government departments. This</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p><i>consultations and speaking ‘on behalf’ of Aboriginal people.”</i></p> <p>We need an <b>Aboriginal framework</b> to guide what will work:</p> <ul style="list-style-type: none"><li>• <i>“Indigenous or First Nations blueprint on what could work.”</i></li><li>• <i>“At the end of the day legislated change is needed across the board – if you don’t get the legislative change then you are not going to get the outcomes.”</i></li></ul>	<p>framework will ensure that related partnerships in NSW:</p> <ul style="list-style-type: none"><li>○ work effectively together, including to drive holistic outcomes and projects that cut across sectors</li><li>○ share relevant information</li><li>○ have two-way feedback between state-level and community-level discussions on issues</li><li>○ are accountable to communities for actioning community decisions.</li></ul>	

### National commitments: Priority Reform 1

*All parties to the National Agreement have certain commitments to fulfil together at a national level for each Priority Reform.*

- By 2022, policy partnerships will be established in policy priority areas: justice (adult and youth incarceration), social and emotional wellbeing (mental health), housing, early childhood care and development, and Aboriginal and Torres Strait Islander languages.
- By the end of 2023, formal evaluations across the majority of projects will be conducted.
- In 2025, parties will meet and consider progress on Priority Reform 1.



## Priority Reform 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.

**Government lead:** Whole-of-government priority

**CAPO lead:** Whole-of-CAPO priority

### Key Action Area 1: ACCOs have a dedicated, reliable and consistent funding model designed to suit the types of services required by communities

We are working towards a dedicated model for service delivery that is driven by community needs, prioritises delivery through ACCOs, is accessible to ACCOs, and operates to support the specific ways in which ACCOs deliver services. Supporting ACCOs to deliver more services and building on the strength of ACCO service delivery will significantly improve the quality of services and programs being delivered in communities.

What you have told us	What we will do	Accountable minister and agency
<p>We need meaningful, <b>locally driven approaches and a greater say</b> for Aboriginal communities and organisations in how programs and services are delivered to their people, in their own places and on their own Country:</p> <ul style="list-style-type: none"> <li>"Government needs to be more flexible and use place-based approach across different regions/communities, no 'blanket' policies."</li> <li>"On Country, our own people can deliver programs from local groups, and local protocols."</li> </ul> <p>We need <b>self-determination</b> and for Aboriginal communities to make their own decisions:</p> <ul style="list-style-type: none"> <li>"Aboriginal people know what is best for their communities."</li> <li>"Community control is essential... It implicitly recognises the strength, the expertise and the right to self-determination by Indigenous communities."</li> </ul>	<p><b>Deliver community and place grant funding:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will design in partnership and deliver a first round of community and place grants funding to support ACCOs to deliver tangible and immediate outcomes against the Closing the Gap outcomes. <ul style="list-style-type: none"> <li>These grants will fund practical and innovative initiatives and activities developed by local Aboriginal communities and delivered through ACCOs.</li> </ul> </li> <li>By 2024, we will deliver a second round of community and place grant funding.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p>We need a <b>centralised, community-controlled commissioning</b> agency to coordinate funding to ACCOs:</p> <ul style="list-style-type: none"> <li>• <i>“The ACCO wouldn’t have to go out through various streams and saves a lot of time for people seeking the support/services.”</i></li> <li>• <i>“One source of funding simplifies the tendering and procurement process.”</i></li> <li>• <i>“If a central agency is developed for funding and grant distribution in the Aboriginal Community Controlled Sector, you must have appropriate checks and balances.”</i></li> </ul>	<p><b>Establish an Aboriginal-led commissioning model:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will expand the successful Aboriginal-led commissioning in NSW, currently being piloted through the Aboriginal Guardianship Support model, to more areas in the sector. This will support communities to determine how funding for these services is spent.</li> <li>• By 2024, we will use findings from this expansion to further support the introduction of Aboriginal-led commissioning through a centralised, community-controlled commissioning agency in more communities and sectors in NSW. This will embed the principles of community-led design for programs and streamline commissioning and funding processes for ACCOs to improve outcomes in community.</li> </ul>	<p>Minister for Families, Communities and Minister for Disability Services</p> <p>Department of Communities and Justice</p>
<p>We need <b>government funding arrangements to recognise that ACCO-provided services are more holistic</b> and take a whole-of-person/family approach, and thus can have higher associated costs:</p> <ul style="list-style-type: none"> <li>• Funding models should be flexible to meet the needs of the service and local communities.</li> </ul> <p>There is a need for <b>longer-term funding</b>:</p> <ul style="list-style-type: none"> <li>• We need to move away from short-term grant funding and towards longer term funding for at least 5 years.</li> <li>• <i>“We get grant funding but when it expires, it expires, and we must restart again. Nothing is consistent.”</i></li> </ul> <p>There is a need for <b>better coordination of funding</b> across the services in each community:</p> <ul style="list-style-type: none"> <li>• ACCOs prefer a centralised body for funding or coordinating funding to ACCOs.</li> <li>• We need to strengthen interagency meetings in local areas that allow local ACCOs and services to come together.</li> </ul>	<p><b>Reform the funding arrangements for ACCOs:</b></p> <ul style="list-style-type: none"> <li>• <u>By 2023</u>, we will undertake a comprehensive review of funding issues facing ACCOs. This research will investigate how funding arrangements can support ACCOs better through: <ul style="list-style-type: none"> <li>◦ embedding holistic service delivery in funding arrangements</li> <li>◦ supporting funding arrangements processes through collaborative delivery between ACCOs, rather than competition</li> <li>◦ moving away from short-term funding arrangements to recurrent funding models</li> <li>◦ developing responsive funding arrangements that allow ACCOs to move funding within programs/services to better respond to future need</li> <li>◦ providing guidance to NSW Government funding agencies on appropriate ways to engage with, select and structure arrangements with ACCOs.</li> </ul> </li> <li>• In 2023, we will trial initial reforms in these areas (for example, increasing built-in management costs for funding arrangements with ACCOs, and supporting consortia approaches to funding arrangements).</li> <li>• By 2024, we will use these findings to design a comprehensive support package of reforms</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>“Government funding creates competition between people, as opposed to coming together for the good of everybody.”</li> </ul>	<p>for ACCOs to address the issues raised and implement the changes recommended.</p>	
<p>We need to <b>simplify funding processes</b> and provide greater supports to ACCOs, including on funding processes such as grant writing:</p> <ul style="list-style-type: none"> <li>There is a need for workshops and information on how to apply for government funding, especially for smaller ACCOs that may not have enough capital to apply for large opportunities.</li> <li>“Our culture is not a written culture, it is oral. Big organisations employ tender writers, but the smaller organisations can’t do that.”</li> </ul> <p>We need to <b>improve and streamline reporting processes</b> to reduce over-reporting burdens and align outcomes with community outcomes:</p> <ul style="list-style-type: none"> <li>We need to streamline and reduce reporting requirements in procurement so it is less time consuming.</li> <li>“Match KPIs in funding agreements with the outcomes that Aboriginal people want.”</li> <li>Aboriginal communities need to be involved in setting the success metrics for programs and how they’re reported against.</li> </ul>	<p><b>Increase the accessibility of grant opportunities and the appropriateness of reporting processes:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will undertake a whole-of-government exercise to understand how grant processes could be reformed to ensure future requirements allow ACCOs, particularly smaller ACCOs, to be competitive, and to provide appropriate supports, including workshops and training for grant processes.</li> <li>By 2024, building on broader reform work, we will work to produce whole-of-government guidance on KPIs for funding arrangements and grants with ACCOs. We will work with relevant stakeholders and government agencies to develop and implement the guidelines, potentially taking a staged approach, prioritising government agencies with large spend on ACCOs. This may include guidance on: <ul style="list-style-type: none"> <li>meaningful, outcomes-based and culturally appropriate KPIs in funding arrangements with Aboriginal businesses</li> <li>meaningful, outcomes-based and culturally appropriate KPIs for grants provided to ACCOs.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>We need <b>community, ACCOs and government to work more effectively together:</b></p> <ul style="list-style-type: none"> <li>Current funding and resourcing from government doesn’t properly support community involvement in service delivery.</li> <li>“Services are taking over, but it should be community driving.”</li> <li>Aboriginal community conversation needs to be</li> </ul>	<p><b>Increase opportunities for community involvement in ACCO service delivery and provide more information to community:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will share local-level information about services where it is already available and able to be shared within current systems.</li> <li>By 2024, we will ensure that the proposed design of data systems and processes to deliver Priority Reform 4 is shaped to support service mapping capability that can be used</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p>coordinated with ACCOs and their services.</p> <p>There is a need for <b>service mapping of available services and programs, and the funding communities are receiving:</b></p> <ul style="list-style-type: none"> <li>This was consistently raised across almost all communities.</li> </ul>	<p>by Aboriginal communities. More detail is provided in Priority Reform 4.</p>	
<p>We need more <b>transparency in funding for local organisations and services:</b></p> <ul style="list-style-type: none"> <li><i>“Anyone who gets Aboriginal funding should be telling the ACCOs and LALCs what funding they got.”</i></li> </ul>	<p><b>Regularly report on the proportion of services delivered through ACCOs:</b></p> <ul style="list-style-type: none"> <li>From 2022, an Indigenous Expenditure Report will be regularly published, including information on the proportion of government spending on services and programs for Aboriginal people delivered through ACCOs.</li> </ul>	<p>Treasurer Treasury</p>
<p>We need <b>governments to be funding ACCOs</b> directly rather than non-Indigenous organisations to provide services to Aboriginal people:</p> <ul style="list-style-type: none"> <li>Funding should also prioritise local organisations.</li> <li><i>“Stop funding non-Aboriginal services when there are competent Aboriginal organisations.”</i></li> <li><i>“Aboriginal funding should go to ACCOs – government organisations are not delivering.”</i></li> </ul>	<p><b>Prioritise ACCOs in service delivery to Aboriginal communities:</b></p> <ul style="list-style-type: none"> <li>By early 2024, we will work with relevant stakeholders to establish a policy to support the prioritisation of ACCOs when providing grants for service delivery to Aboriginal communities. This will include working with key government departments to: <ul style="list-style-type: none"> <li>analyse current grant spending on programs and services for Aboriginal people, and the proportion currently delivered through ACCOs or in partnership</li> <li>set stretch targets to increase service delivery through ACCOs specific to each government department</li> <li>develop clear action plans to meet the targets set</li> <li>report regularly on progress against the targets</li> <li>consider public reporting requirements when non-ACCOs are commissioned to deliver services in place of ACCOs.</li> </ul> </li> </ul> <p>We will work with relevant stakeholders and government agencies in developing and implementing the policy, potentially taking a staged approach that prioritises government agencies with large service delivery to Aboriginal communities.</p>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>

## Key Action Area 2: There is a dedicated and identified workforce in ACCOs which has wage parity

Any organisation is only as strong as its workers, and so a strong and sustainable ACCO workforce is critical to an overall strong and sustainable ACCO sector. By building workforce sustainability and capability, we will ensure the ACCO sector offers competitive wages and conditions to continue to attract and retain talented staff, who can support ACCO delivery of high-quality services to Aboriginal communities.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>make ACCO staff salaries and benefits competitive</b> with wages in the mainstream non-government organisation (NGO) and government sectors to incentivise staff to stay in the ACCO sector:</p> <ul style="list-style-type: none"> <li>“Pay parity – we might have mob graduate but ACCOs are not funded adequately to pay staff.”</li> <li>Aboriginal staff end up applying for higher paying jobs in mainstream NGOs and government where they have a similar role and responsibility, and this leads to loss of staff in the ACCO sector.</li> </ul>	<p><b>Improve attraction of staff by investigating current barriers faced by ACCOs and designing solutions in partnership:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will work with ACCOs to encourage employment of staff on, at minimum, the Social, Community, Home Care and Disability Services Industry Award that includes pay parity with government equivalents. We will also work with ACCOs to ensure they are making maximum use of salary packing benefits available.</li> <li>By 2024, in line with broader research and reform work, we will investigate the key barriers that currently exist to appropriate staffing for ACCOs. This will inform the design of appropriate solutions to improve the attractiveness of the ACCO sector to staff. This will also consider how ACCO funding can better support the recruitment of dedicated administrative staff such as accountants, human resource specialists, grants specialists, media and policy advocacy staff and chief financial officers.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>There is a need for <b>employing, retaining and supporting (including providing ongoing training to) Aboriginal staff</b>. This includes:</p> <ul style="list-style-type: none"> <li>supporting employment and career pathways such as traineeships and cadetships</li> <li>incentivising and supporting students to work for ACCOs.</li> </ul>	<p><b>Improve recruitment by supporting students to work in the ACCO sector:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will have developed options for supporting and encouraging students to work in the ACCO sector. This may include: <ul style="list-style-type: none"> <li>traineeships and similar programs that can support school students or university graduates to undertake internships in ACCOs and develop their skills in the sector, increasing the likelihood they choose to work in the sector in the future</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning</p> <p>Department of Education</p>

What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>options to further incentivise working in the ACCO sector, including financial incentives.</li> </ul>	
<p>We need to provide <b>targeted training to ACCO staff</b>, largely on navigating government processes to maximise efficiency and manage reporting requirements, and other priority areas for ACCOs:</p> <ul style="list-style-type: none"> <li><i>“We are trying to build up our capability as ACCOs to analyse our own data so we know how best to design services to respond [to the needs of community].”</i></li> <li>Procurement plans need to include building ACCO capability.</li> </ul>	<p><b>Improve capability and retention through improved training and support for ACCO employees:</b></p> <ul style="list-style-type: none"> <li>By 2024, in line with broader reforms, we are investigating options for appropriate training and upskilling of ACCO employees as well as ways to support retention in the ACCO sector. This will inform the design of appropriate solutions to improve capability and retention, including: <ul style="list-style-type: none"> <li>a skills audit of ACCOs to identify areas of need</li> <li>training and upskilling programs that have been identified as needed by ACCOs</li> <li>training to build the capability of staff to work with Aboriginal people who are sexually and/or gender diverse or have disability</li> <li>options for including capacity building in funding processes</li> <li>options for Aboriginal staff to turn their experience into recognised qualifications</li> <li>leadership and development programs and relevant support services that are deemed relevant by ACCOs.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

### Key Action Area 3: ACCOs have strong governance and business processes

ACCOs have consistently shown themselves to be the best organisations to deliver services in a culturally appropriate and effective manner. Many ACCOs, particularly small ACCOs, have significant potential capacity that is currently underutilised due to a lack of investment in capacity building. By investing in ACCOs and allowing them to scale up over the 10-year period of the National Agreement, we will unlock and build on their capacity to deliver efficient, effective and culturally appropriate services.



What you have told us	What we will do	Accountable minister and agency
<p>We need more <b>capacity building for ACCOs, especially smaller organisations</b>. This may include brokerage and outreach opportunities for Aboriginal organisations and services.</p> <p>We need to <b>strengthen engagements with communities</b>:</p> <ul style="list-style-type: none"> <li>• Ensure there are mechanisms for consistent engagement with community, including the transparent distribution of all necessary information.</li> <li>• Ensure all ACCOs have open membership and that governance structures are enacted in a way that maximises the ability of community to be aware of what is being done and their involvement in it.</li> </ul> <p>We need to <b>build data storage and analysis capability</b> as part of strengthening ACCO capabilities.</p>	<p><b>Build on current ACCO strengths and opportunities to ensure strong organisational processes:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will finalise a sector-specific analysis of the most effective ways to support and strengthen capacity in ACCOs. This will look at key business areas and how ACCOs can be supported to strengthen each area, including: <ul style="list-style-type: none"> <li>○ governance: boards, strategic plans, business plans and workforce development planning</li> <li>○ financial capabilities, resource management and allocation, investment, evaluation, procurement and cost quantification</li> <li>○ reporting requirements and sustainability</li> <li>○ marketing opportunities with government, the philanthropic sector and the private sector.</li> </ul> </li> <li>• From 2024, we will implement these findings progressively, with a view to increase future funding in the most effective manner of capacity building.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>We need meaningful <b>partnerships to be established at a local level</b> that are driven by community priorities and needs:</p> <ul style="list-style-type: none"> <li>• This includes consultative groups and facilitating opportunities for partnership and collaborative working between ACCOs.</li> </ul>	<p><b>Support ACCO partnerships at local and regional levels:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will support small and medium-sized ACCOs to develop networks and partnerships with government, local services providers and other ACCOs. This will include: <ul style="list-style-type: none"> <li>○ local centralised communication mechanisms to support ACCOs in joined-up service delivery to community, accessing funding opportunities, and advocacy to government and others about priorities, gaps and opportunities</li> <li>○ greater support to facilitate local interagency meetings that bring together all relevant service providers in a region to share experiences and improve collaboration.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

---

## National commitments – Priority Reform 2

*All parties to the National Agreement have certain commitments to fulfil together at a national level for each Priority Reform.*

- By July 2021, develop Sector Strengthening Plans in line with the strong community-controlled sector elements and have the following four streams: workforce, capital infrastructure, service provision and governance.

Sector Strengthening Plans have been developed and will be supported by NSW's contribution to the Joint Fund.

- In 2023, identify sectors for joint national strengthening.
- In 2025, parties meet and consider progress on Priority Reform 2.

## Priority Reform 3: Transforming government organisations

**Outcome:** 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.

**Government lead:** Whole-of-government priority

**CAPO lead:** Whole-of-CAPO priority

### Key Action Area 1: Government organisations and services are accountable for Closing the Gap

This Key Action Area ensures that there will be accountability and community-led direction in all stages of government policy and program delivery for Closing the Gap.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>more evaluation</b> so that communities know what is working:</p> <ul style="list-style-type: none"> <li>“Evaluate our programs. We don’t even know what is effective, we are just throwing money at our kids...”</li> </ul> <p>We need more <b>transparency in funding for local organisations and services</b>.</p>	<p><b>Embed Aboriginal perspectives into program evaluation and report to communities on funding for and the impact of programs for Aboriginal communities:</b></p> <ul style="list-style-type: none"> <li>From 2022, we will publish regular Indigenous Expenditure Reports on how funding for programs and services in Aboriginal communities is being spent.</li> <li>By 2024, we will embed Aboriginal perspectives into how government programs and funding arrangements are evaluated. <ul style="list-style-type: none"> <li>This includes working with Aboriginal stakeholders to define culturally appropriate evaluation and analysis frameworks. These frameworks will then be applied in partnership with Aboriginal stakeholders, and will better align funding decisions with outcomes for and aspirations of Aboriginal communities.</li> </ul> </li> </ul>	<p>Treasurer Treasury</p>
<p>We need <b>community involvement in deciding where money is going</b> – who is receiving the money, what it is being spent on and how it is delivering outcomes for Aboriginal people:</p> <ul style="list-style-type: none"> <li>“Money is not even the problem. We just want it to be redirected and applied where it’s needed.”</li> </ul>	<p><b>Reform government budget processes to better capture the perspectives of Aboriginal communities on where funding should be directed:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will establish a First Nations Budget model. <ul style="list-style-type: none"> <li>This model will ensure that shared decision-making, community</li> </ul> </li> </ul>	<p>Treasurer Treasury</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>Funding of mainstream organisations and institutions should be contingent on them demonstrating that they are culturally safe.</li> </ul>	<p>consultation and cultural appropriateness are incorporated when designing funded programs or services for Aboriginal communities. This will support government budget decisions being aligned with the aspirations and requirements of Aboriginal people in NSW.</p> <ul style="list-style-type: none"> <li>This model will be developed in partnership with Aboriginal communities and government stakeholders.</li> </ul>	
<p>We need more <b>transparency about the outcomes being achieved</b> through government-funded programs and services:</p> <ul style="list-style-type: none"> <li>There is currently not enough evaluation or transparency. There should be transparent evaluations of how funding has been used, whether the services are being delivered and the outcomes achieved.</li> <li><i>“\$140 million to Indigenous education and not one report has been made [on how funding was spent and the outcomes].”</i></li> </ul>	<p>Incorporate Aboriginal perspectives and involve Aboriginal stakeholders in assessing outcomes achieved through government funding:</p> <ul style="list-style-type: none"> <li>By 2024, we will incorporate Aboriginal perspectives into the outcomes budgeting framework used to assess whether government funding is achieving the expected outcomes. <ul style="list-style-type: none"> <li>We will work in partnership with Aboriginal and government stakeholders to establish a process and framework to consider the impact of relevant budget and policy initiatives on Aboriginal outcomes as part of Treasury’s assessment within the budget process.</li> </ul> </li> </ul>	<p>Treasurer Treasury</p>
<p>We need a clear and transparent <b>accountability mechanism for government agencies and services</b>:</p> <ul style="list-style-type: none"> <li>Government departments are currently evaluating themselves, whereas they should be evaluated independently by Aboriginal people and organisations. This should include ensuring regional solutions to regional issues.</li> <li><i>“We’re not seeing accountability from the mainstream sector when we’re seeing deaths in custody and people dying when they’re turned away from hospitals because we’re not treated properly. There’s no accountability for those mainstream organisations.”</i></li> </ul>	<p><b>Design an independent, Aboriginal-led accountability mechanism to monitor government accountability:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will develop a pilot design for an Aboriginal-led accountability mechanism to monitor the alignment of government policies on Closing the Gap. This will be based on foundational work and research on the best model and design for this accountability mechanism. <ul style="list-style-type: none"> <li>The accountability mechanism will include at least two core aspects: <ul style="list-style-type: none"> <li>establishment of core criteria to monitor, improve and evaluate the alignment of government policies and programs with the Closing the Gap commitments to transform government organisations and services</li> </ul> </li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs  Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>“Police have a 5-year action plan – but if they don’t meet their outcomes nothing happens.”</li> <li>“Complaints about police are currently dealt with by moving officers into other local area commands where they continue their inappropriate behaviour.”</li> </ul>	<ul style="list-style-type: none"> <li>▪ establishment of an independent Aboriginal accountability authority.</li> <li>○ Following the design phase, there will be a trial period and then implementation of the mechanism.</li> </ul>	

## Key Action Area 2: Government organisations and services are culturally safe

This Key Action Area is about making all government organisations, institutions and services culturally safe so that Aboriginal people can receive culturally appropriate support through any government organisation or service they interact with. We will work towards this by ensuring that there are more Aboriginal employees at all levels in the public service, that they are properly supported, and that the public service increases cultural capability and removes racism. This will increase the effectiveness and suitability of services and programs that remain government-delivered.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>increase the number of Aboriginal people, especially local community members, employed</b> by mainstream organisations and services. This includes Aboriginal people employed in roles delivering services to Aboriginal people, as well as broader roles across these mainstream organisations, including at all levels of government:</p> <ul style="list-style-type: none"> <li>“[With] only one Aboriginal mental health worker at the local mental health service, there is a 5-week wait list, when people need culturally sensitive suicide prevention counselling immediately.”</li> <li>Ensure Aboriginal people are in positions of influence, including represented at a senior leadership level.</li> <li>Have more identified roles, ensuring they are staffed by local people from the community.</li> <li>“[We] need an Aboriginal person who can talk to community.”</li> </ul>	<p><b>Strengthen the Aboriginal Employment Strategy to increase Aboriginal employment in the public service:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will continue to build on and strengthen the existing Aboriginal Employment Strategy, including by exploring opportunities for: <ul style="list-style-type: none"> <li>○ increasing Aboriginal employment at all levels of government</li> <li>○ reviewing the role of identified positions to increase broader professional development and clarify cultural roles for those in identified positions</li> <li>○ providing an Aboriginal Cultural Capability Guide on enhancing the cultural safety of recruitment and retention processes</li> <li>○ supporting further cross-sector culturally appropriate mentoring and reverse mentoring, and networks for Aboriginal employees</li> </ul> </li> </ul>	Premier Public Service Commission

What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>○ scoping feasibility of a cross-sector Aboriginal senior leader talent review to support leadership pathways</li> <li>○ increasing accountability for meeting Aboriginal employment targets.</li> </ul>	
<p>We need to <b>increase the cultural safety of recruitment</b> processes:</p> <ul style="list-style-type: none"> <li>• Position descriptions and job applications need to be more culturally appropriate and put more emphasis on lived experience.</li> <li>• <i>“Stolen Generation – children were removed and given criminal records which then impacts their path to employment... Government needs to look at criminal record history and assess what is necessary to factor and what is not.”</i></li> <li>• Create options for verbal responses on job applications.</li> <li>• <i>“People can bend over backwards and can get all the training in the world but still can’t get a job.”</i></li> </ul>	<p><b>Enhance the cultural safety of recruitment processes:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will improve the cultural safety of government recruitment processes, including exploring opportunities to: <ul style="list-style-type: none"> <li>○ ensure Aboriginal people are involved in developing an Aboriginal Cultural Capability Guide, including inclusive recruitment practices and cultural safety</li> <li>○ ensuring Aboriginal people (more than one if possible) are included on interview panels for Aboriginal-identified roles, where possible.</li> </ul> </li> </ul>	Premier Public Service Commission
<p>There is a need for <b>cultural capability at all levels</b> of government agencies and services, including ministers, executives, managers and frontline staff:</p> <ul style="list-style-type: none"> <li>• Cultural capability training needs to be mandatory, ongoing, tailored to the local area, immersive, and include truth-telling and practical cross-cultural skills.</li> <li>• <i>“Police aren’t connected to Indigenous people. When police are undergoing their training, there should be Aboriginal cultural study courses to assist new recruits in understanding our culture and heritage.”</i></li> <li>• There should be community-defined standards for cultural competency of services, and whole-of-government guides and supports to achieve cultural competency, including to support Aboriginal staff.</li> </ul>	<p><b>Improve cultural capability training and standards in government:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will work to strengthen cultural capability training and standards in government by: <ul style="list-style-type: none"> <li>○ providing guidance for all government agencies about cultural capability training to align with community feedback and expectations. This will align with better practice for cultural capability programs wherever possible, in line with a longer term commitment to improving cultural capability training</li> <li>○ working through the Closing the Gap partnership to develop minimum standards for cultural capability training across the public sector</li> <li>○ reporting on government agencies’ Aboriginal cultural capability training plans.</li> </ul> </li> <li>• By 2024, we will explore options to include cultural capability as a core</li> </ul>	Premier Public Service Commission



What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>“If they [government partners] don’t understand culture they won’t understand how to work with us.”</li> </ul>	<p>capability in the NSW Public Sector Capability Framework, including by partnering with community to establish community-defined standards for cultural competency.</p>	
<p>We need to <b>address institutionalised racism</b> and work towards a zero-tolerance approach to racism:</p> <ul style="list-style-type: none"> <li>“In my experience, Aboriginal people I know will not use mainstream because of racism, discrimination, lack of cultural safety.”</li> <li>“They are re-traumatised because many services do not understand trauma-informed care or the true history of why Aboriginal people are where they are now.”</li> </ul>	<p><b>Implement a zero-tolerance approach to racism:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will scope opportunities to implement strategies for a committed zero-tolerance approach to racism, including: <ul style="list-style-type: none"> <li>ensuring all employees, including managers and leaders, understand their obligations to provide a culturally safe and anti-racist environment</li> <li>improving mechanisms for reporting racism in line with Key Action Area 3</li> <li>developing a whole-of-government anti-racism campaign</li> <li>promoting Aboriginal culture and the stories and achievements of Aboriginal employees, leaders and communities.</li> </ul> </li> </ul>	<p>Premier Public Service Commission</p>
<p>There is a need to ensure <b>effective, culturally appropriate service delivery</b>, including addressing the broader values system and framework that services operate in:</p> <ul style="list-style-type: none"> <li>Community organisations should monitor non-Aboriginal organisations to audit and build their cultural capacity.</li> <li>Funding of mainstream organisations and institutions should be contingent on them demonstrating that they are culturally safe.</li> <li>“I work with a mainstream organisation as the Aboriginal program officer. I am continually arguing that the ‘mainstream’ processes and procedures do not work for Aboriginal people yet I am consistently ‘encouraged’ to work with Aboriginal people to navigate the mainstream system rather than finding a way to adapt the system to</li> </ul>	<p><b>Address structural racism in government organisations and services and work towards culturally safe service delivery:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will require all government organisations and services to conduct a cultural audit of how they increase cultural safety in their organisation/service in partnership with Aboriginal communities. Clear action plans will be required in response to the findings of these audits in line with other accountability requirements. <ul style="list-style-type: none"> <li>The cultural audits will include a review of how government organisations and services can better collect information about experiences of racism, cultural safety and service effectiveness among Aboriginal people interacting with government services or government-funded services; and how this feedback is being used to drive targeted feedback and improvement across the organisation and/or service.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs  Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<i>better accommodate Aboriginal people.”</i>		

## Key Action Area 3: Government organisations and services are responsive to the needs of Aboriginal people

This Key Action Area is about improving the way governments and services engage with Aboriginal people throughout policy and program design and implementation to be more responsive to community needs. By improving engagement and consultation with Aboriginal communities and coordinating these processes across government, we will ensure that services, policies and programs are far more responsive to the needs of Aboriginal communities.

What you have told us	What we will do	Accountable minister and agency
<p><b>Consultation with communities needs to be meaningful:</b></p> <ul style="list-style-type: none"> <li>Timelines for consultation should be driven by communities’ needs, not government’s.</li> </ul> <p><b>Consultation processes need to include reporting back</b> in person on how the feedback has been actioned and the outcomes.</p> <ul style="list-style-type: none"> <li><i>“We don’t mind sharing our views, we’re just sick of not being listened to and not getting any report back.”</i></li> <li><i>“We’re sick of different agencies wanting us to participate in consultation but we don’t get a say in the design of programs.”</i></li> </ul> <p><b>Communities need to be meaningfully involved throughout all stages</b> of the prioritisation, design, delivery and evaluation of programs.</p> <ul style="list-style-type: none"> <li>Aboriginal community representatives must be engaged at all levels of agency projects, including at the strategic level, the implementation level and the ground level.</li> <li>Work must be driven by what communities want, not by government agendas.</li> </ul>	<p><b>Develop and implement guidelines to support work in partnership with Aboriginal people:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will establish fundamental principles for community consultations by government. This will include consideration of: <ul style="list-style-type: none"> <li>requirements to report back on what was heard and how this was integrated into what was being consulted on</li> <li>commitment to genuine co-design, not seeking advice that can be ignored after consultations</li> <li>commitment to culturally safe consultations</li> <li>the ability for community to give feedback on consultations that will be meaningfully incorporated.</li> </ul> </li> <li>By 2023, following the establishment of the principles, we will investigate options for embedding these requirements into all standard policy and program templates in the public sector: <ul style="list-style-type: none"> <li>This will include ensuring that these principles are embedded in responses before, during and after emergencies and crises in accordance with clause 64 of the National Agreement.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>"Aboriginal people need to design and lead, implement, monitor and evaluate, not just be consulted or involved."</li> <li>"Don't just come out here with something that government has already designed and ask for our opinion. Attendance at meetings doesn't mean we agree."</li> </ul>		
<p>We need <b>clear avenues for community to raise concerns</b> and have them addressed:</p> <ul style="list-style-type: none"> <li>"[There are] lots of people who don't complain because no-one is listening."</li> <li>There is a fear among community members that complaining may jeopardise the services they are receiving.</li> <li>People will often complain to departments but never be heard from or just ignored.</li> </ul> <p>There is a need for <b>accessible and effective complaints channels</b>:</p> <ul style="list-style-type: none"> <li>Existing complaints channels are overly bureaucratised and difficult to navigate.</li> <li>"Assimilation forced through bureaucratic process because it's too hard to have a yarn."</li> </ul>	<p><b>Improve complaints and feedback mechanisms:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will scope a review of existing complaints programs and policies across government clusters, including to potentially assess whether: <ul style="list-style-type: none"> <li>there is a dedicated channel for Aboriginal people</li> <li>there is available information about how to access culturally safe complaint handling</li> <li>there are clear and required principles for handling complaints from Aboriginal people that are culturally safe and appropriate</li> <li>there are options to identify as Aboriginal and/or Torres Strait Islander in reporting and complaints handling processes</li> <li>there are sufficient Aboriginal staff employed to support complaints and issue handling.</li> </ul> </li> <li>From 2024, we will identify opportunities to improve complaints and reports handling services to be appropriate, in line with the above considerations.</li> </ul>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>
<p>We need to <b>avoid over-consulting on issues that have already been discussed</b>:</p> <ul style="list-style-type: none"> <li>Government agencies often re-consult on work that is being developed and implemented.</li> </ul>	<p><b>Ensure government organisations are well coordinated in their engagement with Aboriginal communities:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will establish a portal that enables sharing of relevant information including: <ul style="list-style-type: none"> <li>dates and locations for upcoming consultations to avoid oversaturation of government organisations in particular communities</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>○ information that was previously heard at other consultations to avoid re-consultation</li> <li>○ existing programs by location and area, where information is available.</li> </ul>	
<p>We need services to be <b>more cohesive and coordinated</b>, and to not duplicate effort:</p> <ul style="list-style-type: none"> <li>• “Why replicate something in the community that is already there?”</li> <li>• “Come together as one rather than working in silos.”</li> </ul>	<p><b>Effectively coordinate government organisations and services to ensure that Aboriginal communities are centred in policy and program decisions:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will establish a community of practice with government and Aboriginal community representatives to share knowledge about Aboriginal programs, policies and best practices. This will support the design and implementation of programs with appropriate consideration of the influence and impact of other policies and programs.</li> </ul>	<p>Treasurer Treasury</p>

## National commitments – Priority Reform 3

*All parties to the National Agreement have certain commitments to fulfil together at a national level for each Priority Reform.*

- By 2023, identify, develop or strengthen an independent mechanism or mechanisms that will support, monitor and report on the transformation.
- In 2025, the parties to the agreement will meet and consider progress on Priority Reform 3.

## Priority Reform 4: 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, their 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.

**Government lead:** Whole-of-government priority

**CAPO lead:** Whole-of-CAPO priority

### Key Action Area 1: Aboriginal communities have access to government data and insights in formats that enable local decision-making and shared decision-making with government

This Key Action Area is about making it easier for communities to access government data and insights in an accessible format that supports community decision-making. This Key Action Area will be designed and delivered to be closely aligned with the other two Key Action Areas on Indigenous Data Sovereignty and Governance, and supporting community data projects and capability.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>communities to have access to the same data and information as governments, to enable shared decision-making and partnerships</b> with governments. However, communities currently face multiple issues when trying to access data they need:</p> <ul style="list-style-type: none"> <li>“We do not have access to data and statistics on information relating to our people and communities ... We need the government to be more open, transparent and accountable. We cannot improve the lives of our people if we do not have all the relevant information to provide advice and make informed decisions.”</li> <li>“Currently the kinds of data that are sent back to communities is at the discretion of delegates ... This means that the data that is made available is variable from region to region and organisation to organisation and department to department.”</li> </ul>	<p><b>Establish a ‘data connector’ service to support communities to more easily find and access the government-held data they need:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will establish a ‘data connector’ service that will provide a single point of contact that communities can use to more easily find and access the data and insights they need in a timely way. <ul style="list-style-type: none"> <li>The data connector will take data requests and coordinate across government to enable prompt access to information. This includes helping to resolve potential obstacles to data sharing, identifying alternative options where possible or identifying what would need to change to enable sharing.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p>As well as more access to data for communities, we need <b>data provided in a way that is useful and accessible to people in community</b>. This includes data being local and sufficiently broken down:</p> <ul style="list-style-type: none"> <li>• “[Even when data is sent it] <i>is all in big graphs that need a data expert to break down.</i>”</li> <li>• “<i>Data should be provided in ways that take into account people’s level of digital literacy.</i>”</li> </ul>	<p><b>Share data and insights with Aboriginal communities in a useful form:</b></p> <ul style="list-style-type: none"> <li>• By 2023 and continuing into 2024, we will share as much data and insights as possible, including developing relevant data insights tools and data products based on the data and insights most commonly requested by Aboriginal communities. Where feasible, this information will be shared in a way that is easily accessible and user-friendly so people without data expertise can still understand the information. Types of data and insights that might be shared include: <ul style="list-style-type: none"> <li>○ dashboards, charts and infographics that can be filtered according to the interests of the user</li> <li>○ lifecycle views of user journeys through government services</li> <li>○ community-level data (with appropriate privacy safeguards)</li> <li>○ data reports with explanations</li> <li>○ insight tools that allow users to identify available information and clarify further questions</li> <li>○ data tables or other products that can be downloaded and analysed.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>
<p>We need to <b>transform government data systems</b> to enable ongoing, streamlined data sharing, and involve community in the way government collects, records, shares and reports data, to ensure data is meeting the needs of communities:</p> <ul style="list-style-type: none"> <li>• “<i>If we were to have more data experts in government, it would be to change the system and to support Aboriginal people and ACCOs in their data needs and their resourcing bodies.</i>”</li> <li>• “<i>Data needs to be used for strategic planning but we can’t get access to the data sets. The systems don’t often reflect data in the way it has to be reported.</i>”</li> </ul>	<p><b>Investigate reform of NSW data systems and the ongoing operating model to address systemic barriers to useful data collection and data/insight sharing:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will systematically analyse how we can improve data systems in NSW and develop an ongoing operating model to better meet the information needs of Aboriginal communities. This includes: <ul style="list-style-type: none"> <li>○ building a comprehensive picture of all the current data relevant to Aboriginal people and communities so this information can be made transparent</li> <li>○ understanding the current barriers to data sharing and where they can be resolved by changes to legislation or policy, or to agency operating models</li> <li>○ designing solutions for more efficient and useful ways to collect and provide quality information, data and insights</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs Department of Premier and Cabinet</p>



What you have told us	What we will do	Accountable minister and agency
	to meet the needs of Aboriginal communities. This may include changes to policies, legislation, and data systems and operating models.	
<p>We need <b>clear and localised information about the availability of services</b> in each area:</p> <ul style="list-style-type: none"> <li>“It would be good to map the current service provision in communities to measure need and gaps.”</li> <li>“We have been asking for years for government to provide data ... service mapping, where the money is going so that we can analyse and put together arguments for reallocation of funding. But we can’t do that because they are reporting at the regional or state level.”</li> </ul>	<p><b>Investigate what steps are needed to deliver a service mapping capability to provide local-level information about services and funding relevant to the needs of Aboriginal communities:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will share local-level information about services where it is already available and able to be shared within current systems. <ul style="list-style-type: none"> <li>This may include both government and community data.</li> </ul> </li> <li>By 2024, we will ensure that the proposed design of data systems and processes to deliver Priority Reform 4 is shaped to support service mapping capability that can be used by Aboriginal communities.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

## Key Action Area 2: An Indigenous Data Sovereignty and Indigenous Data Governance model increases Aboriginal communities’ sovereignty over data about Aboriginal people

This Key Action Area is about facilitating Aboriginal sovereignty over data about Aboriginal people and communities. This will increase Aboriginal control over the collection, analysis and reporting of data about Aboriginal people and empower Aboriginal communities. This Key Action Area will be designed and delivered to be closely aligned with the other 2 Key Action Areas on increasing access to government data and insights, and supporting community data projects and capability.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>data that empowers sustainable self-determination</b> and governance for Aboriginal communities:</p> <ul style="list-style-type: none"> <li>“Data [should be] put into the hands of the community. They are the custodians.”</li> <li>Aboriginal people stated that rather than being dictated by government interest, data collected should reflect the interests of the community it is being gathered</li> </ul>	<p><b>Develop a roadmap that sets out a shared understanding of what Indigenous data sovereignty and governance means in NSW:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will work with Aboriginal communities, experts and government stakeholders to develop a shared understanding of what Indigenous Data Sovereignty and Governance mean in practice, and how this could be practically implemented in NSW. It will consider:</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

What you have told us	What we will do	Accountable minister and agency
<p>about. This includes recognising Aboriginal people's rights to collect their own data and their custodianship of that data, as well as access government-held data so they can control how it is used.</p> <ul style="list-style-type: none"> <li>• “[We need] more control over what our people’s needs are through data.”</li> </ul>	<ul style="list-style-type: none"> <li>○ Indigenous Data Sovereignty and Governance over all stages of data, including design, collection, analysis and interpretation, and the key enablers and barriers to achieving this</li> <li>○ the governance arrangements needed to support Indigenous Data Sovereignty</li> <li>○ what capability needs to be built in the community sector to support meaningful Indigenous data Sovereignty and Governance in practice, and how Indigenous Data Sovereignty can be made more accessible to everyone in community.</li> </ul>	
<p>We need <b>community control over data and the narratives told with this data</b>, as well as culturally appropriate data practices:</p> <ul style="list-style-type: none"> <li>• Community raised that utilising the knowledge and experience that community has will help better deliver the services that the government intends. <i>“Retain science that our culture has had for 60,000 years.”</i></li> <li>• Community suggested different options for implementing Indigenous Data Sovereignty and Governance, including an Aboriginal Community Data warehouse, data treaties between government and Aboriginal people, and an Aboriginality database/hub.</li> </ul>	<p><b>Design a model to implement the principles of Indigenous Data Sovereignty and Governance in practice:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will work in collaboration with Aboriginal communities and data experts to design a model for how to implement Indigenous Data Sovereignty and Governance in practice in NSW, based on the findings in the roadmap. This model will: <ul style="list-style-type: none"> <li>○ provide a practical design for how to enable Indigenous Data Sovereignty and Governance in practice in NSW</li> <li>○ make clear the role of different stakeholders including Aboriginal communities, organisations and governments</li> <li>○ identify how Aboriginal people will be involved in the collection, analysis and reporting of Aboriginal data</li> <li>○ consider how community data aspirations can be implemented while still protecting people’s privacy</li> <li>○ identify any data systems (including resources and capabilities) and legislative/policy frameworks that need to be in place to enable the model.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>

## Key Action Area 3: Community data projects and capacity building enable Aboriginal analysis of data

This Key Action Area is about empowering local communities to drive their own data projects and priorities in a way that works for their local needs. This Key Action Area will be designed and delivered to be closely aligned with the other 2 Key Action Areas on increasing access to government data and insights, and Indigenous Data Sovereignty and Governance.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>community data projects to support local priorities</b> that are tailored to each community through close engagement with that community:</p> <ul style="list-style-type: none"> <li>“Create a community report card in consultation with our community on local data – then can say, based on this, this is what the community says are the priorities for our community.”</li> <li>“Aboriginal people have the right to generate their own data and present it on a government-to-government basis in order to negotiate resolution.”</li> </ul> <p>We need <b>community data projects to support the coordination of local organisations and services</b> (including government, non-government and Aboriginal community controlled):</p> <ul style="list-style-type: none"> <li>“It’s also about capacity building the organisations to do that work. I see that as bringing our organisations together so we’re stronger and can go to CAPO and government to fight for our community.”</li> </ul>	<p><b>Fund community data projects to support community data aspirations:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will establish a community data projects funding pool to enable Aboriginal communities to fund community data projects. These projects will help to support Aboriginal communities and organisations to build data literacy capability and expertise in collecting, using and interpreting data in a meaningful way. The funding will be designed to promote collaboration between local Aboriginal organisations and community stakeholders to bring local organisations and services together to deliver the best outcomes for their communities.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>We need to <b>build on existing strengths within communities to further strengthen data capabilities</b> in community:</p> <ul style="list-style-type: none"> <li>We need more Aboriginal data analysts in ACCOs and specialised data training for ACCO staff: “[We] need access to data analysts.”</li> <li>There is a need for accessible support to ACCOs to assist in building data capabilities: “We are trying to build up our capability as ACCOs to analyse our own data so we know how best to design services to respond to them – it all starts local.”</li> </ul>	<p><b>Promote data-related career pathways and opportunities for Aboriginal students and communities:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will identify options to strengthen training and career pathways for Aboriginal data analysts and other data-related careers. This will support local community data projects and develop options for a pipeline of data capability to match need within existing data systems. Options to best empower Aboriginal communities to build their community data capability will be explored during community engagements. Options to explore for 2022 to 2025 or for future proposals may include:</li> </ul>	<p>Minister for Skills and Training</p> <p>Department of Education</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>“I see that as a great opportunity about capacity building for our communities – funding for community development officers to be trained around data analysis and access and feed into the data from local community. CAPO should help us fund community development officers to collate data from all organisations in [our town] and feed up from there.”</li> </ul>	<ul style="list-style-type: none"> <li>in-school apprenticeships and traineeships</li> <li>cadetships to support work experience</li> <li>scholarships to undertake data-relevant degrees at university</li> <li>career information days to promote data-based careers</li> <li>programs to support roles across community, government and research organisations connected to those benefiting from the options above.</li> </ul>	

## National commitments – Priority Reform 4

All parties to the National Agreement have certain commitments to fulfil together at a national level for each Priority Reform.

- By 2023, establish community data projects in up to 6 locations across Australia to enable Aboriginal and Torres Strait Islander communities and organisations to access and use location-specific data on the Closing the Gap outcome areas.

A working group has been established to support the Community Data Project in Western Sydney.

NSW will support the actions in the National Data Development Plan (still to be formally endorsed) and will look to progress and learn from this Community Data Project when setting data development agendas. We will also ensure that, where possible, mainstream data development agendas and activities work to generate data that would assist in Closing the Gap monitoring.

- By 2025, the parties will meet and consider progress on Priority Reform 4.

## Priority Reform 5: Employment, business growth and economic prosperity (NSW-specific)

**Outcome:** Aboriginal people in NSW are empowered to access pathways, including education and training, to achieve employment that aligns with their aspirations, and Aboriginal businesses grow and flourish.

**Target:** An increase in jobs and pathways to employment, investment in the Aboriginal community-controlled sector, and an integrated approach to procurement across the NSW Government.

**Government lead:** Whole-of-government priority

**CAPO lead:** Whole-of-CAPO priority

### Key Action Area 1: Aboriginal business owners and staff, and Aboriginal people looking to start a business, make high-quality business decisions

A strong, diverse and self-supporting Aboriginal business sector is key to empowering Aboriginal communities and peoples. Aboriginal businesses are a source of wealth, pride and social and economic empowerment, and create a multiplier effect for local Aboriginal communities, focusing on social and non-economic business outcomes rather than solely on profit maximisation. By expanding, targeting and improving the supports available to Aboriginal businesses, we will support these businesses to flourish.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>address the key barriers identified by Aboriginal businesses</b> that are hindering growth:</p> <ul style="list-style-type: none"> <li>“The red tape you have to go through, and the application process is ridiculous.”</li> <li>The current process “really cuts out a lot of small businesses and is quite off-putting for them.”</li> <li>“I don’t think people are aware of how much assistance and help they can get.”</li> </ul>	<p><b>Hold ongoing Aboriginal business roundtables to support Aboriginal economic advancement:</b></p> <ul style="list-style-type: none"> <li>From 2022, building on the success of the existing Aboriginal business roundtables, we will continue running roundtables with Aboriginal businesses every 6 months to inform and influence government policy to support our Aboriginal economic advancement approach.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet</p>
<p>There is a need for <b>easy-to-access business support in one place, which is community controlled:</b></p> <ul style="list-style-type: none"> <li>One-stop-shop delivery should not be through Service NSW. It has to be Aboriginal-run and needs to be culturally safe.</li> <li>Businesses don’t want to compete for support or go through multiple services that duplicate the same functions</li> </ul>	<p><b>Establish a one-stop shop for business support:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will compile links to access all relevant existing government services in an online portal. This will provide an easy-to-access online destination for Aboriginal businesses to use as a first point of contact.</li> <li>By 2023, we will evaluate the current services available for Aboriginal businesses to understand how these are</li> </ul>	<p>Minister for Enterprise, Investment and Trade</p> <p>Investment NSW</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>“[We want] <i>an avenue for support for an Aboriginal person to start their own business with the appropriate support.</i>”</li> </ul> <p>We need to overcome <b>the onerous administrative burden of accessing business advisory services.</b></p>	<p>working and where they can provide better support. This will allow the design of a more effective, targeted and holistic approach to business support.</p> <ul style="list-style-type: none"> <li>By 2024, we will remove or adjust ineffective services and introduce new support services in response to the evaluations. We will transition these services away from government delivery and towards delivery by ACCOs.</li> </ul>	
<p>We need <b>more targeted support for tourism businesses</b>, including more workshops in regional locations, media training and subsidised trade event participation.</p>	<p><b>Implement the Aboriginal Tourism Business Activation Program:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will run the Aboriginal Tourism Experience Development Workshop Program. These workshops will run with the NSW Aboriginal Tourism Operators Council in 4 to 5 locations across NSW and provide emerging and aspiring Aboriginal tourism businesses with access to services to further develop.</li> <li>In 2023, additional programs will be explored including media training and financial assistance to attend trade events.</li> </ul>	<p>Minister for Enterprise, Investment and Trade</p> <p>Destination NSW</p>

## Key Action Area 2: Aboriginal businesses access consumers and supply chains more effectively

Aboriginal businesses need access to consumers and supply chains for their businesses to grow and flourish, which includes government procurement as it provides a significant opportunity to increase skills and economic participation. Aboriginal businesses face challenges in accessing government procurement due to its complexity, and can lack the visibility and networks to connect to private-sector supply chains. By improving the accessibility and appropriateness of government procurement processes, we will overcome these barriers for Aboriginal businesses.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>an improved procurement policy:</b></p> <ul style="list-style-type: none"> <li>Funding processes need to be culturally appropriate.</li> <li>“[Procurement] <i>really cuts out a lot of small businesses and is quite off-putting for them.</i>”</li> </ul>	<p><b>Review the NSW Aboriginal Procurement Policy:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will commence a review of the Aboriginal Procurement Policy in partnership with Aboriginal stakeholders. <ul style="list-style-type: none"> <li>This will include broad consultation with the community, industry and</li> </ul> </li> </ul>	<p>Minister for Finance and Employee Relations</p> <p>Treasury</p>



What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>The revised procurement policy doesn't go far enough to help the people it's intended to help.</li> </ul> <p>We need a <b>simplified procurement process</b>:</p> <ul style="list-style-type: none"> <li>The changes from 2021 still don't go far enough to reduce red tape. The complexity of the procurement policy still excludes many.</li> <li><i>"The red tape you have to go through, and the application process is ridiculous."</i></li> </ul>	<p>government including Aboriginal industry and peak bodies, Aboriginal businesses, Local Aboriginal Land Councils, ACCOs, NSW Government suppliers and agencies.</p> <p>Recommendations of the review will be developed using a co-design methodology in partnership with stakeholders.</p>	

### Key Action Area 3: Aboriginal people have sustainable employment and are skilled in the industries of the future

Aboriginal communities have said that economic prosperity is about having ongoing work and permanent employment. By ensuring that Aboriginal people have equitable access to future industries, we will provide more pathways to long-term sustainable jobs that allow for economic prosperity among individuals.

What you have told us	What we will do	Accountable minister and agency
<p>Economic prosperity is about offering <b>ongoing work and permanent employment</b>:</p> <ul style="list-style-type: none"> <li>Economic prosperity means <i>"not living pay-check-to-pay-check"</i>.</li> </ul>	<p><b>Develop an Aboriginal Enterprise Strategy:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will develop an Aboriginal Enterprise Strategy. The development of the strategy will include investigating opportunities and barriers to employment for a range of cohorts, to lift participation and get better employment outcomes. The strategy will be piloted in Western Sydney and include effective private sector participation and planning for the workforce needed for future industries. Key principles for strategy development include a consultative, whole-of-government approach, leveraging best practice in behavioural economics and program design.</li> </ul>	<p>Minister for Enterprise, Investment and Trade</p> <p>Investment NSW</p>
<p>We need <b>training programs to directly lead to employment outcomes</b>, particularly jobs located in the local community of those engaging in the programs.</p>	<p><b>Scope a training review:</b></p> <ul style="list-style-type: none"> <li>From 2022, we will scope a future review of business and employment training programs.</li> </ul>	<p>Treasurer</p> <p>NSW Treasury</p>

## Key Action Area 4: Aboriginal businesses have access to finance and insurance services to support business growth

Many Aboriginal small businesses and entrepreneurs do not meet commercial lending requirements and are often unable to provide security and collateral for a loan due to limited access to intergenerational wealth, savings and home ownership. A significant number of small businesses, including Aboriginal businesses, have been denied insurance outright or their premiums have as much as tripled in just a few years, effectively pricing them out of the market. By addressing unfair barriers to these financial services, we will provide more equitable access to business needs.

What you have told us	What we will do	Accountable minister and agency
We need to address the issue that <b>public liability insurance is either prohibitively expensive or not available for cultural activities</b> . This includes cultural tourism activities and traditional cultural practices like cultural burning.	<b>Review access to public liability insurance:</b> <ul style="list-style-type: none"> <li>By 2024, we will develop the State of the Aboriginal Business Sector Report. As part of this report, we will conduct a review into public liability insurance options for Aboriginal businesses.</li> </ul>	Treasurer NSW Treasury
We need <b>more access to capital for Aboriginal businesses</b> , as this is a significant barrier impeding the economic development of Aboriginal businesses.	<b>Review access to capital for Aboriginal businesses:</b> <ul style="list-style-type: none"> <li>By 2024, we will develop the State of the Aboriginal Business Sector Report. As part of this report, we will conduct a review into access to capital options for Aboriginal businesses. This will include reviewing the Canadian approach, whereby Aboriginal Financial Institutions are autonomous, Aboriginal-controlled, community-based financial organisations.</li> </ul>	Treasurer NSW Treasury

## Our plan to deliver the Socio-Economic Outcomes

---

### Overview of our approach to the Socio-Economic Outcomes

The specific outcomes we want to see by implementing the Priority Reforms and changing the way we work are set out in the Socio-Economic Outcomes in the National Agreement on Closing the Gap.

We know that while the Priority Reforms guide all of our work, we also need specific strategies tailored to each outcome area on which we want to see change.

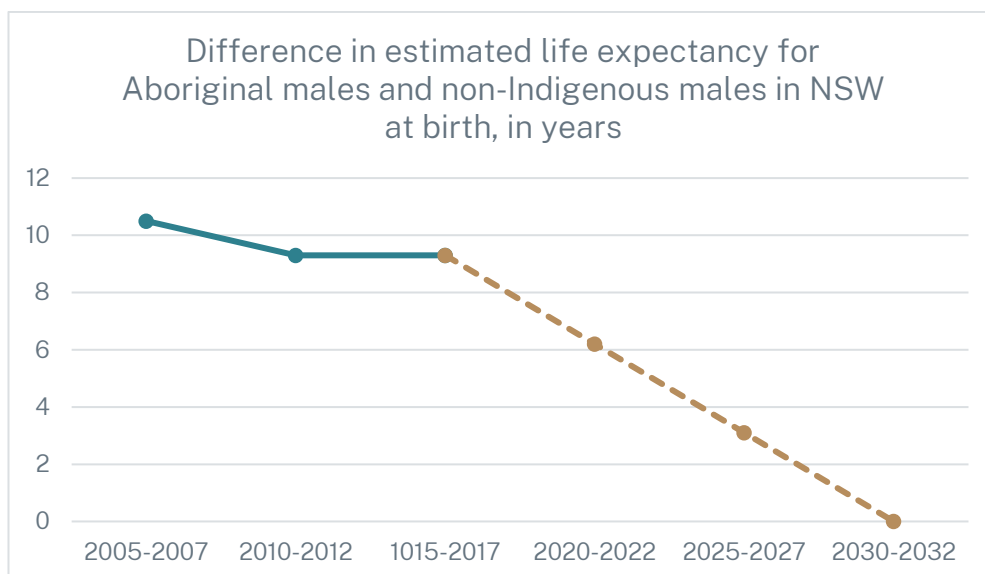
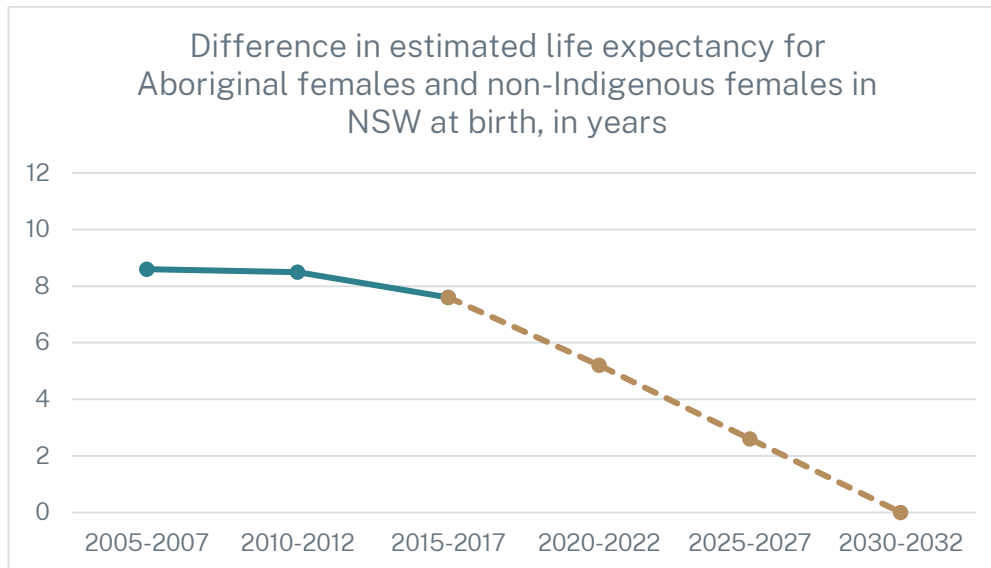
These strategies, how they were designed to respond to what we have been hearing from Aboriginal communities, and how we believe they will deliver the changes committed to in the Socio-Economic Outcomes are summarised below.

The actions, programs, services and policies outlined in this section are aligned with the Priority Reforms and all actions will contribute to achieving them. The Priority Reforms are at the centre of all Closing the Gap work and alignment with these priorities is essential for achieving real change on each of these outcomes.

For each Socio-Economic Outcome, we provide a trajectory for how we are progressing against the target. Unless otherwise stated, this data is from the Productivity Commission. This information is regularly updated by the Productivity Commission and the most up-to-date data can be found at: [www.pc.gov.au/closing-the-gap-data/dashboard](http://www.pc.gov.au/closing-the-gap-data/dashboard).

## Socio-Economic Outcome 1: Aboriginal people enjoy long and healthy lives

### Where we are now



### What we are doing

**Target:** Close the Gap in life expectancy within a generation, by 2031.

**Government lead:** NSW Health

**CAPO lead:** Aboriginal Health and Medical Research Council of NSW

## Key Action Area 1: A NSW Aboriginal Cancer Primary Care pathway is provided for people to access prevention, cancer screening and referral to cancer services

We aim to provide an Aboriginal cancer care pathway for people to access prevention, cancer screening and referral to cancer services within a primary healthcare setting.

What you have told us	What we will do	Accountable minister and agency
We need to <b>increase rates of cancer screenings</b> by providing culturally safe access which is timely, cost effective and supporting community along the cancer pathway. There is a need for increased investment, particularly in ACCHOs, to navigate cancer services and increase accessibility. Further education is needed regarding cancer and cancer screening, which must be delivered in a culturally safe way.	<b>Develop a new model of care:</b> <ul style="list-style-type: none"> <li>In 2023, we will develop a model of care for the NSW Aboriginal Cancer Pathway which will support timely access to prevention, cancer screening and diagnostic services.</li> <li>In 2024, we will roll out Aboriginal Cancer Pathways positions in ACCHOs and Primary health care services.</li> </ul>	Minister for Health NSW Health

## Key Action Area 2: There is an increase in the uptake of Aboriginal Health Assessments

The 715 health check is a preventative health assessment designed specifically to support the health needs of Aboriginal and Torres Strait Islander people. By expanding the 715 Health Checks Project we will increase access to screenings and preventative health measures earlier.

What you have told us	What we will do	Accountable minister and agency
We need to <b>improve access for communities to attend general health and cancer screenings</b> to overcome existing access barriers and stigma.	<b>Expand the 715 Health Checks Project:</b> <ul style="list-style-type: none"> <li>In 2023–24, we will review access to 715 health checks in ACCHOs and primary health care services and develop health promotion communication to build health literacy around cancer screening. This will occur in partnership with the Cancer Institute NSW and the Aboriginal Health and Medical Research Council of NSW through an Aboriginal Reference Group.</li> </ul>	Minister for Health NSW Health

## Key Action Area 3: The Aboriginal health workforce in NSW Health and the Aboriginal Community Controlled Health Organisation sector are enhanced by building pathways and training opportunities

This Key Action Area is about strengthening the Aboriginal health workforce in both NSW Health and the ACCHO sector through pathways and training opportunities. This will improve the access of Aboriginal communities to high-quality and culturally appropriate healthcare, including in regional and remote areas.

What you have told us	What we will do	Accountable minister and agency
<p>We need to recognise that <b>Aboriginal people are best placed to provide care for their peers</b>. There is a need for more positions for Aboriginal health workers in mainstream settings:</p> <ul style="list-style-type: none"> <li>“We know our mob can look after our people better.”</li> </ul>	<p><b>Develop a new 24-hour Aboriginal Health Practitioner Emergency Department Model:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will review data and develop a new 24-hour Aboriginal Health Practitioner Emergency Department Model. This initiative seeks to advance a program of work to embed cultural safety in NSW Health services.</li> </ul>	<p>Minister for Health NSW Health</p>
<p>We need to <b>increase investment to support the growth of the Aboriginal health workforce</b> across the state:</p> <ul style="list-style-type: none"> <li>“We need to have a skilled workforce to be able to deliver better health services.”</li> </ul>	<p><b>Implement new sector-strengthening for workforce development:</b></p> <ul style="list-style-type: none"> <li>In 2023, we will begin to explore possibilities to strengthen the workforce sector. <ul style="list-style-type: none"> <li>By increasing workforce capacity of the sector to provide comprehensive services, particularly in regional and remote areas, we can address the impact of the pandemic. Meanwhile, targeted investment in the information and communications technology of ACCHOs will enable and expand telehealth services.</li> <li>The initiative will also support sector engagement with and implementation of the <i>National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031</i>, including specific consideration of clinical and non-clinical workforce areas of high demand in regional and remote areas, and supporting emerging leaders.</li> </ul> </li> </ul>	<p>Minister for Health NSW Health</p>

### Key Action Area 4: Areas that impact Aboriginal health and outcomes are reformed

In line with the Priority Reforms in the National Agreement, we know that providing the best support for Aboriginal health and wellbeing also involves systemic reforms to ensure the health system in NSW better supports Aboriginal communities and health outcomes. This Key Action Area is about increasing Aboriginal voice in decisions about the health system and strategy in NSW.

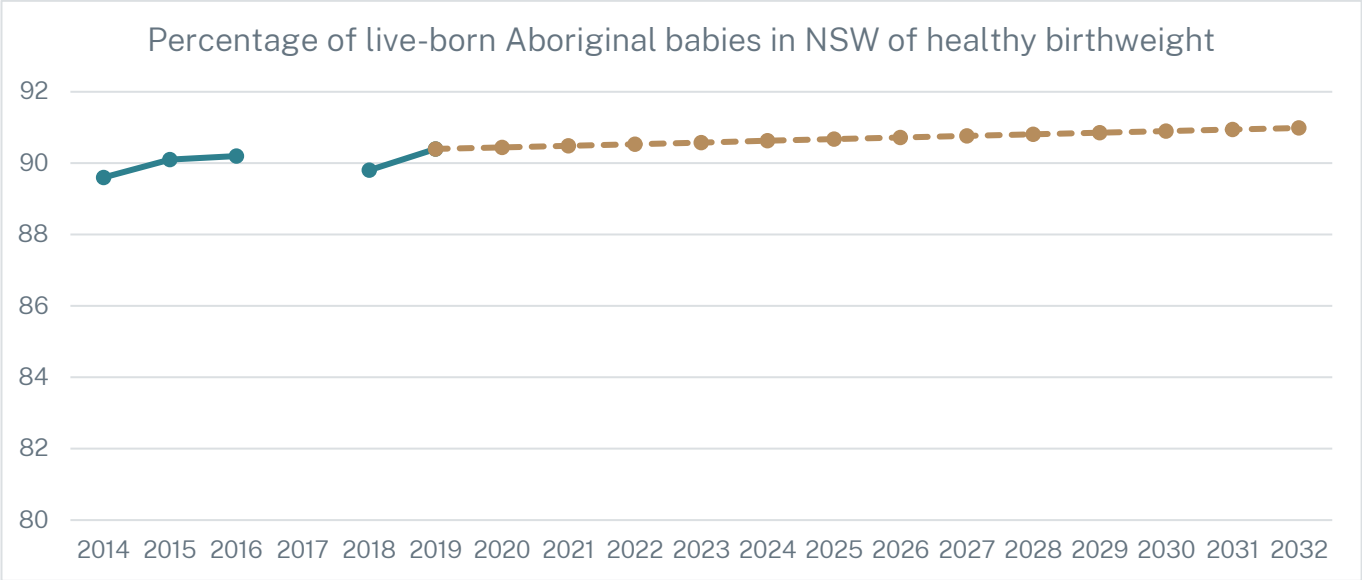
What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>develop genuine partnerships between local health districts and ACCHOs</b>, with strong accountability and transparency mechanisms embedded.</p>	<p><b>Develop a new Aboriginal Health Governance and Accountability Framework:</b></p> <ul style="list-style-type: none"> <li>In 2023, we will seek to identify governance structures across the health system that impact Aboriginal health and</li> </ul>	<p>Minister for Health NSW Health</p>



What you have told us	What we will do	Accountable minister and agency
There is a need for greater <b>information sharing between the mainstream and ACCHO sectors</b> to improve coordinated care.	<p>review existing statewide partnerships between NSW Health and the community-controlled sector.</p> <ul style="list-style-type: none"> <li>○ We will ensure the voices of Aboriginal people are elevated across the NSW Health system and embed the principals of shared decision-making.</li> <li>○ In the second phase, we will explore reform opportunities to increase formal partnerships and support shared decision-making.</li> </ul>	
We need to <b>transform government systems</b> to support greater access for Aboriginal communities. The aim should be a whole-of-government, coordinated approach that recognises the many cross-cutting issues in Aboriginal health.	<p><b>Review and refresh the new NSW Health Aboriginal Health Plan:</b></p> <ul style="list-style-type: none"> <li>• From 2022, we will work in partnership with the Aboriginal Health and Medical Research Council of NSW, and NSW Health to review and refresh the next Aboriginal Health Plan.</li> <li>○ The new plan will have an enhanced focus on Closing the Gap and the delivery of high-impact, whole-of-government initiatives that will improve outcomes for the Aboriginal community.</li> </ul>	Minister for Health NSW Health

## Socio-Economic Outcome 2: Aboriginal children are born healthy and strong

### Where we are now



### What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander babies with a healthy birthweight to 91%.

**Government lead:** NSW Health

**CAPO lead:** Aboriginal Health and Medical Research Council of NSW

### Key Action Area 1: Culturally safe maternity care services are expanded and supported

Ensuring that Aboriginal women have access to culturally safe, holistic and, where possible, community-based services throughout their pregnancy will reduce the risk of mortality and serious complications for mothers and their babies. Moreover, it will give Aboriginal infants the best possible start in life.

What you have told us	What we will do	Accountable minister and agency
We need to <b>increase the number of women's services</b> that are on-Country and locally run, and also consider factors and barriers such as transport and cultural appropriateness.  This ties more broadly into concerns regarding cultural appropriateness due to the lack of Aboriginal health workers.	<b>Expand the Aboriginal Maternal and Infant Health Service (AMIHS) to ACCHOs:</b> <ul style="list-style-type: none"><li>From 2022, work will be undertaken to strengthen culturally safe maternity care partnerships models, including AMIHS. This will be done through a collaborative approach between ACCHOs, local health</li></ul>	Minister for Health  NSW Health

What you have told us	What we will do	Accountable minister and agency
	<p>districts and Aboriginal communities across NSW.</p> <ul style="list-style-type: none"> <li>Mapping will be undertaken to identify where services are required to ensure that Aboriginal women have access to culturally safe maternity care. This mapping will also seek to identify opportunities for the expansion of the AMHS program to ACCHOs and to maximise use of Aboriginal health workers and midwives in mainstream settings. Evidence will build on ACCHOs that are successfully delivering the program.</li> </ul>	

## Key Action Area 2: Birthing on Country models of maternity care are supported

There is a high demand within Aboriginal communities for Birthing on Country services. These were seen as a critical enabler for improved health outcomes as it allows communities to support mothers and their children from birth.

What you have told us	What we will do	Accountable minister and agency
We need to <b>recognise and invest in community birthing models.</b>	<p><b>Explore and develop innovative Birthing on Country models:</b></p> <ul style="list-style-type: none"> <li>In 2023, we will explore innovative Birthing on Country models of maternity care in collaboration with ACCHOs. For example, Waminda and Illawarra Shoalhaven Local Health District are working together to implement a continuity of care model (antenatal, birthing and postnatal care) for women accessing maternity care at Waminda.</li> </ul>	<p>Minister for Health</p> <p>NSW Health</p>

## Key Action Area 3: There is embedding of programs that aim to reduce incidences of Fetal Alcohol and Spectrum Disorder

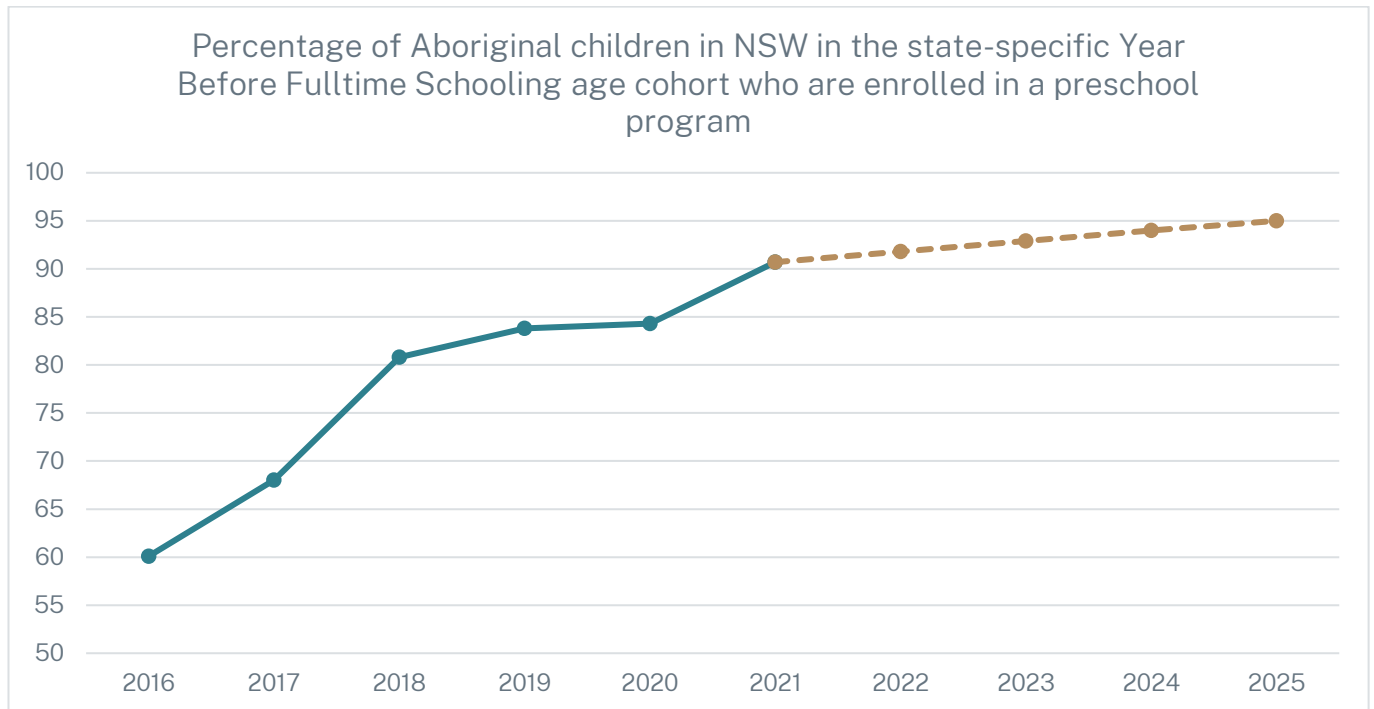
NSW Health delivers a suite of policy and program responses to reduce the incidence of FASD, providing maternal, and child and family health services and specialist treatment services.

What you have told us	What we will do	Accountable minister and agency
We need to <b>invest in holistic, wraparound supports for expecting mothers.</b> These services need to address FASD, particularly with regard	<p><b>Identify options for Aboriginal community co-designed projects to prevent FASD:</b></p> <ul style="list-style-type: none"> <li>In 2023, we will initially scale up the online training program 'Yarning about Alcohol</li> </ul>	<p>Minister for Health</p> <p>NSW Health</p>

What you have told us	What we will do	Accountable minister and agency
to the need for skilled clinicians to diagnose FASD.	<p>and Pregnancy’, which aims to build the capacity of midwives to provide culturally safe alcohol cessation advice to pregnant Aboriginal women.</p> <ul style="list-style-type: none"><li>○ In conjunction, a review will be undertaken to identify Aboriginal community-controlled sector needs and explore options such as assisting women in accessing culturally safe residential rehabs and in post-intervention release to prevent relapse, as well as support for FASD diagnosis services.</li></ul>	

## Socio-Economic Outcome 3: Children are engaged in high-quality, culturally appropriate early childhood education in their early years

### Where we are now



### What we are doing

**Target:** By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Fulltime Schooling (YBFS) early childhood education to 95%.

**Government lead:** Department of Education

**CAPO lead:** NSW Aboriginal Education Consultative Group (AECG)

**Key Action Area 1: The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs**

There is a link between Aboriginal participation in early childhood education and feeling culturally safe. In early childhood education settings, there is a greater need for culturally capable educators and community engagement officers to support Aboriginal children and families. This Key Action Area will ensure that early childhood education settings are culturally safe and responsive to the needs of Aboriginal families.

What you have told us	What we will do	Accountable minister and agency
<p>We need to acknowledge there is a racism issue in NSW Government and <b>work towards a zero-tolerance approach to racism and promote positive images and stories of Aboriginal people:</b></p> <ul style="list-style-type: none"> <li>“Racism plays a big part in not getting kids educated.”</li> </ul> <p>We need <b>teaching and learning of Aboriginal cultures and heritage.</b></p>	<p><b>Deliver Connecting to Country training for early childhood educators:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will work in partnership with the NSW AECG to develop and deliver a new Connecting to Country professional learning program to early childhood education centres and department preschools. This will be delivered initially in 4 regional locations throughout NSW.</li> <li>From 2024, we will oversee the ongoing implementation and evaluation of this program. <ul style="list-style-type: none"> <li>This will provide educators with an opportunity to better understand local Aboriginal cultures, histories and social experiences, and engage directly with Aboriginal people at the local community level, increasing the number of Aboriginal children engaged in high-quality, culturally safe early childhood education.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning</p> <p>Department of Education</p>
<p>We need to <b>embed cultural capability</b>, including by providing cultural competency training to all staff. The training needs to be designed with community and include opportunities to visit Country:</p> <ul style="list-style-type: none"> <li>We need professional development programs for teachers/educators to build cultural capability.</li> <li>Every single school should have a cultural immersion program – this should become a natural design within the curriculum.</li> </ul>	<p><b>Develop a Cultural Safety Framework:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will work with community to develop a framework that will set the benchmark for practice within early childhood education services to ensure the safety of every Aboriginal child and their family.</li> <li>From 2022, we will develop and implement this cultural safety framework.</li> </ul>	<p>Minister for Education and Early Learning</p> <p>Department of Education</p>

## Key Action Area 2: Aboriginal children are engaged at key transition points between early childhood education and school

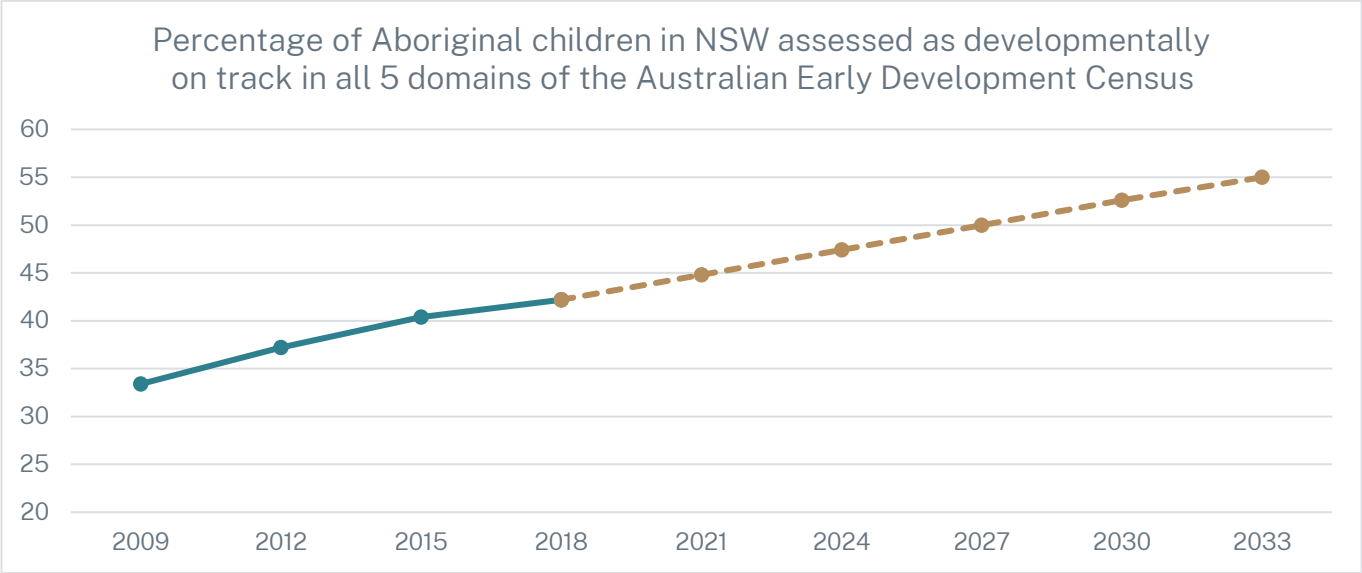
Higher levels of educational success, employment and social skills have been linked to participation in quality education. Unsupported transitions at key points, such as between early childhood education and primary schooling, can impact the chances of future success and participation. This Key Action Area ensures that the transition for Aboriginal children in early childhood education is supported.



What you have told us	What we will do	Accountable minister and agency
<p>We need <b>Aboriginal people to lead the work</b> on programs designed to support Aboriginal children:</p> <ul style="list-style-type: none"> <li>• “[We] need Indigenous people working with Indigenous children.”</li> <li>• “The government need to work with community and design a preschool.”</li> </ul> <p>We need the transition between Aboriginal preschool to mainstream school and high school to be <b>encouraged, enhanced and nurtured</b> in all areas:</p> <ul style="list-style-type: none"> <li>• “It is not encouraged. It is not enhanced and nurtured” [the transition from Aboriginal preschool to mainstream school/high school].</li> </ul>	<p><b>Establish early childhood Aboriginal engagement officers:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will work in partnership with the NSW AECG to employ early childhood Aboriginal engagement officers to support Aboriginal children and families to transition to school. <ul style="list-style-type: none"> <li>○ The pilot will be delivered in 4 regional areas with a high population of Aboriginal children with low early childhood education participation and a high level of disadvantage. This will increase the number of Aboriginal children engaged in high-quality, culturally safe early childhood education.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>

## Socio-Economic Outcome 4: Aboriginal children thrive in their early years

### Where we are now



### What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all 5 domains of the Australian Early Development Census to 55%.

**Government lead:** Department of Health

**CAPO lead:** Aboriginal Health and Medical Research Council of NSW

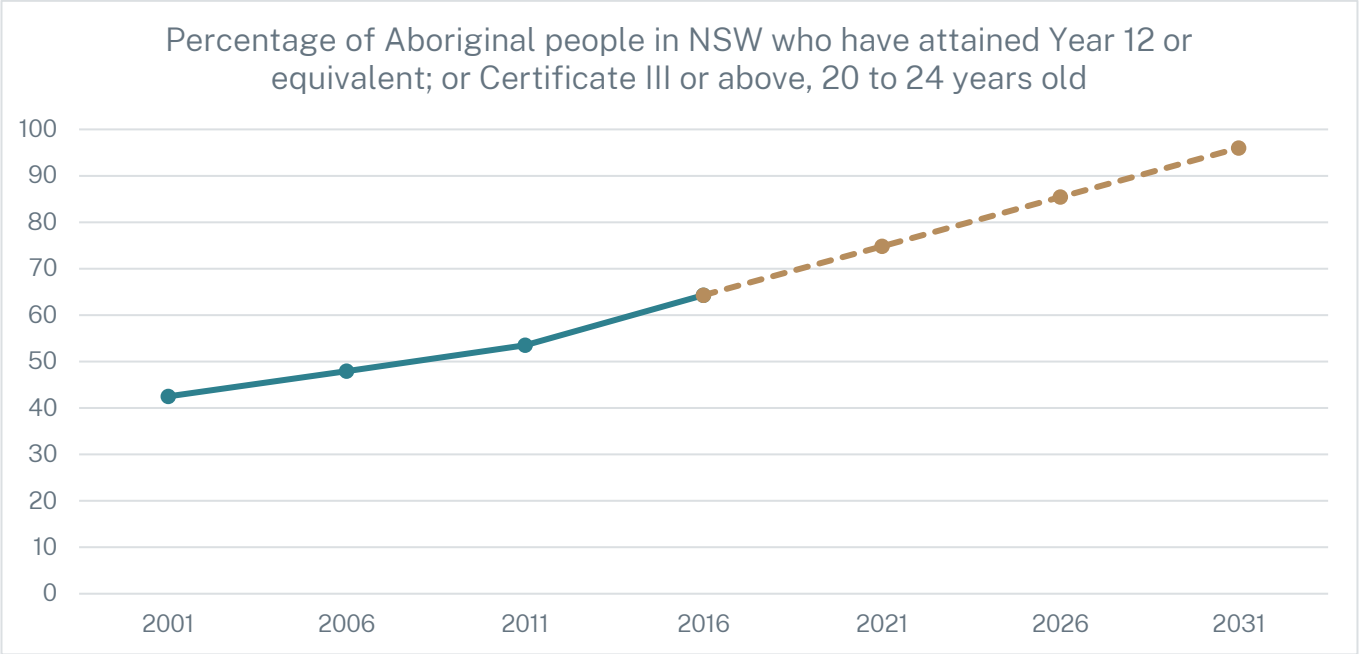
#### Key Action Area 1: Aboriginal children are adequately supported in their early years

Ensure that care and support is offered to all and there are specialised services for those who need it, particularly for the first 2,000 days.

What you have told us	What we will do	Accountable minister and agency
We need to increase the availability of services and skilled clinicians to identify early issues. This is to respond to challenges faced by Aboriginal families in accessing paediatricians, including length of wait times.	<ul style="list-style-type: none"><li>Enhance Brighter Beginnings accelerator initiatives: Brighter Beginnings is focused on giving children the best start in life by improving universal services and offering targeted support.<ul style="list-style-type: none"><li>In 2023, NSW Health and the Aboriginal Health and Medical Research Council of NSW will work in partnership with the Department of Education to scope opportunity for ACCHO sector involvement as part of the NSW Government’s commitment to Brighter Beginnings, with a focus on early childhood development and Aboriginal families.</li></ul></li></ul>	Minister for Health NSW Health

# Socio-Economic Outcome 5: Aboriginal students achieve their full learning potential

## Where we are now



## What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (aged 20 to 24) attaining Year 12 or an equivalent qualification to 96%.

**Government lead:** Department of Education

**CAPO lead:** NSW AECG

### Key Action Area 1a: The NSW Department of Education is transformed to embed Aboriginal culture, community and heritage

Aboriginal students who feel good about their culture while at school and that their teachers understand their culture are more likely to continue their education, resulting in a higher likelihood of retention. By embedding and celebrating language and culture in schools, we will make schools a more appropriate environment for students.

What you have told us	What we will do	Accountable minister and agency
We need to address key issues facing communities that impact engagement, such as <b>suspensions, issues with personalised learning approaches and a lack of culturally relevant programs:</b>	<b>Establish a NSW AECG Regional Operations Model:</b> <ul style="list-style-type: none"><li>From 2023, we will establish the Regional Operations Model to support Aboriginal communities across NSW to self-determine and deliver local, regional and</li></ul>	Minister for Education and Early Learning

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>The high level of suspensions was mentioned in almost all community consultations.</li> <li>Personalised Learning Pathways need to be completed with students' families and community.</li> <li>There is a lack of partnerships, genuine or otherwise, between schools and community.</li> <li>There is an ongoing lack of support for Aboriginal staff in schools.</li> <li>There is a need for greater inclusion of voices from rural and remote areas, particularly to address the unique issues in these areas.</li> </ul>	<p>statewide educational services, which will provide the educational outcomes Aboriginal communities view as most important. We will:</p> <ul style="list-style-type: none"> <li>establish a new operations model for the NSW ACCO education sector to expand the NSW AECG's educational reach, cultural capital and professional partnership capacity</li> <li>bolster the NSW AECG with professional capacity and resourcing</li> <li>establish and staff Aboriginal community-controlled education offices, initially in 4 targeted regional NSW locations</li> <li>explore localising the several existing activities through the Regional Operations Model.</li> </ul>	Department of Education
<p>We need more <b>support of language and culture programs</b>:</p> <ul style="list-style-type: none"> <li>"[There's a] <i>need for Aboriginal languages in schools.</i>"</li> <li>"[We] <i>should have our own centres allows to embed language, community members and culture into everyday practice.</i>"</li> </ul>	<p><b>Expand the Aboriginal Language and Culture Nests:</b></p> <ul style="list-style-type: none"> <li>From 2022, we will work in partnership with the NSW AECG to expand 2 satellite Nests into full Nests, providing more access to language resources and teaching.</li> <li>From 2023, we will build the capacity of the local Aboriginal community to engage in language teaching and learning through professional development. This will involve the employment of full-time staff to teach language and an increase in professional learning for community members. <ul style="list-style-type: none"> <li>This will build and develop cultural capabilities and community access to high-quality Aboriginal language and culture education, strengthening opportunities for Aboriginal students to maintain their cultural identity while seeking their Higher School Certificate (HSC).</li> </ul> </li> </ul>	Minister for Education and Early Learning Department of Education
<p>We need to <b>support and empower students to complete their year 12 studies</b>:</p> <ul style="list-style-type: none"> <li>"<i>Kids [are] being pushed into unrealistic HSC courses.</i>"</li> </ul>	<p><b>Deliver My Future, My Culture, My Way:</b></p> <ul style="list-style-type: none"> <li>From 2022, we will work in partnership with NSW CAPO to launch a campaign, 'My Future, My Culture, My Way' to: <ul style="list-style-type: none"> <li>raise awareness of the importance of an HSC</li> </ul> </li> </ul>	Minister for Education and Early Learning Department of Education

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>We need to build the confidence of Aboriginal kids in high school.</li> <li>We need to increase rates of year 12 attainment.</li> </ul>	<ul style="list-style-type: none"> <li>provide information that assists families and students to navigate the HSC pathway</li> <li>share stories of success</li> <li>further design a communications campaign that is interactive and informed by ongoing community voice</li> <li>provide links to information and resources that address retention to school completion.</li> </ul>	
<p>We need a <b>more appropriate curriculum that incorporates Aboriginal cultures and is designed for Aboriginal students:</b></p> <ul style="list-style-type: none"> <li><i>“Incorporate culture into school curriculum.”</i></li> <li><i>“Curriculum needs to be adjusted to their needs.”</i></li> <li>In every curriculum there is Aboriginal-specific content, however, this is not being localised nor consulted on.</li> <li><i>“[Curriculum] doesn’t suit what is happening in this day and age.”</i></li> </ul>	<p><b>Expand on proven local NSW AECG Aboriginal curricula:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will work in partnership with the NSW AECG and local communities to expand the delivery of a curriculum that includes Aboriginal cultures, is adjusted for the needs of Aboriginal students and is place-based, recognising the differences between communities. We will: <ul style="list-style-type: none"> <li>deliver Aboriginal histories and culture professional learning</li> <li>build staff capability to understand and develop teaching strategies for cross-curricular priority areas of Aboriginal histories and cultures</li> <li>identify case studies and success stories to share, to promote uptake of best practice.</li> </ul> </li> </ul>	Minister for Education and Early Learning Department of Education

### Key Action Area 1b: The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs

There is a link between Aboriginal participation in education and feeling culturally safe. There is a need to ensure education settings are culturally safe and responsive to the needs of Aboriginal people to support them to reach their full potential.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>Aboriginal people to lead the work</b> on programs designed to support Aboriginal children.</p> <p>We need more <b>evaluation of current programs</b> for students:</p>	<p><b>Develop a Culturally Responsive Evaluation Framework:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will work in partnership with the NSW AECG, University of Newcastle and Wollotuka Institute to develop a department-wide Culturally Responsive</li> </ul>	Minister for Education and Early Learning Department of Education

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>• <i>“Evaluate our programs. We don’t even know what is effective, we are just throwing money at our kids.”</i></li> <li>• There needs to be more accountability for all government programs.</li> </ul>	<p>Evaluation Framework, in line with principles of Indigenous Data Sovereignty.</p> <ul style="list-style-type: none"> <li>• The framework will be used to evaluate policy and programs, strengthening our understanding of the impact of department programs on Aboriginal students, communities and Closing the Gap outcomes.</li> </ul>	
<p>We need a much more <b>effective, culturally safe and responsive complaints process</b> to report racism:</p> <ul style="list-style-type: none"> <li>• There is a lack of attention paid to reports of racism by Aboriginal students and families.</li> <li>• There should be a more effective way to register complaints without fear of repercussions.</li> <li>• We need to better gather data, particularly around racism.</li> </ul>	<p><b>Promote support and resources for Aboriginal families for making complaints:</b></p> <ul style="list-style-type: none"> <li>• In 2022, we have developed a series of resources to assist principals and school staff in communicating and collaborating with Aboriginal families. These resources were developed in response to an identified gap in our complaints handling resources for targeted materials.</li> <li>• From 2022, we will drive a promotion campaign for these resources and continue to gather feedback from community.</li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>
<p>We need to acknowledge there is a racism issue in NSW Government, <b>work towards a zero-tolerance approach to racism and promote positive images and stories</b> of Aboriginal people:</p> <ul style="list-style-type: none"> <li>• <i>“Racism plays a big part in not getting kids educated.”</i></li> </ul>	<p><b>Support the Anti-Racism Policy:</b></p> <ul style="list-style-type: none"> <li>• From 2022, we will launch initiatives to support the implementation of the NSW Department of Education Anti-Racism Policy. We will:             <ul style="list-style-type: none"> <li>○ deliver training for Anti-Racism Contact Officers on the particular impact of racism on Aboriginal students and communities</li> <li>○ ensure that all schools will have nominated Anti-Racism Contact Officers</li> <li>○ manage the Racism No Way website on behalf of all Australian schools, which provides anti-racism education resources for use in school</li> <li>○ develop governance structures and supporting systems for the system-wide collection and analysis of data on racism in schools and department workplaces.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>



## Key Action Area 2: Education providers work with community to improve engagement of Aboriginal children and young people

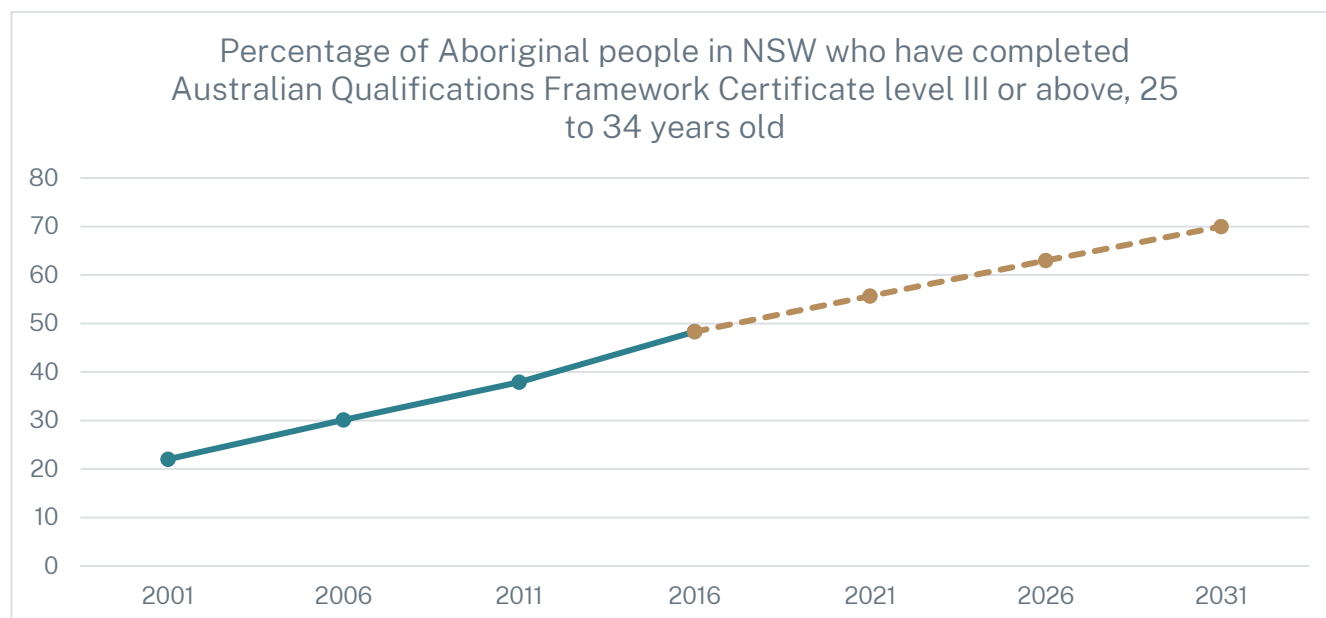
Student engagement is a key factor influencing key measures shown to impact student achievement, such as attendance, retention and suspensions. There is a need for culturally relevant engagement programs to support Aboriginal students to achieve their full potential.

What you have told us	What we will do	Accountable minister and agency
<p>We need to address key issues facing some communities, which highlight a <b>need for culturally relevant programs to support the engagement of Aboriginal students</b>. Key issues include:</p> <ul style="list-style-type: none"> <li>• high level of suspension</li> <li>• a need for the curriculum to be adjusted to meet the needs of Aboriginal students, including the incorporation of culture</li> <li>• the need for alternative suspension programs within schools.</li> </ul>	<p><b>Review suspension centres:</b></p> <ul style="list-style-type: none"> <li>• From 2022, we will review suspension centres, tutorial centres and alternative programs. The review will involve site visits, surveys and interviews, as well as a desktop review of alternative programs. The review will examine current operational processes, student demographics and the impact of centres and alternative programs on student behaviour, engagement and learning. <ul style="list-style-type: none"> <li>◦ The review will seek the perspectives of and interpret findings with Aboriginal communities and representatives. This will support a more effective approach to increasing the engagement of Aboriginal students and reducing suspensions.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>
<p>We need to address key issues facing some communities, which highlight a <b>need for culturally relevant programs to support the engagement of Aboriginal students</b>. Key issues include:</p> <ul style="list-style-type: none"> <li>• lack of connection with the school</li> <li>• lack of culturally appropriate supports for student engagement.</li> </ul>	<p><b>Deliver the Perfect Presence Pilot Program:</b></p> <ul style="list-style-type: none"> <li>• From 2022, we will deliver the Perfect Presence Pilot Program to support students showing early signs of disengagement from school, so that they feel a stronger connection to school and learning. This program: <ul style="list-style-type: none"> <li>◦ provides funding to external providers to support schools to re-engage students through a mix of tailored activities and by developing individualised goals for each student based on personal strengths, interests and skills</li> <li>◦ explores culturally appropriate supports to engagement.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>
<p>We need to address key issues facing some communities, which highlight a <b>need for culturally relevant programs to support the engagement of Aboriginal students</b>. Key issues include:</p>	<p><b>Review PLP guidelines:</b></p> <ul style="list-style-type: none"> <li>• In 2022, we will review and publish PLP guidelines as a universal resource for schools, in partnership with communities and the NSW AECG. The aim of the PLP guidelines is to provide schools with information to support the effective</li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>Personalised Learning Pathways (PLPs) need to be completed with students' families and community.</li> <li><i>"Most schools do PLPs, but it is a once-a-year thing and is supposed to be a living document."</i></li> <li><i>"Young people don't understand what a PLP is for, and don't see the results."</i></li> </ul>	<p>development of PLPs for Aboriginal students.</p> <ul style="list-style-type: none"> <li>From 2022, a professional learning review will follow, if required. PLPs are an effective tool for strengthening Aboriginal student and parent engagement, and support improved learning outcomes and educational aspirations. By improving how they are used, we will improve engagement with Aboriginal students.</li> </ul>	
<p>We need to address key issues facing some communities, which highlight a <b>need for culturally relevant programs to support the engagement of Aboriginal students:</b></p> <ul style="list-style-type: none"> <li><i>"Solutions are in community, outside of school environment."</i></li> <li><i>"[We] should have more support for students to focus on their personal goals."</i></li> </ul>	<p><b>Explore the expansion of Pirru Thangkuray Cultural Engagement and Goal Setting Program:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will work in partnership with the NSW AECG to explore the expansion of the Pirru Thangkuray Cultural Engagement and Goal Setting Program. The program involves coaches from the local community supporting students to set cultural, pathway and academic goals.             <ul style="list-style-type: none"> <li>The model has been developed by the NSW AECG using direct engagement with Aboriginal educators and Aboriginal community to encourage students to fulfil their goals and aspirations, and the initial program has proved successful.</li> </ul> </li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>

## Socio-Economic Outcome 6: Aboriginal students reach their full potential through further education pathways

### Where we are now



### What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25 to 34 years who have completed a tertiary qualification (Certificate III and above) to 70%.

**Government lead:** Department of Education

**CAPO lead:** NSW AECG

### Key Action Area 1: Support is provided at key transition points throughout the learning continuum

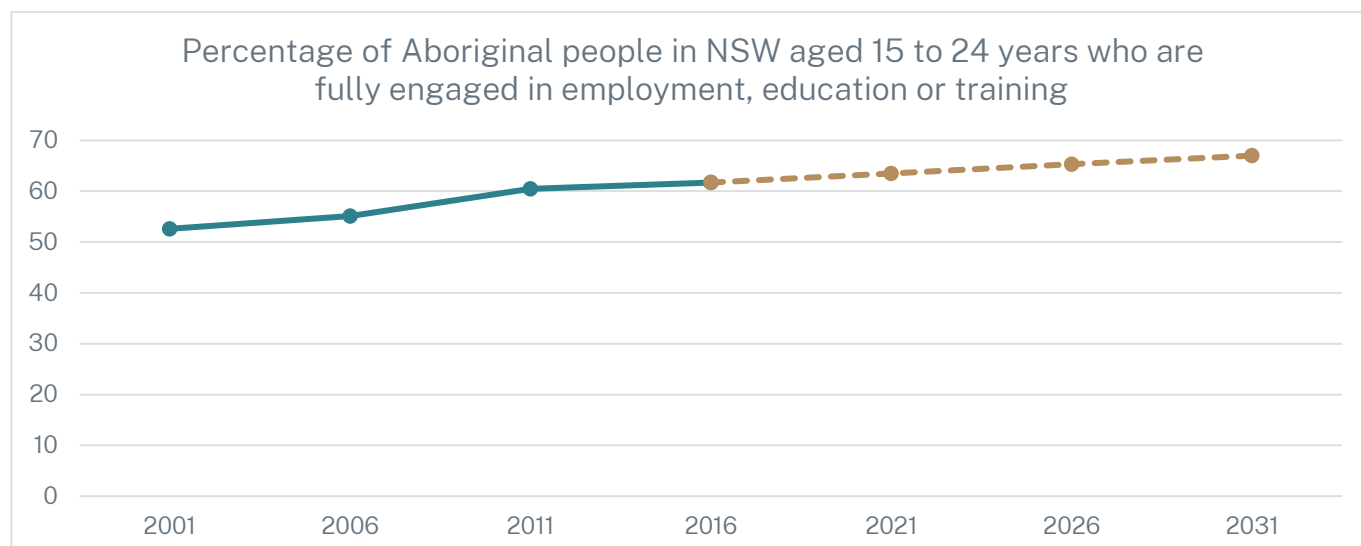
Our goal is for Aboriginal students to reach their full potential through further education pathways. Unsupported transitions at key transition points, such as between school and further education, can impact chances of future success and participation.

What you have told us	What we will do	Accountable minister and agency
<p>We need stronger <b>support to transition between school and further education, including through mentoring:</b></p> <ul style="list-style-type: none"> <li>“[We] need stronger pathways for ongoing education and employment.”</li> <li>“[We] need mentor from high school to university to help them during this</li> </ul>	<p><b>Ensure that the Barranggirra – Skilling for Employment Initiative is optimally effective:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will continue to ensure Barranggirra is optimally effective in supporting Aboriginal learners. Barranggirra provides end-to-end support for Aboriginal learners through culturally appropriate mentoring to ensure</li> </ul>	<p>Minister for Skills and Tertiary Education</p> <p>Department of Education</p>

What you have told us	What we will do	Accountable minister and agency
<p><i>process – sometimes they’re the only person in their family who have gotten this far, so they don’t have a mentor or someone to look up to.”</i></p>	<p>successful retention and completion of training and improved post-training employment outcomes.</p> <ul style="list-style-type: none"> <li>From 2023, we will create an evaluation framework for the initiative’s planned review to support improvements to how it operates.</li> </ul>	
<p>There is a need for stronger support to transition between school and further education, and for <b>Aboriginal people to lead initiatives:</b></p> <ul style="list-style-type: none"> <li>Unsupportive comments from school career counsellors were often a barrier/deterrent for Aboriginal student career aspirations.</li> <li>We need more support for career opportunities.</li> </ul>	<p><b>Expand the Career Guidance Service, Careers NSW:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will explore further opportunities to upskill career advisors through the Career Guidance Service to provide culturally appropriate careers advice to Aboriginal students. This will include consideration of: <ul style="list-style-type: none"> <li>required demonstration of experience in providing culturally appropriate advice and support</li> <li>contract specifications to attract community-controlled organisations and/or suitable tenderers</li> <li>the co-creation of culturally appropriate advertising collateral</li> <li>upskilling of career advisors so they better understand Aboriginal cultures.</li> </ul> </li> </ul>	<p>Minister for Skills and Tertiary Education Department of Education</p>

## Socio-Economic Outcome 7: Aboriginal youth are engaged in employment or education

### Where we are now



### What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15 to 24 years) who are in employment, education or training to 67%.

**Government lead:** Department of Education

**CAPO lead:** NSW AECG

**Key Action Area 1: The NSW Department of Education is culturally safe and responsive to the needs of Aboriginal people, including through the services it funds and regulates, and the staff it employs**

Our goal is for Aboriginal people to be engaged in employment or education. To achieve our targets, it is vital that we provide culturally safe and responsive opportunities for Aboriginal people to access employment, education and training.

What you have told us	What we will do	Accountable minister and agency
<p>We need clear <b>plans and strategies that address racism</b> at all levels of schooling <b>and departmental work:</b></p> <ul style="list-style-type: none"> <li>Government agencies need to include identified positions in the education department.</li> </ul>	<p><b>Develop an Aboriginal Workforce and Leadership Strategy:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will develop a 10-year Aboriginal Workforce and Leadership Strategy for the NSW Department of Education, which is supported by a revised Diversity, Inclusion and Belonging Strategy and related action plan.</li> </ul>	<p>Minister for Education and Early Learning Department of Education</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>We need stronger pathways for ongoing education and employment.</li> </ul>	<ul style="list-style-type: none"> <li>This strategy will increase the number of Aboriginal staff across all levels of the department and create workplaces where all staff feel they are:           <ul style="list-style-type: none"> <li><i>represented</i> – the workplace reflects them and the communities they serve</li> <li><i>safe and included</i> – they feel empowered to bring their whole self to work and to ask for the support they need</li> <li><i>valued and inspired</i> – they want to stay, because the employee experience is world class, particularly in the moments that matter.</li> </ul> </li> <li>This will both increase Aboriginal employment in the Department of Education and support work to make the department more culturally safe.</li> </ul>	
<p>Racism is experienced in school and employment settings, indicating a need <b>to create culturally safe environments</b> for Aboriginal people seeking employment in the NSW Department of Education.</p>	<p><b>Develop the 2022–2025 Innovate Reconciliation Action Plan:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will develop the second NSW Department of Education Reconciliation Action Plan, adopting the Innovate Model from Reconciliation Australia. The department's Innovate plan is founded on building trust and confidence with Aboriginal employees, families and communities to create safe workplaces and ensure Aboriginal children get the best possible education outcomes.</li> </ul>	<p>Minister for Education and Early Learning</p> <p>Department of Education</p>

## Key Action Area 2: Aboriginal people are supported at key transition points

Our goal is for Aboriginal people to be engaged in employment or education. Unsupported transitions at key transition points, such as between school, further education and employment, can impact chances of future success and participation.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>stronger support to transition between school and further education</b>, including through mentoring:</p> <ul style="list-style-type: none"> <li><i>“[We] need stronger pathways for ongoing education and employment.”</i></li> <li><i>“[We] need mentor from high school to university to help them during this</i></li> </ul>	<p><b>Ensure that the Barranggirra – Skilling for Employment Initiative is optimally effective:</b></p> <ul style="list-style-type: none"> <li>See details under Socio-Economic Outcome 6.</li> </ul>	<p>Minister for Skills and Tertiary Education</p> <p>Department of Education</p>



What you have told us	What we will do	Accountable minister and agency
<p><i>process – sometimes they're the only person in their family who have gotten this far so they don't have a mentor or someone to look up to."</i></p>		
<p>We need to improve support for <b>Aboriginal people transitioning to employment, including enhanced mentoring opportunities</b> and career pathways:</p> <ul style="list-style-type: none"> <li>• <i>"We want to see more Aboriginal and Torres Strait Islander people in employment, especially where those jobs are in communities."</i></li> </ul> <p>We need opportunities for <b>vocational education and training in communities</b>, starting from school and continuing into post-school education and employment:</p> <ul style="list-style-type: none"> <li>• <i>"[There are] no training courses that are delivered locally."</i></li> </ul>	<p><b>Expand the Elsa Dixon Aboriginal Employment Grant:</b></p> <ul style="list-style-type: none"> <li>• In 2022, we will expand the Elsa Dixon Aboriginal Employment Grant, which adopts several strategies to develop and support Aboriginal people through the creation of training and employment opportunities. This will include targeting school-based apprenticeships and traineeships in ACCOs, and exploring new opportunities to expand the grant to additional sectors. The grant subsidises the salary, development and support costs of Aboriginal employees in public service agencies and local government authorities in 3 areas: <ul style="list-style-type: none"> <li>○ school-based apprenticeships and traineeships</li> <li>○ permanent roles</li> <li>○ temporary secondment roles.</li> </ul> </li> <li>• By 2023, we will approve and recruit more than 250 school-based apprenticeship and traineeship placements. All placements will be able to engage a School Based Apprenticeship or Traineeship</li> </ul>	<p>Minister for Skills and Tertiary Education Department of Education</p>
<p>There is a need for stronger support to transition between school and further education, and for <b>Aboriginal people to lead initiatives</b>:</p> <ul style="list-style-type: none"> <li>• Unsupportive comments from school career counsellors were often a barrier/deterrent for Aboriginal student career aspirations.</li> <li>• We need more support for career opportunities.</li> </ul>	<p><b>Expand the Career Guidance Service, Careers NSW:</b></p> <ul style="list-style-type: none"> <li>• See details under Socio-Economic Outcome 6.</li> </ul>	<p>Minister for Skills and Tertiary Education Department of Education</p>

## Socio-Economic Outcome 8: Strong economic participation and development of Aboriginal people and communities

### Where we are now



### What we are doing

**Target:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25 to 64 who are employed to 62%.

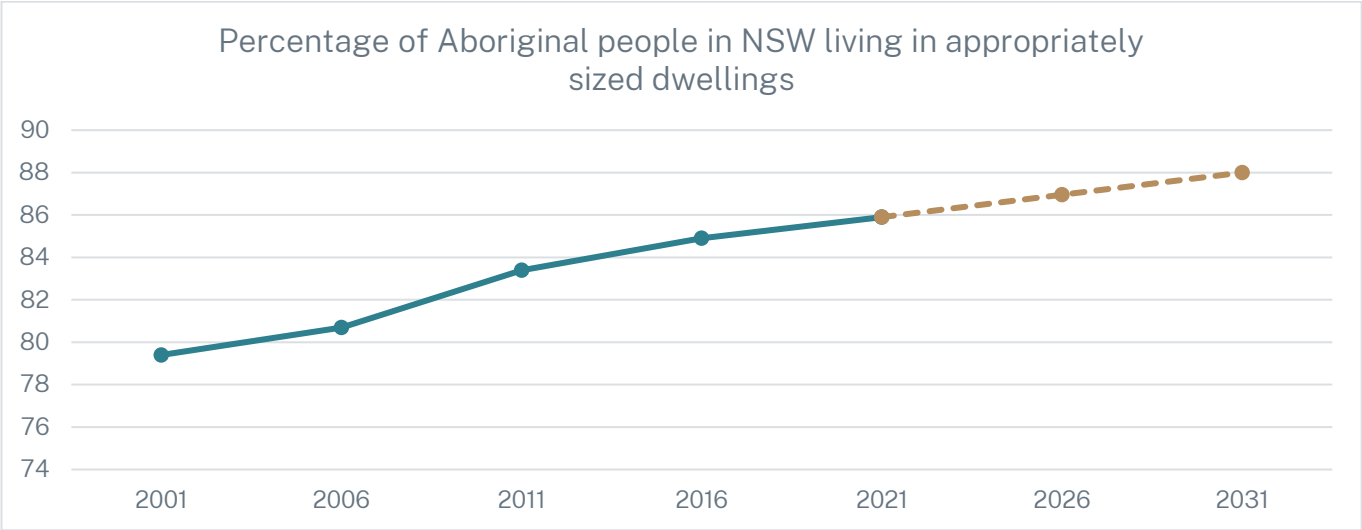
**Government lead:** Investment NSW

**CAPO lead:** Whole of CAPO

This Socio-Economic Outcome is addressed through the NSW-specific Priority Reform 5. By supporting a flourishing Aboriginal business sector that employs more Aboriginal people and addressing the unfair barriers to employment for Aboriginal people we will meet this target.

# Socio-Economic Outcome 9: Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need

## Where we are now



## What we are doing

**Target 9a:** By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88%.

**Target 9b:** The additional target relating to community infrastructure has been endorsed nationally. Additional details of this target in NSW are being finalised.

**Government lead:** Department of Planning and Environment

**CAPO lead:** NSW Aboriginal Land Council

### Key Action Area 1: The supply of regionally informed housing is increased, as is the capacity of the community-controlled sector to deliver housing to Aboriginal communities

We know that a shortfall in dedicated Aboriginal social housing against demand is a structural issue that requires sustained investment. Increasing the supply of culturally responsive and universally designed housing will have a direct effect on overcrowding. Increased investment in supply adds to dedicated Aboriginal housing stock, lifting supply in response to projected demand.

What you have told us	What we will do	Accountable minister and agency
We need to increase the supply of social and affordable housing,	Provide an additional construction stimulus program for the ACHP sector to provide new supply of dedicated Aboriginal housing stock:	Minister for Planning and

What you have told us	What we will do	Accountable minister and agency
<p>including housing that responds to community needs:</p> <ul style="list-style-type: none"> <li>• “We haven’t had any new houses around here in around 20 years.”</li> <li>• “[It’s] not cheap to buy and not cheap to rent.”</li> <li>• “There is such a shortage.”</li> <li>• “They either can’t afford it or there’s nothing available.”</li> </ul>	<ul style="list-style-type: none"> <li>• By 2024, we will develop a program to address the predicted shortfalls in the ACHP sector by providing an additional construction stimulus program for the sector to provide new supply of dedicated Aboriginal housing stock. This will add to dedicated Aboriginal housing stock, lifting supply in response to projected demand.</li> </ul>	<p>Minister for Homes</p> <p>Aboriginal Housing Office</p>
<p>We need to <b>develop a better understanding of Aboriginal culture</b>, giving precedence to ACHPs and ACCOs for housing and service delivery. There needs to be a number of <b>larger regional ACHPs</b> for economies of scale:</p> <ul style="list-style-type: none"> <li>• We also need more localised Aboriginal housing providers that can manage this process.</li> </ul>	<p><b>Support the ACHP sector’s aspirations for growth:</b></p> <ul style="list-style-type: none"> <li>• We will expand and accelerate the transfer of NSW Government housing stock to ACHPs, with timely key actions to understand the scale and scope of work required to support the aspirations for growth of the ACHP sector. To achieve this commitment: <ul style="list-style-type: none"> <li>○ By 2022 to 2023, we will understand the work to be undertaken to support further growth of the ACHP sector through expansion of property management and title transfers, as well as ensure an improved housing experience for tenants. This will involve analysis of sector viability, business case options, resource implications, funding and approvals required. <ul style="list-style-type: none"> <li>▪ We will work in partnership with relevant stakeholders to determine the scale and timing of the NSW Government housing stock transfers to ACHPs, to secure viability and operational scale, and to sustain investment in systems and staff. This will also increase ACHPs’ ability to maximise funding and resourcing opportunities in the long term.</li> </ul> </li> <li>○ By 2022, we will commence work in partnership with stakeholders to develop a reasonable timeline for transfers to local managing providers to support the achievement of the required operational scale. This will accelerate the work required to transfer NSW Government housing stock to ACHPs over time, including necessary scoping for repairs and upgrades, and any human resources impacts to Department of Communities and Justice housing staff.</li> </ul> </li> </ul>	<p>Minister for Planning and Minister for Homes</p> <p>Aboriginal Housing Office</p>

What you have told us	What we will do	Accountable minister and agency
<p>We need to effectively <b>support home ownership</b> for Aboriginal people and <b>improve home ownership schemes</b>:</p> <ul style="list-style-type: none"> <li>“How can people be expected to buy our own homes?”</li> <li>By not addressing the need for home ownership, overcrowding and homelessness will grow.</li> </ul>	<p><b>Expand home ownership programs and investigate opportunities to build on existing models:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will expand the Aboriginal Home Ownership Project run by the Aboriginal Housing Office, which supports Aboriginal people to own their own home through education, advice and the administration of a grants program. This expansion will be done in partnership with the NSW Aboriginal Land Council and will explore partnerships with other ACCOs that are providing home ownership programs.</li> </ul>	<p>Minister for Planning and Minister for Homes</p> <p>Aboriginal Housing Office</p>

## Key Action Area 2: There is an improved understanding of suitable housing for Aboriginal people, and crowding is addressed from a culturally safe perspective

Community have identified a strong need for culturally responsive housing that meets communities' needs and priorities. As a result, this Key Action Area drives significant progress towards Socio-Economic Outcome 9 and addresses the current shortfall in culturally responsive housing. Approaching housing design in a holistic manner recognises the interrelationship between housing and non-shelter outcomes, such as health, education and employment, as well as giving precedence to the cultural needs and priorities of Aboriginal people, including accessibility.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>involve communities in the process of designing houses</b>. This includes incorporating Aboriginal concerns and priorities when developing housing in Aboriginal communities, such as:</p> <ul style="list-style-type: none"> <li>housing for larger families</li> <li>housing to support accessibility</li> <li>Elders' accommodation</li> <li>housing for youth</li> <li>housing for young families.</li> </ul> <p>We need to recognise and respond to calls for <b>housing designs that respond to community requirements</b>:</p> <ul style="list-style-type: none"> <li>“Housing should be adaptable to local needs and based on the individual tenant.”</li> <li>“The word ‘kinship’ doesn’t come into their policy.”</li> </ul>	<p><b>Develop culturally responsive building standards and design principles for Aboriginal housing in partnership with Aboriginal communities:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will develop culturally responsive design principles, building standards and evaluation frameworks for housing. These will then be trialled and refined through the building of housing assets that reflect these principles and standards in pilot communities in the following 2 years. The principles will reflect the diverse housing requirements of different Aboriginal peoples in different communities.</li> <li>By 2024, we will have completed a pilot of the standards across 5 communities and be planning for future opportunities/expansion. This will involve the construction of new housing assets in communities that are in housing crises. Based on subsequent evaluations of these trials, we will further refine these general housing principles.</li> </ul>	<p>Minister for Planning and Minister for Homes</p> <p>Minister for Families and Communities, and Minister for Disability Services</p> <p>Aboriginal Housing Office</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>improve the level of accountability and transparency</b> between government, organisations and communities, particularly in relation to the evaluation of housing and related programs:</p> <ul style="list-style-type: none"> <li>“Our cultural needs are not being met by government policy.”</li> <li>“[I] feel like people just look at their KPIs, but they are not understanding the suitability of housing.”</li> </ul>	<p><b>Develop the Aboriginal Wellbeing Framework for Aboriginal people living in social housing in NSW:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will develop the Aboriginal Wellbeing Framework, which will outline the housing priorities of Aboriginal people and communities for social housing. This framework will assist in defining housing-related wellbeing outcomes for Aboriginal people in NSW and provide a cultural element that is missing from existing outcomes frameworks.</li> <li>From 2023, the framework will inform service planning and delivery, and track the outcomes that matter for Aboriginal people, as defined by Aboriginal people.</li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>

### Key Action Area 3: Housing options are flexible to support Aboriginal mobility

This Key Action Area examines a range of flexible housing responses to support seasonal mobility and to ensure housing is culturally responsive. By supporting cultural and seasonal mobility, this Key Action Area drives significant progress towards the Socio-Economic Outcome 9. Increasing the supply of flexible asset responses has a direct effect on overcrowding and addresses the cultural nuances and sensitivities that need to be accounted for in housing provision for Aboriginal communities, including cultural and seasonal mobility.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>improve understanding of Aboriginal culture</b> in relation to housing and overcrowding:</p> <ul style="list-style-type: none"> <li>We need to develop a culturally responsive definition of crowding.</li> <li>“There needs to take into consideration Aboriginal kinship definitions and the various elements of mobility, e.g. in accordance with seasons, kinship responsibilities, post-incarceration.”</li> <li>“They need to be able to say, ‘No, I’m not overcrowded’.”</li> <li>Communities would like to see policies that consider mobility and how this contributes to crowding, as well as how adaptations to houses could provide flexible</li> </ul>	<p><b>Research and understand mobility as a key driver of overcrowding and other housing issues:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will establish a better understanding of the mobility needs and patterns of Aboriginal people in NSW and in relation to the NSW social housing system through a research project. The project will also identify how government and non-government agencies and organisations, service providers and Aboriginal communities can better partner and collaborate to provide holistic, coordinated service delivery for shared Aboriginal clients, improving overcrowding outcomes and supporting mobility.</li> <li>In 2023, we will deliver a final research report that will include findings and recommendations on how social housing providers can better support mobility. Findings and recommendations will</li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>



What you have told us	What we will do	Accountable minister and agency
accommodation options to support kin.	determine what work will be undertaken in 2023 to 2024.	
<p>We need more <b>culturally safe and Aboriginal-specific emergency housing such as refuges</b>, to support people experiencing homelessness or people at risk of experiencing homelessness:</p> <ul style="list-style-type: none"> <li>“There are no safe houses, refuges or emergency accommodation. There is nowhere to go in an immediate emergency situation.”</li> <li>“People are being forced to live on the riverbank or in cars.”</li> <li>“[We need] more halfway houses for youth who are seeking bail but don’t have stable accommodation.”</li> </ul> <p>We need more <b>flexible housing responses</b> to alleviate the risk of homelessness and sustain additional loads on housing:</p> <ul style="list-style-type: none"> <li>“Granny flats need to be built in the backyard of main house to accommodate multiple family groups living under the same roof.”</li> </ul>	<p><b>Embed flexible asset responses for families providing accommodation to support kin:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will have reviewed options to provide a range of flexible housing responses to alleviate the risk of homelessness and overcrowding. <ul style="list-style-type: none"> <li>Flexible asset responses can support increased household numbers through secondary dwellings, or additions or modifications to existing houses – such as an extra bathroom, outdoor cooking area or adaptable sleeping spaces, as well as upgraded fittings and stronger doors.</li> </ul> </li> </ul>	<p>Minister for Planning and Minister for Homes</p> <p>Aboriginal Housing Office</p>

## Key Action Area 4: The Aboriginal Community Housing Provider sector is strengthened

For housing management transfers to ACHPs to achieve their full potential for culturally strong services, ACHPs need additional funding to coordinate and support wraparound programs and for intensive support service models. A culturally appropriate intensive supportive service focused on supporting communities to achieve wide-ranging outcomes that transcend established government-housing indicators of arrears, positive and negative exits, and vacancy rates will assist in supporting a strengthened ACHP sector. There is significant potential for management transfers to strengthen housing provision by ACCOs.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure <b>housing service providers have a better understanding of Aboriginal culture</b>, and give precedence to ACHPs and ACCOs for housing and service delivery:</p> <ul style="list-style-type: none"> <li>“Any transfer of services into the sector must be incremental to allow time for the development and trial of</li> </ul>	<p><b>Trial ACHP delivery of an outcomes-focused housing model:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will commence a trial of a culturally safe intensive support service in Moree to support the community with repairs to community-owned housing stock, to strengthen ACHPs and to increase the economic and employment</li> </ul>	<p>Minister for Planning and Minister for Homes</p> <p>Aboriginal Housing Office</p>

What you have told us	What we will do	Accountable minister and agency
<p><i>any new or significantly expanded service models.”</i></p> <ul style="list-style-type: none"> <li>• There is a preference for ACHPs, but we need to ensure there is sufficient capacity to effectively manage tenancies.</li> <li>• <i>“Community-controlled organisations must be effectively engaged, appropriately supported and adequately resourced to build and demonstrate service capacity and governance capability to incorporate a broader range of services.”</i></li> </ul>	<p>potential of the Special Activation Precinct. This will include wraparound services.</p> <ul style="list-style-type: none"> <li>• In 2023, we will evaluate this trial and evaluate the model.</li> <li>• From 2024, we will adjust the model as suggested by the evaluation. Ultimately, the model design is intended to be used by ACHPs in any region in NSW.</li> </ul>	
<p>We need to ensure <b>ongoing investment in services that are managed and driven by Aboriginal people</b> so they can continue to deliver in their community:</p> <ul style="list-style-type: none"> <li>• <i>“Match funding with a community development plan developed with community so that duplication is minimised and services support what already exists.”</i></li> </ul>	<p><b>Design a framework for expanding the outcomes-focused housing model:</b></p> <ul style="list-style-type: none"> <li>• In 2022, we will identify challenges and barriers to the current housing model, select potential locations and consult with communities to refine the design of an outcomes-focused housing model.</li> <li>• From 2023, we will implement a support service and community activation model. This initiative will activate community strengths and support remote or otherwise isolated communities to overcome barriers to successful provision of Aboriginal housing.</li> </ul>	<p>Minister for Planning and Minister for Homes Aboriginal Housing Office</p>
<p>We need to address the <b>significant repairs and maintenance of housing required</b>. By strengthening the capacity for ACHPs to effectively manage and maintain housing, we can ensure scheduled repairs and maintenance programs are less costly and the outcomes are better for the householders:</p> <ul style="list-style-type: none"> <li>• <i>“It is important to have community-controlled organisations providing health services, childcare, education, housing and employment. All services are interrelated.”</i></li> </ul>	<p><b>Expand ACCO services to strengthen Aboriginal tenancies (social and private):</b></p> <ul style="list-style-type: none"> <li>• In 2022, we will review the Strengthening Aboriginal Tenancies Project evaluation, which is currently underway based on the project’s 5 current locations.</li> <li>• From 2023, we will support the expansion of ACCO services through a tenancy support model that includes early intervention strategies, case support planning and management, advocacy, community outreach services and assisted referrals to other specialist support services to sustain new or existing tenancies.</li> </ul>	<p>Minister for Planning and Minister for Homes Aboriginal Housing Office</p>

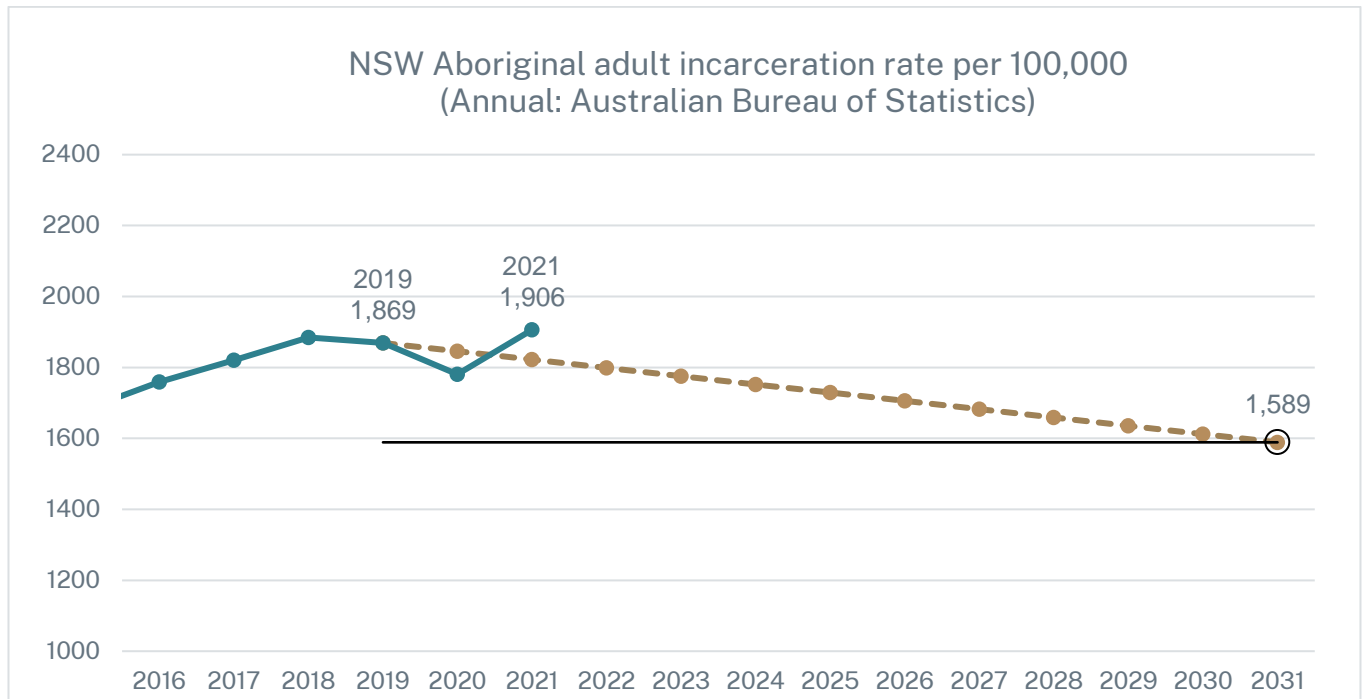
## Key Action Area 5: There are strong asset management and maintenance responses applied to improve the quality of housing for Aboriginal communities

Community members have identified an ongoing need for repairs and maintenance. Strong, ongoing infrastructure repair and maintenance processes not only increase the lifespan of housing and prevent the premature deterioration of dwellings, but are correlated with key non-shelter outcomes such as health, education and employment. As such, it would be beneficial for new-build housing contracts to incorporate a specific repairs and maintenance schedule, and that ACHPs are allocated dedicated funding to coordinate and support repair and maintenance inspections/works.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure that <b>Aboriginal housing stock is maintained at a high level</b>, including allowing regular assessments and repairs, to improve the health outcomes of tenants:</p> <ul style="list-style-type: none"> <li>“If you fix housing issues, you fix a lot of quality-of-life issues.”</li> <li>“Where we live, we can’t even get maintenance done.”</li> </ul>	<p><b>Maintain the hardware of community housing that impacts on health outcomes through ACHP asset management:</b></p> <ul style="list-style-type: none"> <li>In 2022, we will assess how well ACHP asset management tools and processes support the functionality and maintenance of health hardware (the physical equipment, especially plumbing and electrical, needed to ensure housing functionality and support good health). We will also assess how any identified needs for enhancement can be integrated with the existing Aboriginal Community Housing Industry Association Program of Activity for asset management.</li> <li>By 2023, after research and consultation, we will implement the enhanced tools and methodologies developed in select locations, and then evaluate the program. This will support the stronger maintenance of health hardware to improve both housing and health outcomes for Aboriginal people.</li> </ul>	<p>Minister for Planning and Minister for Homes Aboriginal Housing Office</p>

## Socio-Economic Outcome 10: Aboriginal adults are not over-represented in the justice system

### Where we are now



### What we are doing

**Target:** By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15%.

**Government lead:** Department of Communities and Justice

**CAPO lead:** Aboriginal Legal Service NSW/ACT

#### Key Action Area 1: The justice system is transformed to support the needs and aspirations of Aboriginal communities

Achievement of this target requires a fundamental structural shift in the way the justice system works for Aboriginal communities. 'Business as usual' solutions will not be enough to achieve the commitments made in the National Agreement. We must ensure the Priority Reforms are implemented throughout the justice system, which will be delivered through the Aboriginal Justice Partnership.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure that <b>programs and policies are Aboriginal-led</b> in both design and delivery. We also need to ensure that critical feedback is considered and decision-making power is shared:</p> <ul style="list-style-type: none"> <li>We need stronger local, regional and statewide partnerships with Aboriginal communities on justice.</li> <li>ACCOs are best placed to deliver justice services to Aboriginal people.</li> <li>Aboriginal people experience systemic racism and bias in their contact with government agencies and there is a need to build cultural capabilities across government. For examples, Aboriginal people experience unreasonable surveillance in community, schools, the employment market, and contact with law enforcement and justice agencies.</li> <li>Communities want control over the collection and sharing of data on justice issues.</li> </ul> <p>There is an urgent need for <b>culturally safe, therapeutic and trauma-informed support</b>, with a focus on mental health and disability, and the needs of specific groups (such as the LGBTIQ+ community).</p>	<p><b>Enact structural reform through the Aboriginal Justice Partnership:</b></p> <ul style="list-style-type: none"> <li>By 2024, working in collaboration with Aboriginal communities and organisations across NSW, we will co-design and implement a program of structural reforms to transform the way the justice system supports Aboriginal communities. This will include: <ul style="list-style-type: none"> <li>developing an Aboriginal Justice Partnership for NSW to facilitate shared decision-making on justice issues at the local, regional and state level</li> <li>developing a long-term plan to strengthen the role ACCOs in the delivery of justice services to Aboriginal adults, acknowledging that ACCOs are better for Aboriginal people, achieve better results, employ more Aboriginal people and are often preferred over mainstream services (as per Clause 43 of the National Agreement)</li> <li>delivering strategies and frameworks to address systemic racism and bias across all government justice agencies and build the cultural capabilities of service providers</li> <li>designing mechanisms to improve the collection, access, management and use of data and information.</li> </ul> </li> </ul> <p>We will also develop an approach to ensure all Closing the Gap reform activities are culturally safe, therapeutic and trauma-informed, including focusing on mental health and disability, alcohol and other drug support, and the needs of specific groups (including the LGBTIQ+ community).</p>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

## Key Action Area 2: Efforts are developed to prevent entry into the justice system and divert from arrest

A key factor in Aboriginal imprisonment is higher rates of arrest leading to more court proceedings and more convictions. Modelling by the Bureau of Crime Statistics and Research (BOCSAR) suggests that even a small reduction in Aboriginal adults facing prosecution could lead to the 15% reduction target being met. By leveraging police discretion around prosecutions in a positive way and facilitating equal access to court diversion programs we can reduce the over-representation of Aboriginal adults in custody.

What you have told us	What we will do	Accountable minister and agency
<p>We need to prioritise <b>community-led, place-based early assistance</b> and prevention initiatives to ensure people don't enter the justice system.</p> <p>Aboriginal communities' relationships with police would be improved if <b>officers receive cultural, trauma, disability and mental health training, and if they spend time in the local community</b> to build connections and understanding of local issues.</p>	<p><b>Design and deliver community-led prevention and early intervention initiatives including a place-based community policing model:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will co-design and deliver stronger community-led place-based initiatives that provide individual, family and community support to ensure Aboriginal people thrive and are not forced into contact with the justice system. <ul style="list-style-type: none"> <li>We will co-design and implement a place-based community policing model, guided by the Closing the Gap Stronger Partnership Principles and building on existing community-police partnerships. This will provide diversion options for Aboriginal adults, and include exploring better aligned incentives and development of strengthened cultural capability frameworks.</li> <li>We will conduct a jurisdictional scan to identify diversion programs in Australia and overseas that could be effectively implemented in NSW, and the eventual model would be trialled in one or more locations prior to expansion to additional locations.</li> </ul> </li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>
<p><b>Diversion services must be culturally safe</b> and involve guidance from people with the relevant lived experience:</p> <ul style="list-style-type: none"> <li><i>"You're not telling us what works, we're telling you what works."</i></li> </ul>	<p><b>Enhance court diversion programs:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will identify gaps in existing court diversion programs and develop improvements to ensure more people are diverted from court. This will include greater involvement by Aboriginal Elders and respected community members in decision-making, and exploring the development of improved performance metrics for court diversion programs.</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

### Key Action Area 3: There is an increase in adults receiving and complying with bail

A key factor contributing towards Aboriginal imprisonment is an increase in bail refusals and remand (imprisonment while waiting for sentencing), and breaches of bail conditions. The growing number of Aboriginal offenders on remand is partly the result of an increase in the percentage of Aboriginal defendants refused bail. By improving the operation of bail courts and bail systems to remove barriers to bail for Aboriginal people, fewer will end up on remand, and Aboriginal over-representation in the justice system will be reduced.



What you have told us	What we will do	Accountable minister and agency
We need greater <b>community-led bail advocacy and support services</b> for Aboriginal people throughout NSW.	<b>Improve bail system responses to target causes of offending and increase community involvement:</b> <ul style="list-style-type: none"> <li>By 2024, we will co-design and deliver improved bail systems, including exploring options to remove barriers and test new ways of delivering bail. The initiative will commence in one or more court locations before expanding to others.</li> </ul>	Attorney General Department of Communities and Justice
We urgently need <b>increased referral support for services</b> (especially for women) as current bail conditions are often unrealistic and inappropriate: <ul style="list-style-type: none"> <li>Greater mental health and disability support is a key priority and would make it easier for defendants to comply with bail conditions.</li> </ul>	<b>Expand bail advocacy and support:</b> <ul style="list-style-type: none"> <li>By 2024, we will establish an Aboriginal-led, multidisciplinary wraparound support program to break the cycle of reoffending by supporting people throughout their contact with the justice system from first contact with police. The program will commence as a proof of concept in a number of locations, to support future expansion. The program would include:               <ul style="list-style-type: none"> <li>engaging with police and magistrates to better inform bail and diversionary decisions</li> <li>building cultural capacity and understanding within the justice system</li> <li>referring to drug and alcohol rehabilitation, housing, disability and mental health support</li> <li>building partnerships with service providers, community organisations and support networks.</li> </ul> </li> </ul>	Attorney General Department of Communities and Justice

#### Key Action Area 4: Community-based sentences are increased and imprisonment is reduced

Significant numbers of Aboriginal people receive short prison sentences that, where appropriate, could be safely served in the community. Strategies to increase the safe completion of community-based orders will significantly reduce Aboriginal imprisonment.

What you have told us	What we will do	Accountable minister and agency
We need <b>genuine community involvement</b> in decision-making throughout the justice system.  <b>Courts need to better engage with Aboriginal communities</b> to consider	<b>Include Aboriginal Elders and respected community members in court proceedings and expand 'circle sentencing':</b> <ul style="list-style-type: none"> <li>By 2024, we will test new ways of sentencing Aboriginal defendants with the</li> </ul>	Attorney General Department of Communities and Justice

What you have told us	What we will do	Accountable minister and agency
<p>alternative sentencing, including through the strengthening and expansion of ‘circle sentencing’ – which has been successful in reducing incarceration rates:</p> <ul style="list-style-type: none"> <li>“Local community circle sentencing is a great model, although there is a need for investment.”</li> <li>Support for circle sentencing should be rolled out not just regionally but everywhere.</li> </ul>	<p>involvement of Aboriginal Elders and respected members of the community. Circle sentencing will be expanded to high-priority areas.</p> <p><b>Ensure courts are culturally safe and engage communities:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will develop tailored court and system responses to target causes of offending and increase community involvement, including: <ul style="list-style-type: none"> <li>co-design options for a young adult problem-solving court model</li> <li>exploring new ways to consider the circumstances of Aboriginal offenders in the sentencing exercise in one or more locations prior to expanding</li> <li>identifying barriers to the use of community-based sentences and co-designing options to increase usage.</li> </ul> </li> </ul>	

### Key Action Area 5: There is an increase in the successful completion of orders

A significant factor in the increase in Aboriginal people coming before the courts is a rise in the number of procedural offences for breaches of parole and community-based orders. Addressing the underlying causes and ensuring there are culturally appropriate, community-based support services and sentencing options are critical to stemming this growth. Increasing compliance with orders is therefore a key focus for reducing adults in the justice system.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>Aboriginal communities to be involved in the design and delivery of support services</b>, including support for Aboriginal people on parole, to ensure cultural appropriateness and compliance with orders:</p> <ul style="list-style-type: none"> <li>“Aboriginal people know how to deliver services to our own community. We need to be making our own choices about how services are delivered.”</li> </ul>	<p><b>Include Aboriginal Elders and respected community members in the design and management of community-based orders:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will co-design and trial an initiative to include Aboriginal Elders and respected community members in decision-making across the monitoring of orders and breach proceedings. Once trialled in select locations, this initiative will be expanded to others.</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>
<p>We need to <b>ensure that the processes related to community-based orders are relevant and effective</b> and are able to produce positive outcomes.</p>	<p><b>Optimise the current framework for community-based orders and parole:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will co-design and implement an initiative to improve support to Aboriginal people subject to community-</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
	<p>based orders to reduce breaches and support the successful completion of orders:</p> <ul style="list-style-type: none"> <li>○ The current framework for community-based orders (including legislative settings) will be reviewed with a view to optimising the settings to remove barriers and address disproportionate impacts identified through legislative and/or procedural reforms.</li> <li>○ We will also include co-design options to increase the number of Aboriginal people obtaining parole at earliest release date.</li> </ul>	

### Key Action Area 6: Effective supports reduce returns to prison

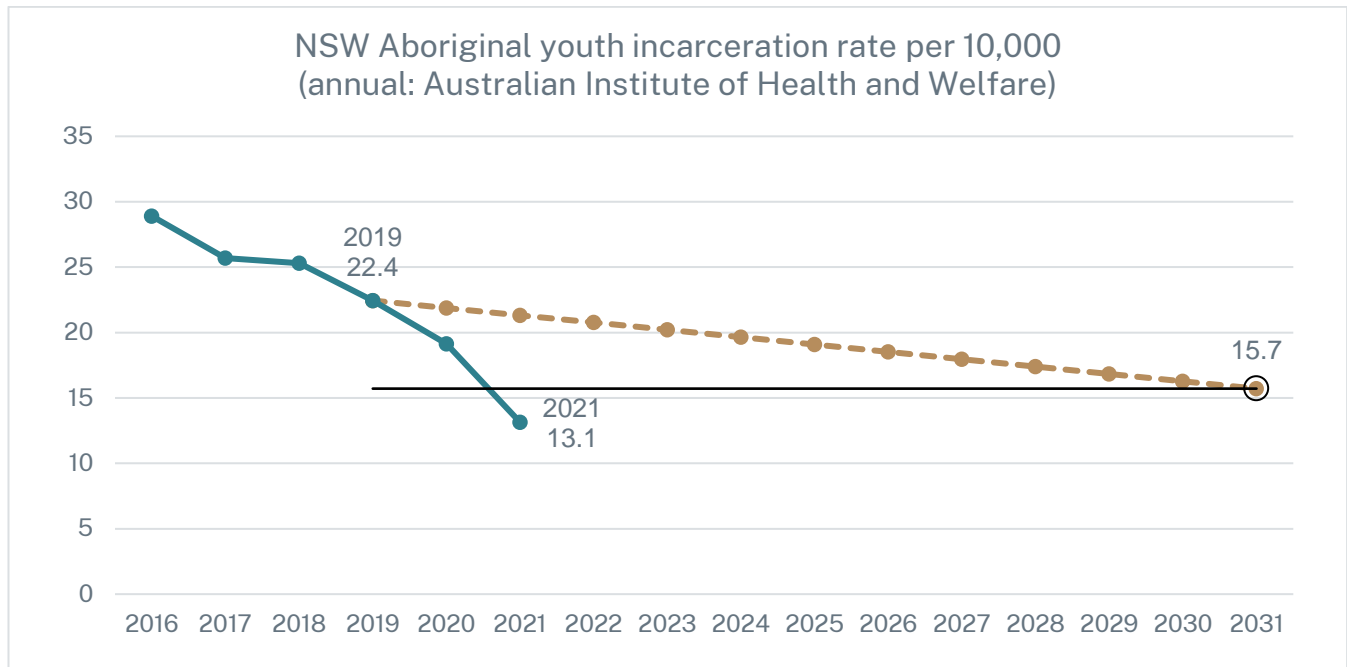
Re-imprisonment is a significant factor in the growing numbers of Aboriginal people in custody. Preparing Aboriginal people for release and better supporting them on return to the community will significantly contribute to reducing the Aboriginal prison population.

What you have told us	What we will do	Accountable minister and agency
<p>We need support for people while in prison and on release that <b>responds to individual requirements</b>, such as disability and mental health needs, drug and alcohol support, and housing:</p> <ul style="list-style-type: none"> <li>• “[The] <i>correction system is broken – another thing we want to look at: that every community has post-release care.</i>”</li> <li>• These links to services need to be set and organised pre-release.</li> </ul>	<p><b>Co-design and establish a culturally appropriate, trauma-informed model for Aboriginal inmates:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will co-design and establish a culturally appropriate, trauma-informed model for Aboriginal inmates, developed in partnership between Corrective Services NSW, Justice Health and CAPO. <ul style="list-style-type: none"> <li>○ The model will focus on lived experience, healing, culture, education and training, mental health, disability, and post-release employment opportunities and non-custodial residential options.</li> <li>○ It will also take into consideration previous and existing successful programs. We will also explore opportunities to increase access to back-end home detention for Aboriginal people that allows them to complete sentences at home rather than in prison.</li> </ul> </li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure <b>culturally appropriate and accessible throughcare programs</b> are available in every community.</p> <p><b>Education pathways must be a part of post-release support</b>, to ensure people leaving custody have the best chance of getting a job.</p>	<p><b>Develop an Aboriginal Throughcare Strategy:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will engage with a broad spectrum of government and non-government stakeholders and Aboriginal communities to design a culturally appropriate model for support to Aboriginal people while in and after release from prison, to reduce the number of Aboriginal people returning to prison. It will focus on employment pathways and community re-engagement, and will support people to reintegrate into the community in the safest way rather than through enforcement action. This will include: <ul style="list-style-type: none"> <li>conducting an audit of existing programs</li> <li>identifying existing programs and initiatives for ongoing and/or additional funding and support</li> <li>identifying opportunities for the increased involvement of ACCOs and other community-based organisations in the design and delivery of programs</li> <li>developing a Throughcare Strategy for NSW for supports while in and after leaving prison.</li> </ul> </li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

## Socio-Economic Outcome 11: Aboriginal young people are not over-represented in the justice system

### Where we are now



### What we are doing

**Target:** By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10 to 17 years) in detention by 30%.

**Government lead:** Department of Communities and Justice

**CAPO lead:** Aboriginal Legal Service NSW/ACT

#### Key Action Area 1: The youth justice system is transformed to best support the needs and aspirations of Aboriginal young people

Achievement of this target requires a fundamental structural shift in the way the youth justice system works for Aboriginal young people. 'Business as usual' solutions will not be enough to achieve the commitments made in the National Agreement. We must ensure the Priority Reforms are implemented throughout the youth justice system, which is what this Key Action Area is about.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure that <b>‘co-design’ is genuine</b> and not ‘tick-a-box’ – including ensuring programs and policies are Aboriginal-led in both design and delivery:</p> <ul style="list-style-type: none"> <li>• We need stronger local, regional and statewide partnerships with Aboriginal communities on youth justice.</li> <li>• ACCOs are best placed to deliver justice services to Aboriginal young people.</li> <li>• Aboriginal people experience systemic racism and bias in their contact with government agencies and there is a need to build cultural capabilities.</li> <li>• Communities want control over the collection and sharing of data on youth justice issues.</li> </ul> <p>There is an urgent need for <b>culturally safe, therapeutic and trauma-informed support</b>, with a focus on mental health and disability, and the needs of specific groups of Aboriginal young people (such as the LGBTIQ+ community).</p>	<p><b>Enact structural reform through the Aboriginal Youth Justice Partnership:</b></p> <ul style="list-style-type: none"> <li>• By 2024, working in collaboration with Aboriginal communities and organisations across NSW, we will co-design and implement a program of structural reforms including: <ul style="list-style-type: none"> <li>◦ developing an Aboriginal Youth Justice Partnership for NSW to facilitate shared decision-making on youth justice issues at the local, regional and state levels</li> <li>◦ developing a long-term plan to strengthen the role of ACCOs in the delivery of justice services to Aboriginal young people in line with Clause 43 of the National Agreement</li> <li>◦ delivering strategies and frameworks to address systemic racism and bias across all government justice agencies and building the cultural capabilities of service providers</li> <li>◦ designing mechanisms to improve the collection, access, management and use of data and information.</li> </ul> </li> </ul> <p>We will develop an approach to ensure all Closing the Gap youth justice reform activities are implemented in culturally safe, therapeutic and trauma-informed ways with a focus on mental health and disability, alcohol and other drug support, and the needs of specific groups of young people (including the LGBTIQ+ community).</p>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

## Key Action Area 2: Programs that will prevent and respond early to youth offending are embedded

Early contact with the justice system increases the risk of reoffending and poor life outcomes, and can compound intergenerational disadvantage. Prevention and early intervention are therefore the most effective way to reduce the number of Aboriginal children and young people in the justice system. By addressing the drivers of contact with the justice system and reducing the number of young people in contact with the justice system, and any escalation through the system, we can curtail and even dramatically reduce the over-representation of Aboriginal young people in custody.



What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>urgently reduce the number of children entering the justice system</b>:</p> <ul style="list-style-type: none"> <li>“It’s senseless locking kids up.”</li> </ul> <p>We need to <b>better support networks, meaningful community activities and cultural programs</b>, driven by the needs of young people, to prevent entry into the justice system:</p> <ul style="list-style-type: none"> <li>“We need to figure out what’s missing for kids in their lives. The kids should be driving that. As opposed to adults coming in and assuming what they need and want.”</li> </ul>	<p><b>Co-design and establish therapeutic pathways for young people:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will co-design and establish therapeutic responses that meet young people’s individual needs as an alternative to and/or to work alongside the justice system. The project will assess what changes to systems and services are needed to better address the underlying causes of youth offending. Based on these findings, we will design therapeutic pathways which: <ul style="list-style-type: none"> <li>enhance integration of responses and services, including health, mental health, disability supports, education and housing</li> <li>increase opportunities for service delivery by the Aboriginal community-controlled sector</li> <li>ensure services are culturally appropriate and trauma-informed</li> <li>propose staged responses depending on the seriousness of offending behaviour.</li> </ul> </li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>
<p>Structural change of the justice system is critical, through <b>greater shared decision-making, stronger community control</b>, more accountability of government, and the delivery of outcomes that improve the experiences of young people with the justice system.</p>	<p><b>Explore Aboriginal community-led early assistance and prevention programs:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will explore options to strengthen and better resource community-led early assistance and prevention programs across NSW. We will also explore options to identify and better support children with parents/primary carers and kin in custody.</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

### Key Action Area 3: Young people are diverted from court and positive pathways are created with communities

Aboriginal young people are more likely than non-Indigenous people to be referred to court rather than diverted from court, and non-Indigenous young people are more likely to receive a police caution. If fewer Aboriginal young people are charged by police and appear in court, we will ensure that fewer young people will end up in custody, and the current downward trend in Aboriginal youth detention can be sustained.

What you have told us	What we will do	Accountable minister and agency
<p>We must <b>urgently reduce the number of Aboriginal young people and children who come into contact with the justice system</b>:</p> <ul style="list-style-type: none"> <li>More proactive and less reactive responses are needed, including a holistic approach to court processes that acknowledges cultural appropriateness and the underlying issues and trauma that Aboriginal young people coming before the court may experience.</li> </ul>	<p><b>Improve court diversion:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will explore how to improve diversion under the <i>Young Offenders Act 1997</i>, including identifying barriers and alternatives.</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>
<p>The <b>education and health systems need to be adequately supporting Aboriginal young people</b> to minimise the chance of them engaging with the justice system:</p> <ul style="list-style-type: none"> <li><i>"I have these young Koori fellas where no one has ever picked up that these fellas need assessments, they lack cognitive skills and are dealing with trauma, grief and loss. Too many times authorities just see a naughty Black kid and don't address the underlying issues."</i></li> </ul>	<p><b>Enhance community-led court diversion programs:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will explore establishing a 'circles of support' model that provides stronger alternatives for young people to be diverted from court to community services. It is anticipated that ACCOs will play a lead role in the design and delivery of the model. Additional options for diversion may also be explored.</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

## Key Action Area 4: Young people are diverted from detention and their needs are supported

Aboriginal young people are underrepresented in the cohort of young people diverted from court. Appropriately diverting young people from court through existing or additional diversion options will further reduce the detention of Aboriginal young people.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>culturally informed youth justice responses</b> to prevent recidivism and reduce reliance on custodial sentences:</p> <ul style="list-style-type: none"> <li><i>"We've got all these options with our young people, cautions and things like that. But they just normally lock our kids up."</i></li> </ul>	<p><b>Develop culturally appropriate and responsive court processes:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will pilot having a magistrate available 24 hours a day to consider bail applications for young people from a targeted location. We will measure the impact of the pilot on reducing the numbers of Aboriginal young people in detention while waiting for sentencing.</li> <li>By 2023, we will explore the establishment of a therapeutic composite court that combines criminal, and care and protection matters related to a young</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
	person in the one court. This will include exploring options to adopt a person and family-centred, therapeutic and problem-solving approach to matters before the Children's Court.	
<p>We need <b>Aboriginal communities to be proactively involved in sentencing</b>, such as through the Youth Koori Court, to prevent custodial episodes and inconsistencies in sentencing:</p> <ul style="list-style-type: none"> <li>Communities note there are currently some absurd bail conditions imposed.</li> </ul>	<p><b>Establish a bail support and advocacy program for Aboriginal young people:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will establish an Aboriginal-led multidisciplinary wraparound support program to break the cycle of youth offending by supporting young people throughout their contact with the justice system, from first contact with police. The program will commence as a proof of concept at one or more locations, to support future expansion. The program would include: <ul style="list-style-type: none"> <li>engaging with police and magistrates to better inform bail and diversionary decisions</li> <li>building cultural capacity and understanding within the justice system</li> <li>referring to drug and alcohol rehabilitation, housing, disability and mental health support</li> <li>building partnerships with service providers, community organisations and support networks.</li> </ul> </li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

### Key Action Area 5: Young people exiting custody are supported and given opportunities to thrive to reduce reoffending

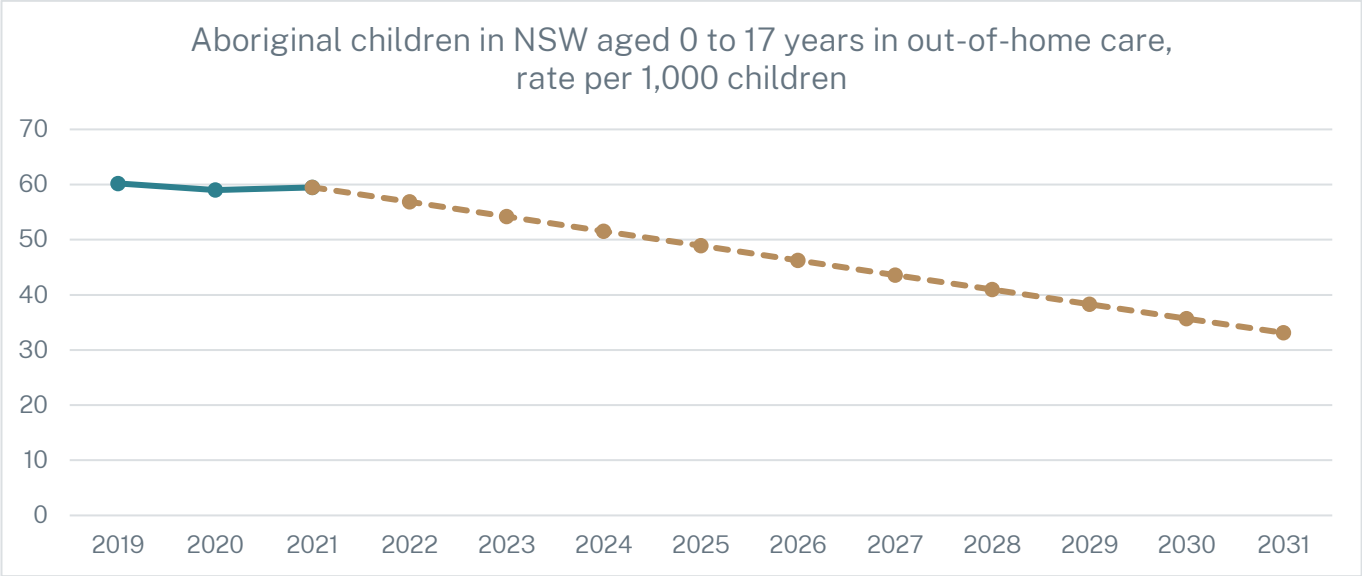
Aboriginal young people on custodial and community-based orders are subject to significant risk factors that can contribute to reoffending. We need to ensure young people are provided with culturally appropriate, trauma-informed, wraparound supports. By intervening to reduce recidivism, we will make a major contribution to reduce the over-representation of Aboriginal young people in the justice system.

What you have told us	What we will do	Accountable minister and agency
<p>We need to focus on service system gaps and failures, and <b>deliver ambitious systems change</b> to better support young people leaving detention:</p>	<p><b>Develop an Aboriginal Youth Throughcare Strategy to support young people in detention and in their reintegration into the community:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will engage with a broad spectrum of government and non-</li> </ul>	<p>Attorney General</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"> <li>• “[The] <i>correction system is broken – another thing we want to look at: that every community has post-release care.</i>”</li> <li>• These links to services need to be set and organised pre-release.</li> </ul>	<p>government stakeholders and Aboriginal communities to increase the availability of culturally safe and effective reintegration programs for Aboriginal young people across NSW. This will include:</p> <ul style="list-style-type: none"> <li>○ mapping existing pre and post-release programs to assess cultural appropriateness and efficacy, identify service gaps and highlight opportunities to expand community control</li> <li>○ identifying opportunities to increase support for existing programs already achieving positive results, prioritising services provided by ACCOs, to act as case studies in the development of a statewide throughcare model</li> <li>○ identifying opportunities for increased involvement of ACCOs and other community-based organisations in the design and delivery of programs</li> <li>○ developing pathways to ensure all Aboriginal young people have access to culturally appropriate and effective services while in detention and after their release.</li> </ul> <ul style="list-style-type: none"> <li>• By 2023, we will explore the establishment of Community Reintegration Panels for children and young people coming out of custody. The panels could comprise community members, police and Youth Justice staff, and could assist in determining what supports are available in the community to meet the young person’s identified needs.</li> </ul>	
<p><b>Young people need to be provided with intensive support</b> to meet their needs before and after they exit youth detention, to give them the best chance to thrive and connect with community.</p>	<p><b>Establish Aboriginal community navigators:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will explore the establishment of Aboriginal community navigators who can connect with a young person before and after they leave youth detention. The navigator could support a young person to address any individual needs (such as family, housing, advocacy, school and employment).</li> </ul>	<p>Attorney General Department of Communities and Justice</p>

# Socio-Economic Outcome 12: Aboriginal children are not over-represented in the child protection system

## Where we are now



## What we are doing

**Target:** By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45%.

**Government lead:** Department of Communities and Justice

**CAPO lead:** AbSec (NSW Child, Family and Community Peak Aboriginal Corporation)

### Key Action Area 1: Aboriginal children and young people are supported to remain with their families

We know Aboriginal children and young people do better when they are supported to remain with their families. We want to increase the number of Aboriginal children, young people and families accessing early intervention and support, and reduce the number of Aboriginal children and young people reported as at risk of significant harm.

What you have told us	What we will do	Accountable minister and agency
We need <b>Aboriginal early intervention services</b> with <b>Aboriginal workers</b> to deliver <b>culturally safe supports</b> , including local family preservation and early intervention services.  We need to <b>address the challenges for Aboriginal community-controlled services</b> in having to navigate	<b>Strengthen early intervention and diversion programs and keep Aboriginal children with their families:</b> <ul style="list-style-type: none"><li>By 2024, we will strengthen early intervention and diversion programs by:<ul style="list-style-type: none"><li>expanding the Helpline Advanced Screening Program</li></ul></li></ul>	Minister for Families and Communities  Department of Communities and Justice

What you have told us	What we will do	Accountable minister and agency
mainstream organisations, which throw up barriers and act as gatekeepers.	<ul style="list-style-type: none"> <li>○ reviewing Child Wellbeing Units</li> <li>○ developing partnerships across Closing the Gap Key Action Areas to support a holistic approach.</li> </ul>	
<p>We need to provide families with <b>more supports and advocacy</b>:</p> <ul style="list-style-type: none"> <li>• “[We] need people in the community who are there working for the community.”</li> <li>• We need an advocacy service to navigate issues across all government services that Aboriginal people have regular interaction with, including the child and family sector.</li> <li>• “[We] need 2 or 3 advocates in each community to advocate from a grassroots level.”</li> </ul>	<p><b>Pilot the Aboriginal Legal Service Child and Family Advocacy Support service:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will pilot a new Aboriginal Legal Service project, providing legal and non-legal advocacy to families at risk of having their children removed through holistic early assistance. <ul style="list-style-type: none"> <li>○ The service will be made up of a multidisciplinary team including non-legal advocates, specialist civil and child protection lawyers, disability workers, social workers and lived experience advisors.</li> <li>○ The service will include a statewide telephone advice, advocacy, referral and support service. It will also use western NSW (Dubbo, Moree and surrounding areas) as pilot regions for face-to-face services, building local place-based programs. This will serve as a proof of concept for the expansion of place-based child advocacy services in other high-needs regions, such as the South Coast.</li> </ul> </li> </ul>	Minister for Families and Communities Department of Communities and Justice
<p>We need to <b>support vulnerable families early</b> to prevent entry into out-of-home care:</p> <ul style="list-style-type: none"> <li>• Families that need the most help need to be identified early to stop them going further into the child protection system.</li> <li>• “I’m really concerned about the increasing number of our kids going into child protection. The focus is at the bottom when people are falling off the cliff; why isn’t it at the start? Why isn’t the aim strengthening our families?”</li> </ul>	<p><b>Shift funding from crisis to early intervention:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will implement initiatives to shift funding from crisis services to early intervention by: <ul style="list-style-type: none"> <li>○ implementing the NSW Human Services Investment Plan in partnership with communities</li> <li>○ building the evidence base and developing a strategy to transition investment</li> <li>○ investigating working examples of this investment approach for potential scale-up.</li> </ul> </li> </ul>	Minister for Families and Communities Department of Communities and Justice



## Key Action Area 2: Aboriginal children and young people are supported to live safely within their extended family and where possible, on Country

This Key Action Area will increase the capability of the child protection system to meet the needs of Aboriginal children and families, and achieve better outcomes. It will reduce the number of Aboriginal children and young people who escalate through the child protection system and enter out-of-home care. We will ensure that the Aboriginal Case Management Policy and the 5 elements of the Aboriginal Child Placement Principle are implemented in each district using a consistent framework and oversight mechanisms.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>culturally appropriate casework</b> to support Aboriginal children and young people, and support communities to keep them safe:</p> <ul style="list-style-type: none"> <li>“We will see a reduction in children removed when there are consequences for bad case workers.”</li> <li>“They don’t take into consideration the wider community that are still considered part of the family.”</li> </ul>	<p><b>Improve the quality of casework and child protection decision-making for Aboriginal children:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will develop an Aboriginal quality assurance process and Aboriginal Case Management Policy that will be applied to all case management in child protection and out-of-home care, and supporting tools for caseworkers.</li> <li>In 2022–2023, we will implement revised structured decision-making tools that address systemic bias and support better decision-making. <ul style="list-style-type: none"> <li>We will ensure that all Department of Communities and Justice staff participate in cultural capability training and development.</li> </ul> </li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>
<p>We need to <b>support families to stay together</b> and provide more supports to families:</p> <ul style="list-style-type: none"> <li>“More money needs to go into family preservation.”</li> <li>“Families need more supports and advocacy.”</li> <li>“Current services include limited timeframes that are too short for community need. You cannot help families in 6 weeks; much more support is needed over a long period of time.”</li> </ul>	<p><b>Ensure family preservation support programs are delivered by ACCOs and through Aboriginal-specific models of family preservation:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will co-create an Aboriginal family preservation model. This will be an Aboriginal-specific model of family preservation, supporting the capacity of ACCOs to deliver expanded family preservation services to support Aboriginal families to stay together and ensure children are kept safe.</li> <li>By 2024, we will reallocate current investment in family preservation programs to ACCOs. This will ensure that these programs are delivered in a culturally appropriate way.</li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>



### Key Action Area 3: The ACCO sector is grown to ensure culturally appropriate support for Aboriginal children and young people who have entered out-of-home care

This Key Action Area will support the growth of the Aboriginal community-controlled sector and better support Aboriginal children and young people who enter out-of-home care. There will be an emphasis on cultural permanency, the Aboriginal Case Management Policy and the 5 elements of the Aboriginal Child Placement Principle.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>support for guardianship and kinship care within families</b>:</p> <ul style="list-style-type: none"> <li>No Aboriginal child should be in a non-Aboriginal family.</li> <li><i>"[There] needs to be a new model based on kinship care and restoration."</i></li> <li><i>"It's easier for white foster carers to get Aboriginal children in guardianship with them than it is for Aboriginal carers."</i></li> </ul>	<p><b>Expand the Aboriginal Guardianship model:</b></p> <ul style="list-style-type: none"> <li>In 2022–2023, we will trial and evaluate the Aboriginal Guardianship support model. This model uses an Aboriginal-led commissioning approach to providing support for Aboriginal children and young people to stay with a kinship guardian rather than be placed in foster care or adoption with a non-Aboriginal family. <ul style="list-style-type: none"> <li>We are also increasing access to culturally appropriate supports to reduce re-entry into out-of-home care.</li> </ul> </li> </ul>	<p>Minister for Families and Communities Department of Communities and Justice</p>
<p>We need <b>ACCOs in out-of-home care</b>:</p> <ul style="list-style-type: none"> <li><i>"[We] want things that are designed by community, for community, that centre community."</i></li> <li><i>"Aboriginal-led and controlled organisations need to control Aboriginal out-of-home care."</i></li> </ul> <p>We need to <b>resource and listen to</b> ACCOs.</p>	<p><b>Increase Aboriginal community-controlled delivery of out-of-home-care services:</b></p> <ul style="list-style-type: none"> <li>In 2023–2025, we will develop holistic, ACCO-led approaches to the out-of-home care system by: <ul style="list-style-type: none"> <li>investigating options to shift investment from non-Aboriginal to Aboriginal service providers</li> <li>transferring the case management of Aboriginal children and young people in out-of-home care to ACCOs.</li> </ul> </li> </ul>	<p>Minister for Families and Communities Department of Communities and Justice</p>

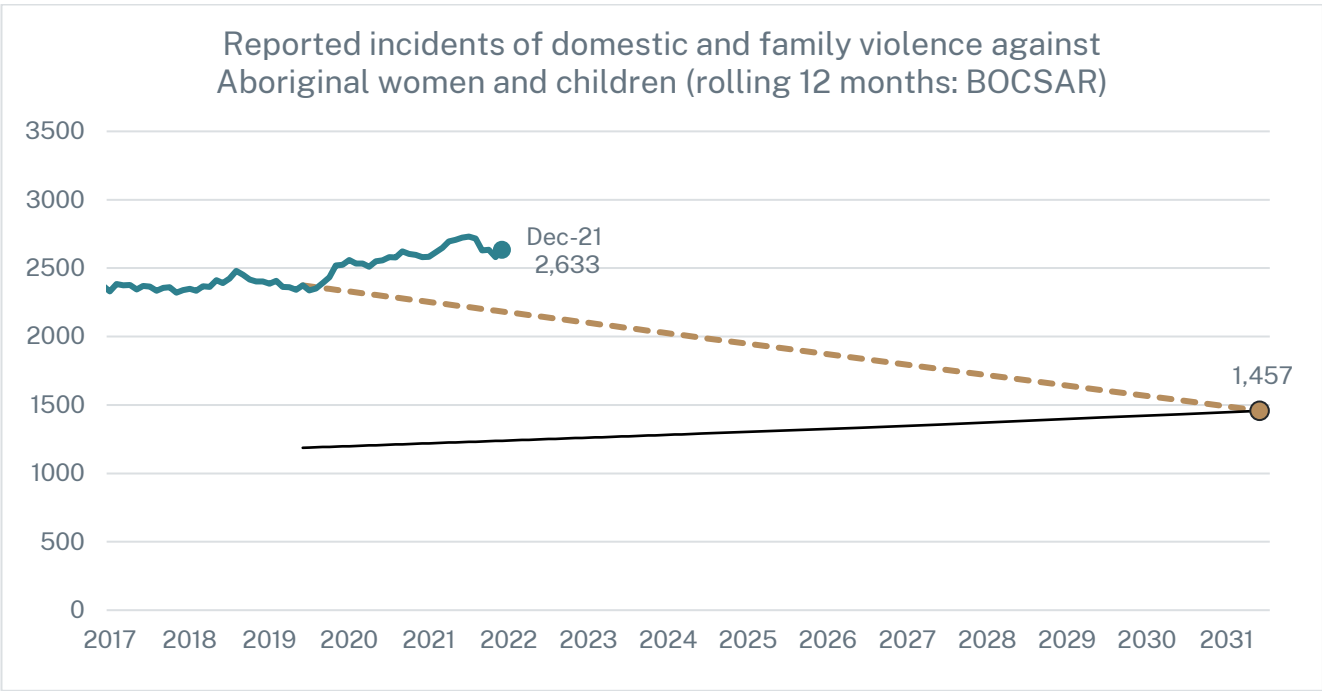
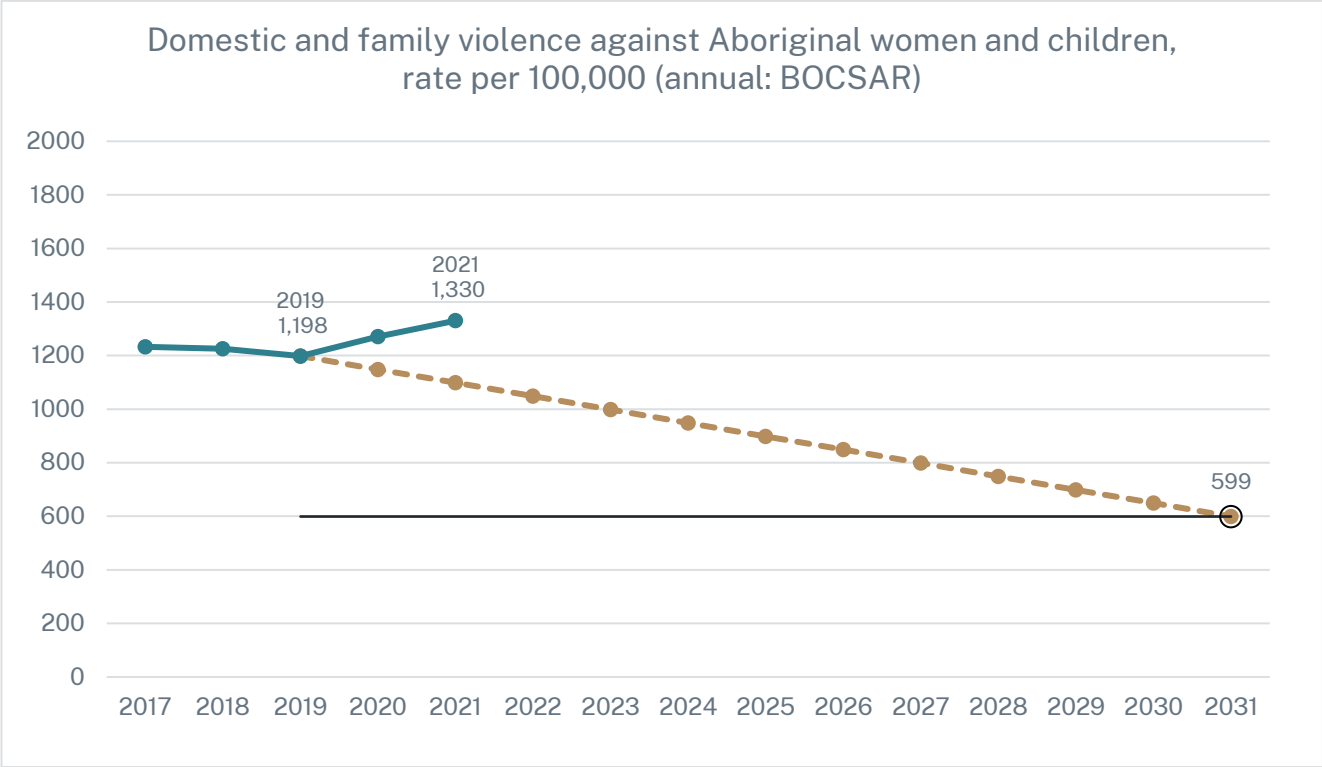
### Key Action Area 4: Aboriginal communities are empowered to design, deliver and oversee local services, supports and processes

This Key Action Area will achieve better outcomes for Aboriginal children, young people, families and communities by enhancing community control. Aboriginal communities will use their own processes to safeguard the wellbeing of Aboriginal children and ensure they are looked after in safe, thriving Aboriginal families and communities, raised strong in spirit and identity, with every opportunity for lifelong wellbeing and connection to culture. The actions in this area will centre on ensuring that Aboriginal families and communities are involved in decision-making and that there is sustained capacity building and investment in ACCOs.

What you have told us	What we will do	Accountable minister and agency
<p>We need support for the <b>importance of self-determination for improving outcomes</b> for Aboriginal children, families and communities:</p> <ul style="list-style-type: none"> <li>“Local Aboriginal communities should have the right to self-determination and community control as a matter of importance and action. I believe that providing communities with this will holistically benefit the community, provide transparency and nurturing to the community members. This also allows community to bring services to town and better service our community.”</li> <li>“Governments need to give us an assurance that our voices will be heard; and from those voices, new policies WILL be implemented. You’ve got to walk the walk and talk the talk.”</li> </ul>	<p><b>Include Aboriginal communities in service delivery in meaningful ways:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will implement the findings of the landmark independent, Aboriginal-led Family is Culture review of Aboriginal over-representation in out-of-home care in NSW. This will be done in partnership with communities and aligned with the overall intent of the review, and will include a focus on progressing the disability recommendations. <ul style="list-style-type: none"> <li>The review made 126 recommendations for structural reform to the child protection system, built on 2 key pillars of genuine reform: self-determination and accountability. The report and its recommendations together provide a roadmap to a system that better supports Aboriginal children and their families and that will contribute to a long-term reduction in the number of Aboriginal children coming into contact with the child protection system.</li> </ul> </li> <li>By 2025, we will fully implement the Aboriginal Case Management Policy, including Strong Families, Our Way, which is a budget bid to roll out statewide Aboriginal Community Controlled Mechanisms supported by a secretariat and a self-determination project team. These mechanisms allow for direct community input into child protection policies and practices, and support keeping Aboriginal young people with their family and connected to their community and culture.</li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>
<p>We need increased <b>Aboriginal community control and support for Aboriginal services:</b></p> <ul style="list-style-type: none"> <li>Community has been calling for direct community involvement in the design, prioritisation and delivery of services, as well as more transparency and communication regarding funds being spent in communities.</li> <li>Community has no funding for early interventions as it goes to the mainstream services, “not our local services who have been running on the smell of an oily rag for 30 years.”</li> </ul>	<p><b>Expand the Aboriginal-led commissioning model:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will implement an Aboriginal-led commissioning and procurement strategy in 2 pilot communities. This gives Aboriginal communities decision-making power over the design, delivery and monitoring of the programs and services funded to be delivered in these communities. <ul style="list-style-type: none"> <li>Evaluations of these pilot sites will inform recommendations for potential expansion in future.</li> </ul> </li> </ul>	<p>Minister for Families and Communities</p> <p>Department of Communities and Justice</p>

# Socio-Economic Outcome 13: Aboriginal families and households are safe

## Where we are now



## What we are doing

**Target:** By 2031, the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children is reduced at least by 50%, as progress towards zero.

**Government lead:** Department of Communities and Justice

**CAPO lead:** Aboriginal Legal Service NSW/ACT

### Key Action Area 1: Self determination – Solutions are led by Aboriginal people and communities with a focus on long-term and generational change

Current mainstream systems and service responses are not working effectively to change the trajectory of this outcome area. BOCSAR data shows an increase in domestic, family and sexual violence and the victimisation of Aboriginal women and children. Self-determination, community leadership and community-driven solutions are the foundation piece to ensure that all work to reduce the rate of all forms of family violence and abuse against Aboriginal women and children has a real and lasting impact.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure that the development of work in this area is <b>led by Aboriginal communities</b>:</p> <ul style="list-style-type: none"> <li>“We don’t have services in our community designed for Aboriginal people.”</li> </ul> <p>We need to <b>address domestic violence holistically</b>, looking through a trauma-informed lens to understand the issue while also addressing the loss of cultural cohesion, authority and control that underpins violence in communities:</p> <ul style="list-style-type: none"> <li>“We believe that the central way to effectively break the cycle of violence is through community-driven, trauma-informed approaches to family violence that prioritise cultural healing and restore strength, dignity and self-determination for Aboriginal and Torres Strait Islander families and communities – especially women and children.”</li> </ul>	<p><b>Establish and resource the Aboriginal Women’s Advisory Network and partner with other representative networks and councils:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will establish an Aboriginal Women’s Advisory Network. This will allow for knowledge and guidance around Aboriginal-led and placed-based solutions, driven by the expertise and experience of Aboriginal women, to address domestic and family violence. The principle of intersectionality will be foundational to the work of the network. To support this initiative, the following networks will be established, resourced and/or partnered with to lead and co-design the work to meet Socio-Economic Outcome 13: <ul style="list-style-type: none"> <li>an Aboriginal Youth Advisory Network</li> <li>an Aboriginal Rainbow Advisory Network</li> <li>an Aboriginal Men’s Council.</li> </ul> </li> </ul>	<p>Minister for Women’s Safety and the Prevention of Domestic and Sexual Violence</p> <p>Department of Communities and Justice</p>

### Key Action Area 2: Violence and abuse against Aboriginal women and children is prevented through early intervention

Preventing family violence and abuse in Aboriginal communities requires an understanding of the context of the violence and the multiple, interconnected factors associated with it. Improving the level of safety in all communities is dependent on addressing entrenched inequality and disadvantage and the multiple factors that give rise to violence and abuse. Prevention is built on early intervention.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>address domestic violence as a complex, overlapping issue that that interrelates with other social, economic and historical factors.</b> Prevention must be a realised outcome where emphasis is placed on early intervention that respects self-determination:</p> <ul style="list-style-type: none"> <li>“When you pick up an Aboriginal woman, you’re not just picking up domestic violence. These wonderful Black women, beautiful Black women are picking up domestic violence. They’re picking up children protection and they’re picking up drug and alcohol. They are picking up mental health. They’re picking up the whole lot of it. So when they pick up a client, they’re picking up the whole lot and they have to work with the whole lot.”</li> </ul>	<p><b>Establish a comprehensive plan for early intervention and prevention of domestic violence:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will undertake comprehensive engagement with the Aboriginal Women’s Advisory Network and the community more broadly. This will inform a comprehensive plan to drive change in early intervention.</li> </ul>	<p>Minister for Women’s Safety and the Prevention of Domestic and Sexual Violence</p> <p>Department of Communities and Justice</p>

### Key Action Area 3: Recovery, healing and positive life outcomes are supported through the development of culturally appropriate and safe responses

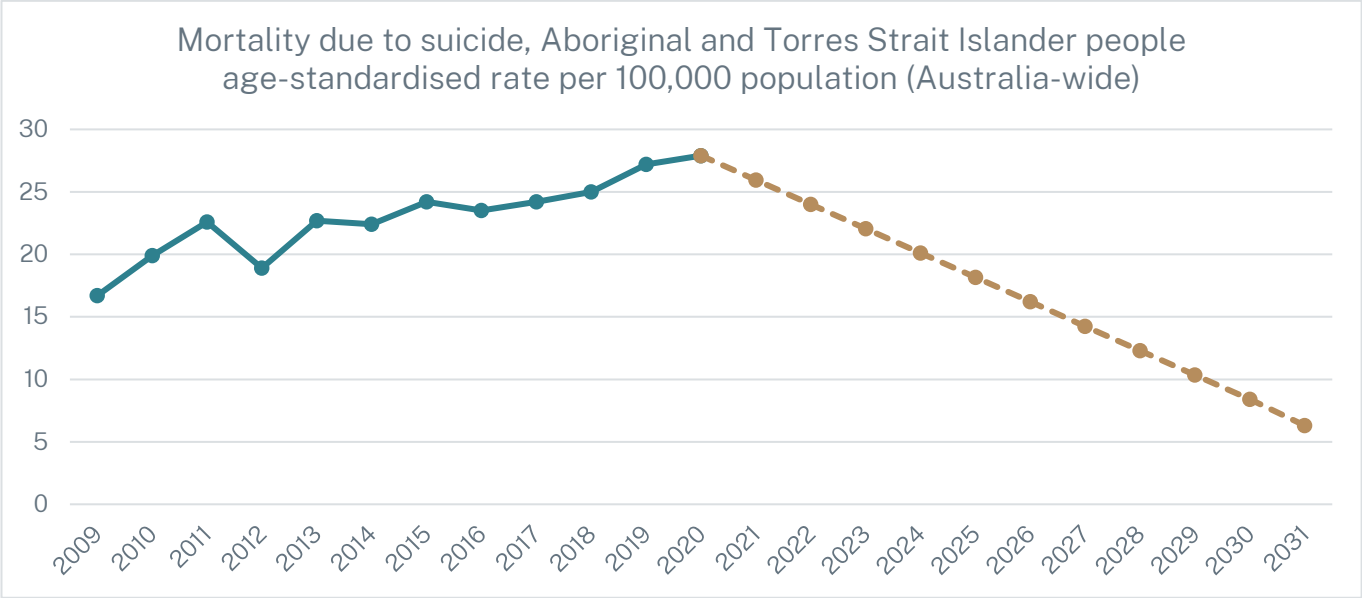
This Key Action Area is about supporting Aboriginal women to make choices that will protect and promote the long-term physical, emotional and cultural safety of themselves and their children. This should be prioritised by properly resourcing culturally safe and holistic services across the continuum from early intervention and prevention to response, recovery and healing.

What you have told us	What we will do	Accountable minister and agency
<p>We need to develop <b>culturally appropriate and culturally safe responses for Aboriginal women and children that acknowledge the strength, resilience and richness of Aboriginal culture.</b> A thorough process can achieve an integrated service system that supports healing, recovery and positive life outcomes for Aboriginal women, children and men:</p> <ul style="list-style-type: none"> <li>“Take mum away to a service, take dad away to a service, take the kids to camp. Why can’t they heal together? If we can bring culture back into our families, it will heal. People are missing culture.”</li> </ul>	<p><b>Establish a comprehensive plan for recovery, healing and positive life outcomes:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will undertake comprehensive engagement with the Aboriginal Women’s Advisory Network and the community more broadly. This will inform a comprehensive plan to drive change in recovery, healing and positive life outcomes.</li> </ul>	<p>Minister for Women’s Safety and the Prevention of Domestic and Sexual Violence</p> <p>Department of Communities and Justice</p>

What you have told us	What we will do	Accountable minister and agency
<ul style="list-style-type: none"><li>“We’ve had a number of cases where [they] transition back into community and you know, we’ve had some really positive stories for the whole family [to] come together and behaviour change and accountability. But that pathway is so difficult.”</li><li>“I’ve never wanted my child’s father to be harmed or go to jail. I just wanted the violence to stop ... I would want him to get support.”</li></ul>		

# Socio-Economic Outcome 14: Aboriginal people enjoy high levels of social and emotional wellbeing

## Where we are now



## What we are doing

**Target:** Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.

**Government lead:** Department of Health

**CAPO lead:** Aboriginal Health and Medical Research Council of NSW

### Key Action Area 1: Mental health is approached through a social-emotional wellbeing lens

In partnership with the ACCHO sector, we will seek to implement and sustain effective cultural models of mental health and wellbeing care for Aboriginal people.

What you have told us	What we will do	Accountable minister and agency
We need to <b>address the lack of culturally safe social and emotional wellbeing programs, especially for young people.</b> There are concerns about the ongoing issues relating to high suicide rates and abuse of alcohol and other drugs.	<b>Develop a new Aboriginal mental health model of care:</b> <ul style="list-style-type: none"><li>In 2023, we will develop an evidence-based implementation plan for an effective, culturally safe, quality model of care for Aboriginal people.<ul style="list-style-type: none"><li>The model of care will be informed by a rapid research review of national and international models of care and</li></ul></li></ul>	Minister for Health NSW Health



What you have told us	What we will do	Accountable minister and agency
	<p>extensive collaboration and consultation with Aboriginal people, communities and organisations across NSW.</p> <ul style="list-style-type: none"> <li>It will include 12 grants to districts/networks and ACCHOs to co-design, implement, sustain and evaluate models of care across NSW.</li> </ul>	

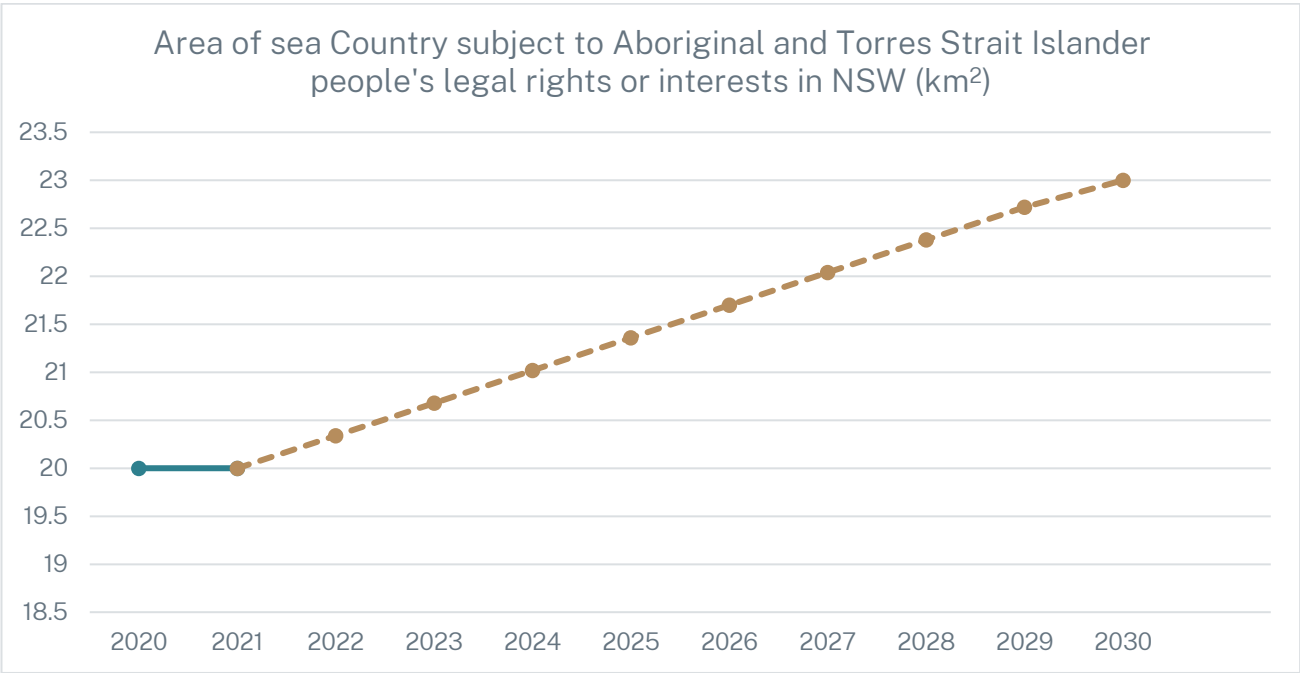
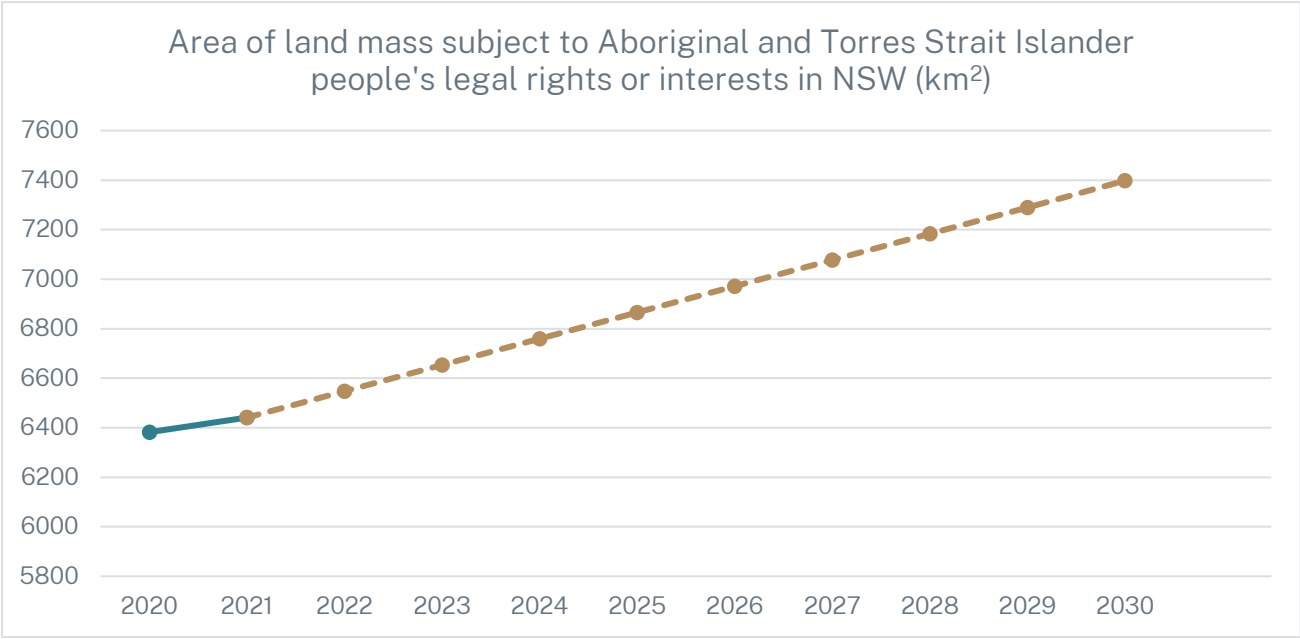
## Key Action Area 2: The Building on Aboriginal Communities' Resilience program is expanded to support Aboriginal communities

We have heard clearly that there is a need to provide more culturally safe social and emotional wellbeing programs to build on community resilience and support the mental health of communities.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>invest in local healing facilities, providing drug, alcohol and mental health services</b> to address the trauma of colonisation and the Stolen Generations, which continues to affect communities and is linked to the abuse of alcohol and other drugs.</p>	<p><b>Expand the Building on Aboriginal Communities' Resilience program:</b></p> <ul style="list-style-type: none"> <li>In 2023, we will explore opportunities to expand the current initiative to 12 ACCHOs not currently funded and maintain key components such as flexible funding to address community-led priorities: <ul style="list-style-type: none"> <li>The proposal aims to build upon the success of the current initiative to deliver reliable, responsive and sustainable programs across an increased number of Aboriginal communities in NSW.</li> </ul> </li> </ul>	<p>Minister for Health NSW Health</p>

# Socio-Economic Outcome 15: Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

## Where we are now



## What we are doing

**Target 15a:** By 2030, a 15% increase in Australia's landmass is subject to Aboriginal and Torres Strait Islander people's legal rights or interests.

**Target 15b:** By 2030, a 15% increase in areas covered by Aboriginal and Torres Strait Islander people's legal rights or interests in the sea.

**Target 15c:** The details of the additional target relating to inland waters are still being determined nationally.

**Government lead:** Department of Planning and Environment

**CAPO lead:** NSW Aboriginal Land Council

### Key Action Area 1: The land dealings system and interaction between Aboriginal Land Rights and Native Title are improved

This Key Action Area is about establishing a simplified, less expensive and clearer interaction between the various systems that provide rights over land to achieve better social, cultural and economic outcomes for Aboriginal people. Improving this will increase ownership and legal rights over land for Aboriginal people.

What you have told us	What we will do	Accountable minister and agency
<p>We need a <b>more effective system for managing the interaction between Native Title and Land Rights</b> in NSW:</p> <ul style="list-style-type: none"> <li>The current state of affairs is not productive or sustainable and community strongly want to see a more effective system.</li> </ul>	<p><b>Establish a taskforce to negotiate a redesign of the Native Title and Land Rights systems:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will create a taskforce to partner in designing an overarching comprehensive and holistic reform policy that supports a negotiated redesign of the Native Title and Land Rights systems at a local or regional level: <ul style="list-style-type: none"> <li>The objective of the redesign is to reform the complex operational relationship between the <i>Native Title Act 1993</i> (Cth) and the <i>Aboriginal Land Rights Act 1983</i> (NSW) to be approved and implemented by 2025.</li> </ul> </li> </ul>	<p>Minister for Lands and Water</p> <p>Crown Lands</p>
<p>We need <b>increased return of land</b> to Aboriginal communities:</p> <ul style="list-style-type: none"> <li>The majority of land currently being handed back is not of high quality.</li> <li>Freehold title needs to sit with the community.</li> <li>The land claims process needs to be accessible.</li> </ul>	<p><b>Pilot models for increasing Aboriginal land ownership and management:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will undertake pilots of models and strategies for increasing the return of land to Aboriginal communities, primarily through land transfers and innovative land management arrangements. <ul style="list-style-type: none"> <li>This will be based on comprehensive research, economic analysis and the development of options and models that take account all the economic considerations in supporting significant and ongoing increases in land ownership</li> </ul> </li> </ul>	<p>Minister for Lands and Water</p> <p>Crown Lands</p>

What you have told us	What we will do	Accountable minister and agency
	<p>and land management by Aboriginal communities.</p> <ul style="list-style-type: none"> <li>○ The findings from this research and economic analysis will improve understanding of the overall impacts of the return of public lands, inform potential pilot sites and assist the development of a business case for the return of public lands to Aboriginal people.</li> </ul>	

## Key Action Area 2: Aboriginal people's ownership of, legal interest over and access to sea, Country and inland water is increased/improved upon

This Key Action Area is about increasing Aboriginal ownership of, legal interest in and access to water – including sea and inland – to support Aboriginal people's vital cultural, spiritual, physical and economic relationships with water. This includes ensuring water management systems are sustainable and support Aboriginal communities' cultural rights and ecosystem health.

What you have told us	What we will do	Accountable minister and agency
<p>We need to support and improve communities' access to <b>land rights to include water and sea rights</b>:</p> <ul style="list-style-type: none"> <li>• Water is <i>"spiritually and culturally important, but also an essential element of future economic strength and prosperity."</i></li> </ul>	<p><b>Support increased access to cultural fishing rights:</b></p> <ul style="list-style-type: none"> <li>• In 2022 as well as following years: <ul style="list-style-type: none"> <li>○ NSW CAPO's position is to immediately commence s.21AA (without regulations) of the Fisheries Management Act and end the prosecution of Aboriginal cultural fishers, including with an immediate moratorium on all prosecutions of Aboriginal people for cultural fishing.</li> <li>○ The NSW Government is committed to working in genuine partnership to support Aboriginal cultural fishing and will progress further discussions after the outcomes of the Parliamentary Inquiry into the commencement of the <i>Fisheries Management Amendment Act 2009</i>.</li> </ul> </li> <li>• By 2024, through collaborative research and analysis involving partnerships with a series of engaged Aboriginal communities in NSW, the NSW Aboriginal Fisheries Advisory Council, the Fisheries Research and Development Corporation, the Indigenous Land and Sea Corporation and CAPO to investigate delivery models,</li> </ul>	<p>Minister for Agriculture</p> <p>Department of Regional NSW, Fisheries</p>

What you have told us	What we will do	Accountable minister and agency
	<p>including but not limited to Aboriginal community-owned and managed commercial fishing businesses or an Aboriginal Controlled Commercial Fishing Trust that will be able to buy licenses and quota entitlements. Findings from this research and economic analysis of case studies will be used to inform business case development to guide future investment in the established companies.</p> <ul style="list-style-type: none"> <li>The NSW Government will review all existing fisheries prosecutions involving Aboriginal people to ensure only serious offences are pursued.</li> </ul>	
<p>We need <b>improvements to the current water systems in NSW to ensure their sustainability</b>:</p> <ul style="list-style-type: none"> <li>Aboriginal communities have raised that the quantity of water presently allocated for commercial use is unsustainable, and the water system is being degraded as a result of water depletion, pollution and salinity.</li> <li>The poor health of the water and marine system impacts upon Aboriginal communities' ability to exercise their inherent rights to fish and use water resources, and affects Aboriginal people's health and wellbeing, as well as ecosystems.</li> </ul> <p>We need <b>Aboriginal people to have more access to jobs in the fishing and farming industries</b>.</p>	<p><b>Increase Aboriginal ownership of sea Country and inland water through reimagined models of water management:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will undertake a stocktake of current opportunities for Aboriginal people to participate in ownership of water and increase their legal rights, including identifying need and gaps in this space.</li> <li>By 2023, we will undertake an analysis of the current gaps, barriers and opportunities for Aboriginal ownership of sea Country and inland water. Specifically, there will be a research component on Aboriginal governance of water.</li> <li>By 2024, we will establish a pathway for managing Aboriginal Cultural Flows.</li> </ul>	<p>Minister for Lands and Water</p> <p>Department of Planning and Environment</p>

### Key Action Area 3: There is enhanced and streamlined support for Aboriginal people to realise their legal rights and interests over land, sea and water, including at pre, during and post transfer and return stages

This Key Action Area is about supporting Aboriginal communities to unlock or 'activate' the full economic, social and cultural potential of land and water that has been or will be transferred back to Aboriginal ownership or management. This includes supporting Aboriginal communities' long-term goals for the land, sea and water that they own or have legal rights and interests over, such as caring for Country, development that provides social or economic community benefits, and improving community access.

What you have told us	What we will do	Accountable minister and agency
<p>We need <b>more support for Aboriginal landowners</b> following the return and transfer of land:</p> <ul style="list-style-type: none"> <li>Land and water is <i>“spiritually and culturally important, but also an essential element of future economic strength and prosperity.”</i></li> <li>We need a coordinated, community-controlled approach to the process of land transfers and post-transfer support, including zoning consideration, so returned land can be used for the greatest benefit.</li> </ul> <p>We need <b>meaningful partnerships</b> to support land management:</p> <ul style="list-style-type: none"> <li>Co-management and joint management arrangements are still common temporary arrangements until full legal rights for Aboriginal people are expanded. Given their prevalence, it is essential for these programs to be enacted as effectively in partnership as possible.</li> <li><i>“Giving early attention to what partnership means, what it should look like, who it should include and how it will be measured are essential.”</i></li> </ul>	<p><b>Provide improved support following land transfers:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will develop innovative models to support Aboriginal communities to unlock the full economic and cultural potential of land that has been transferred back to Aboriginal communities: <ul style="list-style-type: none"> <li>This will include research to identify current land activation pathways; analyse risks, gaps and blockages; and identify supports required (including resourcing, policies and actions) and innovative models for success, in line with the specific needs of communities.</li> </ul> </li> </ul>	<p>Minister for Lands and Water</p> <p>Department of Planning and Environment</p>
<p>We need <b>greater coordination between government agencies</b> that reduces the number of contact points for community:</p> <ul style="list-style-type: none"> <li>There was support expressed in the 2022 CAPO engagements for the idea of a ‘one-stop shop’ for land and water claims, <i>“where we can go to one site.”</i></li> </ul>	<p><b>Establish a one-stop shop to support Aboriginal landowners:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will establish a model for a central government mechanism (one-stop shop) that brings together government services relevant to land ownership in a single coordinated service that is better able to support Aboriginal landowners. <ul style="list-style-type: none"> <li>The service will bring together high-level decision-makers from government bodies that are responsible for services such as land transfer, land management and zoning, water, fisheries, and national parks. This is to overcome long-term issues faced by Aboriginal communities in dealing with multiple government agencies.</li> <li>This includes resourcing the Aboriginal community-controlled sector to undertake a holistic</li> </ul> </li> </ul>	<p>Minister for Lands and Water</p> <p>Department of Planning and Environment</p>

What you have told us	What we will do	Accountable minister and agency
	<p>approach to land acquisition and activation, including strategic community planning, acquisition, activation, management and long-term financial planning.</p> <ul style="list-style-type: none"> <li>○ This will be established in partnership with the NSW Aboriginal Land Council, Local Aboriginal Land Councils, Registered Native Title Bodies Corporate and Aboriginal landowners.</li> </ul>	

#### Key Action Area 4: Joint-management arrangements and opportunities for land, sea and inland water are improved

This Key Action Area is about ensuring that joint management mechanisms meet the needs and aspirations of Aboriginal communities and deliver better outcomes for Aboriginal communities. Joint management is a partnership arrangement that recognises local Aboriginal people's cultural association with a park or reserve and ensures their involvement in its management.

What you have told us	What we will do	Accountable minister and agency
<p>We need to establish <b>joint management arrangements</b>. It is essential for these programs to be enacted as effectively as possible, ensuring meaningful partnership provisions are included. Where these are used, they should maximise the self-determination of Aboriginal communities in these arrangements:</p> <ul style="list-style-type: none"> <li>• <i>“A partnership approach is a new way of doing business both for governments and for Aboriginal people and the nuances and practical steps required should be fully (and jointly) explored and articulated at the earliest possible stage. Giving early attention to what partnership means, what it should look like, who it should include and how it will be measured are essential.”</i></li> </ul>	<p><b>Improve and enhance joint management arrangements:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will work in partnership to identify opportunities to improve and enhance joint management arrangements. <ul style="list-style-type: none"> <li>○ While joint management/co-management arrangements can work, there is a need to transform the partnership into one that also activates Aboriginal people's inherent right to receive ownership of lands.</li> </ul> </li> </ul>	<p>Minister for Lands and Water</p> <p>Department of Planning and Environment</p>



## Socio-Economic Outcome 16: Aboriginal cultures and languages are strong, supported and flourishing

### Where we are now

There is no current available data upon which to measure a sustained increase in the number and strength of Aboriginal languages being spoken in NSW. Part of the initial work for this Socio-Economic Outcome is doing the necessary research to determine this baseline.

### What we are doing

**Target:** By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.

**Government lead:** Aboriginal Languages Trust (Department of Premier and Cabinet)

**CAPO lead:** NSW AECG

### Key Action Area 1: Aboriginal communities define what makes their languages ‘strong and healthy’ and determine the baseline to measure progress against this outcome

This Key Action Area is about establishing place-based baseline data informed by Aboriginal communities’ voices for the NSW context. This is important as there is currently no NSW-specific baseline data upon which to measure improvement against the languages and culture target. We need to build a better understanding of the current strength of Aboriginal languages in NSW in order to know where to focus.

What you have told us	What we will do	Accountable minister and agency
<p><b>Communities need to have ownership over their own languages</b> and their intellectual property:</p> <ul style="list-style-type: none"> <li>Language programs need to be owned by community.</li> <li><i>“Who actually owns the intellectual property to that language?”</i></li> <li><i>“It needs to be something that is led and owned by community.”</i></li> </ul>	<p><b>Develop Aboriginal languages data sovereignty principles:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will establish a set of agreed principles for how communities’ languages data sovereignty will be respected and upheld. <ul style="list-style-type: none"> <li>Aboriginal communities have the right to exercise ownership over their languages data. This ownership can be expressed through its creation, collection, access, analysis, interpretation, management, dissemination and reuse.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>
<p>We need to establish <b>NSW-specific data to measure improvement against this Socio-Economic Outcome</b>. Current data sources relied upon to measure the strength and fluency of languages are not specific to the NSW context:</p> <ul style="list-style-type: none"> <li>There are too many limitations with the existing data sources</li> </ul>	<p><b>Pilot place-based agreement-making for establishing the languages baseline:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will develop criteria based on extensive consultation carried out in 2021 with languages stakeholders across NSW, to identify 6 community pilot sites to opt-in to place-based agreements to design and embed measurement and evaluation (MEL)</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal</p>

What you have told us	What we will do	Accountable minister and agency
being relied on to measure NSW Aboriginal languages' strength and growth. The data is often insufficient, inconsistent or contradictory.	<p>practices for their languages. This will feed into establishing the baseline for this Socio-Economic Outcome target.</p> <ul style="list-style-type: none"> <li>It is recognised that non-Indigenous governments, institutions and agencies hold significant Aboriginal data. Increasing Aboriginal peoples' participation in data governance activities is central to realising Aboriginal data sovereignty.</li> <li>Place-based agreement-making will place Aboriginal communities at the centre of the process for establishing baseline data for their languages. It will strengthen Aboriginal control for improved discovery, access, use, reuse and attribution in the languages data landscape for NSW.</li> </ul>	Languages Trust
We need <b>time and resources invested into supporting communities</b> with languages measurement.	<p><b>Grow communities' capability and capacity:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will invest in supporting and building the capabilities of opt-in communities, including establishing MEL roles in each community to build the foundation for impact measurement and aid them to contribute to the government's baseline languages' measurement.</li> <li>For communities to engage meaningfully in languages MEL that will support the establishment of the Closing the Gap languages and culture baseline, it is necessary to invest time and resources toward building communities' capability, capacity and confidence in this space.</li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>

## Key Action Area 2: Aboriginal peoples and communities have better access to archive materials for languages revitalisation

There have been long-standing calls for improved access and ownership of government-held archival material for Aboriginal people. This initiative aims to help Aboriginal people access important archival documents that could potentially unlock information necessary to revitalise critically endangered languages. It also seeks to make materials accessible in State Archives collections and make accessing those materials culturally safe through the employment of Aboriginal staff.

What you have told us	What we will do	Accountable minister and agency
<p>We need to support <b>communities to access and control archival materials</b> about their families, histories and languages:</p> <ul style="list-style-type: none"> <li>“It would be good to see it [archival material] shared with communities, but it runs the risk of pollution around how it’s used, like changing words and sounds, pronunciations. [We] need to make sure there is some criteria around this.”</li> <li>“We need to teach our ways in community on Country.”</li> </ul>	<p><b>Develop an Aboriginal Languages Policy Partnership:</b></p> <ul style="list-style-type: none"> <li>By 2022, we will develop an Aboriginal Languages Policy Partnership in line with Priority Reform 1 of Closing the Gap. <ul style="list-style-type: none"> <li>This policy partnership will set out how the NSW AECG, NSW Aboriginal Land Council, the Aboriginal Languages Trust, and the State Archives and Record Authority will work in collaboration to improve Aboriginal people’s experience accessing archival material about their families, histories and languages.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>
<p>We need to create and promote <b>opportunities in the State Archives</b> for employment and training, including by creating safe and secure working environments:</p> <ul style="list-style-type: none"> <li>“Archival material needs to come with training for people in community so it is handled and shared properly.”</li> <li>“We need tools for community to handle archival material and share it properly.”</li> </ul>	<p><b>Build the Aboriginal archive workforce:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will hire a team of Aboriginal people in various positions, including Aboriginal Elders and cultural mentors for trauma-informed support. <ul style="list-style-type: none"> <li>Having a team of skilled and qualified Aboriginal archivists working within the State Archives and Records Authority will support Aboriginal communities to access materials about their families, histories and languages in way that is a culturally safe and secure.</li> <li>We will invest in on-the-job training and develop university pathways for Aboriginal staff to build their capability to undertake archival work.</li> <li>We will develop strategies to provide scholarships/cadetships and further opportunities to promote the archives as an employment and training opportunity.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>
<p>We need to <b>identify all records of historical archival materials</b> held by institutions, including private records held by the State Library:</p> <ul style="list-style-type: none"> <li>“Language needs to be repatriated and given back to appropriate people in community.”</li> </ul>	<p><b>Commence a search and discovery of the State Archives collection:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will search the State Archives collection for records of Aboriginal people and languages. This will focus on searching for records of Aboriginal people, including those necessary to support languages revitalisation: <ul style="list-style-type: none"> <li>We will develop a detailed monitoring and evaluation plan to track outputs and outcomes of the project.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>

What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>○ In addition, we will commence planning for the second phase of the project (preservation and access) in 2024 to 2026.</li> </ul>	

### Key Action Area 3: The establishment and operation of place-based Aboriginal language centres is investigated

This Key Action Area is about supporting community access to place-based Aboriginal language centres tailored to local contexts. There is no one-size-fits-all approach when it comes to language centres. A further exploration of the benefits and challenges associated with various language centre options – including governance, and operating and funding models – will help communities identify what can work best for them and help them achieve their languages aspirations.

What you have told us	What we will do	Accountable minister and agency
<p>We need language centres to be <b>owned and controlled by communities</b> to ensure they are dedicated and safe spaces for languages learning, education, creating and storing resources, gathering and networking, showcasing, employment and training, etc:</p> <ul style="list-style-type: none"> <li>• <i>“Language centre is a good idea but needs to be driven by community.”</i></li> <li>• <i>“Language programs need to be owned by community, not by the Department of Education. It’s great for schools to teach but the funding should sit with Aboriginal Languages Centres...”</i></li> </ul>	<p><b>Complete community language centres research paper:</b></p> <ul style="list-style-type: none"> <li>• By 2023, we will explore models/options for place-based, community-led language centres that best support communities’ aspirations and aid in growing and strengthening Aboriginal languages across NSW. <ul style="list-style-type: none"> <li>○ This will support the establishment by communities of language centres to operate differently depending on their local context. For example, they could be regional or local, they could be multi-purpose community hubs offering a range of services or focus solely on languages work.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>
<p>Communities need access to Country and cultural sites/places/landscapes to teach and learn languages. We need to ensure that language centres are <b>open to all community members</b>:</p> <ul style="list-style-type: none"> <li>• <i>“Language centres need to be open to the entire community. While it’s good that language is in schools, the funding and resourcing needs to sit with community not the Department of Education.”</i></li> </ul>	<p><b>Provide community resources:</b></p> <ul style="list-style-type: none"> <li>• By 2024, we will provide communities with relevant and helpful information and resources on options for establishing and operating place-based language centres that can support communities to grow and nurture their languages. <ul style="list-style-type: none"> <li>○ This is line with feedback from Aboriginal communities across NSW, who have expressed interest in place-based language centres as a means to support them to achieve their languages aspirations.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>

## Key Action Area 4: Aboriginal communities have better access to Country for languages learning and education

This Key Action Area is about supporting learning on Country. Language and culture come from Country and cannot be separated. Learning on Country contributes to good health outcomes and an overall sense of wellbeing, and can improve the relationship between the land, the environment and people.

What you have told us	What we will do	Accountable minister and agency
<p>Language belongs to Country. There is a need for communities to <b>gain access to Country for languages</b>:</p> <ul style="list-style-type: none"> <li>“There’s no place for the old ones to do that. If we want to go out on Country, there’s nowhere to go. If they want to go out on Country, it’s not comfortable because anyone can just drive in there. Where do we go?”</li> <li>Language education on Country helps keep mob active and healthy.</li> </ul>	<p><b>Complete an Access to Country research paper and establish supporting partnerships:</b></p> <ul style="list-style-type: none"> <li>By 2023, we will explore barriers to and identify opportunities for communities accessing Country for languages and culture learning and education. <ul style="list-style-type: none"> <li>For language learning and education to be successful, access to Country is essential as it deepens learners’ engagement with and understanding of historical, current and ongoing connection to Country/place and culture.</li> </ul> </li> <li>By 2024, we will identify partnerships following the completion of the research paper. <ul style="list-style-type: none"> <li>The establishment of co-designed policy measures that aim to remove barriers and aid communities to gain access to Country for languages learning and education will require the efforts of many, including government and non-government agencies and organisations. Establishing these partnerships will maximise opportunities for communities to access Country for language learning and education.</li> </ul> </li> </ul>	<p>Minister for Aboriginal Affairs</p> <p>Department of Premier and Cabinet, Aboriginal Languages Trust</p>

## Socio-Economic Outcome 17: Aboriginal people have access to information and services enabling participation in informed decision-making regarding their own lives

### Where we are now

There is no current available data on the level of digital inclusion among Aboriginal people. Part of the initial work for this Socio-Economic Outcome is doing the necessary research to determine this baseline.

### What we are doing

**Target:** By 2026 Aboriginal and Torres Strait Islander people have equal levels of digital inclusion.

**Government lead:** Department of Customer Service

**CAPO lead:** BlaQ Aboriginal Corporation

### Key Action Area 1: There is increased knowledge about what digital inclusion means for Aboriginal people in NSW

This Key Action Area is about getting a better understanding of Aboriginal communities' needs and aspirations in the space of digital inclusion. Although digital inclusion has been identified as a focus area throughout Australia, there is a lack of current, specific data surrounding the experiences of Aboriginal people in NSW. This Key Action Area will deep dive into understanding community experiences of digital inclusion in order to establish a digital inclusion baseline, and identify barriers to and opportunities for increased digital inclusion for Aboriginal people in NSW.

What you have told us	What we will do	Accountable minister and agency
<p>We need to <b>align programs and initiatives with the needs of communities</b> and work to address the short, medium and long-term barriers that they face:</p> <ul style="list-style-type: none"> <li>“We are getting left behind in the technology world.”</li> <li>“Having old devices limits what apps and things you can do.”</li> <li>“[It] feels like it has been made more difficult to apply for social or public housing.”</li> <li>“Everything is in a digital world now.”</li> </ul>	<p><b>Undertake a research and evaluation project to inform the design of better digital inclusion initiatives:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will review current levels and metrics of digital inclusion, as well as the efficacy of existing and new digital inclusion initiatives, to inform the design, implementation and evaluation of initiatives to achieve equal levels of digital inclusion for Aboriginal people in NSW. The key components of the project include: <ul style="list-style-type: none"> <li>establishing a digital inclusion baseline</li> <li>consulting with community and ACCOs to identify challenges to and opportunities for digital inclusion</li> <li>developing an evaluation framework</li> <li>recommending measures to increase digital inclusion</li> </ul> </li> </ul>	<p>Minister for Customer Service and Digital Government</p> <p>Department of Customer Service</p>



What you have told us	What we will do	Accountable minister and agency
	<ul style="list-style-type: none"> <li>monitoring and assessing new and existing initiatives against the developed evaluation framework</li> <li>recommending continuation, support of, or cessation of new and existing initiatives</li> <li>developing a recommendations paper on increasing digital inclusion in NSW.</li> </ul>	

## Key Action Area 2: Programs are piloted to increase access to digital devices

This Key Action Area is about increasing Aboriginal communities' access to digital services, a fundamental requirement for digital inclusion. As day-to-day tasks continue to be digitised, a phone, computer or tablet is increasingly necessary to participate in work, education, and the social and cultural spheres. Ensuring Aboriginal people can access digital devices in a culturally safe environment is crucial to raising levels of digital inclusion.

What you have told us	What we will do	Accountable minister and agency
<p>We need to develop and implement programs that will <b>improve and encourage access to digital devices and supports</b>, creating culturally safe spaces where community members can learn about and use digital technology:</p> <ul style="list-style-type: none"> <li><i>“Unable to use government services – MyGov, Centrelink etc.”</i></li> <li><i>“COVID check-in and proof of vaccination is difficult.”</i></li> </ul>	<p><b>Run a Digital Inclusion pilot:</b></p> <ul style="list-style-type: none"> <li>By 2024, we will run a Digital Inclusion pilot that will empower local communities in 4 regional and remote local government areas to create place-based, community-led digital inclusion solutions: <ul style="list-style-type: none"> <li>The pilot has 3 interconnected streams (outlined below) that sit across Key Action Areas 2 and 3.</li> <li>By 2024 we will have completed the Digital Inclusion pilot and commenced evaluation and future steps.</li> </ul> </li> </ul> <p><b>Provide Digital Hubs grants (Stream 1 of the Digital Inclusion pilot):</b></p> <ul style="list-style-type: none"> <li>By 2024, we will pilot a Digital Hubs grant program that will allow ACCOs in 4 regional and remote local government areas to apply for funding to obtain digital devices for community use and/or employ staff to support their new function as a community Digital Hub. <ul style="list-style-type: none"> <li>Empowering ACCOs to create Digital Hubs will allow more Aboriginal people to access computers and technological support in a comfortable, culturally safe environment.</li> </ul> </li> </ul>	<p>Minister for Customer Service and Digital Government</p> <p>Department of Customer Service</p>



What you have told us	What we will do	Accountable minister and agency
	<p><b>Design and develop Digital Device Vouchers (Stream 3 of the Digital Inclusion pilot):</b></p> <ul style="list-style-type: none"> <li>By 2024, we will consult with community on the need for a Digital Device Voucher program to support Aboriginal people to purchase 4G/5G-compatible digital devices that will enable them to stay socially, economically and digitally connected beyond the termination of the 3G network in 2024. This stream will also explore opportunities to support: <ul style="list-style-type: none"> <li>Aboriginal households with school-aged children to have the appropriate digital devices to support remote learning</li> <li>Aboriginal people living with disabilities to have the appropriate digital devices and programs to be digitally included.</li> </ul> </li> </ul>	

### Key Action Area 3: There is work to improve and increase digital ability

This Key Action Area is about strengthening and supporting digital ability in Aboriginal communities. Digital ability is a key component for digital inclusion. This Key Action Area will support Aboriginal people living in NSW to be equipped with the necessary skills to navigate the online world confidently and safely on their own terms.

What you have told us	What we will do	Accountable minister and agency
<p>We need to ensure Aboriginal communities in NSW are provided opportunities to <b>develop and build digital skills</b> regardless of location, age and existing digital knowledge:</p> <ul style="list-style-type: none"> <li><i>“[Schools] expect families to support the young ones to use [digital] resources but they were never given the upskills to do so.”</i></li> </ul>	<p><b>Run a Digital Skills Uplift Program (Stream 2 of the Digital Inclusion pilot)</b></p> <ul style="list-style-type: none"> <li>By 2024, we will engage Aboriginal-controlled digital organisations to work with the Digital Hubs (Stream 1) to develop and implement community digital skills uplift plans. <ul style="list-style-type: none"> <li>The Aboriginal-controlled digital organisations will assist the pilot hubs to identify the digital skills needs of staff, volunteers and the wider community. Hubs will be provided with tailored, culturally safe training courses to lift digital capability and participation. This train-the-trainer approach will equip hubs to upskill the wider community, whether by holding public training sessions or by providing ad-hoc technical and digital skills support to individuals.</li> </ul> </li> </ul>	<p>Minister for Customer Service and Digital Government</p> <p>Department of Customer Service</p>

