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**THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

ELEVENTH ASSEMBLY

**ACT Aboriginal and Torres Strait Islander Agreement
2019-2028 Phase 3
ACT Closing the Gap Implementation Plan**

**Presented by
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December 2025**

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ACT Aboriginal and Torres Strait Islander Agreement 2019-2028 Phase Three

ACT Closing the Gap Implementation Plan

October 2025



Acknowledgement of Country

The ACT Government acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

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● Introduction

In 2019, the ACT Government signed the ACT Aboriginal and Torres Strait Islander Agreement 2019–2028 (the ACT Agreement) with the ACT Aboriginal and Torres Strait Islander Elected Body.

The ACT Aboriginal and Torres Strait Islander Agreement 2019 – 2028 is the commitment of the ACT Government and the Aboriginal and Torres Strait Islander Elected Body to deliver real outcomes that improve the health and wellbeing of Aboriginal and Torres Strait Islander people in Canberra. This Agreement also recognises the Elected Body’s vital role in representing the community.

It has been developed to enable Aboriginal and Torres Strait Islander peoples’ right to exercise self-determination and have the ability and resources to provide their own solutions, acknowledging that Aboriginal and Torres Strait Islander leadership is central to the process of ensuring the long-term emotional and physical wellbeing of Aboriginal and Torres Strait Islander communities.

Implementation of the Agreement is over four phases, with this document outlining our commitments under Phase Three of this work. These were designed to transform the way that the ACT Government works with the Aboriginal and Torres Strait Islander community and strengthen socio-economic outcomes for Aboriginal and Torres Strait Islander people.

Under the Agreement, there are four core areas and six significant areas of focus.

Core Focus Areas	Significant Focus Areas
Children and Young People	Connecting the Community
Cultural Integrity	Life- Long Learning
Inclusive Community	Economic Participation
Community Leadership	Health and Wellbeing
	Housing
	Justice

The ACT’s Phase Three reporting reflects actions to deliver against these focus areas, alongside efforts to deliver on the objectives of the National Agreement on Closing the Gap (the National Agreement).

This report outlines the ACT’s strategic alignment with the National Agreement and sets the trajectory for delivery of Phase Three of the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028 (the ACT Agreement).

ACT Alignment with National Agreement on Closing the Gap

In 2020, the ACT Government became partners in the National Agreement on Closing the Gap (National Agreement). Like the ACT Agreement, the National Agreement commits governments to working in partnership with Aboriginal and Torres Strait Islander people underpinned by the principle of self-determination.

The National Agreement, co-designed with First Nations representatives, established a new partnership framework between governments and Aboriginal and Torres Strait Islander communities. It shifts the focus from deficit-based approaches to strengths-based, community-led reform – anchored in four Priority Reform areas and 19 socio-economic targets.

Like the ACT Agreement, the National Agreement commits the ACT Government to transform the way that it does business so that it is better placed to work in partnership with the Aboriginal and Torres Strait Islander community to strengthen outcomes across socio-economic targets.

The two Agreements complement each other, and Phase Three of the ACT Agreement provides an opportunity to strengthen their alignment, delivering on national commitments through responses and approaches tailored to meet the specific needs of the ACT Aboriginal and Torres Strait Islander community.

Under both Agreements, the ACT Government recognises and respects the role of the community as partners, driving self-determination and stronger outcomes for the Aboriginal and Torres Strait Islander community.

The ACT's Phase Three Action Plan reflects this intent through embedded cultural governance, trauma-informed practice, and operational transformation. Phase Three delivery will build on these foundations, elevating reform maturity, strengthening accountability mechanisms, and embed inclusion across systems and teams.

The National Agreement was co-designed with the Coalition of Peaks to shift from top-down policy to genuine partnership with First Nations peoples. It includes four Priority Reforms and 19 socio-economic targets. The ACT's Phase Three Action Plan reflects this structure, with localised delivery, embedded cultural governance, and transparent reporting mechanisms.

Phase Three of the ACT Agreement has further aligned national commitments while tailoring responses to the unique needs of the ACT's Aboriginal and Torres Strait Islander community. Central to both Agreements is a shared commitment to self-determination and genuine shared decision-making, alongside a recognition of the need to address racism, systemic discrimination, and unconscious bias—factors that have contributed to entrenched disadvantage, political exclusion, and intergenerational trauma.

The ACT Government acknowledges and respects the leadership of Aboriginal and Torres Strait Islander communities as equal partners in this work. Their knowledge, experience, and

aspirations are essential to driving meaningful change and achieving stronger, community-led outcomes.

This includes the roles of the ACT Aboriginal and Torres Strait Islander Elected Body, Aboriginal Community-Controlled Organisations (ACCOs), and key governance groups such as the Our Booris Our Way Implementation Oversight Committee (OBOWIOC), the United Ngunnawal Elders Group (UNEG), and the Dhawura Ngunnawal Caring for Country Committee (DNCCC).

While progress has been made under both Agreements, it is clear more must be done. Successes to date reflect strong partnerships and a commitment to transformation, but these efforts must be deepened and sustained.

Closing the Gap Priority Reform Areas: ACT delivery

Priority Reform 1: Formal Partnerships and Shared Decision-Making

The ACT will expand governance structures to embed Aboriginal and Torres Strait Islander leadership in decision-making. This includes elevating community-led oversight and integrating feedback loops into operational systems. The outcome is strengthened cultural authority and shared accountability.

Priority Reform 2: Building the Community-Controlled Sector

The ACT is committed to increasing the commissioning of community-led services, embed trauma-informed practice, and support workforce capability. This strengthens trust, improves access, and ensures services reflect community priorities.

Priority Reform 3: Transforming Government

The ACT is committed to reforming systems to be culturally safe and responsive. Inclusion metrics and escalation practices will be embedded across directorates to ensure a safer, and more inclusive environment.

Priority Reform 4: Shared Access to Data and Information

In collaboration with the ACT Aboriginal and Torres Strait Islander community, the government will co-design dashboards and align reporting with lived experience. This empowers communities with transparent, accessible data that supports self-determined outcomes and reform progress.

Socio-economic target areas

The National Agreement includes 19 socio-economic targets that guide reform outcomes. These targets span life expectancy, early childhood development, education, employment, housing, justice, family safety, mental health, suicide prevention, and cultural preservation. The ACT's Phase Three reporting has aligned reform actions with these targets, ensuring measurable progress and community-led accountability.

Embedded change logic

Phase Three is guided by a disciplined change logic that connects strategic intent to measurable outcomes. Reform levers are operationalised through governance structures, commissioning strategies, trauma-informed practice, and data transparency.

Each lever is designed to elevate reform maturity, embed inclusion, and ensure accountability across systems.

This logic replaces theoretical models with actionable commitments – ensuring cultural governance, lived experience, and interagency coordination are embedded into daily practice, not just policy intent.

National Review insights and findings: Joint Council

Phase Three delivery is shaped by cultural governance, lived experience, and community authority—embedded across policy, service design, and evaluation. This phase is not just about structural alignment; it demands sustained trust, transparency, and a shared commitment to delivering measurable, community-led change.

Recent national reviews have reinforced the urgency of accelerating reform and improving accountability across jurisdictions. The Productivity Commission's 2024 Review (the Review) identified systemic shortfalls, including limited progress on formal partnerships, underperformance against key socio-economic targets, and weak accountability mechanisms.

Only five of the 19 national targets were on track, with justice, child protection, and housing indicators worsening. Escalation protocols and performance thresholds were largely absent, and data systems remained misaligned with lived experience.

These concerns have been raised by the Joint Council on Closing the Gap, where members acknowledged the gap between government commitments and community experience. Joint Council continues to call for stronger accountability, clearer escalation pathways, and greater transparency in reporting. It reaffirmed the foundational importance of Priority Reform 1 – Formal partnerships and shared decision-making – as the cornerstone of all other reforms.

A key action under Joint Council has been the delivery of the Aboriginal and Torres Strait Islander Led Independent Review of Closing the Gap.

The independent review set out to understand how Aboriginal and Torres Strait Islander people experience the National Agreement on Closing the Gap in practice.

The Review made nine recommendations to help governments uphold their commitments under the National Agreement and shift from business-as-usual to real partnership, accountability, and systems reform.

The Review found the Priority Reforms must be understood and implemented as a coherent, interdependent framework, not as standalone initiatives. Each reform reinforces the others. Genuine shared decision-making (Priority Reform One) cannot occur without strong, well-resourced ACCOs (Priority Reform Two), and ACCOs cannot thrive if government systems remain unchanged (Priority Reform Three). Finally, partnerships are impossible without

transparent, accessible data that communities control and trust (Priority Reform Four). When approached holistically, the Priority Reforms provide a roadmap for rebalancing power, embedding cultural authority and achieving long-term, community-led outcomes, which in turn, will ‘close the gap’.

The ACT Government as part of the Council is committed to responding to this review, which builds on the previous review from the Productivity Commission. This is a critical element for the work going forward under this Agreement.

ACT reporting and monitoring

Transitioning from Phase Two to Phase Three: Recalibrating for Reform Integrity

Phase Two of the Aboriginal and Torres Strait Islander Agreement 2019–2028 laid important groundwork for reform, but several commitments remain in progress with further work required. Some areas that require focus include:

- increasing formal governance arrangements and structural authority between the Elected Body and all ACT Government directorates
- increasing outcome indicators and data transparency and accessibility.
- Progressing further shared commissioning to ensure service design, funding decisions, and workforce capability are aligned with principles of self-determination and community control.

Phase Three directly responds to these gaps. It commits to recalibrating reform delivery by embedding disciplined, community-led cultural governance into operational systems—moving from principle to practice. Reporting will reflect both performance and lived experience, ensuring transparency and accountability.

To support reform maturity, the ACT Government has implemented a structured Phase Three reporting framework. This framework drives measurable progress from a whole-of-government perspective and positions cultural governance and lived experience as central to reform delivery.

The Elected Body provides a critical layer of independent oversight and accountability. Its public hearings and reporting processes ensures directorates demonstrate meaningful progress and transformation. Insights from these hearings will inform reform recalibration, reinforce shared decision-making, and guide continuous improvement across government.

To support strategic alignment and reform maturity, Phase Three reporting will be underpinned by the ACT Government’s Transformation Strategy, currently in development. While this document will focus on delivery and accountability mechanisms, the Transformation Strategy will provide the broader strategic direction for embedding cultural governance, strengthening partnerships, and driving systemic change. A summary of the anticipated elements of the Transformation Strategy is included here to ensure strategic coherence with Phase Three reporting. The Strategy will outline key priorities that guide reform implementation across government, including:

- **Embedding cultural governance** into decision-making and operational systems
- **Strengthening formal partnerships** with the ACT Aboriginal and Torres Strait Islander community

- **Aligning commissioning and service design** with principles of self-determination and community control
- **Improving data systems and reporting** to reflect lived experience and support transparency
- **Building workforce capability** to address systemic barriers and support culturally safe service delivery
- **Ensuring accountability mechanisms** are responsive, transparent, and community-led

This approach reflects a commitment to honest, purposeful engagement with the ACT Aboriginal and Torres Strait Islander community—and sets a clear trajectory for Phase Four reporting.

Phase Three reporting commitment

Phase Three transitions from foundational reform to embedded delivery. Key commitments include:

- Integrating ongoing findings from reviews and further agreed actions under Closing the Gap into actions and deliverables;
- Convening cross-agency governance to ensure reform commitments are focused on a whole-of-government approach;
- Understanding data constraints, and exploring how data collection improvements can be made; and
- Aligning reform actions with budget and workforce planning;

Building on these Phase Three commitments, the next stage of delivery is organised around key **Focus Areas** that reflect priority domains for reform and measurable impact. These areas translate strategic intent into targeted action, ensuring that outcomes are meaningful, community-informed, and aligned with the ACT Government's quality life outcomes.

Each Focus Area is underpinned by the principles of accountability, cultural integrity, and shared leadership, with the ACT Aboriginal and Torres Strait Islander Elected Body playing a central role in guiding implementation and ensuring community priorities are embedded throughout.

FOCUS AREA: Children and Young People

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander children and young people growing up safely in their families and communities

1. Priority Action: Pilot a culturally safe health and development screening check for 3-year-old children in the ACT

FIELD	DETAILS
1. Priority action title	Pilot a culturally safe health and development screening check for 3-year-old children in the ACT
2. Detailed action description	Design, implement and evaluate a phase 2 pilot program for health and development checks for 3-year-old children. The pilot will utilise culturally safe screening tools and establish clear referral pathways to assist Aboriginal and Torres Strait Islander children who are not meeting developmental milestones. The pilot will be part of a broader mainstream initiative aimed at increasing uptake of health and development checks among children in the ACT. Children aged 3 years will be the primary focus of the initiative; however, to enhance access, 4-year-old children may also be included at selected sites where appropriate. This initiative will contribute to addressing Closing the Gap Target 4 to increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track across all five domains of the Australian Early Development Census (AEDC) to 55 per cent by 2031.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Canberra Health Services and Education Directorate Key Responsibilities: HCSD: Program design, implementation, evaluation, and reporting. CHS: Program design and delivery, Kindy Health Check (KHC) integration. Education: Liaison and partnership building for in-school services.
4. Inter-Directorate integration strategy	The pilot project will be overseen by the Early Years Working Group (EYWG), with operational support from a cross-directorate, cross-sector working group. The working group will be responsible for designing a culturally safe pilot model that facilitates timely and appropriate referrals to early childhood services and programs. This includes strengthening and formalising prioritisation and referral pathways into the Child Development Service, Maternal Child and Family Service, Enhanced Child Health Services and other services and programs. The model will be informed by current best practice, jurisdictional benchmarking, and evaluation findings from relevant ACT Government cross-directorate initiatives such as the Phase One 3-year-old check pilot and the Kindergarten Health Check. The pilot project will be developed in collaboration with Aboriginal and Torres Strait Islander representatives to ensure culturally safe practice.

FIELD	DETAILS
5. Key deliverables and outcomes	1. By Q1 2026: design a child health and development check pilot model in consultation with Aboriginal and Torres Strait Islander community representatives 2. By Q3 2026: pilot program in identified sites, targeting engagement of children at-risk (e.g. children in the child protection system, children of parents in the corrections system) 3. By Q4 2026: complete a formal evaluation report 4. By Q4 2026: 80% of participating families report increased understanding of normal child development milestones 5. By Q4 2026: 80% of participating families report increased awareness of where to access early childhood services and supports.
6. Alignment to the ACT Agreement	Focus Area: Children and Young People. Target: To increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent by 2031.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations (deliver services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people). Target 4: By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent.
8. Rationale for systemic impact and proportionality	This action will be designed to support Aboriginal and Torres Strait Islander children in environments where they learn and play, embedding pathways within existing early childhood systems to promote equity and access to early supports. By formalising inter-directorate collaboration, this pilot addresses the systemic fragmentation that often hinders holistic support for children at-risk. Proportional investment will be considered through the evaluation process to ensure that resources are targeted effectively to improve early developmental and educational outcomes for the ACT's Aboriginal and Torres Strait Islander children, aiming for a measurable reduction in disparities at a critical life stage.

FIELD	DETAILS
9. Evidence of change	The pilot findings will be presented in an Evaluation Report. The EYWG will assess outcomes from the pilot, and plan and implement the next stages. Improved outcomes for Aboriginal and Torres Strait Islander children will be demonstrated through future AEDC cycles.

2. Priority Action: Embed Aboriginal-led design, governance and delivery across all aspects of the service system that supports families, ensures child safety and provides out of home care

FIELD	DETAILS
1. Priority action title	Embed Aboriginal-led design, governance and delivery across all aspects of the service system that supports families, ensures child safety, and provides out of home care.
2. Detailed action description	We commit to embedding Aboriginal-led design, governance, and delivery across all aspects of the service system that supports families, ensures child safety, and provides out-of-home care. Central to this transformation is the embedding Family-Led Decision-Making frameworks that position families as the primary decision-makers in matters affecting their children. These frameworks are grounded in cultural knowledge, kinship systems, and community strengths, and are implemented in alignment with the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP) ensuring that children remain connected to family, culture, and Country.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Education Directorate Stakeholders: Elected Body representing community under the ATSIEB Act. ACCOs as primary service and support providers, with their governance structures being a cornerstone of self-determination of the Aboriginal and Torres Strait Islander community. Aboriginal and Torres Strait Islander clients as the beneficiaries of services and outcomes. Aboriginal and Torres Strait Islander staff as key stakeholders internally through their functions improving service outcomes for Aboriginal and Torres Strait Islander people.

FIELD	DETAILS
4. Inter-Directorate integration strategy	Existing inter-directorate partnerships are in place between HCSD and Education. These existing partnerships are in place to support the delivery of results for children, youth and families.
5. Key deliverables and outcomes	Measurables include: 1. Increase the number and proportion of Aboriginal-led decision making (including care teams, Family Group Conferencing and other methods) with families across CYF, ACCO's and other NGOs. 2. Increase the number and proportion of Aboriginal families referred to support services. 3. Transfer 40% of early intervention and family support service functions to Aboriginal Community Controlled Organisations by 2027, depending on ACCO capacity and supported by dedicated funding and workforce development. 4. Transition up to 100% of Aboriginal and Torres Strait Islander children and, young people in Foster Care and Kinship Care arrangements from current to NGO's (based on individual preferences and willingness to transfer) to ACCOs. 5. Implementation of the Aboriginal and Torres Strait Islander Establishment and Expansion Fund (AEEF) by 2027 – The AEEF aims to support new and existing ACT ACCOs to build organisational capacity and capability to improve outcomes for Aboriginal and Torres Strait Islander people. 6. When agreed to by the client, all case planning, placement and review decisions for Aboriginal and Torres Strait Islander children to be co-led with ACCOs.
6. Alignment to the ACT Agreement	Children and Young People: Aboriginal and Torres Strait Islander children and young people growing up safely in their Families and communities.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Two: Building the Community Controlled Sector Outcome 12: Aboriginal and Torres Strait Islander children are not overrepresented in the child protection system Target 12: By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent.

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	This approach prioritises cultural authority, self-determination, and community leadership, ensuring that Aboriginal and Torres Strait Islander children and families are supported in ways that are culturally safe, responsive, and empowering.
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including: The Our Booris Our Way Report, Elected Body Hearings Report, SNAICC Family Matters Report, Safe and Supported Framework co-led by SNAICC, Jumbunna report - Aboriginal and Torres Strait Islander Led Review identified Government needs to embed cultural capability measures into funding agreements for non-ACT Aboriginal and Torres Strait Islander organisations it has funded to work with ACT Aboriginal and Torres Strait Islander people in the ACT.

3. Priority Action: Implement culturally safe, family-led early intervention and response strategies to reduce the overrepresentation of Aboriginal and Torres Strait Islander children

FIELD	DETAILS
1. Priority action title	Implement culturally safe, family-led early intervention and response strategies to reduce the overrepresentation of Aboriginal and Torres Strait Islander children.
2. Detailed action description	Implement culturally safe, family-led early intervention and response strategies across Children, Youth and Families (CYF) to reduce the overrepresentation of Aboriginal and Torres Strait Islander children. CYF will work in partnership with Aboriginal and Torres Strait Islander communities and organisations, ensuring culturally responsive and trauma informed approaches are consistently applied. These efforts will be guided by the Aboriginal and Torres Strait Islander Child Placement Principles (ATSICPP), ensuring that children remain connected to family, community, and culture through practices that uphold prevention, partnership, placement, participation, and connection. Placement decisions will be made in accordance with the ATSICPP placement hierarchy, prioritising the child's placement with family. This hierarchy ensures that cultural identity and community connection are preserved, and that children are supported in environments that reflect their cultural values and lived experiences.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Education Directorate Stakeholders: Elected Body representing community under the ATSIEB Act. Ngunnawal Community. SNAICC. ACCOs and their staff. The Our Booris, Our Way Committee. Children, young people and families (clients).

FIELD	DETAILS
4. Inter-Directorate integration strategy	Existing inter-directorate partnerships are in place between HCSD and Education. These existing partnerships are in place to support the delivery of results for children, youth and families
5. Key deliverables and outcomes	Workforce: 1. Increase the number of CYF identified positions across the service (with a focus in the ACT Aboriginal and Torres Strait Islander Family Support and Response, and Family Group Conferencing Teams) to build the capability of both Indigenous and non-Indigenous staff to create systems that understand and respect cultural identity, kinship structures, and community values. 2. Increase the proportion of front-line staff who have completed the Foundational Learning Program which includes culturally informed training to support practice and address cultural bias that may impact decision making. Governance: 3. Increase the number of Aboriginal-led decision-making forums in CYF (including Care pathways, Case Direction and Discussion Panel, Consultations) Internal Programs and Process data: 4. Decrease the number of Aboriginal and Torres Strait Islander children and young people requiring a statutory response 5. Increase the number of Family Group Conferencing held in the quarter 6. Publish open and transparent data through dashboard reporting on system level change to provide information to the community on diversions from Child Safety, sustaining children and young people at home, entries and exits from care, restoration and family reconnection, completion of cultural plans and others to be agreed with the OBOW Implementation Oversight Committee. Expect that the series of agreed dashboards will be completed by end June 2027. 7. Decrease the number of Aboriginal children and young people in residential care
6. Alignment to the ACT Agreement	Focus Area: Children and Young People - Aboriginal and Torres Strait Islander children and young people growing up safely in their Families and communities.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One: Formal Partnerships and Shared Decision-Making Outcome: Impact across all Outcomes and Targets as an 'enabling action'

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	CYF will work in partnership with Aboriginal and Torres Strait Islander communities and organisations, ensuring culturally responsive and trauma informed approaches are consistently applied. This includes supporting families to build capability and resilience through inclusive, family-led decision-making processes, and embedding self-determination as a foundational principle of practice.
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including: The Our Booris Our Way Report, the Jumbunna Report, The Productivity Commission Review of the CTG, the ACT Draft Audit Program 2025-26 Publish open and transparent data through dashboard reporting on system level change.

4. **Priority Action:** Implementation of the Next Steps for our kids 2022-2030

FIELD	DETAILS
1. Priority action title	Implementation of the Next Steps for our Kids 2022-2030 Strategy

FIELD	DETAILS
2. Detailed action description	The implementation of the Next Steps for our Kids 2022 – 2030 strategy is underway. This strategy aims to ensure children and young people in the ACT are safe, strong, connected, and living their best life through: 1. Implementing the recommendations of the Our Booris, Our Way report to reduce the overrepresentation of Aboriginal and Torres Strait Islander children in the child protection and youth justice systems. 2. Working together to expand our engagement with ACCOs across the ACT to look at all aspects of child and family reform. We are committed to working with ACCOs to deliver culturally safe and appropriate services to Aboriginal and Torres Strait Islander children, young people and carers. 3. Establishing a specific Aboriginal and Torres Strait Islander family and kin advocacy service to support family involved across the children, youth and family services system to navigate issues and seek for assistance as required as per agreement with OBOW Implementation Oversight Committee 4. Implementation of more intensive family support, preservation and restoration model 5. Expand delivery of family led decision making processes including Family Group Conferencing, where families come together in a culturally safe way to make a Family Plan to work on the care, wellbeing and safety of children and young people. 6. Establishment ACT Aboriginal Children's Forum will provide oversight and governance of the work of our partner organisations. This will ensure the work being done in the sector improves the experience of Aboriginal and Torres Strait Islander children, young people, families and carers, who are engaged in the child protection and youth justice systems
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Stakeholders: Child and Family Reform Ministerial Advisory Council, Our Booris, Our Way Committee, ACT Aboriginal Children's Forum (ACCOs and Service Providers)
4. Inter-Directorate integration strategy	Nil

FIELD	DETAILS
5. Key deliverables and outcomes	Measurable Changes: 1. Increase the number of collaborative Aboriginal and Torres Strait Islander partnership and consultation across government and community sectors. 2. Increase investment in earlier and targeted family support services, including early support and diversion to keep children safely at home. 3. Increase the investment shifted from tertiary interventions to early support via the Children, Young People and Families (CYPF) Panel, established in 2024. This includes continued and expanded investment in earlier and targeted family support services to ensure children and young people can live safely at home.
6. Alignment to the ACT Agreement	Focus Area: Children and Young People - Aboriginal and Torres Strait Islander children and young people growing up safely in their Families and communities.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One: Formal Partnerships and Shared Decision-Making Priority Reform Three: Transforming Government Organisations Outcome: Impact across all Outcomes and Targets as an 'enabling action'
8. Rationale for systemic impact and proportionality	There is a valuable opportunity to continue strengthening relationships across the ACT Public Service (ACTPS), particularly with colleagues in data, policy, the Human Services Registrar, and within the Child and Youth Families (CYF) Division. By working collaboratively, sharing information, and aligning efforts, we can maximise opportunities to meet Closing the Gap targets, improve outcomes, and ensure the success of ongoing reforms. The ACT Aboriginal Children's Forum provides a critical platform for oversight and governance of work led by partner organisations. Through this forum, we can ensure that service delivery is culturally safe, accountable, and responsive to the needs of Aboriginal and Torres Strait Islander children, young people, families, and carers engaged in the child protection and youth justice systems. This coordinated approach strengthens transparency, builds trust, and supports continuous improvement across the sector.
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including Out of Home Care Snapshot Report, The Our Booris Our Way Report, the ACT Auditor-Generals Performance Audit Report.

5. Priority Action: Full Implementation of all recommendations from the Our Booris Our Way Final Report

FIELD	DETAILS
1. Priority action title	Full implementation of all recommendations from the Our Booris, Our Way Final Report
2. Detailed action description	The Health and Community Services Directorate (HCSD) continues to work with the Our Booris Our Way Implementation Oversight Committee (OBOWIOC) and other ACT Government directorates to progress the full implementation of the 28 recommendations and 8 sub-recommendations from the Our Booris Our Way Final Report delivered in December 2019 to continue to address the over representation of Aboriginal and Torres Strait Islander children and young people in out of home care.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate. Supporting Directorates: Justice and Community Safety Directorate, Chief Minister, Treasury and Economic Development Directorate.
4. Inter-Directorate integration strategy	The Health and Community Services directorate, Justice and Community Safety directorate and Chief Minister, Treasury and Economic Development directorate work in partnership with the OBOWIOC to implement the recommendations.
5. Key deliverables and outcomes	As of 30 June 2025, 12 recommendations have entered the Monitoring phase, 12 recommendations are classified as Medium Focus, with HCSD continuing to report on their implementation progress and 12 recommendations are designated as High Focus with HCSD working closely with the OBOWIOC through monthly subgroup meetings to address key issues and progress recommendations to the Monitoring phase.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Children and Young People Target: By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children and young people in out-of-home-care by 45% Indicators: 4 – Decreasing number of children and young people in out-of-home-care; 5 – Decreasing number of children and young people entering out-of-home care; 6 – increasing the number of children and young people exiting out-of-home care; 7 – Increasing number/percentage of children and young people supported to stay within or return to their family and kin environment. Measures: 4a – Number of children and young people (0-17 years old) in out-of-home care; 5a – Number of children and young people (0-17 years old) admitted to out-of-home care; 6a – Number of children and young people (0-17 years old) discharged from out-of-home care; 7a – Number of children and young people (0-17 years old) who exited out-of-home care to reunification in the reporting period and did not return to out-of-home care within 12 months; 7b – Percentage of children and young people (0-17 years old) who exited out-of-home care to reunification in the reporting period and did not return to out-of-home care within 12 months; 7c – Number of children and young people (0-17 years old) who were not on a long-term guardianship or custody order and were reunified in the reporting period; 7d – Percentage of children and young people (0-17 years old) who were not on a long-term guardianship or custody order and were reunified in the reporting period.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Four: Formal Partnerships and Shared Decision Making, Transforming Mainstream Institutions. Target: By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent.
8. Rationale for systemic impact and proportionality	The recommendations aim to reduce the over-representation of Aboriginal and Torres Strait Islander children in the ACT out-of-home care system, enhance their experiences within the system and actively pursue their restoration to family and community through lasting changes to practice, policy and legislation.
9. Evidence of change	Progress is reported through six-monthly implementation progress updates which are tabled in the Legislative Assembly and uploaded to the Our Booris Our Way website. Progress is also discussed and monitored at quarterly meetings between the OBOWIOC and ACT Government representatives.

6. Priority Action: Address the overrepresentation of Aboriginal and Torres Strait Islander young people in the youth justice system

FIELD	DETAILS
1. Priority action title	Address the overrepresentation of Aboriginal and Torres Strait Islander young people in the youth justice system.

FIELD	DETAILS
2. Detailed action description	The ACT Government is currently developing an ACT Youth Justice Strategic Plan. The plan will establish a 5-year roadmap for the ACT's youth justice system, mapping our ongoing commitment to youth justice reform. It aims to improve the wellbeing of young people who are at risk of offending or are already involved in the youth justice system. At its core is a commitment to Closing the Gap, specifically Target 11, which aims to reduce the overrepresentation of Aboriginal and Torres Strait Islander young people in detention by at least 30 per cent by 2031. The Strategic Plan will also take into account the findings and recommendations of the Jumbunna Institute's Final Report of its Independent Review into the Over-Representation of Aboriginal and Torres Strait Islander People in the ACT and align closely with the existing reforms being undertaken in Children, Youth and Families and build on the important work of Next Steps for Our Kids 2022-2030 to provide earlier and more intensive support for families when problems first appear. The Plan will also include a focus on core actions to address the overrepresentation of Aboriginal and Torres Strait Islander young people in the youth justice system: Raise the Minimum Age of Criminal Responsibility: From 1 July 2025, increase the minimum age of criminal responsibility from 10 to 14 years. This reform aligns with evidence-based approaches and aims to prevent early and unnecessary contact with the youth justice system, particularly for Aboriginal and Torres Strait Islander children. Establish the Therapeutic Support Panel: Create a multidisciplinary Therapeutic Support Panel to provide coordinated, culturally safe, and trauma-informed support for children and young people who may otherwise be at risk of entering the youth justice system. The panel will work closely with families, communities, and service providers to ensure early intervention and holistic care. Bimberi Youth Justice: The ACT Government is committed to ensuring culturally safe and responsive practices and framework is embedded within Bimberi Youth Justice Centre for Aboriginal and Torres Strait Islander young people. We recognise the ongoing impacts of historical disadvantage and are actively working to build trust and connection through meaningful partnerships and culturally informed services.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Justice and Community Safety (JACS) Stakeholders: Commissioner for Aboriginal and Torres Strait Islander Children and Young People

FIELD	DETAILS
4. Inter-Directorate integration strategy	Existing inter-directorate partnerships are in place between HCSD and JACS. These existing partnerships are in place to support the delivery of results for children, youth and families
5. Key deliverables and outcomes	Measurable Changes: 1. Increase the number of Programs supporting Cultural Connection at Bimberi Youth Justice. 2. Increase the proportion of front-line staff who have completed Cultural Development Program to 100%. 3. Increase the number of young people and families engaged in FFT-YJ program. 4. Design and implement Cultural Framework across Youth Justice Branch by 2027 5. Increase the number and proportion of Aboriginal and/or Torres Strait Islander young people supported by the Intensive Adolescent Service (IAS). The IAS delivers voluntary, practical, and intensive support for young people with complex needs or those at risk of entering the criminal justice system, offering tailored assistance to address their unique circumstances and promote positive outcomes.
6. Alignment to the ACT Agreement	Focus Area: Children and Young People: Aboriginal and Torres Strait Islander children and young people growing up safely in their Families and communities.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Outcome 11: Aboriginal and Torres Strait Islander young people are not overrepresented in the criminal justice system Target 11: By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by at least 30 per cent.

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	Aboriginal and Torres Strait Islander young people children and young people are over-represented in the youth justice system, about 10 times as likely as non-Indigenous young people to be under supervision. The ACT's relatively small youth justice population presents a unique opportunity to deliver intensive, consistent, and culturally informed responses for Aboriginal and Torres Strait Islander young people across both detention and community settings. With targeted resourcing and strong cultural leadership, services can be tailored to meet individual needs while maintaining cultural safety and continuity of care. There is also significant potential to strengthen collaboration between ACT Aboriginal and Torres Strait Islander youth and adult justice services, ensuring seamless transitions, shared knowledge, and more effective use of resources. By aligning initiatives and embedding cultural governance across the justice continuum, the ACT can lead in delivering holistic, community-led justice responses that support healing, reduce recidivism, and improve long-term outcomes for ACT Aboriginal and Torres Strait Islander young people.
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including: Bimberi Headline Indicators Report, Jumbunna Report. The Jumbunna Report Rec 3.5 recommends CSD (and JACS) support an ACT Aboriginal and Torres Strait Islander -led mechanism for ACT Aboriginal and Torres Strait Islander Input into decision making around funding priorities in the justice space.

7. Priority Action: Implementation of the Long Yarn Recommendations

FIELD	DETAILS
1. Priority action title	Implement recommendations from <i>The Long Yarn</i> , to address the disproportionate rates of domestic, family and sexual violence (DFSV) which impact the ACT Aboriginal and Torres Strait Islander community, in partnership with the community.
2. Detailed action description	Implement the 12 recommendations made by the community-led The Long Yarn report. Some progress has been made against all recommendations, key activities called for in the report to further embed these include: 1. Longer-term funding for DFSV ACCOs (supported through the 2025-2026 Budget) 2. Cultural safety in all services, through enhanced capacity in DFSV ACCOs and contractual requirements for mainstream DFSV providers from 2026 3. Working with men and boys as both victims and perpetrators of family violence, with a trial for Aboriginal fathers through an ACCO commencing in 2025.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate. Supporting Directorates: Justice and Community Safety Directorate, Education Directorate. The Domestic Violence Prevention Council Aboriginal and Torres Strait Islander Expert Reference Group (ERG) is expected to continue as the key partnership and advisory body. The Elected Body will also be consulted.
4. Inter-Directorate integration strategy	The DFSV Inter-directorate Committee is expected to continue oversight of collaborative action to deliver recommendations from <i>The Long Yarn</i> .
5. Key deliverables and outcomes	1. Delivering a formal Government response in late 2025 2. In partnership with DFSV ACCOs, design and deliver a 'Violence is not our way' prevention campaign over 2026-2028 3. Renewed contracts with DFSV ACCOs to ensure service delivery from 2026-2029, delivering on the 2025-2026 The Long Yarn ACT Budget commitment 4. Continue to allocate a meaningful proportion of Safer Families Levy funding to ACCOs and Aboriginal-led organisations and consider opportunities to improve data collection over time to support a clear definition of 'meaningful proportion'.
6. Alignment to the ACT Agreement	Focus Area: Children and young people and Community Leadership

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority reform One: Formal Partnerships and Shared Decision Making; Priority reform Two: Building the community-controlled sector Priority reform Three: Transforming Government Organisations Outcome 13: Aboriginal and Torres Strait Islander families and households are safe, Target 13: 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
8. Rationale for systemic impact and proportionality	Aboriginal and Torres Strait Islander people experience DFSV at disproportionate rates. This is impacted by structural racism and the ongoing impacts of colonialism and dispossession. Delivering the community-led recommendations is expected to increase culturally safe services available in the ACCO and mainstream services, and provide long-term funding for DFSV ACCOs, supporting self-determination.
9. Evidence of change	In the longer term, a reduction in the rates of DFSV perpetrated against ACT Aboriginal and Torres Strait Islander people. In the short term, outcomes are expected to include an increase in the number of Aboriginal and Torres Strait Islander clients who can access a DFSV ACCO and a meaningful proportion of DFSV funding allocated to ACCOs. The ACT Government will continue to work with the ERG to consider appropriate impact measurements.

8. Priority Action: Transform Children, Youth and Families (CYF) Services through Aboriginal-Led Reform and Transparent Performance Monitoring

FIELD	DETAILS
1. Priority action title	Transform Children, Youth and Families (CYF) Services through Aboriginal-Led Reform and Transparent Performance Monitoring
2. Detailed action description	The ACT Government will continue implementing the five-year Children, Youth and Families (CYF) Reform Program to transform service delivery through improved practice, systems, tools, and a clinical practice framework. This includes transferring a range of functions from CYF to Aboriginal Community-Controlled Organisations (ACCOs) to enhance Aboriginal-led decision-making and provide culturally safe service options for families involved in child safety and youth justice. A story board will be developed to communicate reform progress with the community, alongside the establishment of a public-facing SharePoint site that provides transparent access to data and tracks CYF's performance against Closing the Gap targets.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate (HCSD) Supporting Directorate: Complex Behaviour Support and Work Health and Safety & Engagement and Wellbeing Support Services Responsible Directorate: Education Directorate (EDU) Partners and Stakeholders: ACT Aboriginal and Torres Strait Islander Elected Body, Aboriginal Community-Controlled Organisations (ACCOs), Aboriginal and Torres Strait Islander clients and staff
4. Inter-Directorate integration strategy	EDU will work with HCSD to ensure that education services are integrated into the broader CYF reform agenda. This includes aligning school-based supports with culturally safe family services, contributing to data sharing for performance monitoring, and supporting the transition of relevant functions to ACCOs.
5. Key deliverables and outcomes	1. Transparent dashboard reporting on system-level change and practice implementation 2. Commensurate funding transferred to ACCOs on the CYF Panel 3. Establishment of the ACT Aboriginal Children's Forum to influence policy and practice 4. Increased Aboriginal-led decision-making in child and family services 5. Improved outcomes for Aboriginal and Torres Strait Islander children and families in contact with CYF
6. Alignment to the ACT Agreement	Focus Area: Children and Young People and Community Leadership

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One: Formal Partnerships and Shared Decision-Making Priority Reform Two: Building the Community-Controlled Sector Priority Reform Three: Transforming Government Organisations Target 12: Reduce overrepresentation of Aboriginal and Torres Strait Islander children in out-of-home care by 45% by 2031 Target 11: Reduce the rate of Aboriginal and Torres Strait Islander young people in detention by 30% by 2031
8. Rationale for systemic impact and proportionality	This action represents a significant structural reform, shifting key functions from government to Aboriginal-led organisations. It addresses systemic racism and institutional barriers by embedding cultural authority and self-determination into CYF services. The investment is proportionate to the scale of transformation required to achieve long-term, sustainable change in outcomes for Aboriginal and Torres Strait Islander children and families.
9. Evidence of change	1. CYF performance dashboard data 2. Number and scope of functions transitioned to ACCOs 3. Feedback from the ACT Aboriginal Children's Forum 4. Community satisfaction and engagement metrics 5. Reduction in statutory interventions and increased family preservation

FOCUS AREA: Community Leadership

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes

9. Priority Action: Transfer of Boomanulla Oval to Aboriginal and Torres Strait Islander community control

FIELD	DETAILS
1. Priority action title	Transfer of Boomanulla Oval to Aboriginal and Torres Strait Islander community control
2. Detailed action description	In August 2025 the Elected Body responded in support of the ACT Government's proposal to establish an interim Aboriginal and Torres Strait Islander community-controlled board to guide the future of Boomanulla Oval. The proposed Interim Board includes: • Two Elected Body members; • Five community members (selected by the Elected Body via an Expression of Interest process); and • Two government representatives with non-voting rights (one from the City & Environment Directorate and one from OATSIA) The Interim Board will provide cultural and administrative leadership on the transition of ownership of Boomanulla Oval to the community. By 31 March 2026 The Elected Body will manage the selection process with community and has indicated that it will establish the Interim Board by February 2026. CED stands ready to provide any administrative support to establish the board as requested while acknowledging this will be a non-government board and a task undertaken by the Elected Body. Proposed as Phase 3 actions are that the Interim Board will have two key tasks: • Provide cultural leadership and advice to the current land manager (CED).

FIELD	DETAILS
	• Prepare a Plan to transfer ownership of Boomanulla oval that outlines the community’s preferred approach to transfer ownership (such as the legal entity that would receive ownership, approach to maintenance, administration of bookings, ongoing funding requirements, transition timing etc). By 31 March 2026 To support the Interim Board’s preparation of a Plan to transfer ownership of Boomanulla oval, CED will transfer: • all information artifacts on Boomanulla Oval to the interim board – such as information and data on planning and operational issues, and • technical skills and knowledge by sharing how CED team members use the data to manage the facility, to the extent the Interim Board finds this information useful. The format of this transfer will be agreed with the Interim Board. CED stands ready to provide support to prepare the Plan, potentially through a seconded officer, or financial support through procuring a consultant to prepare the material. Any supports will be undertaken at the request and in partnership with the Interim Board. By September 2026 The Interim Board will submit the <i>Plan to transfer ownership of Boomanulla oval</i> to the Government. By December 2026 Cabinet decision on whether to accept the <i>Plan to transfer ownership of Boomanulla oval</i>. 2027 If agreed by Cabinet, CED will implement its steps in the Plan to achieve the transfer in the first half of 2027.

FIELD	DETAILS
3. Accountable Directorate(s) and stakeholders	Lead Directorate: City and Environment (CED) There is shared accountability between CED, the Elected Body, and the future Interim Board who all have key actions in order to achieve the shared objective of transfer of control of Boomanulla oval to community control. • CED to provide one staff member for the Interim Board as a non-voting member and resources (if requested) to support the development of the <i>Plan to transfer ownership of Boomanulla oval</i>. • CED to provide data and share its approach to managing and maintaining the facility, and to transfer technical skills and knowledge to the extent deemed useful by the Interim Board. • Health and Community Services Directorate (HCSD) to work with the OATSIA for cultural advice. • ATSIEB to establish the Interim Board (by February) • The Interim Board to prepare the <i>Plan to transfer ownership of Boomanulla oval</i> (by September).
4. Inter-Directorate integration strategy	Initial collaboration with the Elected Body and OATSIA have established the requirement that decisions about the facility need to be made by community, and not the government, leading to actions to commence an Interim Board with government members having no voting rights. Government members in the interim stage will only provide advice to an Interim Board about management of the facility.
5. Key deliverables and outcomes	Key deliverables: 1. Elected Body: Interim Board established in February. 2. CED: Transfer of information artifacts by 30 March 2026. 3. Interim Board: Submission of the <i>Plan to transfer ownership of Boomanulla oval</i> to Government by 30 September. Key outcome: A decision by Cabinet on whether to accept the <i>Plan to transfer ownership of Boomanulla oval</i> (December 2026).
6. Alignment to the ACT Agreement	Focus Area: Community Leadership Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes.

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Strengthen and establish formal partnerships and shared decision-making: Through the establishment of the Interim Board who will develop the <i>Plan to transfer ownership of Boomanulla oval</i> in line with community priorities. Build the Aboriginal and Torres Strait Islander community-controlled sector: Through transfer of information artifacts and technical knowledge on the operation and maintenance of Boomanulla oval. Shared access to data and information at a regional level: Through the transfer of information artifacts.
8. Rationale for systemic impact and proportionality	Boomanulla oval has significance to the ACT Aboriginal and Torres Strait Islander community as a culturally safe space. Transfer to community control is a shared objective of the Elected Body and the ACT Government.
9. Evidence of change	Full control of the facility managed by an Aboriginal and Torres Strait Islander controlled board. And agreed plan to transfer ownership.

10. Priority Action: Formalise Shared Governance for Namadgi and Key Cultural Sites

FIELD	DETAILS
1. Priority action title	Formalise Shared Governance for Namadgi and Key Cultural Sites
2. Detailed action description	This action needs to be implemented in a way that is sensitive to the current Ngunnawal Native Title process and the legal proceedings that are in progress. The Native Title process will not be resolved within the two-year timeframe of Phase Three of the ACT Aboriginal and Torres Strait Islander Agreement, to this end CED is committed to formalising the partnership. While a legally binding co-management agreement will not be achieved within the two-year timeframe, the City & Environment Directorate (CED) is committed to co-management through a formal partnership with apically connected Traditional Custodians in line with Priority Reform Area 1 and 2 through the reinstitution of the DNCCC in line with the agreed recommendations of the independent review report (currently being undertaken by the consulting firm ETMP). CED will also be guided by the prioritisation of the Traditional Custodian community as to the remit of the management scope of the DNCCC. This partnership mechanism will guide and assist in determining the steps for achieving a legally binding co-management agreement or Native Title negotiation process. CED will also review existing engagement processes to ensure that the Directorate is engaging broadly with the Traditional Custodian community to ensure a strong representative range of family groups are invited to participate in engagements to understand the needs and views of the Traditional Custodian community on a range of matters within the remit of CED. This will also ensure a broad range of family groups are able to participate in the process of determining membership of the DNCCC or similar body. Meetings of the DNCCC were paused in September 2024 to enable an independent review of its functions and operation. A broad range of Traditional Custodian community members were engaged to undertake the review in one-on-one meetings, and a survey was distributed to attempt to capture the views of those who had not participated in the review meetings with the consultant ETMP. The Government does not want to pre-judge the outcome of the review and will be guided by the voices of Traditional Custodians (as captured by ETMP) on how best to share decision making for country.

FIELD	DETAILS
	December 2025 – Report is completed and submitted to CED. January 2026 – Current DNCCC Co-Chairs to meet and review the report and agree to the distribution mechanism for the report to be released to the full membership of the DNCCC. February 2026 – DNCCC members and the CED Executive Leadership will meet to discuss and agree to the recommendations for implementation for the reinstitution of the DNCCC or similar body. March 2026 – The agreed list of recommendations for implementation will be identified in the Elected Body Hearings report response, providing a detailed list of steps outlining the tangible outcomes and the process for formalising the shared decision-making partnership.
3. Accountable Directorate(s) and stakeholders	Lead Portfolios: Climate Change, Environment, Energy and Water and City and Government Services Lead Directorate: City and Environment Directorate
4. Inter-Directorate integration strategy	This is conditional on a future decision by government. The review of the DNCCC is likely to provide recommendations that will apply to whole of government engagement with Traditional Custodians – not just for CED.
5. Key deliverables and outcomes	Phase 3 Deliverables – by December 2027 1. Traditional Custodian and Government response to recommendations from the 2025 review of the DNCCC. [June 2026] 2. Implementation Plan for agreed recommendations as agreed by DNCCC. [September 2026] 3. Review next steps to progress pathway to co-management negotiations and develop appropriate actions for Phase 4.
6. Alignment to the ACT Agreement	Focus Area: Community Leadership Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes. Indicator 17: Increasing role in decision making on parks and reserves which make up 70% of the ACT land mass. (Measure development is paused while the review of the DNCCC is undertaken).

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority reform One: Formal Partnership and Shared Decision Making Aboriginal and Torres Strait Islander people are empowered to share decision-making authority with governments to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements Target: There will be formal partnership arrangements 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. Target 15 - People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters 15a: By 2030, a 15 per cent increase in Australia's landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests. 15b: By 2030, a 15 per cent increase in areas covered by Aboriginal and Torres Strait Islander people's legal rights or interests in the sea.
8. Rationale for systemic impact and proportionality	This is conditional on a future decision by government.
9. Evidence of change	This is conditional on a future decision by government.

11. Priority Action: Engage in a co-design process with LGBTIQ+ Aboriginal and Torres Strait Islander people in the ACT to identify needs and develop culturally appropriate responses

FIELD	DETAILS
1. Priority action title	Engage in a co-design process with LGBTIQ+ Aboriginal and Torres Strait Islander people in the ACT to identify needs and develop culturally appropriate responses
2. Detailed action description	This is the current action from the First Action Plan (2024-26) of the Capital of Equality Strategy (2024-2029). This action has been designed as a stage 1 out of 2 stage projects. Stage 1 is about running a co-design process as self-determined by Aboriginal and Torres Strait Islander LGBTIQ+ peoples. To date, there has been no dedicated attention paid by the ACT Government agencies to addressing the needs and experiences of Aboriginal and Torres Strait Islander LGBTIQ+ peoples. The co-design process is being done via an establishment and operation of the Aboriginal and Torres Strait Islander LGBTIQ+ Peoples Community Advisory Group, comprising 10 members. The Terms of Reference outline 3 outputs that the Advisory Group is set to deliver: • Output 1: Provide advice to the Office of LGBTIQ+ Affairs on how to achieve better outcomes for Aboriginal and Torres Strait Islander LGBTIQ+ people (excluding health focus) • Output 2: Provide advice on to achieve better outcomes for LGBTIQ+ Aboriginal and Torres Strait Islander people in the area of health • Output 3: Meet with other ACT Government Directorates to discuss relevant work and advice on how the ACT Government can ensure that Aboriginal and Torres Strait Islander LGBTIQ+ voices are central within all projects impacting their communities. Reports for Outputs 1 and 2 are scheduled for completion by Q4 2025 and Q1 2026, respectively. A Ministerial briefing will follow, outlining implementation proposals. The Minister has expressed interest in continuing the Group's operation beyond June 2026, whose role then would be to oversee the implementation of recommendations. Stage 2 would entail implementation of the outcomes of the co-design process. Note that this has not yet been finalised and agreed by the Minister and is proposed as a future action (next slide).

FIELD	DETAILS
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Office of LGBTIQ+ Affairs is the lead agency Supporting Directorate: Health Policy team (Population Health division) is the co-lead; Office for Aboriginal and Torres Strait Islander Affairs is a supporting agency.
4. Inter-Directorate integration strategy	This work was co-funded by the Office of LGBTIQ+ Affairs and LGBTIQ+ Health Policy team in 2024-25. In the current FY, collaboration continues via joint operation of the Advisory Group. Other business units across the ACT Government will be invited to meet with the Advisory Group whose role is to provide advice on their work impacting Aboriginal and Torres Strait Islander LGBTIQ+ peoples.
5. Key deliverables and outcomes	1. Establishment and operation of the Advisory Group: A 10-member Aboriginal and Torres Strait Islander LGBTIQ+ Peoples Community Advisory Group was formed and has been meeting regularly since 2024 (monthly between October 2024-June 2025; bi-monthly from July 2025) 2. Delivery of Output 1: Finalisation of a report providing strategic advice to the Office of LGBTIQ+ Affairs on improving outcomes for Aboriginal and Torres Strait Islander LGBTIQ+ peoples – due by October 2025. 3. Delivery of Output 2: Finalisation of a report with recommendations to ACT Health Directorate (HSCD) on health-related outcomes – due by Q1 2026. 4. Engagement with other ACT Government Directorates: At least 3 cross-agency meetings facilitated by the Advisory Group to provide culturally informed advice – target by Q2 2026.
6. Alignment to the ACT Agreement	Focus Area: Community Leadership - Number and proportion of Aboriginal and Torres Strait Islander people in decision-making bodies and advisory committees. It also aligned with the proposed priority action 2: Rebuild Trust and Cultural Accountability in Government Processes.
7. Alignment to the National Agreement on Closing the Gap	Priority reform One: Formal Partnerships and Shared Decision Making; Priority reform Three: Transforming Government Organisations

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	Aboriginal and Torres Strait Islander LGBTIQ+ people face distinct challenges that have not been appropriately addressed through generic services targeting LGBTIQ+ communities, or Aboriginal and Torres Strait Islander communities. These challenges originate from racist and LGBTIQ-phobic systems and are the result of the ongoing impacts of colonisation. There is a limited amount of information regarding availability and competency of services and support for people who are both Aboriginal and Torres Strait Islander and LGBTIQ+. As a result, people who are Aboriginal and Torres Strait Islander and LGBTIQ+ do not receive the same level of support, healthcare and information as their peers. The 2022 ACT LGBTIQ+ Communities Survey found that Aboriginal and Torres Strait Islander LGBTIQ+ peoples were less likely to feel they could participate in things they enjoyed because they were LGBTIQ+; were less likely to feel they have access to the services they needed and were more likely to have experienced discrimination, including racism. People who are Aboriginal and Torres Strait Islander and LGBTIQ+ are at increased risk of poor social and emotional wellbeing. These risks arise from the systemic prevalence of racism, and ongoing impacts of colonisation coupled with LGBTIQ+ discrimination.
9. Evidence of change	The evidence of change is to be determined based on the following: 1. Completion of Advisory Group reports: Delivery of Outputs 1 and 2 will serve as key milestones, demonstrating the Advisory Group's operational effectiveness. 2. Cross-directorate engagement: Documented meetings and feedback from other ACT Government directorates will show increased inclusion of Aboriginal and Torres Strait Islander LGBTIQ+ voices in policy development. 3. Ministerial endorsement: Acceptance of the Advisory Group's recommendations and commitment to implementation will indicate systemic responsiveness.

12. Priority Action: Improve outcomes for LGBTIQ+ Aboriginal and Torres Strait Islander people in the ACT

FIELD	DETAILS
1. Priority action title	Improve outcomes for LGBTIQ+ Aboriginal and Torres Strait Islander people in the ACT <i>note this is a proposed new action (not current work)</i>
2. Detailed action description	This proposed action follows the outcomes of the co-design process with LGBTIQ+ Aboriginal and Torres Strait Islander people in the ACT. The Advisory Group's report includes 50 recommendations across multiple domains. The report is the first comprehensive document of its kind within the ACT context, specifically focusing on the experiences of Aboriginal and Torres Strait Islander LGBTIQ+ peoples. There are a number of recommendations aligned with the identified priority actions. Critical priorities identified include: - Continued funding for the Aboriginal and Torres Strait Islander LGBTIQ+ Peoples Community Advisory Group beyond June 2026 - aligns with priority actions in the focus area of Community leadership. - Establishment of an LGBTIQ+ Aboriginal Community-Controlled Organisation (ACCO) in the ACT - aligns with relevant priority actions across a number of focus areas. The Office of LGBTIQ+ Affairs is preparing an implementation analysis to be presented to the Minister, with initial actions expected to commence from July 2026. The recommendations are targeting a broad range of ACT Government agencies. The Office of LGBTIQ+ Affairs is likely to lead the delivery of some recommendations within its remit (such as 2 examples included above) and work with other agencies to support their work. Some recommendations could be implemented within other continued work (e.g. ensuring that other funding available for Aboriginal and Torres Strait Islander communities specifically recognises and addresses the needs of those who are also LGBTIQ+). The prioritisation of recommendations is being guided by the Aboriginal and Torres Strait Islander LGBTIQ+ Peoples Community Advisory Group.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate: Office of LGBTIQ+ Affairs Supporting Directorates: TBC based on implementation scope.
4. Inter-Directorate integration strategy	To be determined following Ministerial agreement and implementation planning. Likely to involve collaboration with HCSD (Community Services and Health streams), and other relevant directorates depending on the scope of recommendations adopted.

FIELD	DETAILS
5. Key deliverables and outcomes	1. Target by Q2 2025: Ministerial endorsement of implementation plan 2. From July 2026: Continued operation and funding of the Aboriginal and Torres Strait Islander LGBTIQ+ Peoples Community Advisory Group 3. Planning and scoping to commence by Q3 2026: Establishment of an LGBTIQ+ ACCO in the ACT 4. Phased rollout from July 2026 Implementation of priority recommendations from the Advisory Group report
6. Alignment to the ACT Agreement	Focus areas: Community Leadership, Connecting the Community and Inclusive Community
7. Alignment to the National Agreement on Closing the Gap	Priority reform One: Formal Partnerships and Shared Decision Making; Priority reform Two: Building the community-controlled sector Priority reform Three: Transforming Government Organisations
8. Rationale for systemic impact and proportionality	Aboriginal and Torres Strait Islander LGBTIQ+ people experience compounded systemic barriers due to racism, colonisation, and LGBTIQ+ discrimination. These intersecting challenges are not adequately addressed by mainstream services. The 2022 ACT LGBTIQ+ Communities Survey highlighted disparities in access, participation, and wellbeing. This action responds to these gaps by embedding culturally safe, community-led structures and long-term governance mechanisms to improve outcomes.
9. Evidence of change	1. Delivery and acceptance of the Advisory Group's report and recommendations. 2. Ministerial agreement to implement priority actions. 3. Establishment and operation of an LGBTIQ+ ACCO. 4. Continued operation of the Advisory Group with expanded remit. 5. Progress reporting and evaluation mechanisms embedded in implementation plans. 6. Increased representation of Aboriginal and Torres Strait Islander LGBTIQ+ people in leadership and service design roles.

13. Priority Action: Embed ACCO and Indigenous Business Leadership in Infrastructure Delivery

FIELD	DETAILS
1. Priority action title	Embed ACCO and Indigenous Business Leadership in Infrastructure Delivery
2. Detailed action description	a) Infrastructure Canberra (iCBR) and relevant agencies will embed Aboriginal and Torres Strait Islander representation in governance and shared decision-making for across capital infrastructure programs and projects, including the North Canberra Hospital, Light Rail Stage 2B and waste infrastructure and housing projects.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: iCBR brings together key development, procurement, delivery, management, housing, leasing and maintenance functions to create sustainable and transformative infrastructure, places and spaces. This positions iCBR as the Territory's leading expert on capital infrastructure, including investment in and implementation of ACT Government infrastructure program and ACT Government property and housing portfolio.
4. Inter-Directorate integration strategy	iCBR will consult with ACT Government partner directorates as needed to ensure proportional representation of Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander businesses on the governance boards supporting publicly funded infrastructure in the ACT.
5. Key deliverables and outcomes	Q1 2026 iCBR will update its Project Governance Framework to stipulate minimum representation requirements for Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander businesses. Q2 2026 iCBR will undertake a review of Aboriginal Community Controlled Organisation and Aboriginal and Torres Strait Islander business representation on its governance boards, identifying where representation needs to be increased to align with the updated Governance Framework. Q3 2026 onwards iCBR will refresh its governance board membership to align with the updated Governance Framework Q2 2026 iCBR will launch implementation of the iCBR Aboriginal and Torres Strait Islander Cultural Integrity Framework.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Cultural Integrity Target 5 Inclusive Community Target 6 Target 7, Target 8 Community Leadership Target 9, Target 10 Economic Participation Target 16
7. Alignment to the National Agreement on Closing the Gap	Outcome 7 and Outcome 8.
8. Rationale for systemic impact and proportionality	This action enables all ACT Government managed infrastructure projects to incorporate and uphold the integrity of Aboriginal and Torres Strait Islander peoples culture and values in collaboration with Aboriginal and Torres Strait Islander people, and Aboriginal and Torres Strait Islander enterprises within the ACT and region.
9. Evidence of change	1. Updated Project Governance Framework ensuring minimum levels of representation of Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander businesses. 2. Increased representation of Aboriginal Community Controlled Organisations and Aboriginal and Torres Strait Islander businesses on project boards.

14. Priority Action: Supporting Indigenous Data Sovereignty principles, and Community implementation of Indigenous Data Sovereignty and Indigenous Data Governance

FIELD	DETAILS
1. Priority action title	Supporting Indigenous Data Sovereignty principles, and Community implementation of Indigenous Data Sovereignty and Indigenous Data Governance
2. Detailed action description	The Indigenous Data Sovereignty and Indigenous Data Governance (IDS/IDG) project seeks to ensure alignment of ACT Government data practices with IDS principles, and to support Community implementation of IDS/IDG. This includes supporting establishment of an Indigenous Data Governance structure independent of government (initial focus on health data) to allow Aboriginal and Torres Strait Islander people agency over their data's life-cycle including collection, storage, analysis, and use. • The project began in 2023 and is a standalone initiative with a specific focus on health data. • It is anticipated that initial implementation at government and Community levels will be completed by 2028, noting that the project will move at a speed determined by Community.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate, Health stream is leading this project.
4. Inter-Directorate integration strategy	This is a pilot program which is expected to become business as usual and will be the flagship project that will guide ACT Whole of Government approach to supporting IDS principles and Community implementation of IDS/IDG. Shared governance to ensure de-siloed approaches has been established between this project and the CMTEDD and Digital Canberra development of a jurisdictional response to the NIAA's Framework for Governance of Indigenous Data (GID).

FIELD	DETAILS
5. Key deliverables and outcomes	1. External Aboriginal and Torres Strait Islander consultants engaged to implement this project 2. Whole of government audit of Aboriginal and Torres Strait Islander data holdings, and that this is made available to Community 3. Consultant will collaborate with Community to develop Community IDS/G and data literacy capabilities, and to determine Community data priorities 4. Review of government policies to inform support of IDS principles, and alignment with GID project 5. Establish an external IDS/G governance structure
6. Alignment to the ACT Agreement	Focus Area: Self-determination underpins the approach taken to this IDS/IDG project. and aligns with Core Area of Community Leadership and will contribute to improving outcomes in Health and Wellbeing.
7. Alignment to the National Agreement on Closing the Gap	National Agreement on Closing the Gap, Priority Reform Four: Shared access to Data and Information at a regional level and Formal parentships and decision making Target 17 – people have access to information and services enabling participation in informed decision making regarding their own lives. Priority Reform Three: Transforming government organisations
8. Rationale for systemic impact and proportionality	Changing how we collect, store and use Aboriginal and Torres Strait Islander data, ensuing the ACT Aboriginal and Torres Strait Islander community have access to their data held by government (GID project) and Sovereignty over their own data (IDS/IDG project).
9. Evidence of change	ACT Aboriginal and Torres Strait Islander community governance of Aboriginal and Torres Strait Islander data across the health landscape and access to data already held by government (acknowledging legal and regulatory constraints). Evidence of change are furthering government staff and Community knowledge and understanding of IDS/IDG and acceptance that Aboriginal and Torres Strait Islander data belongs to the ACT Aboriginal and Torres Strait Islander community. Government health data priorities reflect Community health data priorities.

15. Priority Action: Canberra Health Services (CHS) and CHS Consumer Reference Group Partnership Agreement

FIELD	DETAILS
1. Priority action title	Canberra Health Services (CHS) and CHS Consumer Reference Group Partnership Agreement
2. Detailed action description	Implement a formal partnership agreement between CHS and the CHS Aboriginal and Torres Strait Islander Consumer Reference Group to support health and wellbeing outcomes for Aboriginal and Torres Strait Islander employees, patients and their families. The Partnership Agreement will be developed in alignment with National Closing the Gap Priority Area 1: Formal Partnerships and Shared Decision Making and ACT Aboriginal and Torres Strait Islander Agreement Target 9: Community Leadership.
3. Accountable Directorate(s) and stakeholders	Lead Directorate & Stakeholder: CHS and CHS Aboriginal and Torres Strait Islander Consumer Reference Group Supporting Stakeholders: Indigenous Allied Health Australia (IAHA), Aboriginal and Torres Strait Islander Elected Body Key Responsibilities: CHS and CHS Aboriginal and Torres Strait Islander Consumer Reference Group – engage with IAHA and each other to progress and finalise a partnership agreement. IAHA - in line with project plan, engage with CHS and CHS Aboriginal and Torres Strait Islander Consumer Reference Group to produce a tested and validated partnership agreement.
4. Inter-Directorate integration strategy	This is a primarily internal action and does not require an inter-directorate strategy. CHS are likely to engage with the Elected Body in progressing this action, and the Health and Community Services Directorate to support this.
5. Key deliverables and outcomes	1. Partnership Agreement in place by June 2026 2. New CHS Aboriginal and Torres Strait Islander Consumer Reference Group formed in line with the Agreement by December 2026.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Community Leadership Target: Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes. Noting ACT Indicators require further work, Indicator 15: Proportion of Aboriginal and Torres Strait Islander Australians reporting a) they are able to have a say in their community on issues important to them, b) improvements in their communities. Indicator 16: Partnerships reviewed meeting the ‘strong partnership elements’ (as defined in the National Agreement) Target: There will be formal partnership agreements to support Closing the Gap in place between Aboriginal and Torres Strait Islander people and governments in each state and territory enshrining agreed joint decision-making roles and responsibilities where Aboriginal and Torres Strait Islander people have chosen their own representatives.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform: Priority Reform One: Formal Partnerships and Shared Decision-Making National Target: Target 17 (Closing the Gap Target 1) Indicator 1: Increase in patients starting treatment on time. Indicator 3: Decrease in patient walk-outs in emergency departments.
8. Rationale for systemic impact and proportionality	This action intends to build trust and cultural accountability through identifying and progressing priorities in partnership with the community. Through the partnership agreement, the Aboriginal and Torres Strait Islander Consumer Reference Group will play a key role in ensuring that the health services provided by CHS are culturally safe and responsive.
9. Evidence of change	A formal Partnership Agreement will be tangible evidence of the strong, shared commitment to an effective working relationship. Strong engagement through the Partnership Agreement will see culturally safe and equitable design and delivery of CHS’ health services. The joint achievement of agreed outcomes will be demonstrated by engagement within the CHS Aboriginal and Torres Strait Islander Consumer Reference Group. Progress on actions outlined in Together, Forward and relevant national or territory frameworks/strategies are reported and monitored through the CHS Aboriginal and Torres Strait Islander Steering Committee.

16. Priority Action: Develop a Canberra Health Services Cultural Safety Audit

FIELD	DETAILS
1. Priority action title	Develop a Canberra Health Services Cultural Safety Audit.
2. Detailed action description	Develop a cultural safety audit with Aboriginal and Torres Strait Islander peoples to systematically assess, report on and enhance cultural safety through reviewing their patient experience. A cultural safety audit is to be implemented as part of the CHS Clinical Audit Program. In developing the audit CHS will explore the ideal process to identify and support immediate action, and CHS Division, National Standard Committee or organisation-wide improvements required to embed cultural safety while not increasing the cultural load for Aboriginal and Torres Strait Islander staff. This is a new action based on Elected Body feedback at the August 2025 Hearings and subsequent advice.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Canberra Health Services (CHS) Supporting Stakeholders: CHS Aboriginal and Torres Strait Islander Consumer Reference Group, CHS Aboriginal and Torres Strait Islander staff network, CHS Aboriginal Liaison Service, patients, families, carers and supporters.
4. Inter-Directorate integration strategy	This is a primarily internal action and does not require an inter-directorate strategy.
5. Key deliverables and outcomes	By July 2026: Review cultural safety audit processes in place in other jurisdictions By August 2026: Co-design audit with Aboriginal and Torres Strait Islander consumers By October 2026: Test audit tool By December 2026: Deliver audit tool to provide baseline data to target ongoing improvement in patient experience.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing. Target: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community. Indicator 26: Increasing proportion of patients being seen on time. Indicator 28: Decrease in the proportion of Emergency Department walk-outs. Focus Area: Cultural Integrity Target: A society that supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities. Noting ACT Indicators require further work, Indicator 11: Government mainstream institutions and agencies reporting actions to implement the transformation elements, identify and eliminate racism, embed and practice meaningful cultural safety.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target: Decrease the proportion of Aboriginal and Torres Strait Islander people who have experiences of racism. Indicator: Government mainstream institutions and agencies reporting actions to implement the transformation elements (including identify and eliminate racism, embed and practice meaningful cultural safety)
8. Rationale for systemic impact and proportionality	Assessing cultural safety through patient experience will allow CHS to target ongoing improvements for Aboriginal and Torres Strait Islander consumers (e.g. around respectful treatment and empowerment in decision making). This will serve to improve access to, and the quality of, health care that demonstrates embedded respect for cultural identity and values.
9. Evidence of change	Baseline and comparison data around the proportion of people who identify as feeling culturally safe when accessing CHS services will be reviewed as part of the continuous CHS Clinical Audit Program reporting cycle. Results will be monitored through the CHS Aboriginal and Torres Strait Islander Consumer Reference Group and Steering Committee as appropriate to their Terms of Reference.

17. Priority Action: Establish a Voice to Education Representative Mechanism for the ACT

FIELD	DETAILS
1. Priority action title	Establish a Voice to Education Representative Mechanism for the ACT
2. Detailed action description	The ACT Government will work with ATSIEB and community members to establish an independent Voice to Education (VTE) representative mechanism through a staged, community-led process. The mechanism will ensure ACT Aboriginal and Torres Strait Islander students, families, and schools have representation at national forums such as NATSIEC and the Education Ministers Meeting. It will also provide culturally informed advice to the Education Directorate on policies and programs.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Education Directorate (EDU) Responsible area: Education Programs and Services Partners and Stakeholders: - ACT Aboriginal and Torres Strait Islander Elected Body (ATSIEB) - Aboriginal and Torres Strait Islander students, families, and educators - Strategic Finance - Community representatives
4. Inter-Directorate integration strategy	EDU will collaborate with ATSIEB and Strategic Finance to ensure the mechanism is community-endorsed, financially viable, and culturally appropriate. The Directorate will provide administrative support and funding for a secretariat role, while preserving the independence of the mechanism.
5. Key deliverables and outcomes	1. October 2025: Curijo report presented to ATSIEB 2. November 2025: Community consultation completed - Preferred model selected and endorsed 3. Early 2026: Mechanism established and operational by early 2026 4. Governance and financial arrangements scoped
6. Alignment to the ACT Agreement	Focus Area: Community Leadership – Strengthen Aboriginal and Torres Strait Islander representation in education decision-making

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One: Formal Partnerships and Shared Decision-Making Priority Reform Three: Transforming Government Organisations
8. Rationale for systemic impact and proportionality	This action addresses the gap in formal representation following the cessation of the ACT ATSIEAG. It ensures that Aboriginal and Torres Strait Islander voices are embedded in education governance and policy development. The investment is proportionate to the need for culturally informed, community-led decision-making structures.
9. Evidence of change	1. Independent mechanism established and operational 2. ACT has an ongoing voice at National Aboriginal and Torres Strait Islander Education Corporation meetings and Education Ministers Meetings. 3. Increased community engagement in decision making

FOCUS AREA: Connecting the Community

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander community members are connected to strong families, and social and support networks building upon the foundation of community leadership.

18. Priority Action: Prioritise funding projects led by and/or for the benefit of LGBTIQ+ ACT Aboriginal and Torres Strait Islander people through the Capital of Equality Grants Program

FIELD	DETAILS
1. Priority action title	Prioritise funding projects led by and/or for the benefit of LGBTIQ+ ACT Aboriginal and Torres Strait Islander people through the Capital of Equality Grants Program

2. Detailed action description	This action is part of the First Action Plan (2024–26) of the Capital of Equality Strategy (2024-29). Currently, the Capital of Equality Grants Program operates via two streams: 1. Connection Fund supports projects that foster community, belonging, and togetherness for LGBTIQ+ people. 2. LGBTIQ+ Leadership Stream supports leadership and professional development for new, emerging, and established LGBTIQ+ leaders. The Grants program is run through open competitive applications. Applications led by LGBTIQ+ Aboriginal and Torres Strait Islander people are prioritised under both streams. The prioritisation of projects led by and/or for the benefit of Aboriginal and Torres Strait Islander LGBTIQ+ people under the Connection Fund is intentionally included in the grant guidelines to uphold cultural safety. This acknowledges that LGBTIQ+ community-controlled organisations may not automatically be culturally safe for Aboriginal and Torres Strait Islander LGBTIQ+ people, and that any work within LGBTIQ+ spaces should be self-determined. Cultural safety is treated as a forethought, not an afterthought, and is embedded across all stages of the grants process: • Application stage: A targeted communications approach promotes the grants to Aboriginal and Torres Strait Islander LGBTIQ+ communities and supports applicants to apply. This includes options like verbal applications, recognising that not all applicants have the capacity to apply online or navigate complex forms, unlike funded organisations with dedicated fundraising staff. • Assessment stage: Applications are assessed through a lens of self-determination, with guidance provided to panel members to ensure they understand culturally safe approaches. For example, if an Aboriginal artist applies, assessors are reminded that cultural expression must be respected in its self-determined form, without imposing biases about what is “appropriate.” The Office of LGBTIQ+ Affairs applies a critical lens to applications made by non -Indigenous applicants claiming to benefit Aboriginal and Torres Strait Islander LGBTIQ+ people. The application form also requires applicants to demonstrate how they will engage with the communities they aim to support, helping to avoid tokenistic or “tick-box” approaches. The Office of LGBTIQ+ Affairs maintains records distinguishing between projects led by and those benefiting these communities. • Project delivery stage: Where requested, the team provides communications support and other advice or help to ensure the success of funded projects. Available funding under the LGBTIQ+ Leadership Stream is capped at \$1,500 per person. Generally, this funding is used for conference attendance, participation in training or mentorship programs. Depending on the applied opportunity, there may be direct benefits for improving economic participation (e.g. through upskilling). Broadly, most immediate outcomes are increased knowledge and/or leadership skills.
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FIELD	DETAILS
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Office of LGBTIQ+ Affairs; Supported by: Health and Community Services Directorate Communications branch
4. Inter-Directorate integration strategy	The Office of LGBTIQ+ Affairs collaborates with the Communications branch and other Diversity Offices to promote the grants program and ensure visibility among Aboriginal and Torres Strait Islander LGBTIQ+ communities.
5. Key deliverables and outcomes	1. Annual allocation of \$100,000 in grant funding prioritising projects led by or benefiting LGBTIQ+ Aboriginal and Torres Strait Islander people. 2. At least 1-2 funded projects per year that identify as led by or benefiting these communities. 3. All funded projects contribute to one or more of the following outcomes: • Improved understanding of LGBTIQ+ experiences of Aboriginal and Torres Strait Islander peoples • Increased participation of LGBTIQ+ Aboriginal and Torres Strait Islander peoples • Increased capacity and leadership of LGBTIQ+ Aboriginal and Torres Strait Islander peoples.
6. Alignment to the ACT Agreement	1. Primary alignment with Focus Area: Connecting the Community. 2. Secondary alignment with Focus Area: Community Leadership (noting that one of the funding streams seek to build leadership capacity of individuals).
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Two: Building the community-controlled sector
8. Rationale for systemic impact and proportionality	Aboriginal and Torres Strait Islander LGBTIQ+ people are underrepresented in leadership and community initiatives. Prioritising their projects through the grants program addresses systemic exclusion and builds visibility, leadership, and community capacity. This approach supports culturally safe and community-led responses to inequality.

FIELD	DETAILS
9. Evidence of change	1. Annual reporting on the number and proportion of funded projects led by or benefiting Aboriginal and Torres Strait Islander LGBTIQ+ people. 2. Outcome tracking through project acquittals aligned to the grant program outcomes. 3. Internal analysis of project impact and reach, with disaggregated data informing future funding priorities. 4. Feedback from funded recipients and community stakeholders on accessibility and relevance of the grants program.

19. Priority Action: Embed Cultural and Community Ownership in Infrastructure Standards

FIELD	DETAILS
1. Priority action title	Embed Cultural and Community Ownership in Infrastructure Standards
2. Detailed action description	Partner with Aboriginal and Torres Strait Islander communities to co-design and implement a Caring for Country Infrastructure Standard that mandates the inclusion of cultural protocols, traditional knowledge and community input across capital infrastructure programs and projects, including public housing and the new North Canberra hospital.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Infrastructure Canberra (iCBR) brings together key development, procurement, delivery, management, housing, leasing and maintenance functions to create sustainable and transformative infrastructure, places and spaces. This positions iCBR as the Territory's leading expert on capital infrastructure, including investment in and implementation of ACT Government infrastructure program and ACT Government property and housing portfolio.
4. Inter-Directorate integration strategy	iCBR will consult with ACT Government partner directorates throughout design, development and implementation of the Standard. This includes Health and Community Services Directorate and the Housing Coordinator General Office within the Chief Minister, Treasury and Economic Development Directorate.
5. Key deliverables and outcomes	Q1 2026 iCBR, with support of its ACT Government partner directorates, will seek expressions of interest from Aboriginal and Torres Strait Islander communities to partner with and contribute to co-design of the Caring for Country Infrastructure Standard. Q2 2026 iCBR will launch implementation of the iCBR Aboriginal and Torres Strait Islander Cultural Integrity Framework. Q2 + Q3 2026 iCBR will progress development of the Standard in partnership with community stakeholders identified through the EOI undertaken in Q1. Q4 2026 iCBR will pilot and refine the Standard in partnership with community stakeholders identified through the EOI undertaken in Q1. 2027 iCBR will commence implementation of the Standard.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Areas: Cultural Integrity Target 5 Inclusive Community Target 6, Target 7, Target 8 Community Leadership Target 9, Target 10 Economic Participation Target 16 Housing Target 20
7. Alignment to the National Agreement on Closing the Gap	Target 15a; Target 15b.
8. Rationale for systemic impact and proportionality	This action enables all cultural values of Traditional Owners of the ACT (The Ngunnawal Nation, and other people or families with connection to the lands of the ACT and region) and the Aboriginal and Torres Strait Islander communities to be reflected in policies and procedures to uphold the integrity of their cultural values within the design, construction and maintenance of public infrastructure within the ACT.
9. Evidence of change	1. Infrastructure Standard developed and implemented across publicly funded capital infrastructure projects in the ACT. 2. Cultural protocols, traditional knowledge and community input evident across publicly funded capital infrastructure projects in the ACT.

20. Priority Action: Aim to ensure wraparound supports for detainees begin before release and are led by Aboriginal Community Controlled Organisations (ACCOs), with transparent pathways into long-term housing and rehabilitation

FIELD	DETAILS
1. Priority action title	Aim to ensure wraparound supports for detainees begin before release and are led by Aboriginal Community Controlled Organisations (ACCOs), with transparent pathways into long-term housing and rehabilitation.
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will work to embed recommendations from the JACS Commissioning process, with the aim of enhancing existing transition to release and post release programs; and develop a forward plan for justice and long-term housing.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Supporting Directorate: Health and Community Services Stakeholders: ACCOs
4. Inter-Directorate integration strategy	JACS agencies will work collaboratively with HCSD, the Aboriginal and Torres Strait Islander community, ACCOs, and JACS agencies with the aim of enhancing existing transition to release and post release programs and services particularly in relation to housing.
5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the focus will be to enhance existing programs and develop a forward plan for improving housing availability and long-term security for Aboriginal and Torres Strait Islander people exiting the justice system.
6. Alignment to the ACT Agreement	Focus Area: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Targets 10 and 11
8. Rationale for systemic impact and proportionality	Access to temporary and permanent culturally safe housing will have lasting impacts on Aboriginal and Torres Strait Islander people involved in or existing the justice system.

9. Evidence of change	JACS will measure impact through data in relation to Aboriginal and Torres Strait Islander peoples on the number accessing housing, the reduction in incarceration rates over time, the number of people diverted from entering or re-entering the criminal justice system, increased connection with culture, and reduced recidivism. As the first 12 months will be spent embedding recommendations from the JACS Commissioning process (to improve existing programs or expand them by seeking additional funding) – and developing a forward plan for justice and long-term housing, it is likely that the evidence of impact may materialise beyond the end of Phase 3.
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21. Priority Action: Support Aboriginal Community-Controlled Organisations to establish and deliver culturally safe services for ACT Aboriginal and Torres Strait Islander peoples with disability in the ACT.

FIELD	DETAILS
1. Priority action title	Support Aboriginal Community-Controlled Organisations to establish and deliver culturally safe services for ACT Aboriginal and Torres Strait Islander peoples with disability in the ACT.
2. Detailed action description	Co-design and implement a program to fund opportunities for ACCOs (existing or new) to deliver projects to increase their capacity and capability, based on the needs and experiences of the ACT Aboriginal and Torres Strait Islander disability community. The program will include: development of culturally appropriate procurement process; promotion to ACT Aboriginal and Torres Strait Islander disability community including ACCOs and disability related organisations; support for organisations to submit strong well-informed proposals developed in consultation with the community, working with successful organisation to support implementation and delivery of their proposals; and provide advice and guidance to assist in the establishment of monitoring and evaluation frameworks to measure effectiveness. This is funded under (action 3.1) of the ACT Disability Strategy First Action Plan 2024-2026.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Nil Responsibilities: Program design, consultation, implementation, evaluation and reporting.

FIELD	DETAILS
4. Inter-Directorate integration strategy	This is a stand-alone initiative led and delivered by the Health and Community Services Directorate. Strategic Policy is partnering with the Aboriginal Service Development Branch to ensure alignment with similar projects (such as Next Steps for Our Kids initiatives aimed at people with disability) and that development considers lessons learnt from other ACCO programs. The project will be overseen by the Disability Advisory Council and the Minister for Disability and Community Services through annual reporting process on the Act Disability Strategy. HCSD will use the Inter-directorate Working Group on Disability to update other directorates and agencies on progress and ensure any opportunities for cross-government partnerships are identified.
5. Key deliverables and outcomes	1. End of Q1 2026: Draft and co-design funding guidelines that embed cultural safety, accessibility, inclusion and clear success metrics. 2. End of Q2 2026: Open and communicate procurement process 3. End of Q4 2026: Assessment of responses, allocation of funding to successful organisation. 4. 2027 and beyond: implementation by successful organisations. Ongoing support and reporting provided by HSCD. Evaluation and reporting will depend on type and nature of projects funded.
6. Alignment to the ACT Agreement	Focus Area: Connecting the Community. Target: Contribute to an increase in number of ACT government contracts awarded to Aboriginal Community-Controlled and Aboriginal and/or Torres Strait Islander businesses.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Two - Building the Community Controlled Sector – Government Parties commit to building strong Aboriginal and Torres Strait Islander community-controlled sectors. Target: Impact across all Outcomes and Targets as an ‘enabling action’.
8. Rationale for systemic impact and proportionality	Consultation to develop the ACT Disability Strategy identified that Aboriginal and Torres Strait Islander people with disability find it difficult to find culturally safe disability support services. The project will fund projects that build ACCO capability to deliver high-quality, culturally safe and appropriate services. Evaluation will provide an evidence base for future funding to establish long-term service delivery.
9. Evidence of change	Funded organisations will be required to provide annual reporting against agreed outcomes of projects. An annual evaluation report will be produced by HCSD and reported through governance mechanisms outlined above. The project will provide an evidence base for future funding proposals to establish long-terms service delivery for Aboriginal and Torres Strait Islanders with disability in the ACT.

FOCUS AREA: Cultural Integrity

QUALITY LIFE OUTCOME: A society that supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities

22. Priority Action: Attract and recruit Aboriginal and Torres Strait Islander staff to join CYF through culturally safe, targeted employment strategies

FIELD	DETAILS
1. Priority action title	Attract and recruit Aboriginal and Torres Strait Islander staff to join CYF through culturally safe, targeted employment strategies.
2. Detailed action description	Actively attract and recruit Aboriginal and Torres Strait Islander staff to join the Child and Youth Families (CYF) Division through culturally safe, targeted employment strategies. Invest specifically in the professional development, career progression, and leadership pathways for Aboriginal and Torres Strait Islander staff, with a focus on increasing representation in senior and executive roles.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Education Directorate Stakeholders: Our Booris, Our Way Steering Committee; Aboriginal and Torres Strait Islander staff and families.

FIELD	DETAILS
4. Inter-Directorate integration strategy	1. CYF are exploring opportunities to engage with the Education Directorate's Career Education Officers, to support additional career pathways/attract to the workforce. 2. CYF are currently exploring options to engage with the Charles Sturt University Social Work Department; to increase the pathway for social work placements for ACT Aboriginal and Torres Strait Islander students.
5. Key deliverables and outcomes	Measurable Changes: 1. Establish and promote a dedicated employment pathway for Aboriginal and Torres Strait Islander individuals with relevant community service experience, enabling access to CYPP-classified roles without requiring a tertiary qualification 2. Increase the number of Aboriginal and Torres Strait Islander applicants recruited through the pathway 3. Increase the number of established recruitment nights to explore a career at CYF and have ACT Aboriginal and Torres Strait Islander staff member present to speak to the career opportunities within CYF. 4. Increase the number of advertisements for CYF roles that have included specific criteria for experience working with Aboriginal children and families 5. Support Aboriginal students into teaching, social work, and allied health roles through reformed scholarships and mentoring pathways co-designed with ACCOs.
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity - A society that supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Outcome 8: Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities Target 8: By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent
8. Rationale for systemic impact and proportionality	This action supports self-determination, builds cultural capability across the system, and ensures that ACT Aboriginal and Torres Strait Islander voices are embedded in decision-making at all levels.

FIELD	DETAILS
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including: The Our Booris Our Way Report, Elected Body Hearings Report.

23. Priority Action: Embed Cultural Integrity into Early Childhood Education Curriculum and Practice

FIELD	DETAILS
1. Priority action title	Embed Cultural Integrity into Early Childhood Education Curriculum and Practice
2. Detailed action description	The ACT Government will embed cultural integrity into early childhood education curriculum and practice. This will involve developing curriculum resources in collaboration with Aboriginal Community-Controlled Organisations (ACCOs), community leaders and Aboriginal and/or Torres Strait Islander curriculum experts and delivering professional learning to educators to support culturally responsive pedagogy. The initiative aims to improve cultural responsiveness in early learning environments and increase participation and outcomes for Aboriginal and Torres Strait Islander children.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Education Directorate (EDU) Responsible area: Early Childhood Education, Learning and Teaching, Aboriginal and Torres Strait Islander Education Supporting Directorate: Health and Community Services Directorate (HCSD) Partners and Stakeholders: Aboriginal and Torres Strait Islander families and Early childhood educators
4. Inter-Directorate integration strategy	EDU and HCSD will collaborate to ensure that cultural integrity is embedded across early childhood education and health services. This includes joint development of curriculum resources, shared delivery of professional learning, and alignment with broader wellbeing and cultural safety strategies.
5. Key deliverables and outcomes	1. Curriculum resources developed and distributed to early learning providers 2. Professional learning delivered to early childhood educators on culturally responsive pedagogy 3. Increased participation of Aboriginal and Torres Strait Islander children in early learning 4. Improved cultural safety and responsiveness in early childhood settings
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity, Lifelong Learning – Embed cultural identity and inclusion in early education

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 4: Increase proportion of children developmentally on track in all five AEDC domains to 55% by 2031
8. Rationale for systemic impact and proportionality	This action supports systemic transformation by embedding cultural integrity into the foundational years of education. It addresses the need for culturally safe and inclusive learning environments that reflect and respect Aboriginal and Torres Strait Islander cultures. The investment in educator capability and curriculum reform is proportionate to the long-term benefits of improved educational engagement and outcomes.
9. Evidence of change	1. Number of educators completing cultural integrity training 2. Feedback from ACCOs and community leaders on curriculum content 3. Increased enrolment and retention of Aboriginal and Torres Strait Islander children in early learning 4. Family and educator satisfaction surveys

24. Priority Action: Strengthening Cultural Integrity and eliminating racism in Health and Community Services Directorate

FIELD	DETAILS
1. Priority action title	Strengthening Cultural Integrity and eliminating racism in Health and Community Services Directorate
2. Detailed action description	Build on the work done in the previous ACT Health Directorate and Community Services Directorate to strengthen cultural integrity and eliminate racism. Previous work included program specific activities in service delivery areas like housing and child and family services, and organisation wide strategies like an endorsed commitment to strengthening cultural integrity, with related training and capability building to realise this commitment. Next actions will be to: • Review and align existing strategies Oct 2025– March 2026 • Confirm new Health and Community Services Directorate approach, including success measures April-June 2026 • Implement strategies July 2026 – June 2027 with regular monitoring and oversight • Review and evaluate success and confirm further ongoing approach July - December 2027
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate, Director-General and Executive Oversight group
4. Inter-Directorate integration strategy	Engagement will continue with other directorates to learn from and build on their successes, and share the approaches used in our directorate. We will work with and share our progress with the Cultural Transformation Branch in CMTEDD and continue to engage in inter-directorate working groups on cultural safety and eliminating systemic racism.
5. Key deliverables and outcomes	1. Intended outcome: Aboriginal and Torres Strait Islander staff report that cultural safety has increased in the organisation. 2. Deliverables: Key deliverable is in person, co-designed and co-delivered with Aboriginal and Torres Strait Islander staff and training organisations anti-racism and cultural safety training that is included in core learning program, and all staff attend training and complete within 3 years of its commencement. Inclusion of actions to strengthen cultural integrity and transform the organisation in existing business systems like performance development plans and business plans

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity also links to Action Item 4.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations
8. Rationale for systemic impact and proportionality	These actions are drawn from the work of the Lowitja Institute <i><u>Embedding cultural safety: National Cultural Safety Training Standards and organisational action for cultural safety</u></i> on the most effective way to shift the dial on cultural safety and address systemic racism in organisations. Embedding the training into core learning, and business systems will most effectively lead to systemic change.
9. Evidence of change	Training is in place and staff attendance meets targets; business processes change embedded. Consideration will be given to Aboriginal and Torres Strait Islander staff to the ways to most effectively gain and measure Aboriginal and Torres Strait Islander views on cultural safety in the organisation, and whether it improves.

25. Priority Action: Embed cultural capability and cultural safety into the fabric of the way the ACTPS works

FIELD	DETAILS
1. Priority action title	Embed cultural capability and cultural safety into the fabric of the way the ACTPS works.
2. Detailed action description	This action will establish a whole-of-government approach to embedding cultural capability as a performance requirement, enhancing cultural safety, recognising Aboriginal and Torres Strait Islander staff for cultural work they undertake as part of their role, address systemic racism, and develop an employment framework that provides attraction, recruitment and retention initiatives so that Aboriginal and Torres Strait Islander employees thrive in their careers in the ACT Public Service.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Chief Minister, Treasury and Economic Development Directorate (CMTEDD) Supporting Directorates: ACT Education, JACS, HCSD, CED, Infrastructure Canberra, Digital Canberra, CIT Key Stakeholders: ACT Aboriginal and Torres Strait Islander Elected Body; Unions; HR executives/Industrial Relations teams; Aboriginal and Torres Strait Islander staff; Industry leaders across jurisdictions. Key Responsibilities: • CMTEDD: OIRWS lead policy development, framework and resource development, and lead and champion directorate implementation. • Treasury: Budget process and financial reporting mechanisms. • Supporting Directorates: Implement frameworks, tools and resources as appropriate for specific contexts and staff needs. Elected Body and Unions: Co-design and endorsement of remuneration principles and cultural load provisions.
4. Inter-Directorate integration strategy	This action will be delivered through collaboration across directorates to ensure consistency, reduced duplication and a shared commitment to valuing cultural expertise, including through the Closing the Gap Strategic Board Sub-Committee, Inter-Directorate Committee and directorate Cultural Advisors. Integration strategies include: Joint development of frameworks, tools, resources and guidelines; Integrated reporting mechanisms to ensure transparency and accountability, and Collaborative training modules for staff across the service

FIELD	DETAILS
5. Key deliverables and outcomes	1. A remuneration policy to recognise Aboriginal and Torres Strait Islander cultural expertise as appropriate through EA or appropriate employment policy (Q2 2026). Outcome: A consistent and transparent approach to valuing and paying for cultural expertise across the ACTPS. 2. A Cultural Capability Framework, including embedding cultural capability standards into SES KPIs and Performance Agreements and includes cultural safety and cultural integrity as core pillars in the framework. (Q2 2026). Outcome: An improvement in cultural capability and cultural safety in the ACTPS. 3. Roll out of BRAVE SES Cultural Capability Program (Q4 2026). Outcome: Increased cultural capability across the service and increase in cultural safety experienced by ACTPS staff and in service delivery. Systemic Racism guidance (Q4 2026). Outcome: Increased knowledge of systemic racism, how to identify it and what action to take to address it in the ACTPS (Q2 2027). A renewed Aboriginal and Torres Strait Islander Employment Framework (Q2 2027). Outcome: increased understanding of career pathways, increase in senior executive positions, increase in retention rates, increase in career development opportunities undertaken by Aboriginal and Torres Strait Islander ACTPS staff.
6. Alignment to the ACT Agreement	Focus Areas: Cultural Integrity, Strong Families and Communities and Inclusive Community Percentage of people aged 25-64 years employed in the ACT by the Australian Public Service and ACT Public Service.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people. By 2031, reduce experiences of racism and discrimination for Aboriginal and Torres Strait Islander people within government systems by at least 80% as progress towards zero.
8. Rationale for systemic impact and proportionality	This action addresses the systemic disadvantage experienced by Aboriginal and Torres Strait Islander people in the ACT Public Service and within government systems. Historically, cultural expertise has been relied upon without appropriate recognition or remuneration, reinforcing structural inequities. By grouping these actions together CMTEDD will lead the development of whole of service frameworks, tools and resources to address system wide transformation to increase cultural capability, enhance cultural safety, improve the employment experience, address systemic racism and embed cultural capability as a performance standard, so that this becomes part of the way the public service works.

FIELD	DETAILS
9. Evidence of change	Progress will be monitored through Annual reporting on the number of engagements and total payments for cultural expertise, disaggregated by Directorate and role type; ACTPS workforce reporting and performance frameworks; Evaluation of the implementation of cultural load provisions in Enterprise Agreements; Feedback from Aboriginal and Torres Strait Islander staff and stakeholders , including the Elected Body; Cross-directorate accountability mechanisms , including reporting to the Closing the Gap Strategic Board Sub-Committee, CMTEDD I Steering Committee and Inter-Directorate Committee.

26. Priority Action: Undertake data analysis to identify racial profiling, conscious/unconscious bias and institutionalised/systemic racism

FIELD	DETAILS
1. Priority action title	Undertake data analysis to identify racial profiling, conscious/unconscious bias and institutionalised/systemic racism.
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will work with the Aboriginal and Torres Strait Islander community and JACS agencies to identify instances of racial profiling, unconscious bias, and systemic racism through data analysis and the practices that may support them.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Stakeholders: Aboriginal and Torres Strait Islander Elected Body
4. Inter-Directorate integration strategy	JACS agencies will work collaboratively to examine arrest, sentencing, bail, remand and parole practices utilising a working group model. Working Groups utilise existing data sources.
5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the focus will be a review of existing data (utilising work already underway) to identify underlying patterns and any linkage to different arrest, sentencing and recidivism outcomes for Aboriginal and Torres Strait Islander people.
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity: ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform 3 - Targets 10 and 11
8. Rationale for systemic impact and proportionality	Understanding to what extent racial profiling, unconscious bias, and systemic racism impact Aboriginal and Torres Strait Islander people disproportionally informs the development of increasingly culturally safe and responsive justice policies and programs.
9. Evidence of change	JACS will measure impact through data in relation to Aboriginal and Torres Strait Islander peoples on the reduction in incarceration rates over time, the number of people diverted from entering or re-entering the criminal justice system, increased connection with culture, and reduced recidivism. As the first 12 months will be spent identifying instances of racial profiling, conscious/unconscious

	bias and institutionalised/systemic racism – and the practices that may support them (with identification and implementation of potential reforms beyond the end of Phase 3), it is likely that the evidence of impact may also materialise beyond the end of Phase 3.
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FOCUS AREA: Economic Participation

QUALITY LIFE OUTCOME: Equality of access to employment and growth in Aboriginal and Torres Strait Islander businesses and community services organisations which drives economic development across their communities.

27. Priority Action: Proportional Funding Fundamentals

FIELD	Details
1. Priority action title	Proportional funding fundamentals
2. Detailed action description	Complete the enabling budget work required for proportional funding, including to support actions <<x, y, z tbc in this plan>>. Proportional funding is achieved when government funding is targeted to the percentage of Aboriginal and Torres Strait Islander people using a service (i.e. not based on the percentage of the overall Aboriginal and Torres Strait Islander population); and, when a meaningful proportion of this funding goes to providers with experience and accountability to the Aboriginal and Torres Strait Islander community, most notably community-controlled organisations. This action focusses on <i>new</i> work to understand base funding in agencies (commencing with HCSD) to enable existing funding to be identified and redirected. A range of existing work will continue including collaborating with the ACT Elected Body to identify proportional funding opportunities across the ACT government, work to support government decision making for new funding through the business case process and Wellbeing Impact Assessments, directorate work to quantify and publish the proportion of users who identify as Aboriginal and Torres Strait Islander, and improvements to the ACT Aboriginal and Torres Strait Islander Expenditure review to better capture government spending and identify reprioritisation opportunities to community-controlled organisations.

FIELD	Details
3. Accountable Directorate(s) and stakeholders	Lead Directorate: CMTEDD. Supporting Directorates: HCSD (and with all directorates); ACT Elected Body; Community Sector; ACCOs, Indigenous Businesses. Key Responsibilities: CMTEDD (Treasury with Policy and Cabinet Division): establish inter-directorate working group and complete work on base funding and expenditure review improvements. HCSD (and all directorates) continue to be responsible for improved understanding of proportions by program, based on relative need, to support achievement of proportional funding, this includes work towards quantifying and publishing proportions of service users and considerations of targets through budget cycles.
4. Inter-Directorate integration strategy	A cross directorate working group will be established to oversee this action. CMTEDD will continue to work collaboratively across government to support the prioritisation of measures that increase the proportion of services delivered to Aboriginal and Torres Strait Islander people and by community-controlled organisations, particularly where evidence shows current services do not meet community need or demand. CMTEDD, will also continue to support Aboriginal and Torres Strait Islander Business Enterprises through Aboriginal and Torres Strait Islander procurement policies and the provision of business support services, delivered to Aboriginal and Torres Strait Islander businesses and Aboriginal and Torres Strait Islander service providers. The working group will inform an effective governance model for ensuring progress on directorate work to quantify proportions, targets and publishing/transparency measures.
5. Key deliverables and outcomes	Q1 2026 - work with the Elected body to improve the design and scope of the expenditure review (ahead of the 2024/25 and 2025/26 review). Q1 2026 – establish inter-directorate proportional funding working group. Q2 2026 – agreed scope, methodology and timing for enabling budget works to understand funding base in HCSD. All directorates – work over the year to identify data required to quantify proportionality to work towards publishing these and considering targets through budget cycles, including an effective governance model to progress this work (Q4 2026 and Phase 4).
6. Alignment to the ACT Agreement	Focus Area: Connecting the Community; Economic Participation.

FIELD	Details
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Two and clause 55b of the National Agreement provides that a meaningful proportion of funding is an amount which considers both the service demands of Aboriginal and Torres Strait Islander people and the number and capacity of Aboriginal and Torres Strait Islander organisations. The National Agreement on Closing the Gap, Clause 55 , requires Government Parties to implement measures to increase the proportion of services delivered by Aboriginal and Torres Strait Islander organisations, particularly community-controlled organisations.
8. Rationale for systemic impact and proportionality	Proportional funding is a key systemic change to closing the gap and having a significant positive impact on the Aboriginal and Torres Strait Islander community, as well as for community-controlled organisations and business enterprises. These include enabling the design and delivery of culturally appropriate services that meet the needs of the Aboriginal and Torres Strait Islander community, increasing choice of service providers, enabling and strengthening opportunities for Aboriginal and Torres Strait Islander people to connect with culture, and growing a more sustainable and better resourced community-controlled sector. Proportional funding also increases wealth creation in the Aboriginal and Torres Strait Islander community. Investment in this work is proportionate to these benefits.
9. Evidence of change	Improved understanding of proportional funding across the ACTPS and sectors; better understanding of base funding within government and directorates; better understanding of proportions by program, based in relative need (within directorates); better information to support government decision making; more proportional funding initiatives; data supporting achievement of proportional funding (including via the expenditure review); increased funding to accountable organisations, ACCOs and Indigenous Businesses.

28. Priority Action: Reform Procurement to Remove Barriers and Shift Power

FIELD	DETAILS
1. Priority action title	Reform Procurement to Remove Barriers and Shift Power
2. Detailed action description	• Update the Aboriginal and Torres Strait Islander Procurement Policy, to implement the findings of the comprehensive review conducted in late 2024. • Inform Territory entities on the updated Aboriginal and Torres Strait Islander Procurement Policy. • Engage with Aboriginal and Torres Strait Islander businesses through targeted information sessions/ workshops to support increase in the measures and target under the Aboriginal and Torres Strait Islander Procurement Policy.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: CMTEDD (Procurement ACT) Key Responsibilities: Procurement ACT – consultation about, update of and awareness raising of Aboriginal and Torres Strait Islander Procurement Policy, including specified targets
4. Inter-Directorate integration strategy	The Aboriginal and Torres Strait Islander Procurement Policy is a central part of the ACT Government Procurement Framework and must be applied by all Territory entities. Procurement ACT, as the central policy body for procurement, provides an indicative, regularly updated Power BI dashboard to all Territory entities on their performance against the Aboriginal and Torres Strait Islander Procurement Policy. Procurement ACT will leverage existing government channels (for example, procurement community of practice, central procurement contacts and Aboriginal and Torres Strait Islander SES champions) to promote performance against the policy.
5. Key deliverables and outcomes	1. Updated Aboriginal and Torres Strait Islander Procurement Policy released by end Q2 FY 2025-26

FIELD	DETAILS
	2. Training for Territory entities about benefits of plain English drafting in Approaches to Market, the benefits of longer tender opening times and direct engagement options by mid-2026.
6. Alignment to the ACT Agreement	Focus Area: Economic Participation
7. Alignment to the National Agreement on Closing the Gap	Target 8: <i>By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent</i> , though Government procurement actions do not themselves directly guarantee measured employment outcomes.
8. Rationale for systemic impact and proportionality	Government procurements are one important pathway for Governments' role in business development. Ongoing refinement of policies and targeting of ACT Government procurements will help to improve Indigenous economic outcomes. Addressable spend targets are an existing benchmarking mechanism to achieve proportional expenditure.
9. Evidence of change	1. Number of targeted training and awareness raising activities within the ACT Government about the updated Aboriginal and Torres Strait Islander Procurement Policy 2. Number of targeted information sessions/ workshops for Aboriginal and Torres Strait Islander business entities.

FOCUS AREA: Health and Wellbeing

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community.

29. Priority Action: Aboriginal and Torres Strait Islander youth mental health service model

FIELD	Details
1. Priority action title	Aboriginal and Torres Strait Islander youth mental health service model

FIELD	Details
2. Detailed action description	In 2023, the Directorate engaged Aboriginal and Torres Strait Islander consultants, Yulang Indigenous Evaluation, to review ACT Government mental health services available to ACT Aboriginal and Torres Strait Islander people, and to identify approaches to enhance culturally appropriate care. The Yulang Report highlighted significant gaps in mental health service provision for ACT Aboriginal and Torres Strait Islander children and young people. To address this issue, the 2024–25 ACT Government Budget invested in supporting culturally appropriate mental health services for Aboriginal and Torres Strait Islander people, including through \$400,000 for a specialist consultancy to work with Community and ACCO's to co-design a new Aboriginal and Torres Strait Islander youth mental health service model. A procurement process is currently underway, and it is anticipated that a contract will be in place for the successful supplier to commence work by December 2025. The selected supplier will work in partnership with Community, ACCO's, non-Indigenous organisations, key reference groups, and Government to develop a youth mental health service model that is holistic and tailored towards the specific needs of our Aboriginal and Torres Strait Islander young people. A final service model and community-facing report will be delivered by the end of October 2026, in time to inform future budget business cases. This process will aim to uphold the right to self-determination for Aboriginal and Torres Strait Islander people, ensuring a genuine partnership approach where self-agency and Community voice are central.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate
4. Inter-Directorate integration strategy	The co-design process will consider the required stakeholders and utilise key reference groups to develop a youth mental health service model that is holistic and tailored towards the specific needs of our Aboriginal and Torres Strait Islander young people
5. Key deliverables and outcomes	A final Aboriginal and Torres Strait Islander youth mental health service model and community-facing report will be delivered by the end of October 2026.
6. Alignment to the ACT Agreement	Focus Area 1: Connecting the community - Aboriginal and Torres Strait Islander community members are connected to strong families and social and support networks building upon the foundation of community leadership. Focus Area 4: Health and wellbeing – Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community.

FIELD	Details
7. Alignment to the National Agreement on Closing the Gap	Socio-economic targets: • Close the gap in life expectancy within a generation by 2031. • Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero. Priority One: Formal Partnership and Shared Decision-Making
8. Rationale for systemic impact and proportionality	The co-design process will facilitate partnerships with Community, ACCO's, non-Indigenous organisations, key reference groups, and Government to develop a youth mental health service model that is holistic and tailored towards the specific needs of our Aboriginal and Torres Strait Islander young people. This service model will be holistic and tailored towards the specific needs of our Aboriginal and Torres Strait Islander young people
9. Evidence of change	This project is for the delivery of a service model rather than running the service itself. A co-design process will drive the development of the service model and will therefore determine the changes that people want to see for the Community

30. Priority Action: Mental Health Commissioning – Aboriginal and Torres Strait Islander Funding Stream and Proportionality of Funding

FIELD	DETAILS
1. Priority action title	Mental Health Commissioning – Aboriginal and Torres Strait Islander Funding Stream and Proportionality of Funding
2. Detailed action description	Through the draft Strategic Investment Plan (SIP) for commissioning of the mental health community sector, HCSD is proposing a dedicated funding stream for Aboriginal and Torres Strait Islander mental health services. This funding stream focuses on supporting the mental health and wellbeing of Aboriginal and Torres Strait Islander people. It aims to address the unique needs of the Aboriginal and Torres Strait Islander population through the provision of targeted and integrated services. In accordance with the National Agreement on Closing the Gap, this funding stream will be open to applications from ACCOs and Aboriginal Community Controlled Health Organisations (ACCHOs). Under this commissioning grant stream, over 2026-27 a grant process with ACCOs will be undertaken to guide a co-design with community for specialist community non-government organisation (NGO) mental health and wellbeing services in the ACT. Based on this process, a service will be operational from July 2027.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate
4. Inter-Directorate integration strategy	Nil at this stage.
5. Key deliverables and outcomes	Commissioning Funding Stream: \$1.1 million dollar Aboriginal and Torres Strait Islander specific service to support adults will be in operation from July 2027.
6. Alignment to the ACT Agreement	Focus Area 1: Connecting the community - Aboriginal and Torres Strait Islander community members are connected to strong families and social and support networks building upon the foundation of community leadership. Focus Area 4: Health and wellbeing – Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community.

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	This work is under the following Priority Reform areas of the National Agreement on Closing the Gap: Priority Reform Two: Strengthening Community-Controlled Organisations to deliver closing the gap services; and Priority Reform Four: Improve Sharing and Information with Aboriginal and Torres Strait islander organisations to support shared decision making.
8. Rationale for systemic impact and proportionality	This work is addressing lasting shifts in practice. To achieve the required better outcomes in mental health and wellbeing of Aboriginal and Torres Strait Islander people it is recognised that a substantial investment in ACCO services will need to commence in this commissioning cycle and continue to expand in coming years. To meet this challenge, existing funding will need to be reallocated. This requires not only the funding of dedicated services with an Aboriginal and Torres Strait Islander focus but the encouragement of ACCOs to apply for general funding under this and future commissioning processes.
9. Evidence of change	As funding is provided to Aboriginal and Torres Strait Islander specific services, through the Commissioning stream or through proportional funding, direct provision of culturally appropriate services will be evidenced. This could include improved mental health outcomes for Aboriginal and Torres Strait Islander people and increased access to services.

31. Priority Action: Maternity in Focus: Birthing with Country model of care co-design

FIELD	DETAILS
1. Priority action title	Maternity in Focus: Birthing with Country model of care co-design
2. Detailed action description	<i>The Maternity in Focus: First Action Plan 2022–2025</i> (the Plan) commits to work with consumers and community-controlled organisations to co-design a Birthing on Country model of care to provide the best start in life to Aboriginal and/or Torres Strait Islander babies and their families. In the context of strong and sustained activism by ACT Aboriginal and Torres Strait Islander women and communities to protect and strengthen traditional birthing practice within Community and on Ancestral Country, Birthing on Country as a term has come to be “a metaphor for the best start to life for Aboriginal and Torres Strait Islander babies and their families which provides an appropriate transition to motherhood and parenting, and an integrated, holistic and culturally appropriate model of care for all.”¹ For this project, in respect to the special meaning of ‘Birthing on Country’ in the traditional cultural sense, this model of care in the ACT will be called Birthing with Country. This means bringing culture and Country to pregnancy, birthing and early parenting, through models of care designed to strengthen and continue and therefore revitalise and renew culture. There are additional actions in the Plan that are also relevant for strengthening outcomes and satisfaction for Aboriginal and/or Torres Strait Islander women and families who journey through the ACT maternity system. These are part of the wider ACT maternity system reform that may also be central or included intrinsically in a Birthing on Country model of care. The actions include increasing access to continuity of midwifery care, working collaboratively across the system to identify, develop, and implement early-intervention initiatives that support families to stay together, and the co-design of culturally sensitive and appropriate maternity services more broadly.

¹ Kildea et al., *Birthing on Country Workshop Report*.

FIELD	DETAILS
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate (HCSD Health Stream – Office of the Chief Nursing and Midwifery Officer (OCNMO)) Stakeholders: <u>Maternity in Focus: Birthing with Country Cultural Governance Group:</u> this group of Aboriginal women Community leaders was led in its initiation by senior Ngunnawal Elder Aunty Violet Sheridan and formed to provide Cultural authorisation and guidance for the project. <u>Maternity in Focus: Birthing with Country Working Group:</u> comprised of the Birthing with Country Cultural Governance Group, Aboriginal Community-Controlled Organisations, maternity services operational leadership, Aboriginal and/or Torres Strait Islander midwives, Liaison Officers, and consumers, and the Maternity in Focus project leads. This Group is co-designing culturally safe models of care for the public maternity system and exploring options for local Aboriginal Community-Controlled Health Organisations towards a Birthing with Country model of care that encompasses Aboriginal and/or Torres Strait Islander ownership and governance. <u>Canberra Health Services:</u> Centenary Hospital for Women and Children maternity services, and North Canberra Hospital maternity services. <u>Community:</u> The Cultural Governance Group guided Community listening to hear what the most deadly, most excellent Aboriginal and Torres Strait Islander maternity care model could be. A <i>Community Listening Report</i> was checked back with Community.
4. Inter-Directorate integration strategy	The Maternity in Focus: Birthing with Country Working Group brings together the HCSD Maternity in Focus project team, with Canberra Health Services public maternity staff and leadership, as well as Aboriginal and/or Torres Strait Islander maternity workforce, and Aboriginal Community-Controlled Organisations, and Aboriginal and/or Torres Strait Islander consumers, to co-design culturally safe models of care for the public maternity system.

FIELD	DETAILS
5. Key deliverables and outcomes	Community-led Co-Design: 1. Cultural Governance by a group of senior community women leaders 2. Community listening led by the Cultural Governance Group to hear what would be most valued in a culturally safe maternity model of care; ongoing consumer representation within the Working Group Measurable Outcomes: 1. Sustained leadership by senior community women in the co-design project shows the project is valued and worthwhile 2. Enhanced and ongoing engagement with community for the model of care co-design Long-Term Impact of the co-designed model of care: An ACT Birthing with Country model of care will be a key contributor to improvements in the National Key Performance Indicators for Aboriginal and Torres Strait Islander maternal and child health: 1. birthweight recording and results 2. Medicare Benefits Scheme (MBS) health assessments 3. child immunisation 4. the smoking status of people who gave birth 5. early first antenatal care visit. It is also anticipated this model of care will increase maternal and family satisfaction with the quality of care.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing Quality Life Outcome: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community. ACT Alignment : • The proportion of Aboriginal and Torres Strait Islander babies born each year with a healthy birthweight • Percentage of women who gave birth at 32 weeks or more gestation, and who attend five or more antenatal visits Focus Area: Community Leadership - Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes. Priority Action: 1. Align Systems with Shared Outcome Accountability • Shift from consultant-defined frameworks to community-determined priorities and success criteria. 2. Rebuild Trust and Cultural Accountability in Government Processes Embed Cultural Advisors in senior leadership forums to co-lead strategic direction and governance design.

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One - Formal Partnerships and Shared Decision-Making • A Cultural Governance Group of senior ACT Aboriginal and Torres Strait Islander women was formed early in the project to work with and guide the Health and Community Services Directorate project lead. This Group guided Community listening to hear what the most deadly, most excellent ACT Aboriginal and Torres Strait Islander maternity care model could be. A Community Listening Report was checked back with Community. • The Group has since convened and co-Chairs the Birthing with Country Working Group, as described previously. • The Working Group has a formal partnership that commits to majority ACT Aboriginal and Torres Strait Islander representation in decision-making; to enable cultural safety there is a requirement that more than 50% of people in the room be ACT Aboriginal and Torres Strait Islander people. If required, non-ACT Aboriginal and Torres Strait Islander people will step out to restore the ACT Aboriginal and Torres Strait Islander majority. • Aboriginal and/or Torres Strait Islander members are reimbursed for their participation as per the Consumer, Carer and Community Representative Reimbursement Policy, and refreshments are provided at meetings as per cultural protocol. Outcome 2 Aboriginal and Torres Strait Islander children are born healthy and strong Target 2: By 2031, increase the proportion of Aboriginal and Torres Strait Islander babies with a healthy birthweight to 91 per cent. • The evidence shows that Aboriginal and/or Torres Strait Islander people accessing a Birthing on Country model of care are significantly less likely to give birth preterm, significantly more likely to have five or more antenatal visits and can have an 80 per cent exclusive breastfeeding rate on hospital discharge.² Priority Reform Three – Transforming Government Organisations • Through warm introductions from trusted partners bridging HCSD and community, the HCSD project lead met early with various ACT Aboriginal and Torres Strait Islander organisations and Community leaders including the Aboriginal and Torres Strait Islander Elected Body. These different meetings led to the formation of a Cultural Governance Group of senior ACT Aboriginal and Torres Strait Islander community women leaders. This Group then led cultural protocol for the community listening process. Priority Reform Two – Building the Community-Controlled Sector Winnunga Nimmityjah Aboriginal Health and Community Services, and Yerrabi Yurwang Child & Family Aboriginal Corporation, are members of the Birthing with Country Working Group.

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	• With the impact of more than two centuries of colonisation in Australia, Aboriginal and/or Torres Strait Islander families experience a disproportionate burden of adverse pregnancy and birthing outcomes. Aboriginal and/or Torres Strait Islander mothers have a 3-5 times higher mortality rate, and Aboriginal and/or Torres Strait Islander babies are 2-3 times more likely to be born preterm, have low birth weight or not survive to age one. • The evidence shows that Aboriginal and/or Torres Strait Islander people accessing a BoC model of care are significantly less likely to give birth preterm, significantly more likely to have five or more antenatal visits and can have an 80 per cent exclusive breastfeeding rate on hospital discharge. The process for the co-design development of a BoC model of care with Community is important in itself. Through genuinely respecting and supporting Aboriginal and/or Torres Strait Islander self-determination and governance, and by privileging Aboriginal and/or Torres Strait Islander ways of knowing, being and doing in co-design, trusting relationships will be built across the system that will strengthen the model of care.
9. Evidence of change	Measurable Outcomes for co-design project: 1. Sustained leadership by senior community women in the co-design project as being valuable and worthwhile 2. Enhanced and ongoing engagement with community for model of care co-design A culturally safe model of care is co-designed with Community and is endorsed by Canberra Health Services for implementation

² S Kildea, S Hickey, C Nelson, J Currie, A Carson, M Reynolds, K Wilson, S Kruske, M Passey, Y Roe, R West, A Clifford, M Kosiak, S Watego, S Tracy, 'Birthing on Country (in Our Community): a case study of engaging stakeholders and developing a best-practice Indigenous maternity service in an urban setting', *Australian Health Review*, 42(2):230–238, doi:10.1071/AH16218.

32. Priority Action: Transition the Ngunnawal Bush Healing Farm (NBHF) to Community-control with a view to providing a residential service

FIELD	DETAILS
1. Priority action title	Transition the Ngunnawal Bush Healing Farm (NBHF) to Community-control with a view to providing a residential service
2. Detailed action description	To establish a partnership agreement with a Community-controlled organisation in preparation to transition the NBHF to Community-control with a view to further transition to provide a residential service. • Milestone 1 (November 2025) – Run an open grant process to identify a Community-controlled organization with which to partner in preparation for a sustainable transition to Community-control and residential services of the NBHF. • Milestone 2 (during 2026) – identify and work in partnership with the Community-controlled organisation to prepare the NBHF, in its current form and function, for the transition to Community-control as the new initiative. • Milestone 3 (at a pace that is self-determined by the Community-controlled organisation) – Seek funding from Government for Community-controlled operations and to progress from there to residential services which may extend to the next Phase of The ACT Agreement.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate (HCSD) Key responsibilities: HCSD – PPP to continue to progress an open grant process to identify a Community-controlled organisation with which to partner; HSIP to manage day operations and transition out in partnership with the ACCO.
4. Inter-Directorate integration strategy	Nil other direct supporting Directorates.
5. Key deliverables and outcomes	1. By the end of November 2025, an open grant process is advertised publicly to identify a Community-controlled organisation with which to partner for the preparation to transition to Community-control and residential services of the NBHF. 2. By June 2026, a Community-controlled partner has been identified, and a contract executed to prepare the NBHF transition. 3. From June 2026 to December 2027 the Community-controlled organization will plan the transition with support from the Government. Government decision is required in relation to funding for Community-controlled operations of the NBHF. Work undertaken towards residential services at a pace that is self-determined by Community.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing. Target: 11: 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. Indicator: Increased numbers of ACT Aboriginal and Torres Strait Islander community reporting stronger connections to Country, culture, community and family. Measure: Self-assessed.
7. Alignment to the National Agreement on Closing the Gap	This action aligns with all four Priority Reforms from the National Agreement on Closing the Gap.
8. Rationale for systemic impact and proportionality	The alignment with the ACT Agreement and National Agreement are recognised mechanisms to provide protective factors for mental health and wellbeing. This action facilitates connection to Country, culture, community and family via providing a pathway to sustainable Community-control of the NBHF. Where HCSD recognises the service will be most effective when it is in Community hands. HCSD is committed to partnering with the ACCO to support the transition in a way and pace that is lead and self-determined by Community.
9. Evidence of change	The HCSD has successfully worked in partnership to support the transition of the NBHF to Community-control in a way and pace determined and led by Community, honouring the vision of the ACT and region Traditional Custodians.

33. Priority Action: Review and Update CHS Together, Forward – Aboriginal and Torres Strait Islander Needs Assessment and Action Plan.

FIELD	DETAILS
1. Priority action title	Review and Update CHS Together, Forward – Aboriginal and Torres Strait Islander Needs Assessment and Action Plan.
2. Detailed action description	Review and update CHS Together, Forward 2023-2025 to ensure alignment with the Australian Institute of Health and Welfare and Productivity Commission findings on Closing the Gap, Phase Three Implementation Plan, ACT Aboriginal and Torres Strait Islander Agreement 2019-2028, National Safety and Quality Health Service (NSQHS) Standards and building on our previous needs assessments and action plans. To include investigation of opportunities for incorporation of community defined methodologies (e.g. storytelling, yarning) as part of the review, and consideration and integration of social determinants of health. The review will consider activity to understand and address differences in data sets identified throughout the review e.g. 'did not wait for treatment'/'walk out' rates for Emergency Department presentations.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Canberra Health Services (CHS) Supporting Stakeholders: CHS Aboriginal and Torres Strait Islander Consumer Reference Group, Elected Body, CHS Aboriginal Liaison Service, CHS Aboriginal and Torres Strait Islander staff, Winnunga Nimmitjah, ACT Disability Health Reference Group.
4. Inter-Directorate integration strategy	Plans for inter-directorate collaboration will be dependent on the outcome of the Together, Forward review, noting need to consider what activity will be required to understand and address differences in data sets. For example, CHS anticipate the need to collaborate with Transport Canberra around consumers moving to and from our health service facilities. Collaboration with Health and Community Services Directorate is also anticipated given their responsibility for health system leadership.
5. Key deliverables and outcomes	1. By March 2026: Review report to be completed 2. By August 2026: Updated CHS Together, Forward community facing document to be completed
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing. Target: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community. Indicator 26: Increasing proportion of patients being seen on time. Indicator 27: Decrease in the proportion of Emergency Department walk-outs

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 17 (Closing the Gap Target 1) - Indicator 1: Increase in patients starting treatment on time. - Indicator 3: Decrease in patient walk-outs in emergency departments.
8. Rationale for systemic impact and proportionality	Together, Forward allows CHS to review and outline systems and processes to provide culturally safe and responsive healthcare to Aboriginal and Torres Strait Islander people. It allows us to transparently share approaches and strengthen processes to improve health outcomes.
9. Evidence of change	Outcomes of monitoring internal data sets and qualitative measures will be delivered through the review report. Delivery of subsequent actions will be monitored through the CHS Aboriginal and Torres Strait Islander Steering Committee, in alignment with Terms of Reference.

34. Priority Action: Develop actions in the CHS Disability Inclusion Plan.

FIELD	DETAILS
1. Priority action title	Develop actions in the CHS Disability Inclusion Plan.
2. Detailed action description	Collaborate with the CHS Aboriginal and Torres Strait Islander Consumer Reference Group and Aboriginal and Torres Strait Islander people with disability, their families, and carers to develop actions in the CHS Disability Inclusion Plan (commencing development in 2026) and ensure learnings from the CHS Disability Action and Inclusion Plan 2022-2025 are incorporated. Incorporate community-defined methodologies (e.g. storytelling, yarning) where possible and appropriate and ensure recognition of intersectionality is clearly considered in the development and implementation of the Disability Inclusion Plan.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Canberra Health Services (CHS) Supporting Stakeholders: CHS Consumer Reference Group, Elected Body, CHS Aboriginal Liaison Service, CHS Aboriginal and Torres Strait Islander staff, CHS Disability and Carers Network, ACT Disability Health Reference Group.
4. Inter-Directorate integration strategy	CHS will engage with Health and Community Services Directorate given their responsibility for health system leadership and oversight of the ACT Disability Strategy and ACT Disability Health Strategy. We will seek engagement of directorates relevant to any supporting work within the Disability Inclusion Plan when developed, for example Justice Health, Transport Canberra and Infrastructure Canberra.
5. Key deliverables and outcomes	Noting development of the CHS Disability Inclusion Plan will commence when evaluation of the CHS Disability Action and Inclusion Plan 2022-2025 is complete: 1. Evaluation of DAIP completed by December 2025. 2. Consultation to inform development of CHS Disability Inclusion Plan commences February 2026. 3. Development and endorsement of the CHS Disability Inclusion Plan by July 2026. 3. Develop and implement an improved data recording mechanism to capture consumers' identification as a person with disability, their need for reasonable adjustments, and facilitate intersectional data capacity (i.e. data representing consumers who identify as an Aboriginal and/or Torres Strait Islander person with disability) by March 2026.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing. Target: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community. Indicator 26: Increasing proportion of patients being seen on time. Indicator 27: Decrease in the proportion of Emergency Department walk-outs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 17 (Closing the Gap Target 1) - Indicator 1: Increase in patients starting treatment on time. - Indicator 3: Decrease in patient walk-outs in emergency departments.
8. Rationale for systemic impact and proportionality	Disability Inclusion Plans are designed to guide organisational change, addressing barriers to achieving health outcomes, deepening representation and acknowledging intersectionality. This action is aimed at improving health and wellbeing outcomes for Aboriginal and Torres Strait Islander people with disability and improve cultural responsiveness of the healthcare delivery system through high level organisational commitment and clear actions.
9. Evidence of change	- CHS Disability Inclusion Plan progress will be monitored through an internal steering group. It will also have the oversight of the ACT Disability Health Reference Group. - Achievement of this action will be demonstrated through the availability of and capacity to monitor of intersectional data, e.g. around Aboriginal and Torres Strait Islander consumers' need for reasonable adjustments and CHS compliance with their provision.

35. Priority Action: Transition to an Aboriginal and Torres Strait Islander Health Hub

FIELD	DETAILS
1. Priority action title	Transition to an Aboriginal and Torres Strait Islander Health Hub
2. Detailed action description	Implement changes to the current Aboriginal Liaison Officer (ALO) Model of Care by transitioning to an integrated Aboriginal and Torres Strait Islander Health Hub, supporting inclusive and culturally safe care for Aboriginal and Torres Strait Islander patients and families at CHS. The intended model will integrate the three separate ALO teams from across CHS joining to become one larger team, managed by a Senior Director position. The new service will move under the Executive Director of Allied Health (EDAH) portfolio with the Senior Director reporting directly to the EDAH. The service will continue to provide ALO support across the CHS Network. The ACT Aboriginal and Torres Strait Islander community members of all ages who the ALO work with during their CHS journey are likely to experience improved access to the ALO services they receive.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Canberra Health Services (CHS) Supporting Stakeholders: CHS Aboriginal Liaison Service, CHS Aboriginal and Torres Strait Islander Consumer Reference Group, CHS Aboriginal and Torres Strait Islander staff network, patients, families, carers and supporters.
4. Inter-Directorate integration strategy	CHS will engage with Health and Community Services Directorate as required noting their responsibility for health system leadership.
5. Key deliverables and outcomes	By January 2026: Aboriginal and Torres Strait Islander Health Hub to be formed By end of December 2026: Ability to measure timeliness of response to referrals for cultural support visits to be developed
6. Alignment to the ACT Agreement	Focus Area: Health and Wellbeing. Target: Aboriginal and Torres Strait Islander peoples have equity in health and wellbeing outcomes as any other members of the community. Indicator 26: Increasing proportion of patients being seen on time. Indicator 27: Decrease in the proportion of Emergency Department walk-outs.

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 17 (Closing the Gap Target 1) - Indicator 1: Increase in patients starting treatment on time. - Indicator 3: Decrease in patient walk-outs in emergency departments.
8. Rationale for systemic impact and proportionality	This action addresses current limitations of senior leadership presence, access and distribution of services and structured career pathways for Aboriginal and Torres Strait Islander staff. It moves beyond individual support as it both impacts service provision to Aboriginal and Torres Strait Islander consumers, and workforce development. The Health Hub will streamline the access and equity in service provision across CHS and enable career pathways for Aboriginal and Torres Strait Islander staff.
9. Evidence of change	CHS will assess completion of this action through successful staff recruitment to the Health Hub, service implementation and subsequent consumer engagement.

FOCUS AREA: Housing

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander peoples have equitable access to affordable, secure and appropriate housing suitable to their needs.

36. Priority Action: Co-develop an Aboriginal and Torres Strait Islander outcomes framework under the National Agreement on Social Housing and Homelessness (NASHH) with representatives from the ACT Aboriginal and Torres Strait Islander community.

FIELD	DETAILS
1. Priority action title	Co-develop an Aboriginal and Torres Strait Islander outcomes framework under the National Agreement on Social Housing and Homelessness (NASHH) with representatives from the ACT Aboriginal and Torres Strait Islander community.
2. Detailed action description	To develop an outcomes framework under NASHH item 32 for the ACT focused on social housing and homelessness outcomes for Aboriginal and Torres Strait Islander people. This outcomes framework will measure outcomes on local Aboriginal and Torres Strait Islander community-determined priorities and success criteria. The NASHH recognises that progress on addressing the disproportionate housing inequality that affects Aboriginal and Torres Strait Islander people must be achieved through alignment with the Priority Reforms committed to in the National Agreement on Closing the Gap. The outcomes framework will include measures related to Closing the Gap target 9a. Whilst there is a live national conversation about including measures relating to target 11, this has not been resolved and will not be included at this time but will be subject to future consideration.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Supporting Directorates: Health and Community Services Directorate Key Responsibilities: HCSD: work with housing ACCOs to identify key measures for inclusion. Provide advice on what data is currently available and could be included, and on data that would require further work to enable reporting. Following endorsement of the outcome's framework, responsibility for reporting will pass to areas with custodianship of relevant data. This outcomes framework will need to be added to a framework that informs other priority actions and reporting items under the Housing focus area.

FIELD	DETAILS
4. Inter-Directorate integration strategy	The proposed outcome framework includes measures from HCSD only and does not require input from other directorates. Should input from other directorates be required, an inter-directorate working plan would be established to guide the process. The NASHH is very narrow in its scope and funding and does not relate to the whole housing system. As noted above, if the outcomes framework evolves over time to require input from across government, the necessary coordination mechanisms will be established.
5. Key deliverables and outcomes	1. By end Q1 2026: The ACT Aboriginal and Torres Strait Islander Outcomes Framework under NASHH is endorsed by ATSIEB and Cabinet. 2. By end Q4 2026: Reporting against Stage 1 of the Outcomes Framework commences.
6. Alignment to the ACT Agreement	Focus Area: Housing: Establish a comprehensive Aboriginal and Torres Strait Islander housing data baseline (set data inclusions for social housing components of data) Focus Area: Community Leadership: Aboriginal and Torres Strait Islander peoples have a strong voice, are decision makers on issues that impact them and lead in the achievement of positive life outcomes.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One: Formal Partnerships and Shared Decision Making. Priority Reform Two: Building the Community-Controlled Sector, Priority Reform Three: Transforming Government Organisations, Priority Reform Four: Shared Access to Data and Information at a Regional Level. Target 9a: By 2031, the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent. Target 9b: By 2031, all Aboriginal and Torres Strait Islander households: in or near to a town receive essential services that meet or exceed the same standard as applies generally within the town.
8. Rationale for systemic impact and proportionality	This action measures outcomes identified as priority by the ACT Aboriginal and Torres Strait Islander Community and supports measurable change in social housing circumstances with lasting impacts on other components of life and wellbeing.
9. Evidence of change	The Outcomes Framework will create a dedicated avenue for reporting annually on performance against Aboriginal and Torres Strait Islander social housing and homelessness outcomes, creating a data resource that tracks impacts of social housing and homelessness programs over time.

37. Priority Action: Support new and existing National Regulatory System for Community Housing (NRSCH) registered Aboriginal Community-Controlled Housing Providers

FIELD	DETAILS
1. Priority action title	Support new and existing National Regulatory System for Community Housing (NRSCH) registered Aboriginal Community-Controlled Housing Providers
2. Detailed action description	Provide additional transitional housing to NRSCH registered Aboriginal Community-Controlled Housing providers under the Housing Asset Assistance Program.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate – allocation of assets, relationship management to support Aboriginal Community Controlled Housing providers as they implement programs to provide culturally-safe tenancy management in secure quality transitional housing. Supporting Directorates: Chief Minister, Treasury and Economic Development, Coordinator General for Housing and iCBR.
4. Inter-Directorate integration strategy	Utilise existing cross-directorate communication and working groups. Directorates to be engaged include Chief Minister, Treasury and Economic Development, Co-Ordinator General for Housing and iCBR
5. Key deliverables and outcomes	1. By end of Q4 2025/26: explore opportunities in the market for new ACCO CHPs. 2. By Q4 2025/26: 5 additional properties to be provided to NRSCH registered ACCO CHPs who will provide culturally-safe tenancy support and property management. 3. Opportunities for new properties will be considered from properties already under construction and will be considered at the time of allocation.

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Housing - ACT Agreement Alignment: Proportion of Aboriginal and Torres Strait Islander people among all persons experiencing homelessness in the ACT (Source: Census data,) National Closing the Gap Agreement Alignment: Target 9: Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need. Priority Actions: Support new and existing NRSCH registered Aboriginal Community-Controlled Housing Providers Broaden the reach of NRSCH registered Aboriginal Community-Controlled Housing Providers through the provision of transitional housing assets under the Housing Asset Assistance Program.
7. Alignment to the National Agreement on Closing the Gap	By partnering with a NRSCH registered ACCO CHP demonstrating delivery against our commitments under the ACT Agreement and the National Agreement on Closing the Gap, specifically Priority Reform 2: Building the Community-Controlled Sector; Priority Reform 3: Transforming Government Organisations and a shared decision-making focus through joint housing sector strengthening.
8. Rationale for systemic impact and proportionality	The allocation of additional transitional properties can be scaled up in the future subject to more NRSCH ACCO CHPs entering the market. Supporting growth in the ACCO sector through partnerships with current and new Aboriginal Community-Controlled Housing Providers delivers better housing outcomes for the ACT Aboriginal and Torres Strait Islander community.
9. Evidence of change	Increase in number of transitional properties allocated to Aboriginal Community-Controlled Housing providers. An annual review of the new number of properties provided to NRSCH ACCO CHPs will be tracked to monitor growth.

38. Priority Action: Bedroom Entitlements

FIELD	DETAILS
1. Priority action title	Bedroom Entitlements
2. Detailed action description	To investigate, develop and implement a new operational policy to support the allocation and transfer of right-sized Housing ACT properties to Aboriginal and Torres Strait Islander applicants and tenants where additional bedrooms for kinship or family responsibilities have been requested. The policy will capture lived experience and embed an Aboriginal and Torres Strait Islander lens on an existing mainstream policy and increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) public housing.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate – Housing ACT to research existing bedroom entitlement processes and issues and undertake a jurisdictional scan of similar policy positions and future asset planning and portfolio implications. This will inform operational policy development. Supporting Directorates: Health and Community Services Directorate – Child, Youth and Family Services to support policy development.
4. Inter-Directorate integration strategy	The proposed policy relates to HCSD only and does not require input from other directorates. Other stakeholders including Aboriginal Service Design, OATSIA and the ACT Aboriginal and Torres Strait Islander Elected Body will be engaged during policy development to ensure operational practice is culturally safe and culturally responsive.

FIELD	DETAILS
5. Key deliverables and outcomes	1. By December 2026: A bedroom entitlement policy which will be implemented by for the allocation or transfer of right-sized Housing ACT properties to Aboriginal or Torres Strait Islander applicants or tenants with kinship care responsibilities. Major deliverables/stages are as follows: 2. Q3 (2025-26): research existing bedroom entitlement processes and issues and undertake a jurisdictional scan of similar policy positions 3. Q4 (2025-26): waitlist investigation, asset planning and portfolio implications 4. Q1 (2026-27): stakeholder consultation to inform policy principles and policy development 5. Q2 (2026-27): policy development 6. Q3 (2026-27): policy refinement and ministerial/Elected Body agreement 7. Q4 (2026-27): policy implementation
6. Alignment to the ACT Agreement	Focus Area: Housing Outcome: ACT Aboriginal and Torres Strait Islander peoples have equitable access to affordable, secure, and appropriate housing suitable to their needs Indicator: Increase in public housing households living in appropriately sized housing.
7. Alignment to the National Agreement on Closing the Gap	Target 9a: By 2031, increase the proportion of ACT Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent. Priority Reform Three – Transforming Government Organizations
8. Rationale for systemic impact and proportionality	This policy will embed a consistent, culturally responsive and safe approach to bedroom entitlement for the allocation and transfer of Housing ACT properties to Aboriginal and Torres Strait Islander applicants and tenants. The impact for Aboriginal and Torres Strait Islander applicants and tenants will be positive as it will provide greater transparency of Housing ACT operations. Importantly, it will increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) public housing.

FIELD	DETAILS
9. Evidence of change	Following implementation, it is anticipated that there will be a 3% decrease in the number of overcrowded Aboriginal and Torres Strait Islander public housing households in the ACT. ROGS data for 2023-24 at 30 June 2024 shows there were 86 Aboriginal and Torres Strait Islander tenancies living in overcrowded conditions in ACT public housing properties. Using 2023-24 data, reducing this amount by 3% would reduce this number to 53 tenancies, the lowest number since 2021-22 and would form an achievable baseline for future measures.

39. Priority Action: Require Cultural Design Reviews for New Public Housing Projects

FIELD	DETAILS
1. Priority action title	Require Cultural Design Reviews for New Public Housing Projects
2. Detailed action description	a) Ensure a proportional number of new public housing developments undergo culturally responsive design reviews led by Aboriginal and Torres Strait Islander community leaders, design team members and advisors. b) Target increased levels of Aboriginal Community Controlled Organisations (ACCOs), Aboriginal and Torres Strait Islander owned businesses and Aboriginal and Torres Strait Islander workforce participation in public housing capital investment across the project lifecycle.

FIELD	DETAILS
3. Accountable Directorate(s) and stakeholders	Lead Directorate: iCBR brings together key development, procurement, delivery, management, housing, leasing and maintenance functions to create sustainable and transformative infrastructure, places and spaces. This positions iCBR as the Territory's leading expert on capital infrastructure, including investment in and implementation of ACT Government infrastructure program and ACT Government property and housing portfolio. Supporting directorate: Housing and Community Services Directorate and Chief Minister, Treasury and Economic Development Directorate.
4. Inter-Directorate integration strategy	iCBR will consult with relevant ACT Government partner directorates throughout delivery of this action, including Health and Community Services Directorate and the Housing Coordinator General Office within the Chief Minister, Treasury and Economic Development Directorate.
5. Key deliverables and outcomes	1. From Q2 2026 iCBR, with support of relevant ACT Government partner directorates, will partner with Aboriginal and Torres Strait Islander community leaders and design experts to review the Acquisitions Policy to ensure contractors and consultants engaged to support the public housing program are meeting Aboriginal and Torres Strait Islander housing outcomes. 2. b) Q2 2026 iCBR will leverage the Pathways Hub and partner with Aboriginal and Torres Strait Islander community leaders and cultural advisors to develop strategies supporting an uplift in Aboriginal and Torres Strait Islander workforce participation across the public housing program.
6. Alignment to the ACT Agreement	Focus Areas: Cultural Integrity Target 5 Inclusive Community Target 6, Target 7, Target 8 Community Leadership Target 9, Target 10 Economic Participation Target 16 Housing Target 20
7. Alignment to the National Agreement on Closing the Gap	Target 9a; Target 9b.

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	This action enables cultural values of the ACT Traditional Custodians, Aboriginal and Torres Strait Islander people to be reflected within the public infrastructure within the ACT and region, providing culturally safe spaces for Aboriginal and Torres Strait Islander communities.
9. Evidence of change	1. Culturally responsive design reviews are undertaken during the design phase of public housing program developments in the ACT. 2. ACCO, Aboriginal and Torres Strait Islander owned businesses and Aboriginal and Torres Strait Islander workforce participation has increased across the public housing program.

40. Priority Action: Improve Cultural Safety and Supports

FIELD	GUIDANCE FOR COMPLETION
1. Priority action title	Improve Cultural Safety and Supports
2. Detailed action description	Implement trauma-informed, culturally safe touchpoints across Housing, ensuring a “no wrong door” approach for ACT Aboriginal and Torres Strait Islander people.

FIELD	GUIDANCE FOR COMPLETION
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Supporting Directorates: Elected Body, Aboriginal Service Development (ASD) Branch and Office for Aboriginal and Torres Strait Islander Affairs (OATSIA)
4. Inter-Directorate integration strategy	Establish a formal working group with Elected Body, ASD and OATSIA to develop the following: 1. role and function of Aboriginal and Torres Strait Islander Liaison Officer/s OR identified positions across Housing ACT 2. creation of a duty description to allow for formal recruitment 3. convene a recruitment panel consisting of ACT Aboriginal and Torres Strait Islander and Housing ACT representatives
5. Key deliverables and outcomes	1. Q3 25/26 FY: working group established with representatives of key stakeholders 2. Q4 25/26 FY: co-designed position description with Elected Body, ASD and OATSIA for 2 x Aboriginal Liaison Officers OR identified positions to work across Housing ACT. 3. Q1 26/27 FY: track improvements across the 5 domains in the CSB Customer Experience survey (customer service, timeliness, respect, knowledge and support). This survey is conducted bi-annually. 4. Q1 26/27 FY: recruitment activity commenced. 5. Q2 26/27 FY: recruitment finalised, and positions filled. 6. Q4 26/27 FY: See an overall improvement of 2% across all domains of each bi-annual survey until we have 'closed the gap' between non-Aboriginal and Torres Strait Islander and Aboriginal and Torres Strait Islander client survey results.

FIELD	GUIDANCE FOR COMPLETION
6. Alignment to the ACT Agreement	Focus Area: Housing Percentage of households in appropriately sized (not overcrowded) public housing dwellings • Number and percentage of Aboriginal and Torres Strait Islander households in need of housing e.g. on public housing waitlists or seeking emergency/crisis accommodation (new recommendation – Source: Health and Community Services Directorate) • Number of public housing tenancies (and residents) with at least one ACT Aboriginal and Torres Strait Islander member (new recommendation – Source: Health and Community Services Directorate) • Proportion of social housing tenancies (public and community) allocated to Aboriginal and Torres Strait Islander households (new recommendation – Source: Health and Community Services Directorate) • Proportion of such households reporting high housing suitability (aligned with ACT Wellbeing Framework metrics but disaggregated by Aboriginal and Torres Strait Islander status) (new recommendation – Source: Health and Community Services Directorate)
7. Alignment to the National Agreement on Closing the Gap	By 2031, increase the proportion of ACT Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88% Proportion of Aboriginal and Torres Strait Islander households in the ACT that have continuous access to water, power, sewage and waste services (under development)
8. Rationale for systemic impact and proportionality	This action is important as feedback from the Elected Body, community, and formal internal survey results indicates that Housing ACT needs to improve its cultural safety and engagement with Aboriginal and Torres Strait Islander clients. By formalising a working group with direct input and development from key Aboriginal and Torres Strait Islander stakeholders, this will help to address the following: 1. Develop culturally safe engagement and early intervention with Aboriginal and Torres Strait Islander applicants and tenants. 2. Implement direct feedback into operational practice from the Aboriginal and Torres Strait Islander community. 3. Inform and influence policy development and reform (e.g. kinship care arrangements). 4. Improve collaborative practice across Government and Community to support Housing ACT clients. 5. Support the uplift of cultural capability of all Housing ACT employees and improve their understanding, practice and knowledge regarding working with Aboriginal and Torres Strait Islander clients. 6. Improve service for Aboriginal and Torres Strait Islander people accessing Housing ACT.

FIELD	GUIDANCE FOR COMPLETION
9. Evidence of change	We will know that Housing Assistance has improved its cultural safety and engagement with Aboriginal and Torres Strait Islander clients via the results of the CSB Customer Experience survey results, and a reduction in overcrowding data for Aboriginal tenants.

FOCUS AREA: Inclusive Community

QUALITY LIFE OUTCOME: A self-determined and inclusive society where Aboriginal and Torres Strait Islander peoples are valued, respected, and experience a life free of racism and systemic discrimination.

41. Priority Action: Support the representation of Aboriginal and Torres Strait Islander people in relevant Ministerial Advisory Councils to ensure that advice to the ACT Government is informed by Aboriginal and Torres Strait Islander experiences and priorities

FIELD	DETAILS
1. Priority action title	Support the representation of Aboriginal and Torres Strait Islander people in relevant Ministerial Advisory Councils to ensure that advice to the ACT Government is informed by Aboriginal and Torres Strait Islander experiences and priorities.
2. Detailed action description	Review and potentially reform existing recruitment processes for relevant Ministerial Advisory Councils to ensure that it clearly specifies that Aboriginal and Torres Strait Islander people are encouraged to apply and the Ministerial Advisory Councils aim to maintain a culturally safe environment. The Terms of reference for some Ministerial Advisory Councils (e.g., the LGBTIQA+ Ministerial Advisory Council) specifically include an identified position for an Aboriginal and Torres Strait Islander person to be filled. Communicate Ministerial Advisory Council opportunities to the Elected Body and other community networks for distribution and promotion.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate HCSD is responsible for the related Ministerial Councils. Supporting Directorates: Directorates that support a relevant Ministerial Advisory Council
4. Inter-Directorate integration strategy	Ministerial Advisory Council discussions and advice that relate to other directorates will be informed with an Aboriginal and Torres Strait Islander lens.

FIELD	DETAILS
5. Key deliverables and outcomes	All Ministerial Advisory Councils supported by diversity offices (except for the Ministerial Advisory Council for Multiculturalism): 1. include specific information about Aboriginal and Torres Strait Islander applicants in their recruitment processes. 2. forward information about vacancies to the Aboriginal and Torres Strait Islander Elected Body for distributing and promotion to their communities. 3. include information about representation of Aboriginal and Torres Strait Islander people on Ministerial Advisory Councils in directorate annual reporting. 4. undertake targeted communications and promotion strategies (e.g., ads in Koori Mail or other community-controlled publications) where applicable. <i>Note: The Ministerial Advisory Council for Multiculturalism (MACM) has a close working relationship with the ACT Reconciliation Council and links with Multicultural leaders from across Canberra. MACM actively encourages ongoing recruitment processes to support Aboriginal and Torres Strait Islander people to apply for positions of leadership.</i> • HCSD will share updates with the Elected Body on the number of Aboriginal and Torres Strait Islander people appointed to Ministerial Advisory Councils. • HCSD will share updates with the Elected Body on the number of Aboriginal and Torres Strait Islander people appointed to Ministerial Advisory Councils.
6. Alignment to the ACT Agreement	Focus Area: Inclusive Community - A self-determined and inclusive society where Aboriginal and Torres Strait Islander peoples are valued, respected and experience a life free of racism and systemic discrimination.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations under the National Agreement on Closing the Gap

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	Ministerial Advisory Councils are designed to ensure that Ministers consider a breadth of experience and perspectives to inform their decision making, beyond the administrative advice that may be prepared by the ACT Public Service. Seeking to appoint Aboriginal and Torres Strait Islander members in relevant Ministerial Advisory Councils ensures that these perspectives inform broad ACT Government and mainstream decision making, not just those decisions specifically relating to the Aboriginal and Torres Strait Islander communities. This approach also supports the ACT Government taking an intersectional approach and considering where the experiences of an Aboriginal or Torres Strait Islander member may also be informed by their experiences as a person with disability, a woman, an LGBTIQA+ person (and/or Sistergirl, Brotherboy), as an older person or a veteran. The expected impact will depend upon how the Minister works with their Ministerial Advisory Council, and the Aboriginal and Torres Strait Islander community members that apply for these opportunities.
9. Evidence of change	Appointment of Aboriginal and/or Torres Strait Islander people to Ministerial Advisory Councils

42. Priority Action: Recognition and inclusion of Aboriginal and Torres Strait Islander people and communities at ACT Government delivered multicultural events, festivals, awards and ceremonies

FIELD	DETAILS
1. Priority action title	Recognition and inclusion of Aboriginal and Torres Strait Islander people and communities at ACT Government delivered multicultural events, festivals, awards and ceremonies
2. Detailed action description	Ensure all ACT Government delivered multicultural events, festivals, awards and ceremonies remain culturally responsive and inclusive of Aboriginal and Torres Strait Islander people. Health and Community Services Directorate (HCSD) will continue to proactively engage with Traditional Custodians, Aboriginal and Torres Strait Islander people and communities, the Office for Aboriginal and Torres Strait Islander Affairs and relevant directorates to ensure ACT Government multicultural events are culturally appropriate and inclusive of Aboriginal and Torres Strait Islander people. HCSD will also ensure that it provides support to any directorate supporting Minister's attending a multicultural event. This action is an ongoing commitment for delivered events, festivals, awards and ceremonies such as the National Multicultural Festival, citizenship ceremonies, and the ACT Multicultural Awards.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: HCSD Supporting stakeholders: the Office for Aboriginal and Torres Strait Islander Affairs (advisory) on communication and information sharing on success or learnings of initiatives.
4. Inter-Directorate integration strategy	Provide advice and support to directorates delivering or supporting a Minister's attendance at a multicultural event, festival, or ceremony. HCSD will continue to engage and collaborate with directorates through platforms, such as at attendance at meetings and providing input/ advice to briefing requests. This approach will ensure a consistent and inclusive approach is being delivered across government.

FIELD	DETAILS
5. Key deliverables and outcomes	In 2026 and beyond, HCSD will proactively engage with Traditional Custodians and Aboriginal and Torres Strait Islander people and communities to: 1. Include an Acknowledgement of Country, Welcome to Country and or Smoking Ceremony in multicultural events, festivals, awards, or ceremonies delivered by the ACT Government. 2. Ensure Aboriginal and Torres Strait Islander content is considered and included in multicultural event programs. 3. Give priority to Aboriginal and Torres Strait Islander applicants to the National Multicultural Festival, and work with Aboriginal and Torres Strait Islander community representatives to support and coordinate a strong stallholder presence, aligned with the showcase program delivery. 4. Improve social cohesion in the ACT through increased engagement and presence of Traditional Custodians, Aboriginal and Torres Strait Islander people and communities at ACT Government delivered multicultural events, festivals, awards, and ceremonies.
6. Alignment to the ACT Agreement	Focus Area: Inclusive Community - A self-determined and inclusive society where Aboriginal and Torres Strait Islander peoples are valued, respected, and experience a life free of racism and systemic discrimination. Engagement with Traditional Custodians and Aboriginal and Torres Strait Islander Cultures. HSCD recommends adding this item to Focus Area Action Plans to ensure consistent reporting against initiatives.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations under the National Agreement on Closing the Gap
8. Rationale for systemic impact and proportionality	Embedding inclusive and culturally appropriate practices in the planning and delivering events is an integral part of the ACT Government commitment to be a multicultural and inclusive community where diversity is embraced, and everyone feels a sense of belonging. It also aligns with the values under the Charter for Multiculturalism and <i>Multiculturalism Act 2023</i>.

FIELD	DETAILS
9. Evidence of change	As part of its quarterly reporting requirements, HCSD will report to the Minister for Multicultural Affairs on engagement with the Office for Aboriginal and Torres Strait Islander Affairs, Traditional Custodians and the ACT Aboriginal and Torres Strait Islander community in the ACT Government deliver multicultural events, festivals, awards and ceremonies. HCSD will also increase its engagement with the Office for Aboriginal and Torres Strait Islander Affairs and meet quarterly to improve communication and information sharing.

43. Priority Action: Indigenous Data sovereignty and data management and the supporting arrangements

FIELD	DETAILS
1. Priority action title	Indigenous Data sovereignty and data management and the supporting arrangements
2. Detailed action description	Continue to work with officials in the Health and Community Services Directorate as they work with their Aboriginal and Torres Strait Islander partner in developing principles and approaches to Data Sovereignty. Develop a data partnership with the Elected Body, exploring the issues associated with provision of ACT government data to the Elected Body and the community (including ACCOs). This data agreement could perform two functions, one to determine a minimum set of high level, whole of Territory, descriptive statistics that would be valuable to the Aboriginal and Torres Strait Island community in the ACT. Separately the data partnership could also establish processes to facilitate Elected Body/community engagement with the university sector in relation to research of interest to the Elected Body/community. Engage with the Elected Body in relation to research projects that might be undertaken arising from the Life Course Data initiative being progressed with the Commonwealth.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: CMTEDD, PCD – principles and policy development. Pathway to facilitate the provision of data as agreed between the partners. Agreement around a single point of contact within government as the gateway to data custodians (agencies) within government Co-Lead: Digital Canberra Supporting Directorates: all directorates, particularly through the Data Reform Group; HCSD in focus for Phase 3 Key stakeholders: ACT Elected Body, National Data Policy Partnership, Data and Digital Ministers, National Data and Analytics Working Group.

FIELD	DETAILS
4. Inter-Directorate integration strategy	The cross-agency/cross jurisdiction evidence base is currently being established through partnerships with the Commonwealth Government, through the Life Course Data Initiative, with the ANU through the ACT/ANU Strategic Research Partnership, and with Data61 (CSIRO) for the development of analytical tools, and the University of Canberra for ACT and region survey work. In August 2025, Strategic Board made several decisions intended to, among other things, support the ongoing development of a fit-for-purpose evidence base for the ACT that will underpin ongoing work being piloted by ACT Health and Community Services. Agreed arrangements include the establishment of a senior, cross-agency, working group which has occurred. A core purpose of the working group is to develop high-level strategic directions for the next steps in embedding wellbeing arrangements across the ACT Government, including those related to advancing data sharing. The coverage of this working group includes data sharing in relation to the Aboriginal and Torres Strait Islander community in the ACT. Agencies that hold, and are the custodians of, data assets have legitimate interests and responsibilities in relation to how that data is collected, managed, and used alongside the legitimate interests of the Aboriginal and Torres Strait Islander community in the ACT often determined by specific legislative or by other policy requirements and need to be clearly understood and taken into account. To support the Working Group, and as a mechanism to deal with the different interests, it was also agreed that the ACT Wellbeing Team work with human services agencies to progress the development of formal data sharing agreements that link the strategic objectives of those agencies, including as they relate to the Aboriginal and Torres Strait Islander community, to the data that underpins understanding of priorities, policies, investment, and of progress. This includes the opportunity for the Aboriginal and Torres Strait Islander community in the ACT to take advantage, subject to effective processes, of the evidence base currently being developed, including available, disaggregated regional data and information with Aboriginal and Torres Strait Islander organisations and communities on Closing the Gap. The Data Reform Group (DRG) will continue to play a coordination mechanism role for this initiative, and Data Sovereignty remains a standing agenda item for the DRG. The DRG is accountable for deliverables to Strategic Board, and it reports to the Board regularly.

FIELD	DETAILS
5. Key deliverables and outcomes	Develop a DRG work program around building the data sharing culture in the ACT Government, building on the Strategic Board discussion paper related to the Life Course Data Initiative (LCDI). Develop a pathway to facilitate the provision of data as agreed between the partners. Through the Data Reform Group (DRG), roll out of principles across the ACT Government, and hold Directorates to account for implementation through the bi-annual data maturity assessment (with reporting to Strategic Board). Directorate results for data sovereignty maturity will be made available to the Elected Body. Through the DRG, hold directorates to account for populating the ACT data catalogue to create visibility to the relevant datasets they collect and manage. Provide the version of the Data Catalogue which identified datasets relevant to ACT Aboriginal and Torres Strait Islander people with the Elected Body. Agreement around a single point of contact within government as the gateway to data custodians (agencies) within government. Agreed arrangements that the community and government see as effective and enduring in giving Aboriginal and Torres Strait Islander people access, control and understanding around data relevant to them.
6. Alignment to the ACT Agreement	Core focus areas: Inclusive Community, Health and Wellbeing
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Four: Shared Access to Data and Information at a Regional Level 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.

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	The primary function of the recently established Data Policy Partnership (DPP) is to make recommendations to the Joint Council to progress Priority Reform Four. The DPP will focus on strategies and actions that will deliver progress towards the implementation of Priority Reform Four. Jurisdictions, including the ACT, have signed an agreement to use their best endeavours to implement the priorities arising from the DPP. That agreement outlines the DPP as a mechanism to develop a joined-up approach to progress Priority Reform Four, including supporting shared access to all relevant government-held data for Aboriginal and Torres Strait Islander communities, and data policies relevant to Aboriginal and Torres Strait Islander peoples. Areas the DPP will focus on include: 1. strategies and actions that relate to the drivers of data governance, availability and access, which have direct and tangible effects on progress measurement of socioeconomic outcomes and targets 2. strategies and actions related to best practice for data systems and shared decision-making. The provisions and arrangements described above in Section 4 - Inter-Directorate integration strategy, are intended to underpin the ACT's commitment to achieving the objectives of the DPP and consequently of the Closing the Gap objectives.
9. Evidence of change	The level of understanding between the partners of aspirations and constraints in data provision. The level of flow of requested data. 1. A clear understanding by the community of the data holdings of the government that contain information pertaining to the Aboriginal and Torres Strait Islander community. Enduring arrangements in place giving Aboriginal and Torres Strait Islander people access, control and understanding around data relevant to them.

FOCUS AREA: Justice

QUALITY LIFE OUTCOME: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention, and diversion programs

44. Priority Action: Embed the Therapeutic Support Panel for Children and Young People (TSP) as a core early intervention mechanism

FIELD	DETAILS
1. Priority action title	Embed the Therapeutic Support Panel for Children and Young People (TSP) as a core early intervention mechanism
2. Detailed action description	Continue to embed the TSP as an early intervention model to provide holistic and culturally safe therapeutic supports for Aboriginal and Torres Strait Islander children and young people aged up to 17 who are engaged in or at risk of engaging in harmful behaviour. Embed the TSP within community and ACCO co-designed pathways for culturally safe therapeutic services and pro-social supports. Ensure appropriate, ongoing funding for the TSP and its brokerage funds, with success measured by service access, engagement, reduced risk, improved wellbeing, and decreased youth justice contact and detention of Aboriginal and Torres Strait Islander children and young people initially referred to the TSP under the Minimum Age of Criminal Responsibility (MACR) (14 years). Whilst there is no baseline data at this stage, efforts are underway to establish robust data and evaluation frameworks and systems. A dedicated data and evaluation group has been established, led by the Human and Community Services Directorate and including senior officers from the Justice and Community Safety Directorate, ACT Policing, and the Therapeutic Support Panel Chair. The group is currently focused on identifying key indicators to monitor impacts and outcomes, establishing baseline data to enable meaningful comparisons over time, and identifying short-term direct impacts in areas such as referral rates and service provision.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate (HCSD) Supporting Directorates: JACS Key Responsibilities: HCSD: Supporting TSP operations; managing brokerage funds; referral pathways; governance; data collection, reporting and sharing; community co-design; and commissioning. JACS: legislative review, restorative justice, victim support.
4. Inter-Directorate integration strategy	The MACR Senior Officers Working Group (SOWG) is made up of senior officers from the HCSD, JACS and Education Directorates, ACT Policing, and Canberra Health Services. Its purpose is to collaborate to develop coordinated services responses across government directorates and sectors to ensure the objectives of the MACR reform are achieved.

FIELD	DETAILS
5. Key deliverables and outcomes	1. By end 2025: Develop therapy and therapeutic support plans for all referred Aboriginal and Torres Strait Islander children and young people. 2. By end 2026: Increase referrals from TSP to ACCO and Aboriginal-led services providing culturally safe therapeutic services and pro-social supports. 3. By end 2026: Establish a cross-directorate framework for data collection, monitoring, and reporting to track TSP impact on outcomes for referred Aboriginal and Torres Strait Islander children and young people. 4. 2026-27: The 2023-24 Budget provisioned \$200,000 in 2026-27 for an independent review of the MACR service system and outcomes of raising the MACR. This review is expected to include an evaluation of the Panel's operations, including outcomes for all referred children and young people, including but not limited to Aboriginal and Torres Strait Islander children and young people. 5. By end 2029: Demonstrate reduced youth justice contact and detention rates among Aboriginal and Torres Strait Islander children and young people initially referred to the TSP under the MACR (i.e. 13 and under).
6. Alignment to the ACT Agreement	Focus Area: Justice. Target: To decrease the proportion of Aboriginal and Torres Strait Islander children and young people in youth justice detention.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Outcome 11: Aboriginal and Torres Strait Islander young people are not overrepresented in the criminal justice system. Target 11: By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by at least 30 per cent.
8. Rationale for systemic impact and proportionality	Continuing to embed the TSP as an early intervention model for Aboriginal and Torres Strait Islander children and young people aged up to 17 years that provides holistic and culturally safe therapeutic supports ensures that support is not delivered in isolation, but as part of a coordinated, culturally safe service ecosystem. This approach delivers systemic impact by shifting from reactive interventions to early, coordinated, and culturally grounded interventions and support that is proportionate to the complexity and scale of need.
9. Evidence of change	Track referrals, service uptake, individual and family / kin satisfaction surveys and ACCO and Aboriginal-led service participation; schedule regular internal summary reviews and independent evaluations.

45. Priority Action: Operationalise the Minimum age of Criminal Responsibility (MACR) reform through coordinated, Community-led systems

FIELD	DETAILS
1. Priority action title	Operationalise the minimum age of criminal responsibility (MACR) reform through coordinated, Community-led systems.
2. Detailed action description	Deliver a coordinated cross-agency Therapeutic Support Panel (TSP) referral pathway for Aboriginal and Torres Strait Islander children and young people aged up to 17 years, with community and ACCO-led services as primary intervention providers. Whilst there is no baseline data at this stage, efforts are underway to establish robust data and evaluation frameworks and systems. A dedicated data and evaluation group has been established, led by the Human and Community Services Directorate and including senior officers from the Justice and Community Safety Directorate, ACT Policing, and the Therapeutic Support Panel Chair. The group is currently focused on identifying key indicators to monitor impacts and outcomes, establishing baseline data to enable meaningful comparisons over time, and identifying short-term direct impacts in areas such as referral rates and service provision.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate Key Responsibilities: Supporting TSP operations; managing brokerage funds; referral pathways; governance; data collection, reporting and sharing; community co-design; and commissioning.
4. Inter-Directorate integration strategy	The MACR Senior Officers Working Group (SOWG) is made up of senior officers from the HCSD, JACS and Education Directorates, ACT Policing, and Canberra Health Services. Their purpose is to collaborate to develop coordinated services responses across government directorates and sectors to ensure the objectives of the MACR reform are achieved.

FIELD	DETAILS
5. Key deliverables and outcomes	1. By end 2025: Deliver therapy and therapeutic support plans for all referred Aboriginal and Torres Strait Islander children. 2. By end 2026: Increase referrals to ACCO and Aboriginal-led services providing culturally safe therapeutic services and pro-social supports for Aboriginal and Torres Strait Islander children with efforts to align this service approach with proportion of Aboriginal and Torres Strait Islander children accessing supports. 3. By end 2026: Establish a cross-directorate framework for data collection, monitoring, and reporting to track TSP impact on outcomes for referred Aboriginal and Torres Strait Islander children. 4. By end 2029: Demonstrate reduced youth justice contact and detention rates among Aboriginal and Torres Strait Islander children and young people initially referred to the TSP under the MACR (i.e. 13 and under).
6. Alignment to the ACT Agreement	Focus Area: Justice. Target: To decrease the proportion of Aboriginal and Torres Strait Islander children and young people in youth justice detention.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Outcome 11: Aboriginal and Torres Strait Islander young people are not overrepresented in the criminal justice system. Target 11: By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by at least 30 per cent.
8. Rationale for systemic impact and proportionality	Delivering a coordinated, cross-agency TSP pathway for Aboriginal and Torres Strait Islander children and young people, anchored in community and ACCO-led services, ensures that early intervention is prioritised, culturally safe and locally responsive. This approach delivers systemic impact by shifting from reactive, late-stage interventions to proactive, coordinated care that reflects the lived realities of children and young people and their families and kin. It is proportionate to the complexity and scale of need, recognising that sustained outcomes require integrated, culturally grounded support across multiple domains.
9. Evidence of change	Track referrals, service uptake, individual and family / kin satisfaction surveys and ACCO and Aboriginal-led service participation; schedule regular internal summary reviews and independent evaluations.

46. Priority Action: Aim to increase the number of formally recognised prevention and diversion programs across the justice system

FIELD	DETAILS
1. Priority action title	Aim to increase the number of formally recognised prevention and diversion programs across the justice system
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will aim to increase the number of formally recognised prevention and diversion programs across the justice system. This action, which would be subject to funding, links with existing work as part of the JACS Commissioning project Aboriginal and Torres Strait Islander Justice Programs – Commissioning and the Reducing Recidivism RR25by 2025 and beyond strategy Justice reinvestment strategy - Open Government Information
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Supporting Directorate: Health and Community Services Directorate and Education Directorate
4. Inter-Directorate integration strategy	JACS will engage with Education Directorate and HCSD youth justice teams to collaborate on the development of new diversion programs for young people, exploring innovative funding models. JACS will also engage with HCSD in relation to development of diversion programs targeting adult substance abuse. Targeted Working Groups will aim to utilise shared data platforms currently under development to inform this collaborative work.
5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the focus will be on seeking funding to expand existing programs that work, embedding suggestions for program improvement from the Commissioning process, and assessing available evidence (especially from the inter directorate work) for additional programs that could be submitted for budget consideration.

6. Alignment to the ACT Agreement	Focus Area: Justice - ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Targets 10 and 11
8. Rationale for systemic impact and proportionality	This action aims to reduce the overrepresentation of Aboriginal and Torres Strait Islander people in the criminal justice system by providing culturally safe alternatives to, and diversion from, incarceration. These programs will support early intervention, improve wellbeing outcomes, and strengthen connections to culture, while also reducing recidivism and improving long-term outcomes for individuals.
9. Evidence of change	JACS will measure impact through data on reduction in incarceration rates over time, the number of people diverted from entering the justice system, improved wellbeing outcomes for individuals, improved connection with culture and, reduced recidivism of both adults and young people 14-18 yrs. As the first 12 months will be spent expanding or improving existing programs and seeking funding for additional programs, it is likely that the evidence of impact may materialise beyond the end of Phase 3.

47. Priority Action: Deliver culturally safe restorative justice and increase engagement of the ACT Aboriginal and Torres Strait Islander Community

FIELD	DETAILS
1. Priority action title	Deliver culturally safe restorative justice and increase engagement of the ACT Aboriginal and Torres Strait Islander Community.
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will deliver culturally safe restorative justice and increase engagement of the ACT Aboriginal and Torres Strait Islander community. This includes improving referral pathways, enhancing participation in restorative justice processes, and ensuring that Aboriginal and Torres Strait Islander people feel culturally safe and supported throughout.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Supporting Directorate: Health and Community Services Directorate
4. Inter-Directorate integration strategy	The Restorative Justice Unit in JACS will work with relevant referring entities regarding this priority (such as ACT Policing) and also relevant directorates such as HCSD.
5. Key deliverables and outcomes	Key deliverables include delivery of culturally safe restorative justice services, strengthened referral pathways and enhanced participation in restorative justice processes. The Restorative Justice Unit reports on the number of referrals of Aboriginal and Torres Strait Islander people to restorative justice, the number of conferences and participant satisfaction.

6. Alignment to the ACT Agreement	Focus Area: Justice - ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Targets 10 and 11
8. Rationale for systemic impact and proportionality	This initiative contributes to reducing the overrepresentation of Aboriginal and Torres Strait Islander people in the mainstream criminal justice system.
9. Evidence of change	JACS will measure impact through data in relation to Aboriginal and Torres Strait Islander peoples on the number of referrals overall, successful engagement in restorative justice processes and participant satisfaction with restorative justice experience.

48. Priority Action: Establish governance arrangements to ensure that the recommendations made by the independent review into Aboriginal and Torres Strait Islander overrepresentation in the criminal justice system can be delivered in partnership with the ACT Aboriginal and Torres Strait Islander community

FIELD	DETAILS
1. Priority action title	Establish governance arrangements to ensure that the recommendations made by the Independent Review into Aboriginal and Torres Strait Islander Overrepresentation in the Criminal Justice System can be delivered in partnership with the ACT Aboriginal and Torres Strait Islander community.
2. Detailed action description	Jumbunna's Final Report, released in July 2025, provides findings from extensive consultation with community organisations, legal services, government agencies and individuals with lived experience and makes 99 recommendations relating primarily to reducing Aboriginal and Torres Strait Islander overrepresentation in the ACT criminal justice system. Importantly, the Final Report recommends key actions as a priority to provide a strong foundation on which to develop and implement responses to the remaining recommendations. As outlined in the ACT Government's Interim Response to the Final Report, the Government will establish an interim oversight body.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Supporting Directorate: Health and Community Services Directorate

4. Inter-Directorate integration strategy	JACS will work collaboratively with relevant directorates with responsibility for recommendations to inform the establishment of governance arrangements.
5. Key deliverables and outcomes	The interim Government response committed to an update in March 2026 and an annual update to report on progress and implementation of the recommendations. Coordinated and funded Aboriginal and Torres Strait Islander led governance arrangements are established.
6. Alignment to the ACT Agreement	Focus Area: Justice - ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform One and Three: Targets 10 and 11
8. Rationale for systemic impact and proportionality	The Jumbunna Report provides (at p xi) that a key part of its approach and overall argument is that both specific and systemic (or structural) issues need attention in order to reduce over-representation. Some matters sit neatly inside the criminal justice system. However, there are many others outside the criminal justice system that entrench disadvantage, and which are deeply connected to over-representation.
9. Evidence of change	The update in March 2026 as committed to in the interim Government response. Governance arrangements established consistent with the intent of the recommendations in the Independent Review supported by funding.

49. Priority Action: Commence development of a strategy to address overrepresentation on remand that includes actions to reduce breaches of bail and increases bail compliance and outcomes

FIELD	DETAILS
1. Priority action title	Commence development of a strategy to address over-representation on remand that includes actions to reduce breaches of bail and increases bail compliance and outcomes.
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will commence development of a strategy to address overrepresentation of Aboriginal and Torres Strait Islander people on remand. This includes actions to reduce breaches of bail and improve bail compliance and outcomes. The strategy will be informed by lived experience, truth-telling, and cross-directorate collaboration.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Supporting Directorate: Health and Community Services
4. Inter-Directorate integration strategy	JACS agencies will work collaboratively to examine underlying data relating to bail and remand utilising a working group model. Working Groups will utilise shared data platforms currently under development to inform development of the strategy.

5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the focus will be to identify actions or changes that could support Aboriginal and Torres Strait Islander people (adults and youth) on bail to prevent breaches through analysis of remand data for the purpose of identifying underlying causes of proportionally high rates of remand.
6. Alignment to the ACT Agreement	Focus Area: Justice - ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Targets 10 and 11
8. Rationale for systemic impact and proportionality	This action aims to identify reforms that could address systemic barriers within the justice system and support culturally safe, community-led approaches to justice.
9. Evidence of change	JACS will measure impact through data in relation to Aboriginal and Torres Strait Islander peoples on the reduction in incarceration rates over time, the number of people diverted from entering or re-entering the criminal justice system, increased connection with culture, and reduced recidivism. As the first 12 months will be spent identifying potential reforms (with implementation beyond the end of Phase 3), it is likely that the evidence of impact may also materialise beyond the end of Phase 3.

50. Priority Action: Establish an advisory framework supporting the Independent Board of Inquiry into Aboriginal Deaths in Custody

FIELD	DETAILS
1. Priority action title	Establish an advisory framework supporting the Independent Board of Inquiry into Aboriginal Deaths in Custody.
2. Detailed action description	On 7 May 2025, the ACT Government committed to forming a Board of Inquiry into Aboriginal and Torres Strait Islander deaths in the AMC with the right support systems in place for the community and families.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS
4. Inter-Directorate integration strategy	JACS will access ACT Government networks to distribute the Expression of Interest for the Community Advisory Committee out to the Aboriginal and Torres Strait Islander community as broadly as possible. The actual Board of Inquiry will be independent of government.

5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the government will invite Expressions of Interest from members of the Aboriginal and Torres Strait Islander community to participate in an Advisory Committee for the Board of Inquiry, to inform Government on key aspects including the scope of the Terms of Reference and the appointment of members of the board.
6. Alignment to the ACT Agreement	Focus Area: Justice - ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Target 10
8. Rationale for systemic impact and proportionality	The Board of Inquiry will be established by the ACT Government to investigate a range of issues related to the treatment of Aboriginal and Torres Strait Islander detainees at the Alexandar Maconochie Centre.
9. Evidence of change	JACS will measure impact of the Advisory Committee through the level of engagement by Community and Community's satisfaction with that process.

FOCUS AREA: Lifelong Learning

QUALITY LIFE OUTCOME: Respect is given to preserving the world's oldest living cultures which enhances social inclusion and empowers Aboriginal and Torres Strait Islander people to fully engage in lifelong learning and positive generational experiences.

51. Priority Action: Strengthen Culturally Responsive Practices in Early Learning through the Early Years Learning Framework

FIELD	DETAILS
1. Priority action title	Strengthen Culturally Responsive Practices in Early Learning through the Early Years Learning Framework

FIELD	DETAILS
2. Detailed action description	The ACT Government will deliver targeted supports for Aboriginal and Torres Strait Islander children and families through the Early Years Learning Framework. This initiative aims to strengthen culturally responsive practices in early learning environments and increase engagement with early childhood services. The program will be designed in partnership with Aboriginal Community-Controlled Organisations (ACCOs) to ensure that supports are tailored to the needs of Aboriginal and Torres Strait Islander families and delivered in culturally safe ways.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Education Directorate (EDU) Responsible area: Early Childhood Education, Engagement and Wellbeing Support Services, Learning and Teaching Responsible Directorate: Health and Community Services Directorate (HCSD) Partners and Stakeholders: • Aboriginal and Torres Strait Islander families • Early childhood educators • Aboriginal Community-Controlled Organisations (ACCOs)
4. Inter-Directorate integration strategy	EDU and HCSD will collaborate to embed culturally responsive practices across early learning and health services. This includes joint training initiatives, shared evaluation frameworks, and coordinated engagement with ACCOs to ensure alignment with broader wellbeing strategies. The initiative will be co-designed with input from early childhood experts, Aboriginal educators, and cultural advisors to ensure that the curriculum and pedagogy are both evidence-based and culturally safe.
5. Key deliverables and outcomes	1. Improved developmental outcomes for Aboriginal and Torres Strait Islander children 2. Increased engagement with early learning services 3. Enhanced cultural safety and responsiveness in early childhood education settings 4. Co-designed culturally responsive curriculum and pedagogy resources 5. Professional learning delivered to early childhood educators
6. Alignment to the ACT Agreement	Focus Area: Lifelong Learning – Increase Aboriginal participation and inclusion in early learning

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 4: Increase proportion of children developmentally on track in all five AEDC domains to 55% by 2031
8. Rationale for systemic impact and proportionality	This action supports systemic change by embedding cultural responsiveness into the foundational years of learning. It addresses barriers to participation and ensures that early learning environments are inclusive, safe, and empowering for Aboriginal and Torres Strait Islander children and families. The investment is proportionate to the long-term benefits of improved educational and social outcomes. This action is informed by AEDC data which highlights disparities in developmental outcomes for Aboriginal and Torres Strait Islander children. These insights underscore the urgency of embedding culturally responsive practices in early learning environments to address developmental vulnerabilities early.
9. Evidence of change	1. Early childhood participation and retention data 2. Educator training completion rates 3. Family engagement and satisfaction surveys 4. Observational assessments of cultural responsiveness in early learning settings

52. Priority Action: Deliver Targeted Supports for Aboriginal and Torres Strait Islander Students in Primary and Secondary Education

FIELD	DETAILS
1. Priority action title	Deliver Targeted Supports for Aboriginal and Torres Strait Islander Students in Primary and Secondary Education
2. Detailed action description	The ACT Government will deliver targeted supports for Aboriginal and Torres Strait Islander students in primary and secondary education. This includes strengthening culturally responsive teaching practices, inclusive education models, and partnerships with Aboriginal Community-Controlled Organisations (ACCOs) to co-design wellbeing and learning supports. The initiative will also expand vocational education and training (VET) pathways and school-based apprenticeships to improve educational outcomes and career readiness for Aboriginal and Torres Strait Islander students.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Education Directorate (EDU) Responsible area: School Improvement, Complex Behaviour Support and Work Health and Safety, Engagement and Wellbeing Support Responsible Directorate: Health and Community Services Directorate (HCSD) Partners and Stakeholders: • Aboriginal and Torres Strait Islander families • Educators • Aboriginal Community-Controlled Organisations (ACCOs)
4. Inter-Directorate integration strategy	EDU will work with HCSD to align wellbeing and education supports, ensuring that culturally responsive practices are embedded across both sectors. Joint initiatives will include co-designed learning and wellbeing programs, shared data on student outcomes, and integrated support pathways for students at risk of disengagement.
5. Key deliverables and outcomes	1. Increased retention and engagement of Aboriginal and Torres Strait Islander students 2. Improved academic outcomes across NAPLAN and other assessment measures 3. Expanded access to VET and school-based apprenticeships 4. Co-designed wellbeing and learning support programs implemented in schools
6. Alignment to the ACT Agreement	Focus Area: Lifelong Learning – Improve educational outcomes and engagement

FIELD	DETAILS
7. Alignment to the National Agreement on Closing the Gap	Priority Reform 3: Transforming Government Organisations Target 5: Increase the proportion of Aboriginal and Torres Strait Islander people (age 20–24) attaining Year 12 or equivalent qualification to 96% by 2031 Target 7: Increase the proportion of Aboriginal and Torres Strait Islander youth (15–24 years) in employment, education, or training to 67% by 2031
8. Rationale for systemic impact and proportionality	This action addresses systemic inequities in education by embedding culturally responsive teaching and inclusive practices across the school system. It supports long-term improvements in educational attainment and employment readiness, with a focus on early intervention and sustained engagement. The investment is proportionate to the scale of educational disparities and the need for culturally safe learning environments.
9. Evidence of change	1. School attendance, retention data 2. Suspension data 3. NAPLAN and academic achievement trends 4. VET and apprenticeship participation rates 5. Student and family feedback on wellbeing and learning supports

53. Priority Action: Support Aboriginal and Torres Strait Islander Students in Senior Secondary Education and Transitions to Further Study and Employment

FIELD	DETAILS
1. Priority action title	Support Aboriginal and Torres Strait Islander Students in Senior Secondary Education and Transitions to Further Study and Employment
2. Detailed action description	The ACT Government will deliver targeted supports for Aboriginal and Torres Strait Islander students in senior secondary education. The initiative aims to improve Year 12 completion rates by creating culturally safe learning environments and expanding access to tertiary scholarships and career pathways. Partnerships with Aboriginal Community-Controlled Organisations (ACCOs) will be strengthened to support transition planning and mentoring for Aboriginal and Torres Strait Islander students, ensuring culturally responsive and holistic support through the final years of schooling and beyond.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Education Directorate (EDU) Responsible area: Education Programs & Services, Careers & Transitions Team, Aboriginal and Torres Strait Islander Education Responsible Directorate: Chief Minister, Treasury and Economic Development Directorate (CMTEDD) Partners and Stakeholders: • Aboriginal and Torres Strait Islander families • Tertiary institutions • Aboriginal Community-Controlled Organisations (ACCOs)
4. Inter-Directorate integration strategy	EDU and CMTEDD will collaborate to ensure that education, wellbeing, and career transition supports are aligned and culturally safe. This includes joint planning for mentoring programs, shared data on student outcomes, and coordinated engagement with tertiary institutions and ACCOs to support transitions into further education or employment.
5. Key deliverables and outcomes	1. Increased Year 12 completion rates for Aboriginal and Torres Strait Islander students 2. Expanded access to tertiary scholarships and career pathway programs 3. Strengthened mentoring and transition support in partnership with ACCOs 4. Improved post-school outcomes in education, training and employment

FIELD	DETAILS
6. Alignment to the ACT Agreement	Focus Area: Lifelong Learning – Increase Year 12 attainment and successful transitions
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations Target 5: Increase the proportion of Aboriginal and Torres Strait Islander people (age 20–24) attaining Year 12 or equivalent qualification to 96% by 2031 Target 6: Increase the proportion of Aboriginal and Torres Strait Islander people (age 25–34) completing tertiary qualifications to 70% by 2031 Target 7: Increase the proportion of Aboriginal and Torres Strait Islander youth (15–24 years) in employment, education, or training to 67% by 2031
8. Rationale for systemic impact and proportionality	This action addresses systemic barriers to educational attainment and post-school transitions by embedding culturally safe practices and supports in senior secondary education. It ensures that Aboriginal and Torres Strait Islander students are equipped with the tools, guidance, and opportunities to succeed in further education and employment. The investment is proportionate to the long-term benefits of increased economic participation and social inclusion.
9. Evidence of change	1. Year 12 completion and retention data 2. Tertiary enrolment and scholarship uptake 3. Student and family feedback on transition support 4. Employment and training outcomes post-graduation

54. Priority Action: Strengthening Aboriginal and Torres Strait Islander Vocational Pathways

FIELD	DETAILS
1. Priority action title	Strengthening Aboriginal and Torres Strait Islander Vocational Pathways
2. Detailed action description	• The ACT Government will establish a shared-decision making framework with stakeholders to deliver the Closing the Gap National Skills Agreement package for the ACT. • The ACT Government will provide culturally appropriate Foundation Skills and Completion Initiatives delivered under the National Skills Agreement to support Aboriginal and Torres Strait Islander learners into vocational training and employment. • Initiatives that support VET completion among Aboriginal students including reviewing the contribution of the loading for Aboriginal and Torres Strait Islander students will be prioritised. • CIT and other funded providers will be encouraged to implement community-informed support measures that sustain and build on these outcomes. • The ACT Government will increase the number of participants in the Aboriginal and Torres Strait Islander Employment Pathway Program. This two-stage initiative first offers participants Australian School-Based Apprenticeships (ASBA) and then transitions them, upon completion of Year 12, into permanent roles across ACTPS Directorates.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: CMTEDD, SkillsACT and Corporate Supporting Directorates: ACT Education, HCSD, CED, Infrastructure Canberra, CHS Key Stakeholders: ACT Elected Body and ACT Aboriginal and Torres Strait Islander community, CIT, relevant ACCOs
4. Inter-Directorate integration strategy	CMTEDD will work with CIT, Education and HCSD to coordinate cross government implementation of programs under the National Skills Agreement and promote VET opportunities for Aboriginal and Torres Strait Islander students. CMTEDD will partner with other directorates and the Cultural Transformation Branch to expand the existing Aboriginal and Torres Strait Islander Employment Pathway Program targeting Australian School Based Apprentices.

FIELD	DETAILS
5. Key deliverables and outcomes	Under the National Skills Agreement Closing the Gap Implementation Plan (NSA CtG): • Work with ACCOs to increase access to training for the ACCO workforce (Q3 2026). Outcome: Upskill the ACCO workforce. • Finalise the report on the shared decision-making framework to deliver actions under the NSA CtG in the ACT with ATSIEB and other stakeholders. (Q4 2026) Outcome: Finalised report. • Develop a shared decision-making framework for delivering the NSA CTG Implementation plan (Q1 2027) Outcome: A shared framework is established. • Development of targeted entry level recruitment pathways: ◦ Expand Employment Pathway Program (EPP) Outcome: increased representation and accessibility to ACTPS careers. ◦ Delivery of culturally supportive wrap around supports. Outcome: Work environments are culturally safe, and program retention and completion rates improve.
6. Alignment to the ACT Agreement	Focus Area: Economic participation • Number of students enrolled in VET (Vocational Education and Training) and public schools aged 15 – 24 years • Percentage of people aged 15-24 years employed in the ACT by the Australian Public Service and ACT Public Service Number of Aboriginal and Torres Strait Islander people employed in Aboriginal Community-Controlled Organisations in the ACT (new recommendation – Source: ACTPS data/Census)
7. Alignment to the National Agreement on Closing the Gap	Focus area: Economic participation • By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 % By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62%

FIELD	DETAILS
8. Rationale for systemic impact and proportionality	This action delivers systemic impact through developing the sustainability of the Aboriginal Community Controlled Organisation (ACCO) sector in the ACT, delivering lasting change in how training, vocational education, and employment services are designed and delivered for Aboriginal and Torres Strait Islander peoples. Mainstream training systems have not always reflected the cultural, social, and economic realities of Aboriginal and Torres Strait Islander communities. Community-informed training programs that are grounded in self-determination and cultural integrity and strengthening the ACCO sector directly addresses these structural gaps. By supporting ACCOs to partner in training and vocational initiatives, this action ensures that Aboriginal learners receive tailored support aligned with local employment opportunities and community aspirations. It builds community capacity, fosters local job creation, and enhances trust and engagement with services. In doing so, it not only improves individual training outcomes but also contributes to broader community wellbeing and economic participation. Aligned with the ACT Aboriginal and Torres Strait Islander Agreement and Closing the Gap targets, these actions ensure that resources are directed toward sustainable, community-led training solutions. The action aligns with Closing the Gap targets and the ACT Aboriginal and Torres Strait Islander Agreement, ensuring that investment is directed toward long-term, measurable improvements in training and employment outcomes and economic participation.
9. Evidence of change	Skills ACT: 1. Report finalised by consultant to inform later actions. 2. Continued Aboriginal and Torres Strait learner engagement in the ACT VET sector. 3. Annual report case studies that include outcome data and continuous improvement actions. 4. Increase in the number of participants in the Aboriginal and Torres Strait Islander Employment Pathway Program. Corporate: 5. Implementation of wrap around supports with data on program commencements, completion rates, and retention in the ACTPS workforce. 6. Adoption of cultural integrity practices by supervisors and RTO's delivering the program. Annual report case studies that include outcome data and continuous improvement actions.



Risk mitigation strategy

Phase Three reporting introduces new interagency dependencies, cultural governance mechanisms, and performance thresholds that require disciplined oversight. To safeguard reform integrity, the ACT Government is committed to a structured risk mitigation strategy that anticipates operational, financial, and governance risks. This strategy embeds escalation protocols, community-led accountability, and budget alignment to ensure reform efforts remain stable, inclusive, and responsive.

Key risks include governance drift, delivery fragmentation, underperformance against socio-economic targets, financial constraints, and erosion of community trust. These will be addressed through formalised cultural governance structures, strengthened cross-agency coordination, and embedded feedback loops. Reform maturity will be supported by clear performance thresholds and escalation processes that activate when delivery falters or community concerns arise.

Financial resourcing is a critical dimension of risk. Phase Three commitments must be embedded into budget planning cycles, with funding aligned to Priority Reform Focus areas. A considered and forward-looking lens must be applied when assessing resourcing implications—mindful of long-term sustainability, operational impacts on government, and the need to safeguard existing funding commitments. Resourcing must be realistic in terms of achievability, sensitive to community impacts, and carefully calibrated to avoid overcommitting government in this space. Financial decisions must reinforce reform integrity, enable adaptive delivery, and uphold the principles of cultural governance and community-led accountability.

Community-led evaluation will play a central role in identifying emerging risks and recalibrating reform priorities. Insights from Elected Body hearings, governance forums, and lived experiences reporting will continue to inform adaptive delivery and ensure risk mitigation remains responsive and culturally anchored.

Escalation protocols will be activated when reform milestones are missed, governance structures are compromised, or community feedback signals systemic risk. These protocols will be managed through a governance forum, with ministerial oversight and transparent reporting to ensure timely intervention and appropriate course correction.

Risk governance is not a parallel process—it is embedded into every layer of Phase Three reporting and delivery. It reinforces accountability, protects reform integrity, and ensures Closing the Gap efforts remain community-led, fiscally disciplined, and strategically aligned.

Strengthening reform foundations through strategic alignment

As Phase Three progresses, the integration of robust risk governance must be matched by an equally disciplined strategic approach. Risk mitigation alone cannot safeguard reform integrity without a clear commitment to aligning outcomes, targets, and delivery mechanisms across all interagency efforts. This next phase demands a recalibration of how government works in genuine partnership with community—embedding self-determination, dismantling systemic barriers, and ensuring that reform is not only protected but purposefully advanced.

To deliver on our commitments, we must strengthen our strategic approach, ensure greater alignment between the outcomes and targets of both Agreements, and enhance how we work in genuine partnership with the community. Embedding self-determination and addressing systemic barriers—including racism, discrimination, and unconscious bias that continues to undermine progress—is essential. Doing better is not optional; it is fundamental to achieving lasting, community-led change.