



2021–22 NSW Closing the Gap Annual Report

September 2022



Closing The Gap In NSW Artwork
Working together on Country (Closing the Gap)
Artist: Jenni McEwen, Acrylic on canvas – 2021

This artwork encompasses the areas of NSW (N, S, E, W).

Artist Statement:

Circles represent people coming together within their communities. Circles with lines (message sticks) are the elected representatives (chosen from communities) to relay their messages to the wider community and organisations.

The message stick communicates the importance of the holistic approach to housing, health, education and employment.

The centre of the painting is the elected representatives from the communities and other representatives around the table, to discuss “closing the gap” in moving forward together.

Colours:

The colours represent the land, flora and water.

North: aquas, greens and orange.

South: browns and yellow.

East: blues, aquas and yellow.

West: burnt earth, oranges and green.

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Acknowledgement of Country

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

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

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

Introductory statements

Premier's statement – the Hon. Dominic Perrottet, MP

Closing the Gap (CTG) is a priority for me. It is one of the most important matters facing NSW, one that is very close to my heart.

We know that we are not closing the gap quickly and effectively enough. We need to do better and we can do better. We need to continue the shift away from how governments have previously worked to close the gap and avoid repeating mistakes we made in the past.

Improving outcomes for Aboriginal people and communities in NSW requires a whole of government commitment and truly listening to Aboriginal community aspirations and expertise.

Over 2021–22 we worked hard with our key partners the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) who represent Aboriginal service providers and communities, and other Aboriginal partners. Together we delivered initiatives as part of the strong foundation work in the first Implementation Plan.

In partnership with NSW CAPO, the NSW government is in a position to make significant and meaningful progress. We can deliver outcomes when we are committed to genuine partnership and working together. Together we can keep Aboriginal children at school and help them thrive. We can facilitate Aboriginal economic empowerment. We can improve health outcomes, the justice system, housing and access to land rights. We can support Aboriginal languages and culture, respecting and acknowledging the past as the cornerstone to a diverse New South Wales.

This past year we have established strong partnership and governance for the CTG reforms. At quarterly CTG progress meetings I have set out my expectations to NSW ministers, cluster representatives and NSW CAPO for collective efforts and responsibility for Closing the Gap – sharing decisions and being jointly accountable. We are working together in partnership to achieve better outcomes for, and with, Aboriginal people and communities by delivering on the CTG Socio-economic targets and Priority Reforms.

In the 2022 Budget NSW made an unprecedented investment of an additional \$716 million over four years to bolster Aboriginal outcomes and Closing the Gap in this state. My government will work with NSW CAPO to deliver over 140 new initiatives in the jointly developed 2022–24 Implementation Plan, and track benefits to ensure the value of the investment is for Aboriginal communities. This is the largest investment in recent history into Aboriginal outcomes and will significantly shift the dial on Closing the Gap targets.

I also am incredibly proud that the Aboriginal flag will now permanently fly on the Sydney Harbour Bridge to celebrate Aboriginal people and provide an everyday reminder of our nation's rich history. It is part of our ongoing commitment to recognise the history, culture, excellence and achievements of Aboriginal people.

We need to be ambitious, collaborative and innovative across NSW, with Aboriginal people and communities. Together we can make real progress towards meeting the ambitious reforms under Closing the Gap. We will continue to listen to Aboriginal communities and voices to understand how policy can be improved so Aboriginal people and communities lead the way and determine, drive and own their desired outcomes, alongside the government.

My sincere thanks to everyone who has contributed to working towards Closing the Gap to make NSW a better state for everyone.

A handwritten signature in black ink, consisting of a stylized 'D' followed by a long horizontal stroke that curves upwards at the end.

Hon. Dominic Perrottet, MP

Premier

Minister's statement – the Hon. Ben Franklin MLC, Minister for Aboriginal Affairs

I am pleased to provide the Government's first annual report on our progress on the National Closing the Gap (CTG) Agreement and 2021–22 NSW Closing the Gap Implementation Plan.

For too long governments have told Aboriginal people 'we know what's best for you' but have not delivered lasting impacts. The gap between Aboriginal and non-Aboriginal life outcomes remains, for the most part, entrenched.

The current 10-year national CTG agreement recognises that a new way of working is required to significantly shift the dial to address disadvantage in Aboriginal communities.

NSW is committed to listening to, and working with, Aboriginal communities and investing in programs that reflect local priorities. Accountability, responsibility and decision-making must be shared between government and Aboriginal people to develop and implement policies and programs that will achieve meaningful outcomes

This report showcases our progress over the year as we focused on the foundation work of embedding the national agreement Priority Reforms across NSW government

We have established robust NSW partnership governance arrangements with our key CTG partner the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and other Aboriginal organisations to transform the way we work. We have undertaken a Partnership Health Check to further improve and strengthen these arrangements and a stocktake of formal partnerships between the NSW Government, local government and Aboriginal organisations, to explore aligning these partnerships to the National Agreement principles.

Our first, 2021–22 Implementation Plan, developed in partnership between the NSW Government and NSW CAPO, was released in June 2021. It focused on establishing a baseline of foundational work across government, to build on. The Plan provided us with the opportunity to build our partnership approach and jointly develop our focus – ensuring that we are constantly informed by the lived experiences of Aboriginal people and communities. This report sets out our progress on the initiatives in the Plan.

Accountability and delivery of Closing the Gap across government has been pursued through quarterly progress meetings to monitor delivery of the Implementation Plan and to

discuss strategic challenges and opportunities. These meetings have been introduced by the Premier and attended by NSW CAPO with every NSW Minister and cluster responsible for Closing the Gap. This is a significant commitment from across NSW Government and embeds whole of government accountability.

A key initiative showcased in this report is the first in the series of Aboriginal Business Roundtables, held in October 2021 and May 2022, which I was privileged to attend with Aboriginal businesses. These roundtables drive the NSW-specific Priority Reform 5: Aboriginal business development, jobs and economic development. Growing businesses as a vehicle for self-determination is crucial to accelerate achievement of socio-economic outcomes.

To make real progress on Closing the Gap we need an ambitious reform agenda across government. I am proud of the work done this year by the CTG Partnership in developing the 2022–24 NSW Implementation Plan. NSW government, NSW CAPO and other Aboriginal partners will deliver the initiatives supported by a government investment of \$189.6 million. Key details are set out at the conclusion of this report.

Over this last year we have strived to support better outcomes in partnership with Aboriginal communities as the foundation for the long term, generational journey to embed real, systemic change. We are continuing to evaluate programs and re-prioritise funding and effort towards areas identified as priorities by Aboriginal communities. We will continue to strengthen the CTG partnership over the life of the national agreement, as we work together to develop and implement policies and programs that impact on the lives of Aboriginal people and close the gap.

This report showcases the beginning of our 10-year journey to drive reform across all parts of government to improve long-standing policies, focus on the strength of Aboriginal communities and shift the dial in NSW.

A handwritten signature in blue ink, appearing to read 'Ben Franklin', with a stylized flourish at the end.

The Hon. Ben Franklin MLC
Minister for Aboriginal Affairs

NSW CAPO Co-chairs' statement – Charles Lynch and Robert Skeen

The National Agreement is a commitment to changing how government works. It is a commitment to moving beyond how business used to be done, where government would make changes for Aboriginal people, and embracing a new way of working where instead government makes change *with* Aboriginal communities.

To fulfil this commitment, the NSW Coalition of Aboriginal Peak Organisations, a proud collective of Peaks for Aboriginal Community-Controlled Organisations in NSW, partners with the NSW Government. We work with our government partners to advocate for the interests of Aboriginal people, communities and organisations. The commitment to a new way of working has many elements: it is an agreement by government to embrace Aboriginal knowledge, expertise, and culture; it is an agreement to have more Aboriginal Community-Controlled Organisations deliver services because we know, and it has been shown, that these produce better outcomes for our people.

Crucially for this Annual Report, the National Agreement is also a commitment to a refreshed and deepened sense of accountability. We know that governments assessing their progress on their own and determining how effectively they are working does not work. To support this change, NSW CAPO regularly meets with government ministers and senior government officials to assess progress. To be successful, this accountability requires information and transparency, and this Annual Report is an important element for this information sharing.

As the first Annual Report, this report tracks the progress that has been made in the first year of the National Agreement in NSW from 2021 to 2022. It reports on the data sources that are being used to assess the progress against the targets agreed to under the National Agreement. However, we know that true change cannot be solely measured through numbers and statistics and that real progress will be made when communities across the state feel like they are finally seeing changes that matter to them.

In addition to data, this report outlines some of the actions that have been undertaken as part of Closing the Gap work over the first year of the Partnership between NSW CAPO and the NSW Government. These actions are mostly those included in the initial 2021–22 Implementation Plan, which outlined what work was already underway and that was primarily being done by the NSW Government. These actions were far from ambitious

enough and did not reflect the kind of transformative changes called for under the National Agreement.

While there has been some minimal progress in some areas, the data in this Annual Report shows that this approach in the first Implementation Plan is far from enough and that we need to be more ambitious. We have now drafted the next Implementation Plan for 2022–24, which includes more new and enhanced initiatives that move us closer towards fulfilling the intent of the National Agreement. This plan is supported with \$189.6 million of funding for programs that have been co-designed by NSW CAPO and the NSW Government.

A crucial role for NSW CAPO is making sure that there is active and meaningful engagement with communities across the state, learning from the knowledge that is held by these communities and using our partnership with the NSW Government to address the issues that communities face. NSW CAPO will always embrace this role and advocate for our peoples through our work with the NSW Government.

This is just the beginning of real change, and we look forward to the journey ahead working with community and government for the betterment of our people.



Councillor Charles Lynch
Co-Chair, NSW CAPO
Councillor for Northern Region, NSW
Aboriginal Land Council



Robert Skeen
Co-Chair, NSW CAPO
CEO, Aboriginal Health and Medical
Research Council of NSW

Summary

The first Closing the Gap Strategy, agreed by the Council of Australian Governments in 2008, expired in 2018 with most targets unmet. A new partnership-based approach, set out in the Partnership Agreement, saw a National Agreement on Closing the Gap negotiated with representatives of Aboriginal and Torres Strait Islander peoples.

The NSW Government signed the [National Agreement on Closing the Gap](#) in July 2020 and committed to all NSW government agencies implementing its intent across programs and services. The National Agreement was also signed by all Australian governments, the Australian Local Government Association and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations.

The first NSW Implementation Plan (NSWIP) was tabled in Parliament on 24 June 2021. It was a whole of government plan, developed and delivered between government, the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and other Aboriginal partners. It laid the foundations for change, detailing Priority Reforms (PRs) and starting to describe baseline activity on Socio-Economic Outcomes (SEOs).

This Annual Report was developed jointly by NSW Government and NSW CAPO. It meets the requirement of the National Agreement (Clause 118) to report progress, both on the Agreement and the Implementation Plan. A verbal report was delivered to the NSW Legislative Council in November 2021. To see the national progress of all parties to the Agreement, go to the [Commonwealth CTG Implementation tracker](#).

This document summarises the Productivity Commission's latest data update on Closing the Gap and details NSW's efforts in 2021–22. It sets out the progress of ongoing and new initiatives in NSW and showcases areas where good results are being achieved on both the PR and SEO targets.

Partnership is the cornerstone of this work. A highlight has been seeing the 3 tiers of governance arrangements between NSW CAPO and the NSW Government serving their purpose. We have done a partnership health check and a stocktake of formal agreements between government and NSW Aboriginal organisations (see PR 1). Quarterly meetings have been held with NSW CAPO, government ministers and senior departmental staff to monitor NSWIP delivery and discuss strategic challenges and opportunities. By working together we can achieve more for, and with, Aboriginal people and communities.

We report targeted grants to community – from strengthening community and business capability to increasing the teaching of Aboriginal languages or helping local fishing businesses – and working with community to improve data sharing and to develop a model of Aboriginal and Torres Strait Islander data sovereignty and governance. For example, Blacktown is set to host the first community data project pilot (see PR 4).

We also outline how we have used this foundational year as an opportunity to begin the process of review, evaluating expenditure on programs and services so resources are used to best effect. NSW Treasury's interim Indigenous Expenditure Report (2021) will move us closer to a situation where every dollar spent on Aboriginal programs and services helps close the gap. The NSW government has already committed to more Aboriginal programs and services being run through Aboriginal community-controlled organisations (ACCOs).

We have been embedding shared decision making further into the design and delivery of policy and programs. This year Aboriginal people were actively involved in meaningful consultations on some of the many decisions that affect their lives. True partnerships saw locally made decisions on matters like improving transport, what great health care should look like and how to keep families together in community. Aboriginal people had real input into strategic plans for improving

education, training and Aboriginal employment outcomes; addressing the burden of fines; improving water safety; and helping ACCOs grow their businesses. There will soon be an Aboriginal economic prosperity framework. Public servants were trained to move the NSW Government towards a more trauma informed and culturally capable workforce.

But there is much more to be done. We are towards the start of the 10-year Closing the Gap reform program and to get the change we need in genuine partnership, will take time as programs are implemented and their impact felt. This report provides data on SEO targets, what needs to alter and our joint work to close the gap.

Government departments have committed to action over the course of the next NSW Implementation Plan 2022–24, released this year and available on the Aboriginal Affairs NSW CTG website. Its initiatives are driven by the needs and priorities communities expressed through NSW CAPO consultations in April 2021 and March 2022. This new way of working – listening to and responding to Aboriginal voices and expertise – is the only way to bring about meaningful impact. Initiatives in the new NSWIP have been funded for delivery by, and with, Aboriginal people.

The reporting period covers July 2021 to June 2022 and reports on commitments under the National Agreement to Closing the Gap. Reporting is measured in quarters, starting with July to September 2021 for Quarter 1(Q1), October to December 2021 for Quarter 2 (Q2), January to March 2022 for Quarter 3 (Q3) and April to June 2022 for Quarter 4 (Q4). Details on initiatives that will be delivered from 2022 are set out in Next Steps at the end of this report.

What the data says

We are at the start of the 10 year Closing the Gap (CTG) reform program. We are working hard to meet the targets in the National Agreement.

Holistically measuring progress

In the National Agreement, there are 17 Socio-Economic Outcomes, relating to health, education, justice, families, housing, land and water, languages and culture, and digital inclusion. If these outcomes are realised by the end of the National Agreement in 2031, then we will know that the National Agreement was a success. Each of these Socio-Economic Outcomes also has an associated target – a numeric measure of progress that can be tracked over time.

The outcome and the target remain distinct from each other, and both serve a purpose. The targets provide a clear goal that we can work towards so we can know if we are making progress and be held accountable if we are not.

Yet, these targets are not the exclusive or exhaustive goal of our work. The outcomes are the ultimate goals that we want to see, where Aboriginal cultures, knowledge and communities are celebrated.

We always want to think about the progress that we are making holistically, considering whether Aboriginal people and communities are seeing changes that matter to them. This kind of fundamental change cannot be reduced to a single number in a chart or graph, but instead relies on working with communities and community-controlled organisations to understand a comprehensive picture of what is happening on the ground.

Measuring impact against the socio-economic targets

Summary

In June 2022, the Productivity Commission provided its latest data update on the 17 Socio-Economic Outcome (SEO) targets.* It showed that:

- one SEO is ahead of target, five have improved since baseline
- two have not changed and four have worsened
- six targets could not be compared because two lack baseline data (SEO 16 and 17) and four (SEOs 5–8) are without reliable performance measures.‡

Detailed performance information is provided in the SEO section of this Annual Report.

* For the latest data, please refer to the Productivity Dashboard: <https://www.pc.gov.au/closing-the-gap-data/dashboard>

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

Performance update

For the reporting period 1 July 2021 to 30 June 2022, the Productivity Commission released new NSW performance data for three SEO targets:

- **Target 3** (enrolment in early childhood education) **improved**. The proportion of Aboriginal children enrolled in a preschool program in the year before full-time school (YBFS) was 90.7% in 2021, an increase of 6.4% from 2020. A similar increase occurred at national level.
- **Target 4** (children developmentally on track) **deteriorated**. The proportion of Aboriginal children assessed as developmentally on track was 38.8% in 2021, a 3.4% deterioration since 2018, mirroring performance at national level.
- **Target 11** (youth detention) **improved** and is **ahead of target**. The rate of Aboriginal young people in detention in 2020–21 was 13.1 per 10,000, an improvement of 5.7 since 2019–20. Part of this improvement is expected to reverse as COVID-19 disruptions to the criminal justice system and court operations end.

Indicator data (performance information that correlates with the target measure and may predict or indicate a likely change, but is not the official data point) is available for two more NSW SEO targets:

- **Target 9** (appropriately sized housing) **improved**. The proportion of Aboriginal and Torres Strait Islander peoples living in appropriately sized (not overcrowded) housing was 87.5% in 2021, up 1.6% since 2016. This mirrors a national trend of gradual improvement since 1996.
- **Target 13** (domestic violence) **deteriorated**. The rate of domestic violence against Aboriginal and Torres Strait Islander females and children increased to 1,328 per 100,000 in 2021. It was 1,196 per 100,000 in 2019. This trend will likely continue as it is now mandatory for NSW Police to record when a victim of crime is Aboriginal.

For the remaining targets that can be measured, no new performance data was made public. Their status remains as it was in the last reporting period:

- **Targets 1** (life expectancy) and **15A*** (land rights) **improved** in NSW and nationally.
- **Target 12** (out of home care) **improved** in NSW, despite deterioration at national level.
- **Targets 10** (incarceration) and **14** (suicide rate) **deteriorated** in NSW and nationally.
- **Target 2** (healthy birthweight) is **unchanged** in NSW, despite improvement at national level. (NSW is one of the top performing states for this SEO.)
- **Target 15B*** (sea rights) is **unchanged** in NSW and nationally.

We are prioritising efforts to establish baseline data and create indicators for all 17 SEO targets, including the two targets that are currently unable to be measured. NSW will then be able to provide more regular, more comprehensive, more reliable performance monitoring and updates; and better reporting in future Annual Reports. We will strengthen data informed governance, delivery planning and implementation of Closing the Gap. Our 'indicators' will range from data that specifically measures the target, to 'lead indicators'.

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

The new data will be used to supplement, rather than replace, measures reported by the Productivity Commission and will not always be as accurate or precise as national level information. However, more frequent and disaggregated data, will help us get an earlier understanding of what is working or not working and guide continuous improvement of initiatives and how we deliver them.

At the same time, as part of the National Agreement's commitment to ambition, there is work underway to expand Closing the Gap targets.

Measuring impact against the priority reforms

Target indicators have been set for the Priority Reforms but national agreement has not been reached yet on baseline and target values. The data sources to support progress measurement are also still under development and discussion. NSW is playing an active role.

Once agreement is reached, NSW will decide whether to develop our own Priority Reform measures to complement the national ones. The NSW Government will work in partnership with NSW CAPO and Aboriginal communities at all stages of design, implementation, monitoring and evaluation of strategies on Priority Reforms.

Priority Reform 5 is a NSW-specific priority, so there will be no national indicators. Information we heard from communities during NSW CAPO consultations and from Aboriginal businesses, forms the basis of the indicators we hope to measure this Priority Reform against. We will be seeking endorsement of these from NSW CTG governance.

Data informs what we do

Data and evidence is crucial to understanding how we are progressing. This is why a data officials' group was established across all NSW government agencies to identify state-wide data sources on current performance toward CTG targets. We will continue our focus under the next NSW Implementation Plan (NSWIP).

It will take time to capture data, analyse it, understand our holistic progress, and improve trajectories and trends for each Priority Reform and SEO. We are committed to producing a more frequent and comprehensive picture of what we are doing, so we know for sure that we are on track. This is a priority for the NSW Partnership.

How data is informing reprioritisation

We have also been doing further work on the development of specific data capabilities and analysis frameworks to help monitor and evaluate Aboriginal programs and services. This work includes:

- Aboriginal expenditure reporting – As required by Clause 113 of the National Agreement, NSW Treasury has identified an initial \$1.1 billion annually to operate Aboriginal policies and programs, with breakdowns available across clusters and agencies. Data will be complemented by comprehensive reporting to start quantifying the extent of Aboriginal expenditure within mainstream policies and programs.
- Aboriginal outcome budgeting – NSW Treasury worked with clusters to understand and identify how Aboriginal outcomes have, or will be, embedded into their business plans to enable evidence-based, outcome-focused investment decisions and business planning.

Investment frameworks that recognise culture and Country – These are being developed as integral to achieving outcomes for Aboriginal people and communities, including culturally responsive cost-benefit and evaluation frameworks and an Aboriginal prosperity framework.

How we are embedding Priority Reforms

The National Agreement on Closing the Gap was built around four Priority Reforms directly informed by Aboriginal and Torres Strait Islander peoples.

Each Priority Reform includes an outcome and a target focused on ways governments can better listen to and work alongside Aboriginal and Torres Strait Islander peoples when developing policies or delivering services that will affect them. They aim to empower Aboriginal and Torres Strait Islander communities, give them better access to the information they need to make informed decisions, and prosper economically. The four Priority Reforms (and NSW's own extra priority) are:

1. formal partnerships and shared decision-making
2. building the community-controlled sector
3. transforming government organisations
4. shared access to data and information at a regional level
5. employment, business growth and economic prosperity

The key actions and progress against these Priority Reform areas in 2021-22 is reported below.

Priority Reforms as fundamental changes

The Priority Reforms are at the centre of the National Agreement. If realised, the Priority Reforms will create the changes envisioned under the Closing the Gap Agreement.

When work is done in partnership with a government that has transformed how it works, and delivered through strong community-controlled organisations that are provided with control over the data they need to make decisions, then we will start to see meaningful change.

In recognition of this, while there are actions being undertaken specifically to achieve the Priority Reforms and we will report on our progress in achieving them, we cannot consider the Priority Reforms as separate to the Socio-Economic Outcomes. Rather, it is only through embedding the Priority Reforms in the work we are doing in health, or education, or justice that we will be able to achieve what was agreed to under the National Agreement for the Socio-Economic Outcomes.

NSW CAPO is dedicated to always advocating for actions under any of the Closing the Gap outcomes to ensure that they are being delivered in line with the Priority Reforms.

PR 1 – Formal partnerships and shared decision-making

Outcome and Target

Outcome: People are empowered to share decision-making authority with governments to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements.

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

This Priority Reform is about creating genuine partnerships between all levels of government and Aboriginal people, so Aboriginal people share decision making on policies and programs that impact them. Significant progress was made this year, especially in strengthening the partnership between NSW CAPO and the NSW Government and other government partnerships with Aboriginal communities and organisations. Key information is set out below and some example partnerships described (see Appendix B for more detail). There is much more to do. Further work on Priority Reform 1 is set out in the 2022–24 NSWIP.

Partnership actions and National Agreement commitments

Policy partnerships

The Justice policy partnership (JPP) includes representatives from NSW CAPO and Australian, state and territory governments taking a ‘joined-up’ approach to Aboriginal justice policy. The JPP met four times in 2021–22 and governments provided updates against the year’s work plan. This included information on partnerships between police and Aboriginal organisations; governance arrangements between the justice and human services sectors; and opportunities for funding support of Aboriginal representatives in the JPP. The JPP also discussed which policy issues to concentrate work on over the longer term, with a focus on areas previously identified by Aboriginal parties. These include:

- the age of criminal responsibility
- domestic and family violence
- mandatory sentencing
- public drunkenness offences
- cultural frameworks for child protection systems.

Place based partnerships

Tamworth has been selected as the site for the Place-based Partnership in NSW, pending final consultation with the community to determine its scope and nature. Tamworth has strong, existing governance structures, strong Aboriginal community-controlled organisations and presents an opportunity to build on existing work with the Tamworth Aboriginal community. The approach to this partnership will be developed in more detail, with the local community, soon. Further detail will be given in our next Annual Report.

Partnerships stocktake

NSW Department of Premier and Cabinet is reviewing partnerships between NSW governments – including local government – and Aboriginal partners across all policy and program areas. We want to understand what is working well, what can be improved and what else we can do to continue having a positive impact. It is crucial that we work hand in hand with Aboriginal communities to drive meaningful outcomes and strengthen shared decision making.

Our initial stocktake provided information on over 230 partnerships in NSW. We are working hard to understand which strong partnership elements are met and unmet, and what has been achieved through each partnership. The key findings will be published to present a holistic picture of all NSW partnerships and their arrangements.

This work will inform 2023 NSW CTG partnership actions; identifying gaps and opportunities and building on successes, by expanding and strengthening shared decision-making arrangements.

NSW actions

NSW Government – NSW CAPO partnership

In 2021, the NSW government established a governance partnership with NSW CAPO for Closing the Gap implementation. Chairing and secretariat responsibilities are shared. There is a NSW Partnership officer-level working group (departmental officials) and a NSW Joint Council (co-chaired by the NSW Minister for Aboriginal Affairs, the Hon. Mr Franklin and NSW CAPO). This is a new way of working that all parties to the National Agreement have recognised as vital for progress on Closing the Gap. (Appendix A has details of the structure.)

The governance arrangements ensure whole of government accountability and commitment, through senior representation across 10 clusters:

1. Premier and Cabinet
2. NSW Treasury
3. Customer Service
4. Planning and Environment
5. Transport
6. Health
7. Education
8. Stronger Communities
9. Regional NSW
10. Enterprise, Investment and Trade.

A key commitment under the first Closing the Gap Implementation Plan was a NSW partnership health check to identify strengths, weaknesses, and opportunities. An independent review by an Aboriginal consultant looked at how well the NSW Government worked in partnership with NSW CAPO and Aboriginal stakeholders to govern Closing the Gap. The final report was received in June 2022. Next steps are for the partners to closely consider the report's recommendations for improving governance arrangements, reinforcing genuine partnerships and effectively delivering the National Agreement.

The whole of government worked with NSW CAPO to co-design and develop initiatives that were funded in the 2022–23 NSW Budget. They will be delivered in close partnership with the Aboriginal community-controlled organisation (ACCO) sector. The 2022–24 NSWIP was also developed in partnership with NSW CAPO. Published in the second half of 2022, it builds on the first Implementation Plan and will be supported with delivery strategies across government to ensure we are results focused.

The NSW Government has allocated an additional \$716 million over four years to partnership initiatives that will bolster Aboriginal outcomes and help close the gap. This is the largest investment in recent history into Aboriginal outcomes and will significantly shift the dial on meeting targets.

Local decision makers – Barang transport audit

Barang local decision making identified lack of access to affordable, reliable and culturally safe transport as a considerable barrier for Aboriginal communities on the Central Coast. Transport for NSW (TfNSW) committed to doing a transport mapping/audit with Barang membership organisations to gain a better understanding of their transport needs.

- Stage 1 involved a qualitative consultation with Barang membership organisations, generating Aboriginal community solutions for overcoming transport disadvantage.
- Stage 2 will identify TfNSW assets maintained by Aboriginal community organisations within the Central Coast region.

Shoalhaven Aboriginal Partnership

The Shoalhaven Aboriginal Partnership, which consists of Local Aboriginal Land Councils (LALCs), industry and government agencies, meets quarterly to co-lead projects which enhance economic development and land management opportunities.

In partnership with Ulladulla LALC, Crown Lands and Shoalhaven City Council, an education walk is being developed that could link to the Ulladulla cultural centre. A business case feasibility study is being done for this.

PR 2 – Building the Aboriginal community-controlled sector

Outcome and Target

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

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

This Priority Reform is about increasing services delivered by the ACCO sector, as these services have been shown to achieve better results and employ more Aboriginal people and are often preferred over mainstream offerings. This year significant progress was made in strengthening ACCOs to deliver more of the services that meet Aboriginal peoples' needs, especially by providing targeted funding and reviewing existing expenditure to ACCOs and other Aboriginal organisations. Key information on building the ACCO sector is set out below and some examples described (see Appendix B for more detail). There is much more to do. Further work on Priority Reform 2 is set out in the 2022–24 NSWIP.

Partnership actions and National Agreement commitments

Sector strengthening plans and strengthening the ACCO sector

The National Partnership Working Group developed sector strengthening plans in the disability and housing spaces, with input from the NSW Government and NSW CAPO. The plans established a framework to prioritise, partner and negotiate beneficial sector-strengthening strategies over the next three years. The NSW Government has offered in-principle approval of the plans and will report on implementation, including funding commitments, in annual updates.

Indigenous expenditure review and funding to ACCOs and other Aboriginal organisations

NSW Treasury's interim Indigenous Expenditure Report was released in 2021, outlining how funding towards programs and services for Aboriginal people is being spent in NSW. A more comprehensive report will be published in 2022, the first of many regular Indigenous Expenditure Reports.

Expenditure reports deliver on National Agreement commitments and will aid reprioritisation towards programs that deliver value and tangible outcomes. The findings from the 2021 report have already seen the NSW Government start evaluating major spending on services and programs for Aboriginal communities, in partnership with Aboriginal people. In accordance with NSW Treasury Circular TC18-03 which requires that program evaluations be completed by NSW Government agencies, clusters will produce a forward plan by December 2022. There will be a systematic reprioritisation of investment towards the most effective programs and delivery to Aboriginal communities through ACCOs – prioritising evaluation of Aboriginal-specific programs that have been running for some time to see if they can be enhanced, or if other programs should take priority.

As required under the National Agreement (Clause 55), the NSW government has committed to reprioritising funding so more Aboriginal programs and services are run through ACCOs. The next Annual Report will offer more detailed information about progress.

NSW actions

Grants to ACCOs – \$4.2 million Strengthening Community Capability

The Department of Premier and Cabinet developed the \$4.2 million Strengthening Community Capability Grants program to support ACCOs to drive work that helps achieve Priority Reforms and targets. It supports the NSW Government in working together with Aboriginal people to help overcome inequality and achieve life outcomes for Aboriginal people on par with other Australians.

Applications were open from February to April 2022 to provide one-off funding to eligible ACCOs and successful recipients were announced in July. Monitoring and evaluation of the program is funded.

Aboriginal Languages Trust (ALT)

In 2021–22 100% of all grants awarded by the ALT, totalling \$1,621,880, were made to ACCOs and other Aboriginal organisations through the Aboriginal Languages Revival Program, Aboriginal Languages Sustainable Program and Aboriginal Languages Pilot Partnership Program.

Land transfer

On 12 November 2021 the NSW Government agreed to a landmark land transfer that will deliver positive social, economic, cultural and environmental benefits for Orange and the wider central west. More than 312 hectares of land were signed over to the Orange City Council with a further 86 hectares of land to the Orange Local Aboriginal Land Council, in what is being described as the state's largest land transfer.

Aboriginal family preservation service model

The Department of Communities and Justice (DCJ) and AbSec – the peak NSW organisation for Aboriginal children and families – are working in partnership with Aboriginal families, community and family preservation service providers to co-design an evidence-based and culturally informed Aboriginal family preservation (AFP) framework. Due by June 2023, the AFP framework and guide (tools/resources) will ensure AFP services have the tools to develop their own culturally informed, responsive, community-led family preservation models.

Future ACCO funding

The recent 2022–23 NSW Budget included a series of investments that will build capability in the community-controlled sector. These include:

- \$30 million to provide grants of up to \$250,000 to help ACCOs respond to the needs of local communities
- \$10.1 million to implement and sustain effective cultural models of mental health and wellbeing care for Aboriginal people, in partnership with ACCOs.

We are aware that funding ACCOs through individual grant rounds is not a sustainable strategy for the meaningful growth of the sector required under Priority Reform 2. In addition to these grants that will increase the funding that is currently available to ACCOs, we are also working on larger reforms to the structure and manner of ACCO funding to support sustainable growth, so ACCOs can better deliver services for Aboriginal communities.

PR 3 – Transforming government organisations

Outcome and Target

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

Target: Decrease in the proportion of Aboriginal and Torres Strait Islander peoples who have experiences of racism.

This Priority Reform is about changing the way governments work, so they better meet the needs of Aboriginal people. It includes:

- eliminating racism
- embedding cultural safety
- delivering services in partnership
- increasing transparency and accountability for funding
- supporting the cultures of Aboriginal people
- increasing engagement with Aboriginal people.

Some progress was made this year in changing the way governments work, so organisations are more culturally safe and responsive to the needs of Aboriginal people. Key information on transforming government organisations is set out below, with some examples (see Appendix B for more detail). There is much more to do. Further work on Priority Reform 3 is set out in the 2022–24 NSWIP.

Partnership actions and National Agreement commitments

Meeting the Priority Reform 3 transformation elements

At the heart of Priority Reform 3 is a commitment to transforming government. The National Agreement on Closing the Gap sets out six elements that are core to meaningfully achieving this. As part of our commitment to continuous improvement and, in line with national guidelines and commitments in the National Agreement, we assessed how well the initiatives set out in, and delivered as part of, our 2021–22 NSWIP met the six elements:

1. **Identify and eliminate racism** – While some actions in the 2021–22 NSWIP related to cultural capability training, Reconciliation Action Plans and measuring experiences of racism, a limitation was that there were no specific actions to eliminate racism in 2021–22.
2. **Cultural safety** – There were actions in the 2021–22 NSWIP around enhancing cultural capability of staff, however they did not necessarily have coverage of the entire public sector and were not mandatory in all cases. There was also only limited work identified in relation to enhancing the cultural safety of government services and limited consideration of the role of internal Aboriginal and Torres Strait Islander units in promoting and monitoring cultural safety.
3. **Deliver services in partnership** – While there were some actions in the 2021–22 NSWIP regarding partnership with Aboriginal organisations, communities and people, there were limited actions to ensure a consistent and meaningful approach to partnership across government.
4. **Accountability for funding** – There were some initial actions identified in the 2021–22 NSWIP regarding involvement of Aboriginal people in NSW Treasury economic frameworks and the

Indigenous Expenditure Report. However there were limited actions in relation to specifically improving the transparency of resource allocation to mainstream institutions.

5. **Support Aboriginal culture** – While there were actions in the 2021–22 NSWIP, especially regarding Reconciliation Action Plans and cultural capability training in partnership with local organisations, there was not a strong focus on truth-telling about organisational history and ongoing relationships with local Aboriginal community organisations to build understanding of the history and culture of local communities.
6. **Improving engagement with Aboriginal people** – Some actions in the 2021–22 NSWIP related to partnership and engagement with Aboriginal people, particularly on specific programs. There were limited actions in relation to ensuring Aboriginal people were engaged fully and transparently on all significant changes to policy and programs impacting Aboriginal people.

These limitations in the NSW Government’s approach to Priority Reform 3 in the 2021–22 NSWIP have been recognised. Work is being undertaken through the 2022–24 NSW Implementation Plan and associated activities to address each element in a more comprehensive way, including filling in gaps and identifying initiatives that will help us do better.

Independent mechanism to support, monitor and report on the transformation of mainstream agencies and institutions

A project to develop an Aboriginal-led government accountability mechanism in NSW – to assist NSW government departments to align their policies successfully and meaningfully with commitments made under the National Agreement (Clause 67) and deliver effective outcomes for Aboriginal communities – was funded as part of the 2022–23 NSW Budget. The project will run from July 2022 to June 2024.

A project team will do research and undertake extensive consultations with Aboriginal communities, ACCOs and NSW Government stakeholders to generate recommendations for the mechanism’s design. The process will be underpinned by respect for Aboriginal peoples’ right to self-determination and the commitment that Aboriginal people will:

- be involved in designing the principles for the mechanism
- lead design of the mechanism (including function, scope, membership and governance)
- develop the terms of reference for the mechanism in partnership with the NSW Government.

There will be a formal and external evaluation to validate and improve the mechanism so the NSW Government is held accountable to Aboriginal communities when designing policy and programs that affect them.

NSW actions

Toolkit to develop a trauma informed and culturally capable workforce

The Public Service Commission (PSC) developed the Everyone’s Business Toolkit e-Learning package about Stolen Generations, in partnership with Aboriginal Affairs, Stolen Generation organisations and the NSW public sector’s Everyone’s Business Aboriginal Advisory Group.

PSC worked closely with an Aboriginal trauma informed training specialist to test the training with select employee groups in the sector. All four Stolen Generations organisations (SGOs) approved the training and, on 30 March 2022, delivery of training and resources to sector agencies commenced. PSC hosted an Aboriginal panel discussion, for employees only, on 30 May 2022 to spotlight the training and the importance of cultural capability. The panel included representatives from SGOs and DCJ. Over 1,600 public sector staff, from 100 different agencies participated.

NSW public sector Aboriginal Employment Strategy (AES) 2019–25 refresh

Key stakeholders in the sector, including senior Aboriginal leaders and employees, were consulted during a review of the Aboriginal Employment Strategy (AES). Completed in October 2021, the review report identified ways to strengthen the AES by maximising its alignment with the Premier's Priority 14: World-class public service, and sector requirements.

The PSC co-designed scoping consultations with subject matter experts, senior Aboriginal leaders and Aboriginal employees to refresh the AES, informed by the review recommendations, NSW Closing the Gap priorities and sector requirements. Key stakeholders are considering the refreshed draft.

Reforming NSW Treasury processes

NSW Treasury plays a critical role in reforming government financial management and ensuring investments in improved outcomes for Aboriginal people are evidence-based and efficient. Three NSW Treasury branches lead this work:

- Aboriginal Economic Wellbeing supports evidence-based resource allocation and culturally responsive practice to achieve the best outcomes for Aboriginal people.
- Strategic and Aboriginal Outcomes provide expert advice on Aboriginal issues, including for the State Budget, and acting as NSW Treasury relationship lead for Aboriginal Affairs NSW.
- Reconciliation Delivery supports implementation of the NSW Treasury Reconciliation Action Plan and realises NSW Treasury's commitments under Priority Reform 3.

PR 4 – Shared access to data and information at a regional level

Outcome and Target

Outcome: Aboriginal and Torres Strait Islander peoples have access to, and the capability to use, locally-relevant data and information to set and monitor the implementation of efforts to close the gap, their priorities and drive their own development.

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

This Priority Reform is about sharing local data and information with Aboriginal communities and organisations. It enables Aboriginal people to obtain a comprehensive picture of what is happening in their communities and supports decision making to drive community-led priorities. This Priority Reform is also about facilitating Aboriginal sovereignty over data about Aboriginal people and communities. This will increase Aboriginal control over the collection, analysis and reporting of data about Aboriginal people and empower Aboriginal communities. Initial progress was made this year. Key information is set out below and some examples described (see Appendix B for more detail). There is much more to do. Further work on Priority Reform 4 is set out in the 2022–24 NSWIP.

Data sovereignty

Elements of Priority Reform Four are consistent with the principles of Indigenous data sovereignty and Indigenous data governance outlined in the [NSW Government Data Strategy](#), in particular the commitment to shared decision-making, access to, and use of data.

Clause 71 (b) of the [National Agreement](#) states: “Governments agree to provide Aboriginal and Torres Strait Islander communities and organisations access to the same data and information on which any decisions are made, subject to meeting privacy requirements, and ensuring data security and integrity.” To enable Aboriginal communities to engage as equal partners on Closing the Gap, there must be opportunities for greater Aboriginal decision making in relation to the collection, analysis and reporting of data about Aboriginal people. This will be a key focus for work in the 2022–23 year.

Partnership actions and National Agreement commitments

Community data projects

The local government area of Blacktown City Council will host the first community data project pilot in western Sydney. A project working group, including the National Indigenous Australians Agency (NIAA), NSW CAPO, Blacktown City Council, the Australian Institute of Health and Welfare (AIHW), and Aboriginal Affairs and Outcomes (AAO) has met regularly.

A community information session will be held in September 2022 at Kimberwalli to build awareness of the project with local Blacktown organisations and seek their interest in participating. Work continues to finalise a portal concept and a project plan with clear milestones and intended outcomes.

NSW actions

Education data

The Department of Education is developing working principles to improve data collection, sharing and use related to Aboriginal students and communities. It recognises that Aboriginal data sovereignty must be considered when seeking to understand people's experiences of education. A culturally responsive evaluation framework is being progressed in partnership with NSW Aboriginal Education Consultative Group (AECG), other stakeholder partners and senior Aboriginal staff in the department. Facilitation is being done by the University of Newcastle (Wollotuka Institute). The new framework will be used to evaluate policy and programs, strengthening understanding of their impact on Aboriginal students, communities and Closing the Gap outcomes.

Feedback from NSW CAPO community consultations in 2022 indicated wide-spread support for Aboriginal data sovereignty principles. Community members also highlighted a need to evaluate departmental initiatives and determine what success looks like to community.

Housing data

The Aboriginal Housing Office (AHO) is now the data custodian for Aboriginal community housing and state-owned and managed Aboriginal housing data. The AHO website has publicly available regional maps and data tables on AHO-owned properties.

Aboriginal Languages Trust (ALT)

The ALT has developed a set of Principles for Respecting Aboriginal Community Data. These Principles were endorsed by the ALT Board in June 2022 and include:

- The Trust recognises that strong and honest community relationships are a prerequisite of all research projects.
- The Trust will ensure Aboriginal community control of the creation, development, stewardship, analysis and dissemination of their data.
- The Trust upholds the right of Aboriginal communities to data that safeguards and respects communities' individual and collective interests.
- The Trust will ensure that Aboriginal communities own their data, and it is available and accessible as determined by community.
- The Trust is accountable to Aboriginal communities for the use of their data.

Revenue NSW and NSW CAPO collaborating on tailored 'fines' community action plans

Community Action Plans help to design a coordinated approach to reducing and tackling fines debt in community. Revenue NSW launched clear and transparent fines-related data via [online dashboards](#), to support shared community accountability and action. The data gathered in the dashboards will inform new plans.

Trialling of the plans occurred in Walgett, Mt Druitt, Taree and Nowra. Funding is now available for an expanded outreach model which includes an Aboriginal senior coordinator and 10 Aboriginal outreach officers. Revenue NSW will engage with NSW CAPO around further community action planning.

Revenue NSW made other efforts which assist Aboriginal people facing fine-related problems:

- an initiative to identify people who are experiencing, or have experienced, financial abuse through the fines system and provide them with specialised support
- seeking a supplier to conduct discovery into hardship customer experiences

- conducting interviews with youth, case workers and key stakeholders to identify and understand the COVID-19 fines experience of under 18s, their pain points and how best support to them – some fines were then written off if they were uneconomical or unfair/unjust to pursue.

Aboriginal health

NSW Health is developing a dedicated Aboriginal health topic page on [HealthStats NSW](#) with key indicators, population trends, programs and policies related to Aboriginal health.

HealthStats NSW now provides customisable data focused specifically on Aboriginal health indicators. It can be selected, easily re-formatted and downloaded or shared, using the interactive interface.

PR 5 – Employment, business growth and economic prosperity (NSW-specific)

Outcome and Target

Outcome: Aboriginal and Torres Strait Islander peoples in NSW are empowered to access pathways through education, training and employment that align with their aspirations, and Aboriginal and Torres Strait Islander businesses grow and flourish.

Target: An increase in jobs and pathways to employment and an integrated approach to procurement across the NSW Government.

This Priority Reform has a key focus on partnerships that grow the Aboriginal business sector, including by expanding opportunities for businesses to deliver government contracts. It recognises Aboriginal businesses are often vehicles of self-determination, driving positive employment, training and broader social outcomes. This is a NSW-specific priority reform, that was strongly supported by Aboriginal communities during consultations in April 2021. They noted that growing businesses as a vehicle for self-determination is crucial to accelerate achievement of Socio-Economic Outcomes.

Significant progress was made this year towards Aboriginal people in NSW being empowered to access pathways through education, training and employment that align with their aspirations, and to help Aboriginal and Torres Strait Islander businesses grow and flourish. Key information is set out below, with some examples (see Appendix B for more detail). There is much more to do. Further work on Priority Reform 5 is set out in the 2022–24 NSWIP.

NSW actions

Priority Reform 5 is still being refined through engagement with Aboriginal communities, businesses and relevant experts so it aligns with community aspirations for securing their own prosperity.

Understand what is needed to drive Aboriginal economic prosperity – Roundtable

The inaugural Aboriginal business roundtable was held in October 2021, with more than 35 Aboriginal businesses attending and sharing their insights. Businesses discussed how the NSW Government can better engage them and work supportively with the Aboriginal private sector to achieve growth and prosperity. The summary outcomes of the first Roundtable were published on the [Aboriginal Affairs CTG website](#).

The second six-monthly roundtable was held at Kimberwalli on 3 May 2022. Over 50 businesses from a range of industries and locations joined a discussion. Some key themes emerging from the conversation included:

- the need for accountability in sub-contracting with top tier businesses, and breaking down larger projects to drive capacity in Aboriginal businesses
- Black cladding – the definition of Aboriginal business needs more work between all levels of government
- the need to simplify government processes and respond to Aboriginal business feedback.

Feedback from these roundtables is informing the development of a NSW Roadmap on jobs and business growth and will consolidate existing efforts relating to Aboriginal procurement policy. The next roundtable will be held in October 2022.

Grow the capacity of Aboriginal businesses to win government tenders – Strengthening Business Capability grants

Applications for the \$4.2 million Strengthening Business Capability Grants program were open from February to April 2022 to provide one-off funding to eligible businesses. Their aim is to increase the number of NSW-operating Aboriginal and Torres Strait Islander businesses that win NSW Government contracts, sell goods and services to the NSW Government and/or expand. Successful grant recipients were announced in July.

Meet the Buyer/ Aboriginal procurement

The NSW Government hosted several ‘Meet the Buyer’ events across NSW for Aboriginal businesses to network with suppliers and NSW government buyers. Representatives of support services for Aboriginal businesses seeking to participate in government procurement activities also attended these events, held in Nowra (30 March), Newcastle (5 April), Tamworth (7 April), Dubbo (3 May) and Wagga Wagga (11 May), with over 400 attendees. NSW Treasury also provides a concierge service to assist Aboriginal businesses to gain greater access to NSW Government procurement opportunities.

In 2019–20, 353 unique Aboriginal businesses were engaged by the NSW Government, earning a total of \$92 million. This grew to 457 (\$173.6 million) in 2020–21 and had already hit 349 (\$96.9 million) in the first half of 2021–2022). The target to support an estimated 3,000 FTE employment opportunities for Aboriginal peoples through NSW Government procurement activities by 31 December 2021 was exceeded, with 3,995 FTE employment opportunities supported. We will keep working in partnership to ensure the benefits from this increase in procurement are realised by Aboriginal businesses of varying sizes, and in diverse locations, across NSW.

In 2022, NSW Procurement will start reviewing Aboriginal Procurement Policy, in consultation with Aboriginal stakeholders.

State of the Aboriginal Business Sector report and the release of a First Nations economic prosperity framework

NSW Treasury has done significant consultation, research and data analysis to better understand what is needed to support Aboriginal employment, business and economic prosperity. In February 2022, it published two reports outlining what it had learned so far. Final findings and recommendations will be reported in late 2022 via the first NSW State of the Aboriginal Business Sector report and release of a First Nations economic prosperity framework.

Aboriginal procurement participation

The NSW Health 2022–23 Aboriginal Procurement Participation Strategy was published in March 2022. It sets out 3 key priorities:

- aid Aboriginal businesses through improved access to information and support, and by developing knowledge, skills and trust to effectively identify and connect with them
- improve staff awareness and capability in Aboriginal procurement and increase sharing activity, initiatives and outcomes across NSW Health, via central leadership
- identify and report on Aboriginal owned businesses that have been contracted or engaged by Health, and keep reliable data to help identify and manage opportunities for Aboriginal owned businesses.

The NSW Government Aboriginal Procurement Policy sets annual targets for NSW Health. As of 31 March 2022, NSW Health had:

- spent \$203.6 million with Aboriginal businesses, far exceeding the annual \$19.6 million target
- awarded 91 goods and services contracts (valued over \$10,000) to Aboriginal businesses, exceeding the full year target of 66.

Socio-economic outcomes

In addition to the Priority Reforms, the National Agreement outlines 17 Socio-Economic Outcomes to enhance the lives of Aboriginal people. As noted, each of these outcomes has an associated target to measure progress against. These each have a very specific focus and measurable goals. For more information, visit <https://www.closingthegap.gov.au/national-agreement/targets>

We have provided a summary of each socio-economic target; with details on performance, a snapshot of key actions taken over the year and an outline of key future focus areas. There is much more work to do over the lifetime of the National Agreement so Aboriginal people in NSW see meaningful reform and experience better outcomes.

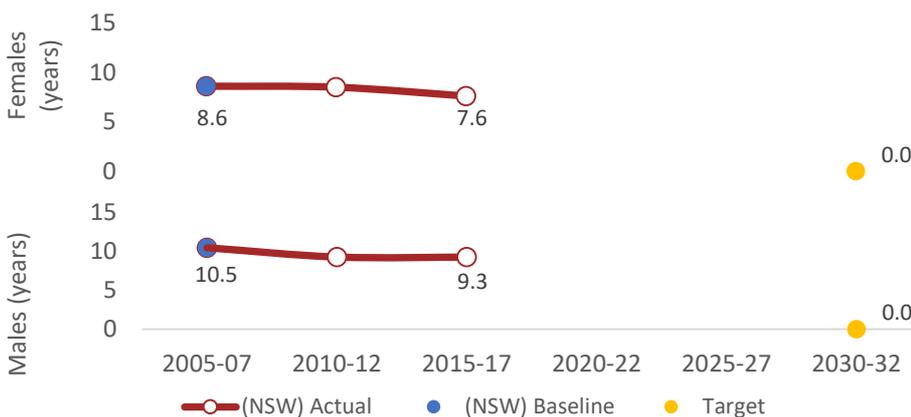
Performance data is still reliant on information provided by the Productivity Commission, and often there is limited information to comment on. As Closing the Gap initiatives are implemented, performance data sections will be expanded in future annual reports.

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

Performance data

Target: Close the Gap in life expectancy within a generation, by 2031	Improving (since baseline)
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Measure: Difference in estimated life expectancy in NSW for Aboriginal and Torres Strait Islander children and non-Indigenous children at birth (ABS)



In NSW, the gap in life expectancy has reduced over time for both males and females, but there has been no data released since 2015–17. Based on historic trends of gradual improvement, the target will not be achieved.

Closing the Gap responses may take years to translate into improvements in life expectancy. Whole of government action on the social determinants of health, like reducing unemployment and increasing household income, is critical.

Caution is required when interpreting trends, because of changes in Aboriginal identification across data collections and over time, and variation across geographies and socio-economic groups. Due to much smaller numbers of deaths and births, the Aboriginal infant mortality rate is also more sensitive to random and systematic fluctuations in birth and death registrations from period to period than the non-Aboriginal rate, and this affects movement in the size of the gap.

Actions taken

Work is progressing on a range of initiatives including:

- The NSW Aboriginal Cancer Governance and Engagement Framework supports a collaborative approach to improving cancer outcomes, including engagement with Aboriginal Elders and community members.
- The Cancer Institute is looking for ways to improve cancer outcomes through prevention initiatives, screening programs, better treatment services and clinical trials at local and state-wide level. It is working with NSW's Aboriginal Health and Medical Research Council (AH&MRC) to develop the second Reporting for Better Cancer Outcomes: Aboriginal people in NSW report. Bringing together the latest information on cancer incidence, mortality and service provision from a NSW and NSW AH&MRC regional perspective, the report will assist in identifying priorities.
- The Renal Supportive Care initiative integrates the skills of renal medicine and palliative care to help patients with chronic and end stage kidney disease better manage their symptoms and by supporting them to live as well as possible. Part of NSW's Leading Better Value Care initiative, the program is delivered across 49 NSW sites, including rural and remote areas. Services are available to all patients with stage 4 or 5 kidney disease.

Future focus areas

In partnership with NSW CAPO, the NSW Government will:

- develop a model of care for the Aboriginal Cancer Care Pathway that enables better prevention, increased screening and earlier diagnosis
- in recognition that Aboriginal people are best placed to provide care for their peers, develop a new 24 hour Aboriginal health practitioner emergency department model
- seek to make 715 health checks* more widely available and strengthen the Aboriginal health workforce.

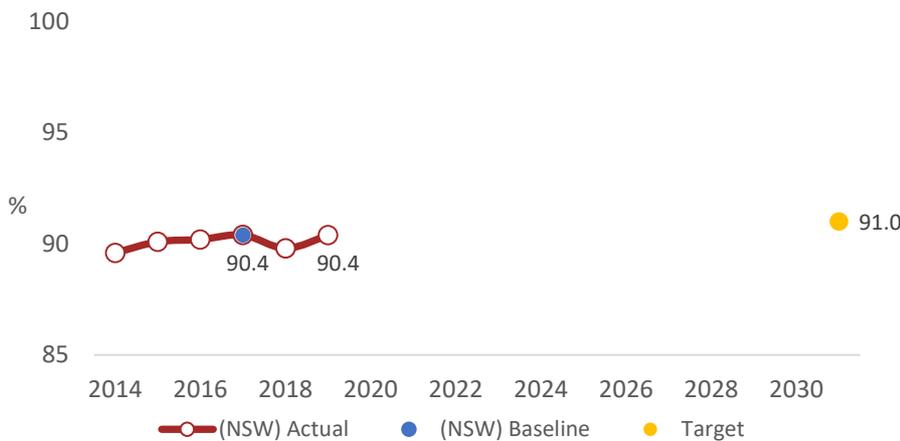
*A 715 is a free health check available to Aboriginal and Torres Strait Islander peoples once a year, with free follow-up care if needed. It can identify health risks early and prevent chronic conditions developing.

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

Performance data

Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander babies with a healthy birthweight to 91 per cent	No change (since baseline)
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Measure: Live-born singleton, Aboriginal and Torres Strait Islander babies of healthy birthweight in NSW (AIHW)



In NSW, the proportion of Aboriginal babies with a healthy birthweight is stable at 90%. This is shown in both the Productivity Commission measure and the NSW indicator, which has an additional data point. To achieve this target, an absolute increase of 1% in healthy birthweights is needed. Closing the Gap responses may take years to produce this result.

Birthweight is an important indicator of infant health while low birthweight is associated with poorer outcomes. Factors contributing to low birthweight include inadequate antenatal care and a lack of supports to encourage healthy behaviours while pregnant.

- In NSW, the proportion of Aboriginal mothers who received antenatal care before 14 weeks gestation increased from 50% in 2013, to 76% in 2020.
- NSW Health is supporting healthy behaviours during pregnancy through a combination of targeted and universal strategies.

Actions taken

Work is progressing across a range of initiatives including:

- funding maternity services specifically for Aboriginal families, including Aboriginal Maternal and Infant Health Services (AMIHSs)
- the national Safer Baby Program that aims to reduce stillbirth – includes reducing smoking in pregnancy
- the Stay Strong It’s Worth It campaign that aims to raise awareness about the risks of drinking alcohol during pregnancy among women with an Aboriginal baby, their partners and families.

Future focus areas

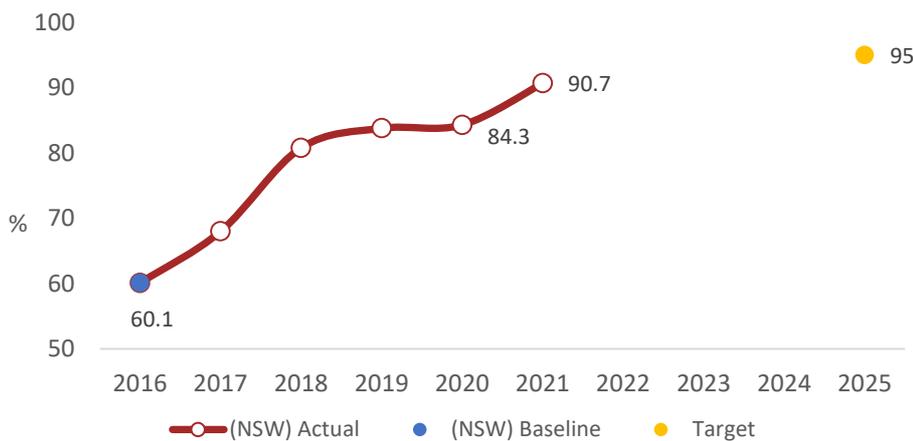
Community consultations told us we need to increase the number of women’s services on Country, locally run and culturally appropriate:

- We will strengthen culturally safe maternity care partnership models, including AMIHSs.
- In 2023, we will explore innovative Birthing on Country models of maternity care.
- We will scale up the online training program, ‘Yarning about Alcohol and Pregnancy’.

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

Performance data

<p>Target: By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Full-time Schooling (YBFS) early childhood education to 95 per cent</p>	<p>Improving (since baseline)</p>
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*Year before full time schooling (YBFS)

Note: In 2021, NSW saw an increase of 29% in people identifying as Aboriginal or Torres Strait Islander. This will impact the percentage of Aboriginal and Torres Strait Islander children enrolled in the YBFS figure.

Actions taken

In June 2021 the Department of Education launched the First Steps strategy. The strategy is a five-year plan that solidifies the department’s commitment to ensuring the best educational outcomes for Aboriginal children. We want to ensure that every Aboriginal child and family feels welcomed and that their culture is valued at their early childhood education and care (ECEC) service.

The NSW Department of Education’s vision is that all Aboriginal children in NSW can access quality early childhood education (ECE) and are supported to embrace their culture and identity for a strong start to lifelong learning.

- The Aboriginal First Steps ECE Strategy was co-designed and publicly released. The NSW government also invested \$20 million into ACCO ECE services for program delivery during 2020–21. It has committed to strengthening ACCO ECE services and is currently working with Aboriginal businesses to deepen understanding of what sector supports would be valued in them.
- The Ningana No More (NNM) program continued to increase Aboriginal languages being taught by NSW ECEC providers. The program established a regional hub approach to language delivery in the Gumbaynggirr region and is expanding to three other regions in NSW to strengthen language delivery.
- An evaluation of the Aboriginal Families as Teachers Program (AFAT) found that it exceeded the expected outcomes of its five core objectives. AFAT has expanded into new communities including Menindee, Broken Hill and Brewarinna, with new areas to be included in 2022. The program will also focus on supporting the developmental outcomes of Aboriginal children participating in the program.
- A provider has been selected and consultations commenced to develop an ECE cultural safety framework.
- 25 early childhood education scholarships were awarded to scholars who identified as Aboriginal and/or Torres Strait Islander.

Future focus areas

In 2022–24, our focus will be on:

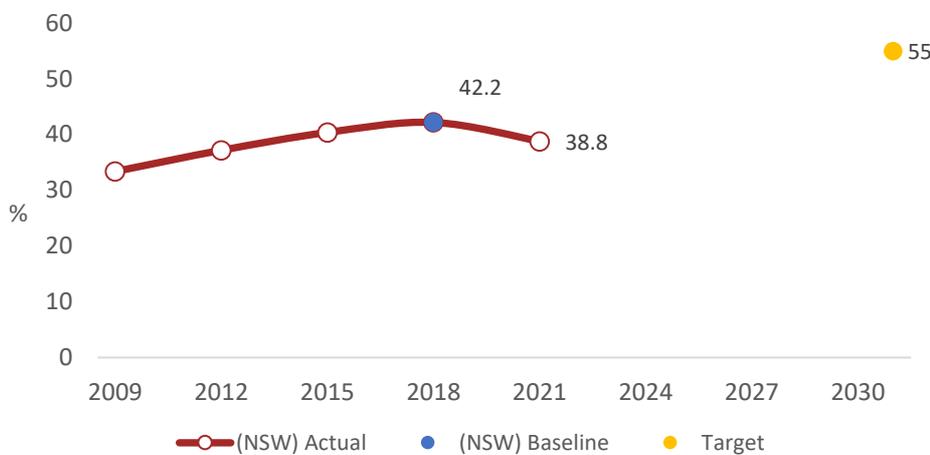
- delivering Connecting to Country training for early childhood educators
- developing a cultural safety framework for ECE
- establishing early childhood Aboriginal engagement officers
- expansion of Aboriginal regional language hubs
- development of culturally appropriate tools to assess developmental outcomes of Aboriginal children, with culturally appropriate early intervention where necessary
- investment into supporting ACCO ECEs
- scoping and establishment of 6 new Aboriginal Child and Family centres
- universal pre-kindergarten which includes up to 5 days a week of preschool education implemented in Aboriginal communities and delivered by Aboriginal ECEC providers.

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

Performance data

<p>Target: 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</p>	<p>Worsening (since baseline)</p>
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Measure: Aboriginal and Torres Strait Islander children in NSW assessed as developmentally on track in all five domains of the AEDC (DESE)



*NB: DESE stands for the Department of Education, Skills and Development.

In NSW, the proportion of Aboriginal children who are developmentally on track has increased over time but dipped between baseline and 2021. To achieve the target, an absolute increase of 16.2% is needed. Closing the Gap responses may take years to translate into improvements in early childhood development.

Two additional data sources provide some indication of the development of Aboriginal children in NSW:

- The proportion of Aboriginal children attending a preschool program in the year before starting school is high (91%) and has increased substantially since 2016.
- The proportion of Aboriginal children who are fully immunised is high – 95% at 1 year of age and 97% at 5 years of age – and stable.

Actions taken

Work is progressing across a range of initiatives including:

- First 2000 Days Framework – a program to improve universal services and offer targeted support during the first 2,000 days of a child’s life (conception to age 5).

- Brighter Beginnings – a whole of NSW Government program to deliver a universal health, education and community service system that is equitable, accessible and lifts the prospects of every child. The 2022–23 NSW Budget included a \$376 million over 4 years commitment to Brighter Beginnings initiatives.
- Building Strong Foundations for Aboriginal Children, Families and Communities – a program providing a free, culturally safe and appropriate early childhood health service for Aboriginal children from birth to school entry age, and their families.

Future focus areas

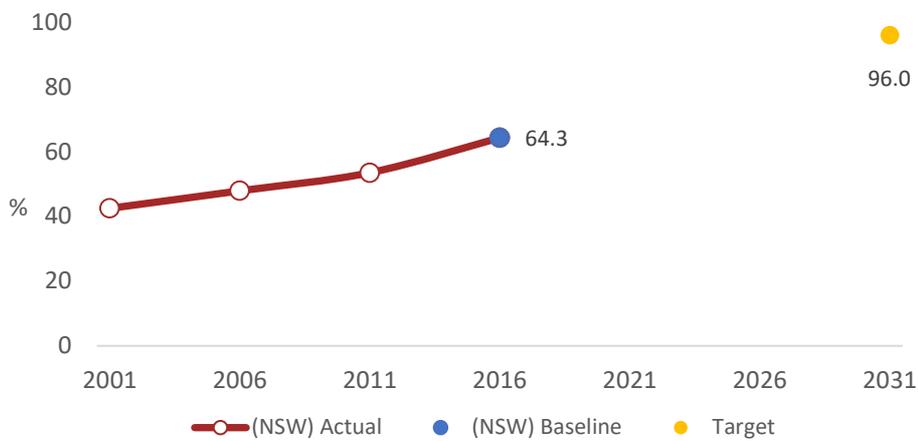
- Community consultations told us we need to increase the availability of services and skilled clinicians to identify early issues. So, in 2023, NSW Health will work with the Department of Education and NSW CAPO to scope opportunities for ACCO involvement in Brighter Beginnings, with a focus on early child development and Aboriginal families. The roll out of Brighter Beginnings initiatives committed to in the 2022–23 NSW Budget will include health and development checks in NSW preschools, giving potentially thousands of parents vital health information they are currently missing out on. This will help them ensure their child has the best start in life.
- Expansion of pregnancy family conferencing which provides early intervention so families can better plan for a successful start to their parenting journey, keeping mothers and their children together.
- Expansion of Sustaining NSW Families, a nurse-led home visit program, which helps strengthen the relationships between children and parents/carers by building their capacity to give a child the best start in life.
- Increased support for existing Aboriginal Child and Family Centres and funding to build more centres, which deliver culturally safe services and supports for Aboriginal families with children aged 0-8.
- Development of the Digital Baby Book, which is critical to delivering a personal child digital health record to support holistic, lifetime-improved health outcomes.

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

Performance data

Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander peoples (age 20–24) attaining year 12 or equivalent qualification to 96 per cent	No change / update (since baseline)
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Measure: Aboriginal and Torres Strait Islanders in NSW who have attained Year 12 or equivalent; or Certificate III or above, 20-24 years (ABS)



Actions taken

- The Pirru Thangkurray cultural engagement and goal setting program was implemented across 21 NSW Public School sites, engaging 335 students. It increased student enrolments by 115% in 2021.
- Aboriginal Learning and Engagement Centres now operate in 32 secondary schools. ‘Tell Them From Me’ surveys indicate that students feel a stronger cultural identity in schools with these centres.
- The Connected Communities strategy is being delivered at 33 schools.
- Local Aboriginal cultural knowledge is at the centre of teaching. The NSW AECG Aboriginal curricula is being piloted at Gorokan High School with Year 7 (180) and Year 8 (160) students.
- The Community Connectors program has been implemented across two pilot sites, Orange and Tamworth. Due to the program’s success, it will be expanded once consultations are complete (Bega has been identified as an additional site for late 2022).
- ‘Turning Policy into Action Professional Learning’ was completed by 6,980 NSW Department of Education staff members – an increase of 53% since January 2020.
- New ‘Aboriginal Histories and Culture Professional Learning’ was completed by 11,123 NSW Department of Education staff members – an increase of 181% since January 2020.
- From January–May 2022, ‘My Future My Culture My Ways’ had 1,205,440 impressions on social media and 6,970 click-throughs to web page content.
- 25 universal resources with guided and strategic support became available during Semester 2, 2022.

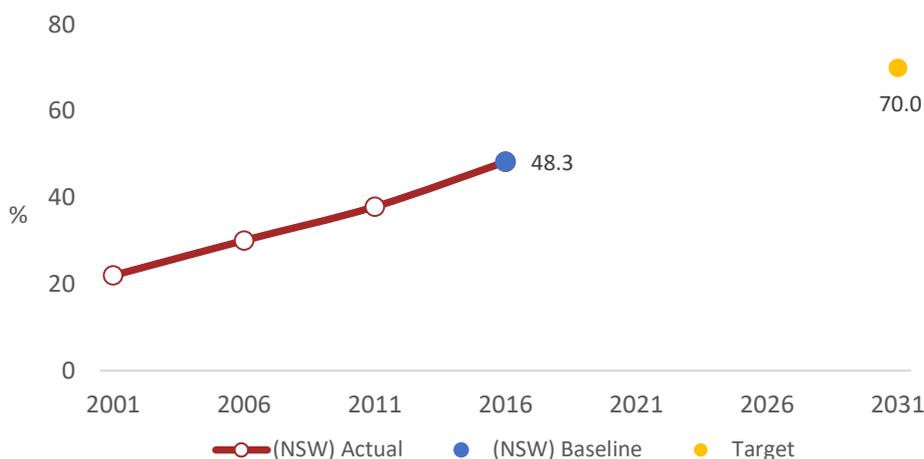
Future focus areas

- Expand the Pirru Thangkuray program, Aboriginal language and culture nests, and the use of the AECG approach used in the Gorokan high pilot.
- Establish an AECG regional operations model.
- Build on student and communities’ stories of success in ‘My Future, My Culture, My Ways’ communications.
- Deliver the ‘Perfect Presence’ pilot program.
- Develop a culturally responsive evaluation framework.
- Promote support and resources for Aboriginal families wanting to make complaints.
- Support the implementation of the anti-racism policy.
- Review suspension centres.
- Review personalised learning pathways (PLP) guidelines.

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

Performance data

<p>Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander peoples aged 25–34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent</p>	<p>No change / update (since baseline)</p>
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Actions taken

- Smart and Skilled provides eligible NSW students with subsidised training, up to and including Certificate III, as well as government funding for higher-level courses (Certificate IV and above) in targeted priority areas. Across NSW, it provides subsidised training to 27,303 Aboriginal students.

- 7,020 Aboriginal apprentices and trainees are currently in training with 4,176 employers.
- Barranggirra Skilling for Employment initiative: Six providers covering all of NSW are providing culturally appropriate mentoring for Aboriginal and Torres Strait Islander learners. There is strong demand. Steps are in place to expand mentors in south western and western Sydney, and western NSW. At 30 June 2022, 563 Aboriginal apprentices and trainees, (including school-based apprenticeships and traineeships (SBATs)) were receiving mentoring support.
- The Department of Education is delivering on the Infrastructure Skills Legacy Program. 2,414 Aboriginal people have worked on 19 government infrastructure projects from June 2016 to June 2022.
- 5 opportunity hubs have been delivered across NSW. From 1 January to 30 June 2022, they engaged with 3,381 students in 174 schools, brokered 91 employment and training opportunities and supported 40 school leavers to transition to further study or employment.

Future focus areas

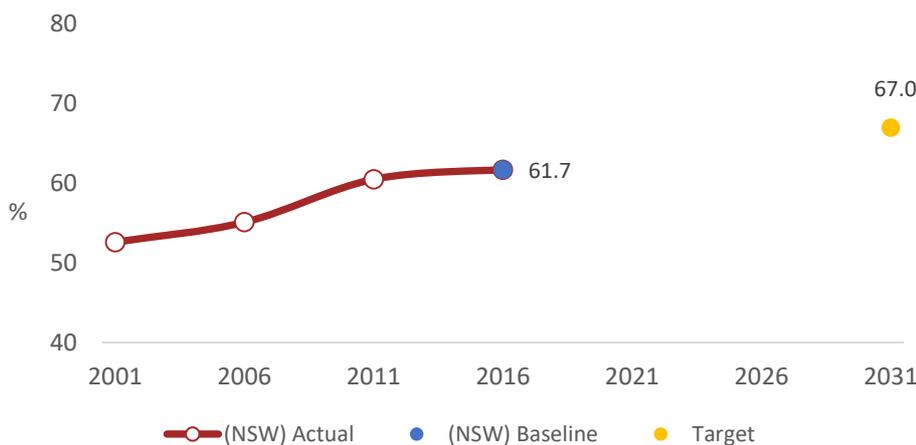
- We will ensure the Barranggirra Skilling for Employment initiative is as effective as possible.
- Careers NSW will expand career guidance services.

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

Performance data

Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent	No change / update (since baseline)
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Measure: Aboriginal and Torres Strait Islanders in NSW, aged 15 to 24 years who are fully engaged in employment; education or training (ABS)



Actions taken

Programs like Smart and Skilled, Barranggirra, the Infrastructure Skills Legacy Program and opportunity hubs (mentioned in SEO 6 above) are also working to increase the proportion of Aboriginal youth in employment, education or training. Regional industry education partnerships

also play a part. Since April 2021, over 25,000 career development opportunities have been provided – almost 12,000 opportunities for students from low socio-economic schools. 693 employers/business partners have participated in the program.

The Elsa Dixon Aboriginal employment grant subsidises the employment of Aboriginal people in public service and local government agencies. In 2021–22 a record number of 168 school based trainee positions, as well as 4 permanent and 3 temporary roles were funded for Aboriginal young people. Forecasting for 2022–23 shows that, as a minimum, demand will double.

Future focus areas

As stated in SEO 6 above, we will ensure the Barranggirra Skilling for Employment initiative is as effective as possible, while Careers NSW will expand career guidance services.

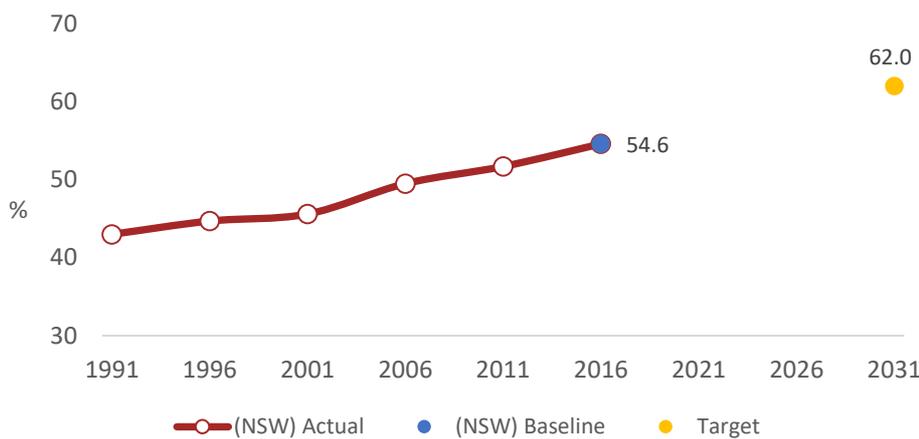
In addition, we will develop an Aboriginal Workforce and Leadership Strategy and a 2022–25 Innovate Reconciliation Action Plan, while the Elsa Dixon Aboriginal employment grant will be expanded to ACCOs.

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

Performance data

Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent	No change / update (since baseline)
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Measure: Share of Aboriginal and Torres Strait Islanders in NSW, aged 25 to 64 who are employed (Census 2016, ABS)



Progress against Target 8 appears to be improving, but the data is updated infrequently and therefore not recent. In 2016, 54.6% of Aboriginal peoples in NSW between 25 to 64 years were employed, an increase of 2.9% since 2011.

Data from the ABS’s National Aboriginal and Torres Strait Islander Health Survey (NATSIHS) serves as an additional performance indicator. It shows that 54.4% of 15-64 year old Aboriginal and Torres Strait Islanders in NSW were employed in 2018–19. This was an increase of 1.3% from 2014–15. It is

important to note that this figure is for a broader age group (15–64 years) than the 5-yearly census-based target of 25–64 years.

The NATSIHS dataset is specifically designed to be representative of the Aboriginal and Torres Strait Islander population and data is collected face-to-face by trained interviewers every 3 years on average. Its results are widely used by other state and national government agencies for measuring Closing the Gap outcomes.

Together, NATSIHS and ABS census data can deliver a snapshot of employment approximately every two years. To reduce this reporting lag, appropriate proxies for employment need to be identified, or efforts made to collect employment data more frequently.

Work is underway to better understand the relationship between education, health and justice outcomes on employment. It is considering whether lead indicators for employment are appropriate proxies where data is inadequate or infrequent. Proxies will be used only if a statistically significant relationship is identified. Better indicators will make it easier to measure the outcomes that employment initiatives deliver for community.

The Department of Enterprise, Investment and Trade (DEIT) will also investigate the impact of the significant increase in the NSW Aboriginal population on employment outcomes (up by 29% in the 2021 census from 2016).

Actions taken

- We have started planning the Aboriginal Enterprise Strategy, and the One-Stop-Shop – an online consolidation of NSW Government business support services.
- The Office of Sport has provided three school-based traineeships for Aboriginal students.

Future focus areas

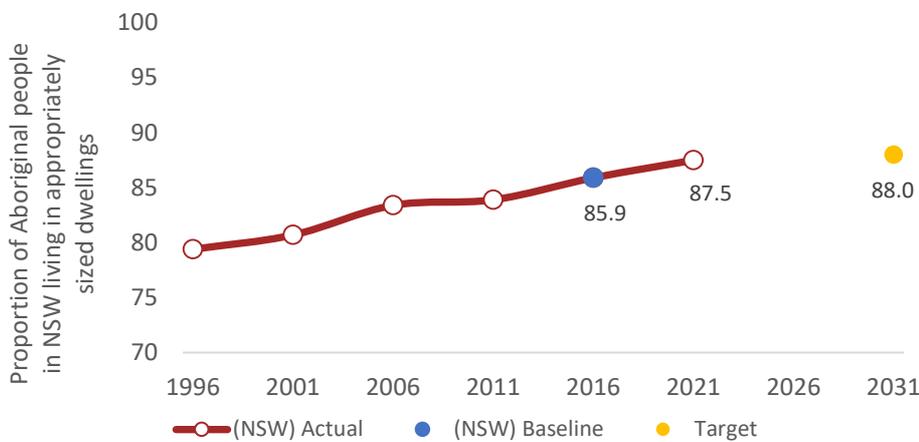
- Stakeholder engagement, research and drafting of the Aboriginal Enterprise Strategy.
- Workshops will be offered as part of the Aboriginal Tourism Business Activation program.
- Aboriginal communities will lead design of strategies to continuously improve participation, retention and completion rates for new education and training model micro-credentials.

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

Performance data

Target: By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent	Improving (since baseline)
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Measure: Aboriginal and Torres Strait Islanders in NSW living in an appropriately sized dwelling (ABS)



NSW is on track to exceed the target of increasing the proportion of Aboriginal and Torres Strait Islander peoples living in appropriately sized (not overcrowded) housing to 88%.

Social housing indicators were determined at the household level, whereas Target 9’s ‘88% by 2031’ was derived from the census and is at the population-level. New census data, soon to be released, will provide population level information on progress. Social housing indicators are the most comparable data currently available.

Steps are being taken to gain endorsement of household level measurement as a proxy between 5-year census data, alongside more frequent 6 monthly reporting.

Actions taken

- Delivered 82 dwellings with a further 94 homes under construction as at 30 June 2022. This strong performance was achieved despite the ongoing challenges associated with Covid and construction materials/trade supply issues, and significant issues with severe weather and flooding throughout the year.
- The AHO was also awarded \$150m from 2022–23 to 2024–25 to deliver:
 - 200 new culturally appropriate homes for Aboriginal families
 - 260 significant upgrades to properties across the state including regional and remote areas such as Menindee, Broken Hill, Coonamble and Cobar

- This funding will also provide 4,440 climate resilience upgrades to Aboriginal social homes.
- The AHO will also deliver \$35m of Economic Recovery programs in 2022–23:
 - \$15m relates to grants for the Aboriginal Community Housing Providers as part of the Aboriginal Community Housing Investment Fund (ACHIF) program
 - \$20m relates to the delivery of 24 new homes in remote and regional areas.
- Aboriginal participation in construction (APIC) was 30% of all hours worked and 9% expenditure on AHO properties, well above the AHO target of 20% participation and 5% spend target as part of our AHO Aboriginal Procurement Guidelines.
- In 2021-22 AHO’s capital program created 2,614 jobs with 780 of these jobs going to Aboriginal workers in NSW.
- In Tranche 2 of Property Management Transfers 445 properties were transferred to Aboriginal Community Housing Providers for management.
- A Tender was completed for Tranche 3 of the Property Management Transfer Program awarding 734 properties to Aboriginal Community Housing Providers for management.
- 1,217 Aboriginal families were supported through the Services Our Way program
- AHO Home Ownership program – 86 home ownership opportunities were realised for Aboriginal people, with an additional 19 Aboriginal applicants approved for a grant.

Future focus areas

NSW CAPO and the Department of Planning and Environment secured funding to deliver initiatives that will improve the supply of dedicated Aboriginal housing and address overcrowding – for example, using tenant support models and culturally appropriate design.

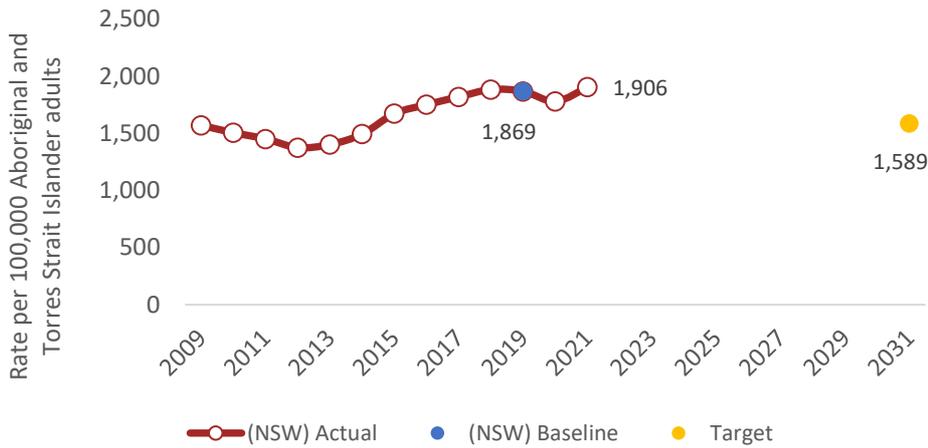
Measuring appropriately sized housing

This target determines appropriately sized (not overcrowded) occupancy for Aboriginal households by applying the Canadian National Occupancy Standard (CNOS). CNOS measures household size and composition to determine whether a household is deemed to be experiencing a degree of overcrowding. NSW CAPO acknowledges that there is a need for definitions and measures of overcrowding to be strengths-based and culturally responsive, with consideration of Aboriginal mobility and kinship obligations. NSW CAPO are working towards developing a definition that supports Aboriginal households in determining whether they are experiencing a degree of overcrowding.

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

Performance data

Target: By 2031, reduce the rate of Aboriginal and Torres Strait Islander adults held in incarceration by at least 15 per cent	Worsening (since baseline)
Measure: Age-standardised imprisonment rate of Aboriginal and Torres Strait Islanders in NSW (ABS)	



Actions taken

- Progression of a ten-year partnership for the Justice Reinvestment Program including identification of potential sites and evaluation options
- Consultation with key stakeholders, and data analysis prepared by NSW Bureau of Crime Statistics and Research (BOCSAR), around potential activities to test new and improved ways of administering bail
- Aboriginal Services Unit – Nowra team is working in partnership with the Aboriginal Legal Service (ACT/NSW), Nowra Police, Legal Aid NSW and Nowra Court registry to deliver a pilot project aimed at improving compliance with bail conditions and reducing the likelihood of bail breaches.

Future focus areas

The Partnership between NSW CAPO and DCJ has plans to allocate funding specifically for Closing the Gap initiatives then co-design and implement programs in partnership with Aboriginal communities and organisations and, where possible, Aboriginal staff. DCJ will look for new ways to include Aboriginal Elders and respected community members in discretionary decision making – for example on bail determinations and sentencing.

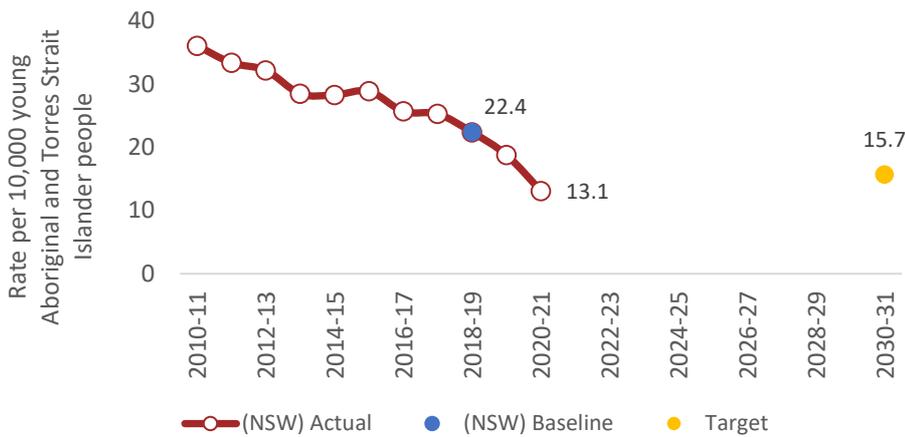
ALS (NSW/ACT) will lead the development and implementation of priority initiatives, working alongside bodies such as the NSW Aboriginal Justice Partnership, Throughcare Strategy and the Bail Support program.

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

Performance data

Target: By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by at least 30 per cent	Improving (since baseline)
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Measure: Young Aboriginal and Torres Strait Islander people in detention in NSW on an average day (AIHW)



At 31 March 2022, the Aboriginal youth detention population was 94, an increase of 25 from the last quarter (31 December 2021), but well below the 2019 baseline number of 131. As with the adult population, youth detention has also fallen since the COVID-19 pandemic. However, the youth population was already on a sustained downward trajectory prior to 2020. This suggests that, even after the operations of the criminal justice system return to ‘normal’, this target will continue to perform well. Again, following the adult pattern, current increases are being felt most acutely at the front-end of the criminal justice system, within the remand population.

Actions taken

DCJ will partner with ALS (NSW/ACT) and NSW CAPO to develop and implement an ongoing process to share data with community, capture their insights and feed these into NSW efforts to close the gap.

Work, approved by DCJ and ALS (NSW/ACT) through a partnership approach with justice stakeholders, includes activities to broaden the traditional focus of the justice sector and work with the Department of Education; considering the individual needs of children and young people and building upon the strengths of family connection. This responds to the needs, reflected in community consultations, for structural change, greater shared decision-making, stronger community control and more government accountability so children and young people have less contact with the criminal justice system.

Future focus areas

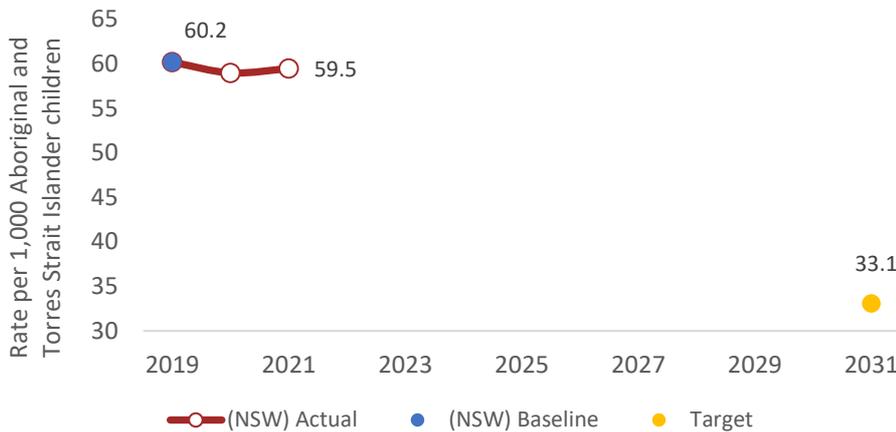
Funding has been secured for four Closing the Gap priority initiatives in 2022–23: NSW Aboriginal Justice Partnership; Throughcare Strategy; Bail support program; and Therapeutic Pathways for Children.

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

Performance data

Target: By 2031, reduce the rate of overrepresentation of Aboriginal and Torres Strait Islander children (0-17 years old) in out-of-home care by 45 per cent	Improving (since baseline)
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Measure: Aboriginal and Torres Strait Islander children aged 0-17 years in out-of-home care in NSW (NSW Govt. / ABS)



There was a minor reduction in the rate of Aboriginal children in out-of-home-care (OOHC) per 1,000 population compared to the baseline rate.* However, this more reflects the population of Aboriginal children increasing, than the number of Aboriginal children in OOHC decreasing. Unless the current rate of change is substantially accelerated, NSW is unlikely to achieve the 2031 target rate of 33.1 per 1,000.

Between 1 April 2021 and 31 March 2022, 960 Aboriginal children entered OOHC while 1,057 exited. This led to a decrease in the number of Aboriginal children in OOHC (6,689) at March 2022, compared with 6,771 in March 2021. Despite this, the proportion of Aboriginal children in OOHC has been increasing steadily. This is because the number of non-Aboriginal children in OOHC is going

* The calculation of the rate per 1,000 is based on ABS estimates of the population of Aboriginal children aged 0–17 at 30 June each year. The ABS estimates used in this chart were extracted from 3238.0 Estimates and Projections, Aboriginal and Torres Strait Islander Australians, 2006 to 2031 (22 July, 2021 release). Aboriginal child population estimates are updated when new census data is released and after any regular updates to estimated populations. Quarterly data shown are unpublished – only end of financial year (June) data are publicly available in the Report on Government Services (RoGS).

down at a faster rate than for Aboriginal children. A higher proportion of Aboriginal children entered OOHC (45.8% for the period 1 April 2021 to 31 March 2022) than exited.

Actions taken

DCJ will work with Absec and NSW CAPO to develop and implement an ongoing process to share data with community and capture their insights to feed into this process.

- 11 public consultations were held on the Family is Culture (FIC) legislative recommendations between 26 April and 27 May 2022 with strong engagement from more than 130 Aboriginal community stakeholders. A mapping project was completed which will assist in prioritising the recommendations, which are co-led by DCJ, AbSec and the Aboriginal Legal Service (NSW/ACT).
- 3 workshops were held in May–June to look at addressing Aboriginal overrepresentation:
 - reduce removals – recommended a consistent process and Aboriginal oversight to key decision points leading up to, and including, the decision to remove children
 - increasing restorations – recommended a dedicated team to review case plan goals and reassess permanency outcomes for Aboriginal children in OOHC in NSW, where only 6% of Aboriginal children have a case plan goal of restoration to their parent/s
 - diversion from OOHC – recommended referral pathways for families to early intervention supports from mandatory reporters and the Child-protection Helpline so families do not escalate into the OOHC system
- Full implementation of the Aboriginal Case Management Policy (ACMP) in the Hunter Central Coast district commenced. Fieldwork started in the Wyong Community Services Centre, with a local Aboriginal staff working group to support rollout. A state-wide steering committee has been formed to support broader implementation.

Future focus areas

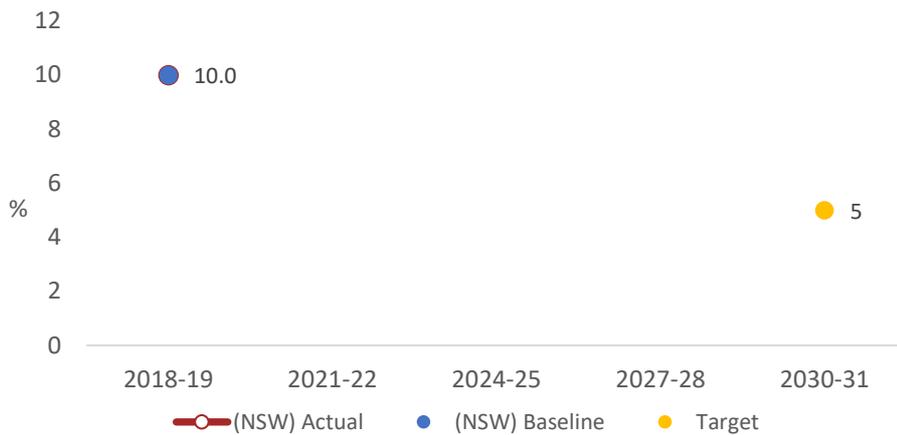
- The Aboriginal OOHC Transition project will launch, in partnership with AbSec and the Association of Children’s Welfare Agencies (ACWA).
- Consultations on the new cultural development and learning framework, with an implementation target of early 2023.
- The Child Wellbeing Unit’s (CWU’s) agreed principles for working with Aboriginal children, young people and families are due in August 2022. A process evaluation of CWU has begun.
- The second of two community engagements will happen in August, focused on assessments of safety, risk, and family strengths and needs.
- DCJ, in partnership with AbSec, will facilitate ‘Listen and Learn’ workshops on the AFP model with community, service providers and DCJ districts.
- NSW Government will respond to the findings of the current NSW Parliamentary Inquiry into the Child Protection and Social Services System.
- AbSec to work in four locations to implement local Aboriginal community consultation mechanisms supporting Aboriginal case management policy in practice, including implementation of the Hunter Central Coast community consultation mechanism.

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

Performance data

Target: By 2031, the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children is reduced at least by 50 per cent, as progress towards zero	No change (since baseline)
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Measure: Aboriginal and Torres Strait Islander females 15+ years old in NSW who experienced domestic physical or threatened physical harm (ABS)



The number of domestic assault incidents against Aboriginal women and children for the latest 12 month period (April 2021–March 2022) was 2,957. NSW is currently off track to achieve this target.

As the latest data point in this series is unreliable,* it does not allow for any analysis of performance for the last quarter. However, the medium term trajectory of this measure, between 2019 to 2021, is in the wrong direction.

Actions taken

DCJ will work with the Aboriginal Legal Service (NSW/ACT) and NSW CAPO to develop and implement an ongoing process to share data with community, capture their insights and feed these into NSW efforts to close the gap.

- DCJ is working to increase ACCOs’ capacity to assist people affected by domestic and family violence.
- The Bennelong Aboriginal Men’s Council will be engaged by NSW Government. In 2022–23 this partnership will inform activities to help achieve Target 13, including hosting yarning

* In January 2022, it became mandatory for NSW Police to record when victims of crime are Aboriginal people. This has resulted in a noticeable 2022 increase in Aboriginal victims compared with previous years. BOCSAR is working on retrospectively identifying which past victims of crime were Aboriginal. This will allow a consistent time series for this indicator. Once new data is available in September 2022, BOCSAR will reset the baseline for this target.

circles to connect and support Aboriginal male community leaders in representing, and advocating for, their communities.

Future focus areas

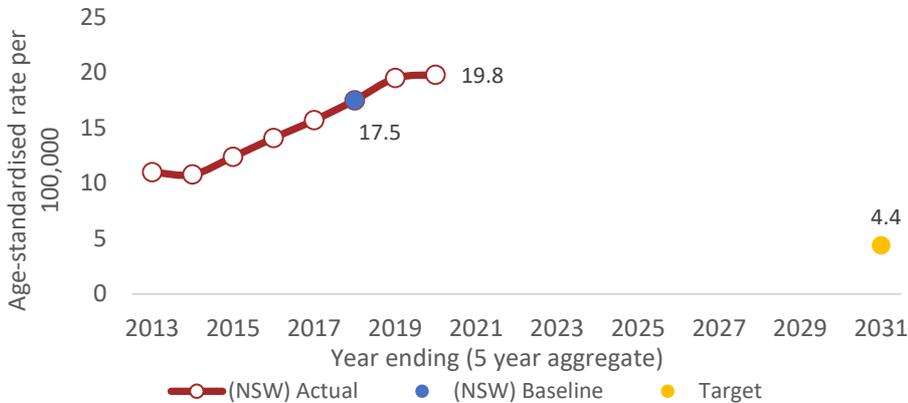
- Work will happen to implement the Aboriginal Women’s Advisory Network (AWAN) and co-design a partnership model between AWAN and the NSW Government. The partnership will develop a data dashboard with BOCSAR and Family and Community Services Insights, Analysis and Research (FACSIAR) to track progress and inform prioritisation of efforts to achieve the target.
- AWAN will engage with community across NSW to inform an early intervention and prevention plan, including recovery and healing initiatives.

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

Performance data

Target: Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero	Worsening (since baseline)
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Measure: Mortality due to suicide, Aboriginal and Torres Strait Islander people in NSW (ABS; 5 year aggregate)



The suicide rate and number of suicides among NSW Aboriginal people have both increased since 2014.*

NSW is not on track to meet the target. During 2016–20, suicide rates in NSW Aboriginal people were below the national average and the lowest of the five states for which data is available.

* Caution is required when interpreting rate trends, because of changes in Aboriginal identification across data collections and over time, and variation across geography and socio-economic groups.

Actions taken

Work is progressing across a range of initiatives including:

- the Strategic Framework for Suicide Prevention in NSW 2018–23 includes Towards Zero Suicides initiatives
- NSW Health’s integrated Prevention and Response to Violence, Abuse and Neglect Framework is the key strategic platform for improving public health responses to all forms of violence, abuse and neglect relating to Aboriginal people and communities.

Future focus areas

Health cluster community consultations told us that we need an effective, culturally safe, quality mental health model of care, especially for young people, and should expand the Building on Aboriginal Communities Resilience program. We will explore the expansion. In addition:

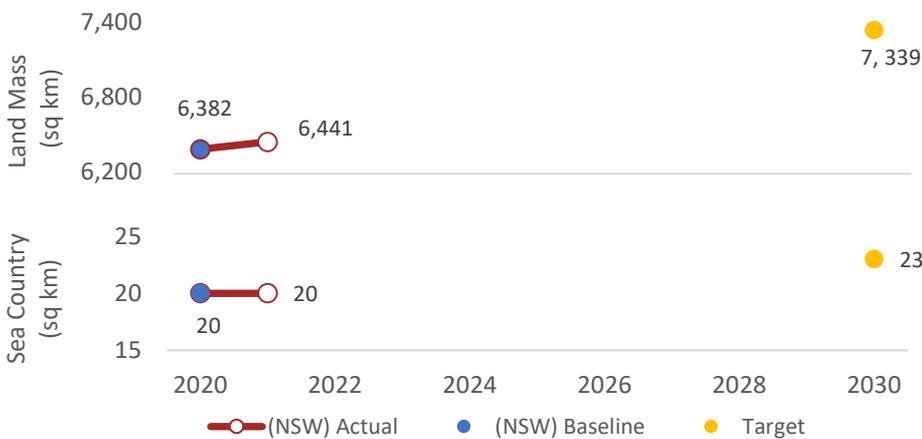
- NSW Health and the AH&MRC have secured \$19.9 million to develop mental health models of care and increase suicide prevention. These initiatives contribute towards the SEO 14 target
- In 2023, we will develop an evidence-based implementation plan for an effective, culturally safe, quality model of care for Aboriginal people
- We will invest in local healing facilities to address trauma and the needs of the Stolen Generations.

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

Performance data

Target: By 2030, a 15 per cent increase in Australia’s land mass subject to Aboriginal and Torres Strait Islander people’s legal rights or interests	Improving (since baseline)
Target: 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	No change (since baseline)

Measure: Area of Land mass and Sea country in NSW subject to Aboriginal and Torres Strait Islander people's legal rights or interest (NNTT)



Target 15a: in 2021, there was a 1% increase in land subject to Aboriginal people's legal rights and interests from baseline in 2020. More recently (between Jun-21 and Jun-22), land subject to Aboriginal people's access also increased. Target 15b: no progress has been made from the baseline.

Actions taken

Government is making efforts to progress outcomes related to the target. There are legal rights and interests (such as native title determination and Indigenous Land Use Agreements, *Aboriginal Land Rights Act 1983*, and Aboriginal ownership under Part 4A of the *National Parks and Wildlife Act 1974*) and agreements that facilitate access to land.

Future focus areas

Funded initiatives under Closing the Gap include reforms to better align the Native Title and Land Rights systems, increase land transfers to Aboriginal communities and people, and provide support

* SEO 15 – ‘Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters’ currently has two parts which are measured separately: 15A (land rights) and 15B (sea rights).

to Aboriginal communities to activate the full economic and cultural potential of lands that have been transferred.

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

Performance data

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

SEO16 is a new area under Closing the Gap and there is no baseline data. The NSWIP 2022–24 Key Action Area 1 aims to support the establishment of a baseline, informed by the voices of NSW Aboriginal communities.

As lead Government agency for SEO16, alongside the AECG as NSW CAPO lead, ALT is working in partnership, on establishing baseline data informed by communities and for the NSW context. This includes:

- developing shared understandings/definitions of what strong languages are
- understanding what fluency means to communities
- determining how strength and fluency (success) are measured
- respecting that one size does not fit all
- identifying what research is required to support communities.

Actions taken

Most initiatives identified in the NSWIP 2021–22 have been achieved, with the exception of a state-wide languages gathering – cancelled due to COVID-19. It will be held in late 2022. Language practitioners will provide advice and direction on language activities; identifying priorities for and promoting the effective use of Aboriginal language activities in NSW.

The Aboriginal Languages Revival grants program supported Aboriginal community organisations and groups to reawaken, grow, nurture, promote and raise awareness of Aboriginal languages in communities across NSW, and fund, coordinate and invest in local, regional and state Aboriginal language activities.

Future focus areas

- Establish a baseline for SEO16 that fits the NSW context and is informed by Aboriginal community voices.
- Improve access for communities to archive materials for languages learning and growth..
- Investigate options for place-based community-led languages centres
- Identify opportunities and barriers to Aboriginal communities accessing Country for languages and culture learning and education.
- Continue work with Aboriginal data experts to establish an Aboriginal Languages Data Measurement framework and Aboriginal Languages Data Sovereignty principles.
- Develop scope of partnership activities and deliverables for the policy partnership between ALT and the State Archives and Records Authority, NSW.
- Evaluate ALT's Aboriginal languages grants program.

- Grants will fund 3 pilot partnerships, with strong alignment to the ALT's strategic plan and Aboriginal language community aspirations.

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

Performance data

Target: By 2026, Aboriginal and Torres Strait Islander peoples have equal levels of digital inclusion

The Department of Customer Service (DCS) is the government agency co-leading SEO17, with BlaQ Aboriginal Corporation as the NSW CAPO lead.

With SEO 17 being a new target under Closing the Gap, there is currently insufficient data to establish a baseline or trajectory and measure progress. Available data is sparse, nationally focused, and often limited to the experience of remote communities. The Australian Digital Inclusion Index does not provide a digital inclusion score for Aboriginal peoples as their sample size is too small.

A recently funded Research and Evaluation project will develop a shared understanding of digital inclusion and address data gaps to establish a baseline and ongoing measurement for digital inclusion for NSW Aboriginal peoples.

Actions taken

Mobile Service Centres visited 36 remote locations every 10 weeks on rotation, seeking new ways to engage and support these communities and actioning community engagement plans. Services were down during COVID-19 lockdowns.

Planning is underway for the Aboriginal Business Advisory Initiative (ABAI) – currently with Training Skills NSW – to transition to Service NSW for Business. ABAI is a small advisory service that supports Aboriginal businesses by building capacity through greater connectivity to NSW Government procurement, supporting business start-ups, encouraging business expansion and providing access to training and job creation.

The Revenue NSW Aboriginal Support Team provides culturally safe services to customers who voluntarily self-identify. Over 2,500 calls were received in 2021–22.

Future focus areas

In partnership with BlaQ Aboriginal Corporation, DCS will undertake:

- Research and Evaluation Project – research, engagement, and evaluation to understand current levels of digital inclusion; establish a NSW baseline and an ongoing measurement of digital inclusion; and build a framework to track progress
- Digital Hubs grants pilot – support ACCOs to provide communities with culturally safe access to digital devices and digital support
- Digital Skills Uplift Program pilot – support Aboriginal controlled digital organisations to work with digital hubs to develop and implement place-based digital skills uplift plans

- Digital Inclusion Digital Device Vouchers – explore opportunities to support Aboriginal people to stay connected through the transition to 4G/5G.

Government Made Easy for Aboriginal People aims to create a future-state customer experience that fosters a supportive and transparent environment that encourages customers to choose to self-identify as Aboriginal when transacting with NSW Government.

Reprioritisation of effort and investment

Whole of government

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

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

All strategies outlined in the 2022–24 Implementation Plan were developed in partnership between NSW CAPO and the NSW Government through 13 Officer-Level Working Groups and were driven by what we heard from community consultations, so Aboriginal communities realise tangible changes.

The NSW Government is investing to support new programs and approaches to Closing the Gap. This will help build an evidence base for innovative and effective ways of doing things, designed and implemented with Aboriginal communities. In future years we can expand the ones that work best.

NSW Treasury worked in partnership with Aboriginal Affairs and NSW CAPO to develop a customised, culturally appropriate evaluation framework to analyse Closing the Gap budget proposals from Government and Aboriginal communities, as part of the 2022–23 NSW Budget. This framework balances NSW Treasury's standard evidence-based requirements and economic impact considerations with culturally appropriate principles developed by Aboriginal peak bodies. It was used to help decide which new investments in Aboriginal policies and programs should be funded, so we can close the gap.

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

The interim Indigenous Expenditure Report published by NSW Treasury in 2021 showed that only about one third (33.4%) of NSW Government spending on programs and services for Aboriginal communities was delivered by ACCOs or in partnership with them. Further, only a third (33%) of programs and services for Aboriginal communities that could be evaluated actually had an evaluation done. Without an evaluation it is harder to know whether the funds used, were delivering the intended benefits for Aboriginal communities.

The NSW Government is committed to evaluating spending on services and programs for Aboriginal communities, in partnership with Aboriginal people, to identify re-prioritisation opportunities in line with Clause 113 of the National Agreement. NSW Treasury Circular TC18-03 says program evaluations must be completed by NSW Government agencies, so all clusters must produce a forward plan by December 2022. The plans have to:

- prioritise evaluation of existing, recurrent Aboriginal-specific programs so decisions can then be made about whether to improve them, or invest in initiatives that might be more effective in closing the gap

- consider whether ACCOs and other Aboriginal organisations can deliver some programs and services better.

These evaluations will support the development of a whole of government policy to fulfil Clause 55 of the National Agreement, which commits NSW to:

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

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

NSW Treasury is establishing processes to provide regular updates on Aboriginal expenditure. This information can be used by Government and community to identify policies and programs for evaluation and reprioritisation. Along with the culturally appropriate evaluation frameworks, they are also developing cost-benefit frameworks and a model for Aboriginal prosperity.

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

Clause 104 of the National Agreement requires that 'The Parties commit to implementing this Agreement and aligning relevant policies and programs to the Agreement.' As this is a substantial commitment, there has not yet been substantive progress on its implementation. However, the initial planning for meeting this obligation has been undertaken and the below timeline has been committed to. NSW CAPO and the NSW Government will:

- by June 2023, jointly develop a shared understanding of what work needs to be done to align these policies and programs
- by December 2023, develop a process and strategy for aligning the policies and programs, for endorsement by NSW CTG governance structures.

All work done to meet this requirement of the National Agreement will be done in genuine partnership with Aboriginal people and be accountable to NSW's CTG governance structures.

Local Government NSW held two information sessions for mayors, councillors and council staff in August 2021 and February 2022, with representation from NSW CAPO, NSW Aboriginal Land Council and Reconciliation NSW, to update councils on Closing the Gap priority areas and how councils can contribute to achieving Closing the Gap targets. Local governments are now considering Closing the Gap targets within their Reconciliation Action Plans.

Next steps

Since August 2021, the NSW Government–NSW CAPO partnership has been developing and prioritising initiatives to include in the NSW Closing the Gap Implementation Plan 2022–2024. The focus is on shifting away from government business as usual and toward long term reform objectives.

The 2022–2024 Implementation Plan builds on and enhances the partnership. It will drive improvement across all parts of government and draw on the strength of Aboriginal communities. It covers actions under each Priority Reform and Socio-Economic Outcome as well as partnership priorities that will help deliver on National Agreement commitments. Ongoing engagement with Aboriginal communities will ensure everyone’s combined efforts are aligned to Aboriginal community expectations, and test the results being achieved.

A Change Management and Communication Strategy will ensure tangible and immediate action in communities, focused on outcomes aligned to CTG objectives. It will make sure things keep moving in the right direction. The Implementation Plan is a living document that will be continuously tested and refined against quantitative data and qualitative feedback from the community.

We will continue to work closely with Aboriginal communities and all relevant stakeholders to deliver against the 2022–24 NSW Implementation Plan and the National Agreement, and report on our progress.

Appendices

Appendix A: NSW Closing the Gap Governance 2021–22

The NSW Government is working in partnership with the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and other partners to achieve better outcomes for all Aboriginal and Torres Strait Islander peoples.

NSW CAPO is a member of the national Coalition of Aboriginal and Torres Strait Islander Peak Organisations (Coalition of Peaks) and is made up of member organisations, including:

- NSW Aboriginal Land Council (NSWALC),
- First Peoples Disability Network Australia (FPDN),
- NSW Aboriginal Education Consultative Group (AECG),
- Link-Up (NSW) Aboriginal Corporation (Link-Up),
- NSW Child, Family and Community Peak Aboriginal Corporation (AbSec),
- Aboriginal Health and Medical Research Council of NSW (AH&MRC),
- BlaQ Aboriginal Corporation (BlaQ), and
- Aboriginal Legal Service NSW/ACT (ALS)
- Aboriginal Culture, Heritage and Arts Association (ACHAA – *Affiliate Member*)

The NSW Government and NSW CAPO, as representatives of Aboriginal communities, have agreed joint governance arrangements to develop, implement and monitor NSW’s plan to Closing the Gap. These joint governance arrangements make up the NSW Partnership for Closing the Gap.

NSW Joint Council

The NSW Joint Council (NSWJC) is the key decision-making group overseeing the planning and implementation of the National Agreement on Closing the Gap in NSW.

It is jointly chaired by:

- o the NSW Minister for Aboriginal Affairs, the Hon. Ben Franklin MLC;
- o and the co-chairs of NSW CAPO, Councillor Charles Lynch, NSWALC, and Robert Skeen, AH&MRC.

Members include:

- o All NSW CAPO members
- o Secretary, NSW Department of Premier and Cabinet

The group is supported by:

- o Deputy Secretary, DPC
- o Head of Aboriginal Affairs, NSW Department of Premier and Cabinet
- o Executive Director, Closing the Gap, NSW Department of Premier and Cabinet
- o CEO of NSW Aboriginal Land Council.

- The **NSW Partnership Working Group**, made up of NSW Government senior executives across all clusters, NSW CAPO members, and representatives from the National Indigenous Australians Agency (NIAA), Local Government NSW (LGNSW), and the NSW Coalition of Aboriginal Regional Alliances (NCARA).
- 13 **NSW Officer Level Working Groups**, made up of NSW Government subject matter experts across all clusters, NSW CAPO members, LGNSW and NCARA representatives, along with other Aboriginal organisation representatives.

NSW Joint Council

- Minister for Aboriginal Affairs (Co-Chair)
- CAPO co-Chairs: Cr Charles Lynch, Mr Robert Skeen (Co-Chair)
- Secretary, DPC
- CAPO members

NSW Partnership Working Group

- Deputy Secretary, DPC (co-Chair)
- CEO, NSWALC (co-Chair)
- All Cluster Deputy Secretaries
- CAPO members
- NCARA
- Local Government NSW
- Head of Aboriginal Affairs NSW
- Executive Director, Closing the Gap
- NIAA (observer)
- Government officials and other agencies *as required*

NSW Officer-level Working Groups (OLWG)

- Cluster leads (co-Chair) and contributors – EDs/Directors/Managers as appropriate
- CAPO NSW leads (co-Chair) and contributors
- NCARA, LGNSW, and other Aboriginal organisations

*T = socio-economic outcome target *PR = priority reform		
	Cluster lead	NSW CAPO lead
Partnerships - PR 1	Department of Premier and Cabinet (DPC)	AH&MRC
Community sector - PR 2	Department of Communities and Justice (DCJ)	NSWALC
Transformation - PR 3	DPC, Public Service Commission	NSWALC
Data, Reporting, Evaluation - PR 4	DPC	AH&MRC
Employment - PR 5, T8	Department of Enterprise, Investment and Trade	NSWALC
Education - T3, 5, 6, 7	Education	AECG
Health - T1, 2, 4, 14	NSW Health	AH&MRC
Justice - T10, 11, 13	DCJ	ALS
Families - T12	DCJ	AbSec
Housing - T9	Department of Planning and Environment (DPE)	NSWALC
Land and waters - T15	DPE	NSWALC
Languages and culture - T16	DPC	AECG
Digital Inclusion - T17	Department of Customer Service	BlaQ

Appendix B: Snapshot of progress against 2021–22 NSW Implementation Plan on Closing the Gap

Appendix B: Snapshot of progress against 2021–22 NSW Implementation Plan on Closing the Gap

PRIORITY REFORM ONE – FORMAL PARTNERSHIPS AND SHARED DECISION-MAKING					
Strengthening existing partnerships					
#	Action	Minister Responsible	Timeframe	Status	Notes
1.	<p>Whole-of-government stocktake of existing partnership arrangements – NEW</p> <p>In accordance with the National Agreement, Clause 36a:</p> <p><i>a. By 2022, Government Parties will undertake a stocktake of partnership arrangements already in place within their own jurisdictions and provide a report to the Joint Council.</i></p>	Minister for Aboriginal Affairs	End 2021	Ongoing – In progress	
2.	<p>Intra-jurisdictional Partnership Health Check – NEW</p> <p>In accordance with the National Agreement clause 36b:</p> <p><i>a. By 2023, Government Parties will review and strengthen existing partnerships to meet the strong partnership elements, unless Aboriginal members of the partnership do not wish to include these elements.</i></p>	Minister for Aboriginal Affairs	June 2022	Ongoing – In progress	
3.	<p>Local Decision Making – Closing the Gap partnership approach to local and regional implementation – NEW</p> <p>This existing programs will be reviewed in partnership with NSW CAPO to align with Closing the Gap, where agreed in accordance with national Closing the Gap agreement and NSW Closing the Gap Governance arrangements.</p>	Minister for Aboriginal Affairs	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
4.	The NSW Aboriginal Health Partnership Agreement 2015-2025 - EXISTING Aims to ensure that the expertise and experiences of the ACCH Sector is brought to health care processes, to integrate Aboriginal Health as a core component of all NSW Health policies and services, and to ensure that improving Aboriginal Health remains a priority.	Minister for Health	Review ahead of 2025	Ongoing – In progress	
5.	ACCHSs - Local Health Districts (LHDs) – EVOLVING Common activities are joint needs analysis, strategic planning and/or service coordination; establishing mechanisms for engagement and communication; and sharing resources and information.	Minister for Health	Ongoing	Ongoing action	
6.	Closing the Gap partnership between the NSW Government and NSW CAPO – NEW Establishment of NSW Closing the Gap governance bodies: NSW Joint Council and NSW Partnership Working Group.	Minister for Aboriginal Affairs		Complete	
7.	Establishment of Closing the Gap Officer level Working Groups (OLWGs) – NEW Officer level Working Groups to be established to drive work on Closing the Gap implementation in NSW including on socioeconomic targets. They will comprise NSW Government representatives and NSW CAPO representatives.	Minister for Aboriginal Affairs	July 2021	Complete	
8.	In partnership, establish a NSW guide based on the National Agreement principles for effective partnerships – NEW Building upon the partnership principles and guidelines set out in Clause 32-33 of the National Agreement, a NSW specific guide to support the strengthening of existing partnerships and establishment of new partnerships.	Minister for Aboriginal Affairs		Ongoing – In progress	

PRIORITY REFORM TWO – BUILDING THE COMMUNITY-CONTROLLED SECTOR

Simplifying government procurement

#	Action	Minister Responsible	Timeframe	Status	Notes
9.	<p>Aboriginal Procurement Policy – NEW</p> <p>A revised APP became effective on 1 January 2021 and applies across all goods, services and construction contracts, to better capture and encourage cluster spends with not for profits and ACCOs , particularly in the Health and Justice clusters. The Aboriginal Procurement Policy’s implementation will continue to be reviewed through ongoing community engagement and feedback to ensure procurement processes are simple and culturally appropriate.</p>	Minister for Finance	31 December 2021	Complete	The revised APP came into effect on 1 January 2021 and has been implemented across NSW Government.
10.	<p>Utilising Aboriginal Procurement Policy – EXISTING</p> <p>Increasing investment in Aboriginal service provision in early intervention and prevention.</p>	Minister for Families and Communities	June 2024	Ongoing – In progress	<p>APP is being applied across Commissioning procurement and contracting activity. It removes barriers for ACCOs and promotes Aboriginal participation by:</p> <ul style="list-style-type: none"> giving first preference to, and directly negotiating with, Aboriginal businesses in procurements up to \$250,000 including targets, in all contracts valued over \$7.5m, which require Aboriginal participation through employment, training or subcontracting arrangements with Aboriginal businesses or members of staff.

#	Action	Minister Responsible	Timeframe	Status	Notes
					DCJ's earlier intervention program has a 30% investment target for ACCOs delivering early intervention services. Any relinquished program funds are prioritised for recommissioning towards this target.
Strengthening ACCOs					
11.	Restart Stage 2: Strategic Initiative – EXISTING Focuses on establishing writing programs for First Nation Writers, contemporary music for First Nation Musicians and residencies for First Nations artists.	Minister for Aboriginal Affairs	2021	Complete	
12.	LDM Funding- EXISTING Grant funding to support Alliances to participate in LDM and build their capacity to enter into agreements with NSW Government.	Minister for Aboriginal Affairs	Annual funding to be allocated by 30 June each year	Ongoing action	
13.	Cultural Grants- EXISTING Small grants to ACCOs to support Aboriginal people's participation in cultural activities and events across NSW.	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
14.	NAIDOC Grants – EXISTING To support activities and events in NSW held during NAIDOC Week (4 – 11 July 2021) that celebrate Aboriginal history, culture and achievements.	Minister for Aboriginal Affairs	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
15.	<p>NSWALC & Woolworths Pilot Grocery Delivery Program - NEW</p> <p>Pilot project by NSW Aboriginal Land Council (NSWALC) to extend Woolworths food delivery services to additional towns, where they currently do not deliver.</p>	Minister for Aboriginal Affairs	Project to be completed by 30 June 2021	Did not proceed – alternative projects implemented	<p>The Woolworths project did not commence, after NSWALC advised that take up of their pilot project was lower than anticipated.</p> <p>However, in 2020–21, AANSW commenced successful door to door, cold freight delivery of fresh fruit and vegetables to Aboriginal households in remote and rural areas. During this time AANSW \$80,000, for supporting food insecurity projects in the far western region, to assist people during COVID outbreaks. A further \$80,000 funded fresh food pop-up markets for Aboriginal households, to overcome access and availability issues. All these projects were particularly helpful, as they ran during the Delta outbreak.</p> <p>In 2021–22 AANSW paid \$2.5m to address both food relief and security programs. The food relief supported Aboriginal households still experiencing food insecurity after the pandemic. To provide nutritious</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>food for these households</p> <p>AANSW offered a range of strategies including provision of pantry and hygiene hampers, fresh food boxes and frozen meals.</p> <p>AANSW provided just under \$1m to extend projects already addressing food insecurity issues in their communities, and to fund a project to examine the extent and cause of the problem – informing governments of the potential issue, and approaches that may succeed over time to move toward food security.</p>
16.	<p>Aboriginal Communities Emergency Management Plans - NEW</p> <p>To support identified Aboriginal communities to be better prepared to respond and recover from emergencies and disasters including through improved infrastructure.</p>	Minister for Aboriginal Affairs	Funding to be allocated by 30 June 2021	Delayed	Work still underway to scale this to a state program with Resilience NSW.
17.	<p>COVID-19 Aboriginal Community Organisations Grants Program – EXISTING</p> <p>Provides small grant funding to allow ACCOs to continue providing culturally appropriate, locally based supports for Aboriginal communities impacted by COVID-19.</p>	Minister for Aboriginal Affairs	Projects funded to be completed by June 2022	Complete	\$1,402,059 was allocated to 38 ACCOs under the 2020–21 COVID-19 Aboriginal Community Organisations Grants Program.

#	Action	Minister Responsible	Timeframe	Status	Notes
					To date, eight projects have been completed and 30 are in progress.
18.	Creative Koori – targeted Aboriginal Funding pool within Create NSW Arts and Cultural Funding Program – EXISTING Funding is open to Aboriginal organisations (includes ACCOs, businesses, NFPs).	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
19.	NSW Aboriginal Creative Fellowship with the State Library of NSW - EXISTING	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
20.	NSW Aboriginal Curator Placement Fellowship with the Art Gallery of NSW - EXISTING	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
21.	Improved funding models for the AECG – EXISTING Provides increased opportunities for delivery and development of professional and student learning and strengthen parent/carer/ community engagement and partnerships.	Minister for Education and Early Learning	Ongoing	Ongoing action	
22.	Partnerships for Health funding allocated to the AH&MRC by the NSW Ministry of Health - EXISTING Suite of programs related to addressing drug and alcohol, HIV and Mental Health.	Minister for Health	2020-21	Ongoing action	
23.	The NSW Government supports Aboriginal community-controlled, culturally safe health services- EXISTING This includes support of healthy lifestyles, prevention and management of chronic disease, oral health services as well as support for drug and alcohol prevention and treatment.	Minister for Health	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
24.	<p>Aboriginal Land Planning Framework - EXISTING</p> <p>A comprehensive set of planning measures to assist LALCs across NSW achieve better economic outcomes from their land and strengthen the economic self-determination of Aboriginal communities.</p>	Minister for Planning	Ongoing	Ongoing action	Series of programs that will continue to be rolled out or operate post June 2022.
25.	<p>Aboriginal Housing Office (AHO) Aboriginal Property Management Transfers - EXISTING</p> <p>The AHO has committed to transfer property and tenancy management of 1,500 tenancies to Aboriginal Community Housing Providers (ACHPs) to improve the housing experience of Aboriginal families.</p>	Minister for Homes	2022	Ongoing – In progress	Program will continue to be rolled out in 2022–23 (phase 3)
26.	<p>Aboriginal Community Housing Industry Association (ACHIA) and Workforce development - EXISTING</p> <p>This initiative funded by the Aboriginal Housing Office (AHO) seeks to maintain the Aboriginal Community Housing Industry Association (ACHIA) as an independent Aboriginal peak body.</p>	Minister for Homes	June 2022	Complete	ACHIA has been established and its workforce development program funded. Project complete.
27.	<p>Aboriginal Family Preservation service model- NEW</p> <p>Work in partnership with the Aboriginal community-controlled sector to develop an Aboriginal Family Preservation service model for NSW and consider mechanisms for increasing Aboriginal service delivery.</p>	Minister for Families and Communities	June 2024	Ongoing – In progress	<p>This work is currently on track.</p> <p>DCJ and AbSec have partnered to ensure Aboriginal families, community and family preservation service providers are part of developing a co-designed, evidence and culturally informed Aboriginal Family Preservation (AFP) Framework by June 2023.</p> <p>State-wide consultations with AFP providers, community and district staff on what works in family preservation; exploring</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>evidence around the core components of family preservation; and trial site experience (two sites) using a co-design approach, will inform the draft AFP Framework.</p> <p>The AFP Framework and Guide (with tools/resources) will ensure AFP service providers have the tools to develop their own culturally informed, responsive, community-led Family Preservation models in line with broader family preservation recommissioning in June 2024.</p>
28.	<p>State Peaks Program - EXISTING</p> <p>The State Peaks Program incorporates funding for AbSec to provide advocacy in the child and family sector and capacity building support for funded service providers, both Aboriginal and Torres Strait Islander and mainstream.</p>	Minister for Families and Communities	30 June 2023	Ongoing – In progress	<p>AbSec’s State Peaks Program service delivery is on track with engagement in Closing the Gap community consultations, online webinars, online forums, newsletters, community events and support in the lead up to the anniversary of the Family is Culture Report and its recommendations.</p> <p>AbSec is working with DCJ, other state peaks like ACWA, ACCOs and other member organisations on the family preservation and PSP recommissioning, to increase the capabilities of existing ACCOs</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					and establish new ones. AbSec is working with a range of stakeholders to increase services, and the quality of services, delivered in remote and regional communities.
29.	<p>Aboriginal Reintegration and Transition Program (Ngudjoong Billa) - EXISTING</p> <p>Aims to build resilience and wellbeing and reduce the risk of reoffending, with a key focus on building cultural identity by strengthening connections to Country and family.</p>	Minister for Families and Communities	30 June 2024	Ongoing – In progress	An initial process evaluation was completed in 2021. Recommendations from the study are being implemented to improve the experience for participants.
30.	<p>Recruitment of Youth Justice Conference (YJC) Aboriginal Convenors- EXISTING</p> <p>Youth Justice coordinated two Convenor recruitment campaigns in late 2019; one generic and one targeting Aboriginal and Torres Strait Islander applicants.</p>	Minister for Families and Communities	Ongoing	Ongoing action	Youth Justice continues to coordinate two Convenor recruitment campaigns, one generic and one targeting Aboriginal and Torres Strait Islander applicants at each round of recruitment (one in 2020, one in 2021 and two in 2022).
31.	<p>Funding for non-government community organisations – EXISTING</p> <p>Including for Aboriginal and Torres Strait Islander employment programs (such as Elsa Dixon, The Way Ahead for Aboriginal People, New Careers for Aboriginal People).</p>	Minister for Skills and Training	Ongoing	Ongoing action	
32.	<p>Shoalhaven Aboriginal Partnership (SAP) – EXISTING</p>	Deputy Premier	Ongoing	Ongoing action	To work across local and NSW and federal government to better coordinate collaboration to assist the delivery CLBP

#	Action	Minister Responsible	Timeframe	Status	Notes
	To provide appropriate and considered advice to Council on all relevant issues affecting Aboriginal and Torres Strait Islander people within the Shoalhaven LGA.				actions of the 3 Land Councils within the Shoalhaven LGA. The project has delivered \$2.7m funding for the caring for Country program – a partnership and funding to assist in the transition of important cultural lands and the development and support of a new cultural centre and precinct.
Designing a whole of government strategy for strengthening the ACCO sector					
33.	Indigenous Expenditure Report- NEW NSW Treasury is developing a NSW Indigenous Expenditure Report that will support greater evidence-based resource allocation decisions and provide greater visibility and transparency of total State investment in programs and services.	Treasurer	June 2022	Ongoing – In progress	NSW Treasury's Interim Indigenous Expenditure Report was released in November 2021. The next, comprehensive Indigenous Expenditure Report is on track for delivery in July 2022.
34.	Joint funding pool for ACCO sectors- NEW NSW contribution to the national joint funding pool (\$7.4 million) to build priority ACCO sectors.	Minister for Aboriginal Affairs	Over four years	Ongoing – In progress	
35.	Grants to ACCOs- NEW Develop a new grants program to support Aboriginal community-controlled organisations (ACCOs) and businesses to drive work to achieve Priority Reforms and targets (\$8.7 million).	Minister for Aboriginal Affairs	Over four years	Complete	

#	Action	Minister Responsible	Timeframe	Status	Notes
36.	Collective Reparations for Stolen Generations Organisations – EXISTING A range of commitments to officially acknowledge and make reparations for the trauma that Stolen Generations survivors experienced through the historic government policies and practices of removing Aboriginal children from their families, communities and culture.	Minister for Aboriginal Affairs	2027	Ongoing – In progress	
37.	Healing Fund – EXISTING The NSW Government committed to implement a Stolen Generations Healing Fund under the response to the Unfinished Business Report.	Minister for Aboriginal Affairs	2027	Ongoing – In progress	
38.	Funding for ACCHOs- EXISTING NSW Health funding to Aboriginal community-controlled health organisations - including support of healthy lifestyles, prevention and management of chronic disease, oral health services as well as support for drug and alcohol prevention and treatment.	Minister for Health	2020-21	Ongoing action	
39.	Jawun secondment program- EXISTING To support and empower Aboriginal community-controlled organisations and to build the cultural capability of government staff,	Treasurer	Ongoing	Ongoing action	The NSW PSC is partnered with Jawun. Interview currently underway to match NSW Treasury staff to round 3 and 4 placement in ACCOs and ACCHOS.
40.	Mapping existing programs- NEW Map and review of all existing initiatives across clusters to further build capacity in ACCOs to identify what’s working well, and where gaps still exist.	Minister for Education and Early Learning Minister for Skills and Training	2022	Complete	

PRIORITY REFORM THREE – TRANSFORMING GOVERNMENT ORGANISATIONS

Embedding cultural capability as a core public service capability

#	Action	Minister Responsible	Timeframe	Status	Notes
41.	<p>Toolkit to develop a trauma informed and culturally capable workforce EXISTING</p> <p>The Public Service Commission’s Everyone’s Business Toolkit is being progressed in partnership with NSW government agencies and Stolen Generation Organisations.</p>	Premier	March 2022	Complete	<p>PSC worked closely with an Aboriginal trauma informed training specialist to test the training with select employee groups in the sector. All four Stolen Generations Organisations (SGOs) approved the training and on 30 March 2022 the PSC commenced eLearning training and provided resources to sector agencies. PSC worked with Aboriginal Affairs, SGO and the NSW public sector Everyone's Business Aboriginal Advisory group to finalise content for the e-Learning package about Stolen Generations.</p> <p>Agencies are reviewing the training and resources to plan implementation and localised launches. PSC is meeting with agencies to discuss the training</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					and resources to provide bespoke support.
42.	<p>Addition of questions on cultural safety in the annual People Matter survey of all public sector workers NEW</p> <p>The People Matter Employee Survey (annual survey of all public sector workers) will be amended to include questions on workplace racism, cultural safety, cultural capability and promotion of Aboriginal employment.</p>	Premier	August 2021	Complete	The action on the racism question is completed and we can analyse the data to understand cultural safety.
43.	<p>Aboriginal Affairs research into cultural capability in the public sector EXISTING</p> <p>Aboriginal Affairs is currently undertaking research to support best practice cultural capability building in the public sector.</p>	Minister for Aboriginal Affairs	2021	Complete	
44.	<p>Funding for Reconciliation NSW EXISTING</p> <p>Reconciliation NSW provided funding to promote reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous people, including through addressing racism, unity, race relations, equality and equity, institutional integrity and historical acceptance.</p>	Minister for Aboriginal Affairs	2021–22	Complete	AANSW provided Reconciliation NSW with \$270,000 for activities in 2021–22 and will provide \$270,000 to continue their activities in 2022–23.
45.	<p>Treasury “Reflect” level Reconciliation Action Plan EXISTING</p> <p>Treasury have recently launched their first Reconciliation Action Plan.</p>	Treasurer	Ongoing	Complete	Reflect RAP complete, with two of 52 actions outstanding. Innovate RAP to launch 1 July 2022
46.	<p>Service NSW toolkit for culturally appropriate service to Aboriginal customers NEW</p> <p>Service NSW have developed and are utilising a toolkit consisting of Aboriginal resources for frontline Service NSW staff.</p>	Minister for Customer Service and Digital Government	2021	Complete	

#	Action	Minister Responsible	Timeframe	Status	Notes
47.	<p>Cultural safety frameworks for the Planning, Industry and Environment cluster NEW</p> <p>The Planning, Industry and Environment cluster to developing cluster-wide cultural safety and cultural capability frameworks for all its agencies.</p>	Minister for Planning	Ongoing	Ongoing action	
48.	<p>Aboriginal Housing Office Tenant Satisfaction, Experience and Wellbeing Survey EXISTING</p> <p>This survey captures the housing experience of Aboriginal. It includes measures on experiences of racial discrimination, enabling indicators of racism to be monitored.</p>	Minister for Homes	2021 and subsequently every two years	Complete	
49.	<p>Transport Reconciliation Action Plan EXISTING</p> <p>Transport's Reconciliation Action Plan includes an Aboriginal Cultural Learning Strategic Framework.</p>	Minister for Transport	Ongoing	Ongoing action	The Innovate RAP laid a foundation for future RAPs and a broader contribution to Reconciliation across TfNSW and beyond. This has been achieved through executive sponsorship utilising the Reconciliation Steering Committee (RSC) as the platform for executive sponsorship across the cluster. It has enabled the RAP Team, Aboriginal Engagement Unit and the Aboriginal Employment Unit to implement key projects embedding a positive culture of support for Reconciliation and a willingness to engage across the cluster.

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>In line with Reconciliation Australia requirements, measures of success have been embedded in the draft Stretch RAP for reporting purposes. These will be regularly updated for transparency purposes on the external facing TfNSW RAP portal. The portal is scheduled to go live with the launch of the Stretch RAP in August 2022.</p> <p>The key successes of the Innovate RAP include the development of foundational protocols and frameworks including the Aboriginal Cultural Learning Framework which will be implemented as a portal reflecting a continuous cultural learning continuum. Our Stretch RAP will ensure this is continually reviewed and built on for relevance and learning offerings.</p>
50.	<p>The Aboriginal Health Impact Statement ONGOING DEVELOPMENT</p> <p>The Impact Statement aims to ensure NSW Health staff incorporate the health needs and interests of Aboriginal people in the development of new and revised health policies, programs and strategies clients.</p>	Minister for Health	Review September 2022	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
51.	Aboriginal cultural awareness training for staff in Health EXISTING A suite of training that centres Aboriginal cultural awareness within NSW Health.	Minister for Health	Ongoing	Ongoing action	
52.	Aboriginal cultural training for all Department of Education staff NEW A continuum of professional learning in Aboriginal cultural knowledge is provided for all Department of Education staff.	Minister for Education and Early Learning	Stage 1 in 2022. Stage 2 in 2026.	Ongoing – In progress	Stage 1 complete. Stage 2 ongoing and in progress.
53.	Embedding understanding of Aboriginal culture in recruitment criteria NEW Understanding of Aboriginal culture and partnership are being embedded as essential criteria when both school-based and corporate positions are advertised in the Department of Education.	Minister for Education and Early Learning	2021	Complete	
54.	Enhancing cultural awareness training in the Department of Communities and Justice NEW DCJ are reviewing all existing cultural awareness training and programs and considering mandating place-based cultural capability training for all employees.	Attorney General	December 2022	Ongoing	This action is currently on track. DCJ have reviewed the existing program, Connecting with Aboriginal Communities, delivered across child protection workforces. The program is no longer fit for purpose. More broadly, divisions are providing learnings and development opportunities to their workforces in line with their practice priorities. The mandated workforce programs will be considered in the enterprise approach.

#	Action	Minister Responsible	Timeframe	Status	Notes
					DCJ will consult from August to October 2022 on designing and implementing a Cultural Development Framework which supports the broader organisation. This will inform the development of enterprise-wide supports to improve interactions and relationships with Aboriginal colleagues and contribute to practice based cultural skills. The framework will include place-based learning in partnership with workforce leads.
55.	<p>The NSW Police Force Aboriginal Employment & Engagement Strategy 2020-2023 NEW</p> <p>The Strategy includes an Aboriginal Cultural Awareness Program for Executive and Leaders</p> <p>And incorporation of Aboriginal Employment & Engagement Strategy objectives into the performance plans and reporting of Local Area Commands.</p>	Minister for Police	2021	Ongoing action	<p>TAFE NSW has been engaged to facilitate Cultural Awareness Immersion Training for Senior Leaders. Once contractual agreements are finalised, a pilot will commence in western region.</p> <p>Work will commence shortly to incorporate strategy objectives into performance plans and reporting of PACs/PDs</p>
56.	Maranguka Cultural Competency Training EXISTING	Deputy Premier	2024	Ongoing – In progress	Maranguka held two successful Cultural Competency Training sessions in April and June 2022.

#	Action	Minister Responsible	Timeframe	Status	Notes
	Department of Regional NSW has been working with Maranguka Community Hub in Bourke since 2019 to deliver cultural competency training for NSW Public Sector staff.				A total of 27 participants completed the training. A further 70 EOIs have been received to complete the training in August and September 2022.
57.	Department of Regional NSW (DRNSW) Diversity and Inclusion Strategy and Action Plan NEW The Plan includes a review of existing Aboriginal programs and what new programs can be created to attract Aboriginal people to apply for roles and support them through the employment lifecycle.	Deputy Premier	2021	Ongoing action	Our Diversity and Inclusion (D&I) Strategy is now launched and available on the intranet and DRNSW website. It is the overarching framework for all D&I initiatives at a corporate/department level and outlines our priorities and current action plans including the Aboriginal Outcomes Strategy.
Embedding partnership and two-way feedback in government policies and programs					
58.	Joint Emergency Recovery Committees NEW Joint representation from Aboriginal and Torres Strait Islander organisations, communities and Government on Emergency Recovery Committees to respond to emergencies such as bushfires, COVID-19 and floods.	Premier Deputy Premier Minister for Emergency Services and Resilience	Ongoing	Complete	
59.	Policy suggestions from individuals and organisations into the State Budget EXISTING Interest groups, businesses or individuals were invited to comment on existing policies, propose new policy ideas or provide recommendations for policy reform as part of the 2021-22 State Budget.	Treasurer	Ongoing	Complete	Budget portal was open until February 2022 and included Closing the Gap as a State Priority.

#	Action	Minister Responsible	Timeframe	Status	Notes
60.	Aboriginal Economic Wellbeing EXISTING Treasury has recently established a new function focusing on Indigenous economic development and wellbeing. The function is also responsible for Indigenous business development and ensuring Treasury's policies are inclusive of Indigenous peoples.	Treasurer	Ongoing	Complete	The AEW team has been established for 24 months and is embedding First Nations perspectives on economic development and wellbeing in Treasury's BAU.
61.	Culturally appropriate services for Revenue NSW customers NEW A specialised First Nations team is providing culturally appropriate services to Revenue NSW customers. Work and Development Order guidelines have also been amended to show examples of how cultural activities can be included.	Minister for Finance	Ongoing Sept 2021	Complete	
62.	Aboriginal Customer Engagement Strategy NEW The Strategy was developed in partnership with Aboriginal communities.	Minister for Customer Service and Digital Government	2025	Complete	
63.	Aboriginal Research and Knowledge Advisory Group EXISTING The Aboriginal Housing Office (AHO) established the Aboriginal Research and Knowledge Advisory Group comprising of external Aboriginal research academics and community knowledge experts to provide advice on its research, evaluation and data activities.	Minister for Homes	Ongoing	Complete	
64.	Partnerships with Aboriginal communities on Planning, Industry and Environment cluster programs EXISTING Several programs and policies are being designed and implemented in partnership with Aboriginal and Torres Strait Islander communities.	Minister for Planning Minster for Environment and Heritage	Ongoing	Ongoing action	Under this grouping, all are ongoing programs/projects either BAU or still being rolled out – except the 'Designing with Country' discussion paper which is complete. The Cultural

#	Action	Minister Responsible	Timeframe	Status	Notes
		<i>(Cultural Fire Management)</i>			Fire Management unit is operating.
65.	<p>Partnership actions in the Transport Reconciliation Action Plan EXISTING</p> <p>The Transport Reconciliation Action Plan includes several actions to work together with Aboriginal and Torres Strait Islander communities.</p>	Minister for Transport	Ongoing	Ongoing action	There are a lot of engagement commitments in the RAP, including but not limited to, partnerships with Aboriginal people and communities and Aboriginal organisations in the implementation of the Aboriginal Arts Strategy, the Aboriginal Community Engagement Framework, Transport's Cultural Heritage Framework and the Aboriginal Employment Strategy. There is an ongoing commitment to engage with communities early and often in regard to Transport's pipeline of infrastructure projects and our renewed commitment to Country First principles.
66.	<p>Youth Justice Aboriginal Strategic Plan EXISTING</p> <p>This is a four-year framework for Aboriginal engagement and a program of work to deliver better outcomes for Aboriginal young people in contact with Youth Justice.</p>	Minister for Families and Communities	June 2022	Ongoing – in progress	This plan will be reviewed between June and December 2022.

#	Action	Minister Responsible	Timeframe	Status	Notes
67.	Youth Justice Casework Review EXISTING Youth Justice is developing a Resource Allocation Framework to recognise the importance of cultural casework. It aims to empower Aboriginal staff in taking creative pathways to deliver offence-focused casework and encourage the building of cultural capability.	Minister for Families and Communities	Early 2022	Complete	The Resource Allocation Framework for casework has been developed and is now being deployed across the 17 casework teams.
68.	Youth Justice Aboriginal Innovative Engagement Activity Small Grants Program EXISTING These are grants to support innovative practice activities with Aboriginal and Torres Strait Islander young people.	Minister for Families and Communities	2022	Ongoing – in progress	The 2020–21 program was completed and evaluated and the 2021–22 program was refined and completed. The 2022–23 program commences in July 2022.
69.	Broadmeadow Children’s Court Pilot EXISTING This project brings together a team of government agencies and non-government organisations to provide wraparound supports to young people presenting to the court.	Attorney General Minister for Families and Communities	Ongoing	Ongoing action	Funding for the pilot has been extended to 31 December 2023. The multi-disciplinary team continues to support young people presenting at Broadmeadow Children’s Court. The Project Coordinator, Outposted DCJ Caseworker and Education Court Liaison Officer now attend the Singleton and Raymond Terrace Courts within Newcastle, when the Children’s Court Magistrate is on circuit, to offer supports and services to young people.

#	Action	Minister Responsible	Timeframe	Status	Notes
70.	<p>Aboriginal Impact Statements EXISTING</p> <p>The use of Aboriginal Impact Statements will be continued and extended to improve outcomes of any new projects, proposals, plans and reforms.</p>	Minister for Families and Communities	Ongoing	Ongoing action	<p>Aboriginal Impact Statements (AIS) are developed at the initial stage of policy and program design. This is a continuing program, launched in December 2021. The AIS facilitates:</p> <ul style="list-style-type: none"> • project planning • relationship building • improved cultural capability (individual and organisational). <p>DCJ staff want to know the work they do will have a positive impact on the people, families and communities they work with. The AIS process encourages staff to engage with Aboriginal people at the start of project planning to ensure a focus on Aboriginal involvement from the start. This carries through the life of a project. It asks staff to consider three planning focus areas:</p> <ul style="list-style-type: none"> • understanding the needs of Aboriginal people to improve outcomes.

#	Action	Minister Responsible	Timeframe	Status	Notes
					<ul style="list-style-type: none"> • engagement with Aboriginal people • impact on Aboriginal people. <p>It is a commitment to planning and mapping out how staff within DCJ will genuinely take the time to understand the needs and aspirations of Aboriginal people, and ensure an openness and willingness to listen to and learn from Aboriginal communities. It provides a best practice framework to achieve the positive impacts we all want to see.</p>
71.	<p>Improving the Safety Assessment and Risk Assessment tools for children at risk of significant harm NEW</p> <p>DCJ is reviewing the Safety and Risk Assessment tool to better reflect Aboriginal strengths and reduce the numbers of Aboriginal children coming into care.</p>	Minister for Families and Communities	Dec 2021	Ongoing – in progress	<p>This action is currently on track. An assessment review project is being undertaken to review and improve child protection decision making tools, practices and processes.</p> <p>A key priority of the review of the Structured Decision Making (SDM) tools is for assessments to be culturally equitable and better assess the protectiveness</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>and safety that culture provides.</p> <p>Changes will be co-designed with Aboriginal community, internal and external stakeholders, including Aboriginal young people; incorporating learnings from the Family is Culture Review and embedding Aboriginal Case Management Policy and family-led decision making in assessment practice.</p> <p>SDM safety assessment will be redesigned and ready for an IT build by December 2022. SDM risk assessment will be redesigned and ready for an IT build by May 2023.</p>
72.	<p>Guardianship Support Program NEW</p> <p>This program is commissioning partnership with AbSec to develop a model for Guardianship support, and establish a network of available service, supports and resources to be delivered by ACCOs.</p>	<p>Attorney General</p> <p>Minister for Families and Communities</p>	Ongoing	Ongoing action	<p>AbSec co-designed a guardianship support model with community. Two ACCOs were established – Mindaribba in the Hunter Valley and Tharawal (Waranwarin) in south west Sydney. Some delays were experienced in recruiting staff due to COVID-19. Referrals have been</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>received and services are now being delivered. However, uptake has been slow due to uncertainties around the new service, and families needing time to build trust in the service.</p> <p>A second open tender process commenced in July 2022 to again attempt to find a suitable evaluator. Work to establish data capture and outcome measures also commenced.</p>
73.	<p>NSW Police Force Aboriginal Strategic Direction (ASD) 2018–2023 EXISTING</p> <p>Program has four priority areas: Ensuring community safety; Enhancing communication and understanding between police and Aboriginal people; Collaborating with other agencies to reduce Aboriginal over-representation in the criminal justice system; and Improving the safety and wellbeing of young Aboriginal people.</p>	Minister for Police	Ongoing	Ongoing action	<p>Under the ASD Framework, the NSWPF facilitates 97 Police Aboriginal Consultative Committees, supporting 100 Aboriginal communities. The community drives a localised action plan and oversees the development of community profiles and induction for new police officers to the area.</p> <p>The ASD is currently under review. A survey was disseminated throughout NSWPF with results currently being analysed.</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
74.	<p>NSW Police Force investment in Aboriginal community programs EXISTING</p> <p>The NSW Police Force are investing in several Aboriginal and Torres Strait Islander community programs.</p>	Minister for Police	Ongoing	Ongoing action	The NSWPF invests \$200,000 annually directly into localised Aboriginal programming. This is done in partnership with Aboriginal people and communities. In FY 2021–22, NSWPF delivered 17 Aboriginal community engagement programs and 10 crime prevention programs.
Embedding Aboriginal culture and knowledge in school learning in NSW					
75.	<p>Cultural framework for Early Childhood and Education services -NEW</p> <p>Development of a cultural framework to guide Early Childhood and Education services.</p>	Minister for Education and Early Learning	Ongoing	Ongoing action	The Secretariat National Aboriginal and Islander Child Care (SNAICC) was contracted in April 2022, to develop and deliver the first phase of the Cultural Safety Framework project consultation. SNAICC developed and compiled a project and consultation plan for Phase 1, and both plans were approved by the Department of Education in June 2022. SNAICC are required to deliver a Consultation Outcomes Report to the Department in September 2022.

#	Action	Minister Responsible	Timeframe	Status	Notes
76.	Strengthening the education system to embed cultural identity – EXISTING Guidance for schools to engage authentically with communities in partnership about programs that help in their specific context.	Minister for Education and Early Learning	2025-2026	Ongoing – In progress	
Improving coordination across government including through outcomes budgeting					
#	Action	Minister Responsible	Timeframe	Status	Notes
77.	Maranguka Community Hub EXISTING The Hub uses a collective impact framework based on Aboriginal self-determination to change the way government, NGOs and community members provide services to the Aboriginal community.	Minister for Health	Ongoing	Ongoing action	
78.	Community Connectors program to provide holistic support to students EXISTING Aboriginal-identified Connectors help students and their families better access, coordinate and engage with culturally appropriate services in their community, clearing barriers outside the school gate that impede them from attending and engaging at school.	Minister for Education and Early Learning	2023	Ongoing – In progress	
79.	Aboriginal outcomes in Treasury economic frameworks EXISTING Work is underway to enable greater inclusion of Aboriginal outcomes in NSW Treasury’s economic frameworks.	Treasurer	2021	Ongoing action	NSW Treasury works with clusters and agencies to embed Aboriginal perspectives and include outcomes that align with the aspirations of Aboriginal communities. Treasury is publishing the following over the next 3-6 months:

#	Action	Minister Responsible	Timeframe	Status	Notes
					<ul style="list-style-type: none"> 1. Research paper on use of cost-benefit analysis for First Nations initiatives 2. Issues paper on valuing the impact of culture in First Nations initiatives 3. Aboriginal economic prosperity outcomes framework.
80.	<p>Outcome Budgeting – Aboriginal Outcomes EXISTING</p> <p>Treasury has recently established a new function to drive and align investment in Aboriginal outcomes through leveraging Outcome Budgeting and Treasury’s management of the State Budget.</p>	Treasurer	Ongoing	Ongoing action	The Aboriginal and Torres Strait Islander Landscape Report was released by the NSW Treasurer in March 2022 and included several recommendations to better align Outcomes Budgeting with Closing the Gap.
81.	<p>Establishing an Aboriginal Outcomes Unit NEW</p> <p>This team will coordinate customer and employee programs across the Department of Customer Service.</p>	Minister for Customer Service and Digital Government	Ongoing	Ongoing action	
82.	<p>Place based Communities of Practice NEW</p> <p>These are inter-agency forums to discuss Aboriginal and Torres Strait Islander specific issues relating to the caring for Country.</p>	Minister for Environment and Heritage	Ongoing	Ongoing action	
83.	<p>Service and investment mapping NEW</p>	Minister for Health	Likely meeting	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
	NSW Health will soon engage with Treasury on Outcome Budgeting related to Closing the Gap.		April 2021		
Increasing Aboriginal voices in NSW government					
#	Action	Minister Responsible	Timeframe	Status	Notes
84.	<p>NSW Public Sector Aboriginal Employment Strategy EXISTING</p> <p>The strategy is supported by and in line with agency Aboriginal Employment Strategies which set equal or higher targets.</p>	Premier	2025	Ongoing – In progress	<p>PSC completed consultations with subject matter experts, Aboriginal senior leaders, and Aboriginal employees to refresh the AES 2019–2025. Consultations were informed by AES review recommendations, NSW Closing the Gap priorities and sector requirements. PSC held consultations on the draft refreshed strategy with key stakeholders in the sector including Aboriginal senior leaders.</p> <p>The aim of the refresh is to deliver on 3 strategic focus areas and 6 key initiatives that enhance the sector’s capability to attract, retain and support the workplace experience of Aboriginal and Torres Strait Islander employees across all</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>grades of the NSW public service.</p> <p>The PSC and agencies will continue to work together to:</p> <ul style="list-style-type: none"> • exceed the NSW Premier's priority for the number of Aboriginal senior leaders in the NSW public sector • aim to achieve 3% Aboriginal representation at all non-executive salary levels by 2025. <p>A soft launch of the AES refresh will commence in early August 2022 and include communications across multiple channels.</p>
85.	<p>The NSW Health Good Health - Great Jobs Aboriginal Workforce Strategic Framework 2016-2020 EXISTING</p> <p>This framework has priorities to grow a culturally safe workforce by attracting, recruiting and retaining more Aboriginal and Torres Strait Islander people to work in both clinical and non-clinical roles.</p>	Minister for Health	N/A	Ongoing action	<p>The NSW Health Aboriginal workforce increased from 2.49% in 2014–15 to 2.91% in 2020–21.</p> <p>From 2020–21, NSW Health's Aboriginal workforce target increased to address changes in the NSW PSC's Aboriginal Employment Strategy, which identified a minimum target of 3% Aboriginal workforce by</p>

#	Action	Minister Responsible	Timeframe	Status	Notes
					<p>occupation salary band across non-executive salary classes.</p> <p>There is a variety of training programs and scholarships specifically to support Aboriginal people to become a part of the NSW Health workforce.</p>
86.	<p>NSW Police Force (NSWPF) programs to promote a diverse and inclusive workforce EXISTING</p> <p>The NSWPF Inclusion & Diversity Council is internally focused and will work collectively to influence the organisations commitment in enabling a diverse and inclusive culture that reflects, respects and values the perspectives and participation of its employees.</p>	Minister for Police	Ongoing	Ongoing action	The NSWPF Inclusion and Diversity Council meets three times per year with 6 portfolio focus areas. The Aboriginal and Torres Strait Islander portfolio Ambassador is corporate sponsor, AC Peter McKenna, with representation from Aboriginal staff members. Any issues or opportunities from local and regional Aboriginal network meetings are tabled as required, for further discussion.
87.	<p>The NSW Police Force (NSWPF) Aboriginal Employment and Engagement Strategy 2020-2023 NEW</p> <p>The Aboriginal Employment & Engagement Team is responsible for the implementation of the NSWPF Aboriginal Employment & Engagement Strategy.</p>	Minister for Police	2023	Ongoing – In progress	Strategy priorities continue to be delivered as per the committed timeline. The Aboriginal Employment and Engagement team leads delivery.

#	Action	Minister Responsible	Timeframe	Status	Notes
88.	<p>The Indigenous Police Recruitment Our Way Delivered (IPROWD) program EXISTING</p> <p>The IPROWD program is a partnership between NSW Police Force and TAFE NSW that supports Aboriginal to join the NSW Police Force or other Justice and Emergency Services Agencies.</p>	Minister for Police	Ongoing	Ongoing action	A new contract is progressing to include the Australian Federal Police. IPROWD will be co-funded between the two agencies, with TAFE NSW as delivery partner. Programs will focus on delivery in Redfern and Dubbo.
89.	<p>Aboriginal Community Liaison Officer (ACLO) Program - EXISTING</p> <p>Facilitated by the Aboriginal Coordination Team, this programs recruits, trains, and retains 55 Aboriginal and Torres Strait Islander specialist unsworn staff across NSW to support engagement between the Aboriginal Community and NSW Police Force.</p>	Minister for Police	Ongoing	Ongoing action	<p>NSWPF is proud to announce 3 new ACLO positions in Oxley, Nepean and Tuggerah, bringing their total number to 58. Community information sessions were held to assist the recruitment.</p> <p>Nine new ACLOs were Inducted in 2022. All receive support in their role from the Aboriginal Coordination Team.</p>
90.	<p>Lightning Ridge Police and Community Youth Club (PCYC) NEW</p> <p>This involves the employment of two Activities Officers to deliver youth sports competitions, diversionary activities, school engagement and the NSW Police RISE UP program targeting at Indigenous youth.</p>	Minister for Regional Youth	July 2021 Delayed due to Covid-19	Ongoing – In Progress	Walgett PCYC is continuing its outreach program into the Lightning Ridge community, providing before and after school activities for students. These are very well attended.
91.	<p>Department of Regional NSW (DRNSW) employment related outcomes EXISTING</p>	Deputy Premier	Ongoing	Ongoing action	We are currently in the process of interviewing for the staff member who will design the

#	Action	Minister Responsible	Timeframe	Status	Notes
	DRNSW is committed towards supporting employment related outcomes for Aboriginal people.				recruitment strategy in addition to advertising a recruiter to focus on building Aboriginal talent pools.
92.	<p>Program delivery and Aboriginal employment in Department of Regional NSW (DRNSW) NEW</p> <p>DRNSW Programs have commenced collecting information and data in program application forms on the intention to create jobs targeted to Aboriginal people.</p>	Deputy Premier	Ongoing	Ongoing action	An Aboriginal Employment Strategy was developed for Programs and Regional Development branch. It has since been agreed that the strategy should be broader and cover the whole agency of DRNSW. A steering committee has been established to progress the strategy.
93.	<p>DRNSW Aboriginal Partnerships Program NEW</p> <p>This Program is a DRNSW-sponsored state-wide initiative that will employ 8 Grade 9/10 Aboriginal and Torres Strait Islander staff across regional NSW to work with Aboriginal and Torres Strait Islander communities and businesses to deliver LDM Accords and community, economic and land activation projects in regional NSW.</p>	Deputy Premier	Ongoing	Ongoing action	DRNSW's Regional Development branch runs the Regional Aboriginal Partnerships Program, with eight ongoing Aboriginal Partnerships Manager positions across NSW. These positions work with Aboriginal business, organisations and communities to enable Aboriginal economic opportunity, with a focus on CtG Reform Area 5. Additional funding for the program announced in the Budget will see the number of Aboriginal

#	Action	Minister Responsible	Timeframe	Status	Notes
					Partnerships Managers double across the state, with positions currently in recruitment. These managers work with Aboriginal communities to broker solutions, and support business development, land activation, Aboriginal procurement and employment opportunities.

PRIORITY REFORM FOUR – SHARED ACCESS TO DATA AND INFORMATION AT A REGIONAL LEVEL

Establishing data principles

#	Action	Minister Responsible	Timeframe	Status	Notes
94.	NSW Government Data Strategy NEW Commits the NSW government to work with the Aboriginal and Torres Strait Islander Community of NSW on all aspects of the Data Strategy to embed principles of Aboriginal and Torres Strait Islander Data Sovereignty and Data Governance.	Minister for Customer Service and Digital Government	Ongoing	Ongoing action	
95.	The NSW Health Performance Framework EXISTING Sets out the structure with which the Ministry monitors, assesses and responds to the performance of public sector health services in NSW.	Minister for Health	Ongoing	Ongoing action	
96.	Performance Management Framework for Non-government Organisations (NGOs) EXISTING The Centre for Aboriginal Health coordinates and oversees Funding Agreements involving the Ministry, ACCHSs and other NGOs in delivery of Aboriginal and Torres Strait Islander Health programs.	Minister for Health	Ongoing	Ongoing action	
97.	Recording Methodologies Project EXISTING Working with our internal and external partners to improve systems and information to support more accurate recording of information pertaining to People who identify as Aboriginal.	Minister for Police	Project due date 1 July 2021	Complete	The Project is complete. It is now mandatory for police to ask about, and record, Aboriginal status for all victims of crime and persons of interest. System changes have been made, a mandatory online training package is live,

#	Action	Minister Responsible	Timeframe	Status	Notes
					communication tools, practice notes and the Police Handbook all reflect this work. The overarching intent of the project is to improve the lives of Aboriginal and Torres Strait Islander peoples, promote awareness and ensure culturally appropriate services are in place to assist and support in a timely manner.
98.	Collaborations with ACCOs to incorporate Aboriginal knowledge NEW Conduct yarning circles with the ACCO sector to discuss funding principles and how to incorporate Indigenous knowing, being and doing and ensure they are reflected in funding, recruitment, allocations and evaluations at a local and state level.	Minister for Education and Early Learning Minister for Skills and Training	Ongoing	Ongoing action	
99.	Develop working principles on data collection, sharing and use related to Aboriginal education NEW	Minister for Education and Early Learning	Beginning 2021	Ongoing – In progress	
Data sharing at a regional level for shared decision making					
100.	Aboriginal Affairs interactive boundary map NEW Aboriginal Affairs NSW (AANSW) in collaboration with Service NSW has developed a new interactive NSW boundary map.	Minister for Aboriginal Affairs	Ongoing	Complete	
101.	Aboriginal Customer Engagement Strategy NEW	Minister for Customer Service and	2021 - 2025	Complete	

#	Action	Minister Responsible	Timeframe	Status	Notes
	The draft Aboriginal Customer Engagement Strategy proposes an approach to collect data about who its Aboriginal and Torres Strait Islander customers are and the extent to which their needs are being met through their engagement with DCS.	Digital Government			
102.	AHO as a data custodian for Aboriginal Community Housing data EXISTING AHO provides aggregated regional data on request to Aboriginal and Torres Strait Islander stakeholders (e.g. Murdi Paaki Regional Housing Alliance) on a range of housing factors, such as dwellings, tenancies and financial performance.	Minister for Homes	Ongoing	Complete	AHO is now the data custodian.
103.	Fines data to be shared with and owned by community NEW Currently, the DCJ website provides interactive dashboards on housing data that can be disaggregated by Aboriginal housing, Aboriginal and Torres Strait Islander clients and region. These dashboards are subject to ongoing development.	Minister for Finance	July 2021	Complete	Customer Services Revenue NSW Fines Dashboards have been developed. They support shared community accountability and action for reducing fines and fines debt, through the release of clear and transparent fines related data.
104.	Fisheries Spatial Data portal DPI Fisheries creates and maintains a range of significant publicly available spatial datasets that support the management of fisheries resources and aquatic habitats that are useful to a range of stakeholders. Some of these are also available via the FishSmart and SharkSmart Apps that are freely available to download.	Minister for Agriculture	Ongoing	Ongoing action	Seven new datasets relating to blue carbon in NSW are now available via the dataset catalogue. These datasets give vital information on where blue carbon is across NSW, potential priority areas, preservation, and storage. This is important for planning, conservation efforts and decision-making for the protection and sustainable

#	Action	Minister Responsible	Timeframe	Status	Notes
					management of blue carbon ecosystems.
105.	NSWPF works closely with BOCSAR - EXISTING Meetings and communications on targeted pieces of work.	Minister for Police	Monthly ongoing reporting and information share	Ongoing action	NSWPF worked closely with BOCSAR on the Recording Aboriginality project. The improved data collection is reflected in BOCSAR analysis. NSWPF and BOCSAR will continue to examine and provide analysis on data to monitor and assess outcomes toward Closing the Gap.
106.	Aboriginal Health Dashboards EXISTING The Aboriginal Health Dashboards were developed to strengthen accountability for Aboriginal Health in NSW Health and to enable equity.	Minister for Health	Ongoing	Ongoing action	
107.	Maranguka service mapping (as part of the Stronger Places Stronger People bilateral collaboration agreement) NEW Service and investment mapping of Government services and contracts forms part of the collaborative work and partnership between Maranguka, Justice Reinvest, the NSW Government and Stronger Places Strong People.	Deputy Premier Minister for Health	2024	Ongoing – In progress	DRNSW have completed a local level service map of government and funded services operating in Bourke. The service map has been shared with the Maranguka Cross Sector Leadership Executive.
Strengthening data access and capability in Aboriginal organisations and communities					

PRIORITY REFORM FIVE – EMPLOYMENT, BUSINESS GROWTH AND ECONOMIC PROSPERITY

Understanding what is needed to drive Aboriginal employment, business growth and economic prosperity

#	Action	Minister Responsible	Timeframe	Status	Notes
108.	<p>Aboriginal Business Roundtable NEW</p> <p>To hear from the Aboriginal and Torres Strait Islander business sector about the current state of play and what government can do to remove barriers to entry, investment and growth.</p>	Minister for Aboriginal Affairs	Six-monthly roundtables with the first be held before July 2022	Complete and ongoing	
109.	<p>Roundtable with non-government sectors NEW</p> <p>A Roundtable with non-Aboriginal private and not for profit sector partners, accompanied by targeted engagements to improve public/private partnerships to grow Aboriginal and Torres Strait Islander businesses and employment beyond the public service.</p>	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
110.	<p>Development of outcome indicators NEW</p> <p>The NSW Government will develop outcome indicators to measure progress and share accountability under this new priority reform in partnership with the NSW CAPO, through the OLWG.</p>	Minister for Aboriginal Affairs Minister for Enterprise, Investment and Trade	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
Growing the capacity of Aboriginal businesses to win government business					
111.	<p>Meet the Buyer events for Aboriginal businesses NEW</p> <p>The events are an action in the APP Communications Plan. At least four events are planned, including 3 in regional NSW and 1 in Sydney, with an initial focus on the construction industry.</p>	Minister for Small Business	2021–22	Complete	Five Meet the Buyer events were carried out in the regional locations of Nowra (30 March), Newcastle (5 April), Tamworth (7 April), Dubbo (3 May) and Wagga Wagga (11 May) with over 400 attendees. These events included representatives from the construction, goods and services and ICT industries.
112.	<p>Aboriginal Affairs NSW supporting implementation of the Aboriginal Procurement Policy EXISTING</p> <p>Aboriginal Affairs’ regional offices broker local employment opportunities.</p>	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
113.	<p>NSW Health Procurement Policy (PD2019_028) - EXISTING</p> <p>It closely aligns with the NSW Government Procurement Policy Framework and promotes the NSW Health Aboriginal Procurement Participation (APP) Strategy.</p>	Minister for Health	Ongoing	Ongoing action	
114.	<p>Aboriginal Customer Engagement Strategy NEW</p> <p>Includes the proposal to raise awareness and up-take of opportunities available through the Aboriginal Procurement Policy that will result in increased Aboriginal employment and business viability.</p>	Minister for Customer Service and Digital Government	2021-2025	Ongoing – In progress	
115.	<p>Infrastructure Skills Legacy Program EXISTING</p> <p><u>All</u> NSW Government infrastructure projects over <u>\$7.5 million across NSW</u> have a <u>requirement</u> to support Aboriginal participation on projects.</p>	Minister for Skills and Training	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
116.	Precincts NEW DRNSW has been working closely with the local Aboriginal community while developing the master plans for each SAP to ensure that the Aboriginal community has an opportunity to shape the outcome and maximise the economic benefits of the projects.	Deputy Premier	Ongoing	Ongoing action	The Regional Precincts Group (with the support of DPE) has completed extensive community engagement during the preparation of master plans for Special Activation Precincts. As each SAP progresses through implementation more specific actions will be determined, delivered and monitored. As an example, there are Aboriginal employment targets for Parkes during the construction phase.
117.	Social Impact Investment – Aboriginal economic development NEW Momentum is an integrated three-phased program to be introduced in Northern NSW to remove barriers for Aboriginal and Torres Strait Islander people obtaining documents.	Minister for Skills and Training	Program is expected start in October 2022.	Delayed	
118.	Barrangirra: Training Services NSW Skilling for Employment Grant NEW Strengthen the end to end support for Aboriginal and Torres Strait Islander vocational education learners.	Minister for Education and Early Learning Minister for Skills and Training	Ongoing	Ongoing action	
119.	Indigenous Ranger programs EXISTING	Deputy Premier	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
	NPWS arrangements to work with neighbouring IPAs and Indigenous Ranger programs to build capacity by enabling work across tenure and knowledge sharing/mentoring.				
120.	The Aboriginal Communities Water and Sewerage Program (ACWSP) Employment and Training Pilot EXISTING Provides a pathway for water utilities to apply for funding to train and employ Aboriginal and Torres Strait Islander people as Water and Sewerage Operators to support and improve service delivery for the ACWSP.	Minister for Aboriginal Affairs Minister for Local Government	To 2024	Ongoing – In progress	
121.	Regional Development Enterprise Institute EXISTING An Indigenous owned and managed organisation, proud to deliver employment, training and community services within the Murdi Paaki region and other parts of NSW.	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
122.	DRNSW Regional Aboriginal Partnerships Program EXISTING DRNSW Aboriginal Partnership Officers work in partnership with ACCOs and Aboriginal businesses to build operational capacity and/or enable access to new commercial opportunities. They broker Aboriginal partnerships and maximise Government programs for better economic and social development outcomes. There are 8 Aboriginal Partnership Officer positions across regional NSW.	Deputy Premier	Three years to 30 June 2024	Ongoing – In progress	
Supporting Aboriginal people to start, run and grow a business in NSW					
	Action	Minister Responsible	Timeframe		
123.	Business Connect EXISTING	Treasurer	Ongoing	Ongoing action	

#	Action	Minister Responsible	Timeframe	Status	Notes
	Provides business advice and events to support businesses to start, run, adapt and grow.				
124.	<p>Aboriginal Business Advisory Initiative NEW</p> <p>It incorporates the principles of the current Aboriginal Enterprise Development Officer program and includes support (including grant funding) for existing Aboriginal- and Torres Strait Islander- owned and operated businesses to grow and diversify their business.</p>	Minister for Skills and Training	Ongoing	Ongoing action	From 1 October 2022, the ABAI will be moved to the Department of Customer Service where it will align with the Business Connect Program to deliver high quality services, remove duplication, improve customer experience and reduce confusion amongst stakeholders and target audiences.
125.	<p>Investment NSW will review the existing NSW Business Concierge Service NEW</p> <p>Investigate opportunities to ensure the Service meets the needs of Aboriginal and Torres Strait Islander businesses.</p>	Minister for Enterprise, Investment and Trade	Ongoing	Complete	Review of the Concierge Service is complete. The implementation of recommendations from the review is ongoing.
126.	<p>The Visitor Economy Strategy 2030 identifies Aboriginal culture as one of NSW's strengths NEW</p> <p>Partner with the NSW Aboriginal Tourism Operators Council (NATOC) and Aboriginal and Torres Strait Islander tourism stakeholders to make NSW Australia's premier destination for Aboriginal TourismSEO Evaluation IP 21-22.</p>	Minister for Tourism and Sport	Ongoing	Ongoing action	NSW Aboriginal Experience Development workshops for 2022 are ongoing. Eight workshops are to be delivered in partnership with NATOC from 6 April to 19 October 2022.

Outcome 1: Aboriginal people enjoy long and healthy lives.					
#	Action	Minister Responsible	Timeframe	Status	Notes
127.	<p>NSW Aboriginal Cancer Governance and Engagement Framework -EXISTING</p> <p>The NSW Aboriginal Cancer Governance and Engagement Framework supports how we will implement a collaborative approach to improving cancer outcomes for Aboriginal people in NSW.</p>	Minister for Health	Ongoing	Ongoing action	<p>The Institute continues to work with the AH&MRC to implement this Framework. Chief Executive meetings for Institute and AH&MRC of NSW occur quarterly.</p> <p>The NSW Strategic Partnerships and Performance Committee is also meeting quarterly.</p> <p>The Institute's Aboriginal Cancer Advisory Group and Reconciliation Action Working Group continue to provide a community voice in the cancer</p>

					control sector. Aboriginal Elders and community members are engaged across all these groups.
128.	<p>Reporting for Better Cancer Outcomes: Aboriginal people of NSW – EXISTING</p> <p>The Cancer Institute aims to identify opportunities for improvement in outcomes from cancer prevention initiatives, cancer screening programs, as well as cancer treatment services and clinical trials at a local and state-wide level.</p>	Minister for Health	Ongoing	Ongoing action	The Institute is working with the AH&MRC of NSW to develop the second 'Reporting for Better Cancer Outcomes: Aboriginal people in NSW' report. Due for publication in mid 2022, this report brings together the latest information on cancer incidence, mortality and service provision from a NSW and AH&MRC of NSW regional perspective to assist in identifying priorities.

129.	<p>State-wide Initiative for Diabetes Management – NEW</p> <p>An opportunity to build on the existing diabetes management activities of local health districts (LHDs) and specialty health networks (SHNs), PHNs including general practice, Aboriginal Controlled Community Health Organisations (ACCHOs), primary and community care organisations.</p>	Minister for Health	Ongoing	Ongoing action	
130.	<p>Diabetes in the Community for Aboriginal People Project (ACI/LHDs/Aboriginal community-controlled health services - ACCHSs) – EXISTING</p> <p>The Diabetes in the Community project aims to improve service delivery for Aboriginal people, families and communities.</p>	Minister for Health	Ongoing	Ongoing action	<p>2021–22 consultation with regional partners complete; regional reports developed and locally validated; prioritisation workshop with regions held on 20 June 2022.</p> <p>In 2022–23 solution design activities will be done to improve safe high quality reliable diabetes care and develop a solution design summary report for service improvement.</p>
131.	<p>ACI Diabetes and Endocrine Network – EXISTING</p> <p>The Agency for Clinical Innovation (ACI) and NSW Health are partnering to improve care for patients with diabetes in NSW through targeted programs in the Leading Better Care initiative, as well as through widespread programs focused on</p>	Minister for Health	Ongoing	Ongoing action	As part of Leading Better Value Care, the state-wide

	patient engagement and co-design, audit and feedback, and support for improvement.				inpatient management of diabetes ACI/LHD audit and feedback cycle is complete. There has been an increase in the number of high risk foot services in operation across NSW. Staff working in these services are completing cultural responsiveness training to ensure culturally safe and responsive service delivery for Aboriginal people.
132.	<p>Renal Supportive Care initiative - EXISTING</p> <p>An interdisciplinary approach that integrates the skills of renal medicine and palliative care to help patients with chronic kidney disease and end stage kidney disease to live as well as possible by better managing their symptoms and supporting them in living with advanced disease.</p>	Minister for Health	Ongoing	Ongoing action	This is an ongoing initiative for NSW Health under the Leading Better Value Care initiative. It is delivered across 49 sites in NSW, including rural and remote areas.

					Services have now matured and are available to all patients with stage 4 or 5 kidney disease.
133.	<p>The One Deadly Step program - EXISTING</p> <p>This program promotes screening, early detection and follow up of chronic disease in Aboriginal communities in NSW.</p>	Minister for Health	Ongoing	Complete	Resources developed from One Deadly Step are available to services undertaking screening activities.
134.	<p>Deadly Liver Mob project - EXISTING</p> <p>This project is a peer-driven, incentivised health promotion program to increase understanding of Hepatitis C, promote harm reduction in relation to injecting drug use and link participants to screening and treatment for Hepatitis C with other blood borne viruses and sexually transmitted infections.</p>	Minister for Health	Ongoing	Ongoing action	
135.	<p>Sexually transmitted infection (STI) prevention, testing and treatment programs and services - EXISTING</p> <p>In partnership with Aboriginal Health & Medical Research Council of New South Wales and Aboriginal community-controlled health services (ACCHSs), NSW Health is improving workforce skills in initiating conversation with clients to encourage STI testing, increasing STI testing among their clients.</p> <p>Take Blaktion sexual health awareness campaign</p> <p>Working to improve sexual health knowledge and normalise STI testing and condom use for Aboriginal young people.</p>	Minister for Health	Ongoing	Ongoing action	

136.	NSW HIV Strategy 2021-2025 – EXISTING As part of the NSW HIV Strategy 2021-2025, NSW Health partners with ACCHSs and the AH&MRC of NSW.	Minister for Health	Ongoing	Ongoing action	
137.	NSW Health works in collaboration with ACCHSs to deliver targeted and culturally appropriate approaches to tackling tobacco uptake and use among Aboriginal people – EXISTING In partnership with the NSW Aboriginal Health & Medical Research Council, initiatives include provision of free nicotine replacement therapy to NSW ACCHSs	Minister for Health	Ongoing	Ongoing action	
138.	Initiatives to prevent obesity – EXISTING Targeted initiatives for Aboriginal children, families and adults to reduce the prevalence of obesity, and prevention of childhood obesity.	Minister for Health	Ongoing	Ongoing action	
139.	Initiatives around alcohol and other drugs A suite of programs aimed at minimising the use of alcohol and other drugs, as well as the health, social and economic impact for users.	Minister for Health		Ongoing action	
140.	Aboriginal Health Dashboards -EXISTING These dashboards strengthen accountability for Aboriginal Health in NSW Health and help enable equity.	Minister for Health	Ongoing	Ongoing action	

Outcome 2: Aboriginal children are born healthy and strong.					
#	Action	Minister Responsible	Timeframe	Status	Notes
141.	NSW Health activity related to healthy birthweight - EXISTING NSW Health funds maternity services specifically for Aboriginal families, including AMIHS.	Minister for Health	Ongoing	Ongoing action	
142.	NSW Health partners on the national Safer Baby Program - EXISTING The program aims to reduce stillbirth and includes reducing smoking in pregnancy as an important component.	Minister for Health	Ongoing	Ongoing action	
143.	Get Healthy in Pregnancy program – EXISTING This program offers up to 10 free telephone health coaching sessions with university qualified health coaches to help pregnant women gain a healthy gestational weight, meet recommendations for healthy eating and physical activity in pregnancy, access support to quit smoking, and stop drinking alcohol during pregnancy.	Minister for Health	Ongoing	Ongoing action	
144.	Stay Strong It's Worth It Campaign – EXISTING A campaign that aims to raise awareness among women with an Aboriginal baby, their partners and families about the risks of drinking alcohol during pregnancy.	Minister for Health	Ongoing	Ongoing action	
145.	Substance Use in Pregnancy and Parenting Services (SUPPs) and drug and alcohol residential rehabilitation -EXISTING SUPPSs provide drug and alcohol treatment and support to pregnant women and their child for up to two years after birth.	Minister for Health	Ongoing	Ongoing action	

Outcome 3: Aboriginal children are engaged in high quality, culturally appropriate early childhood education in their early years.					
#	Action	Minister Responsible	Timeframe	Status	Notes
146.	Aboriginal Early Childhood Education Strategy 2021-2025 – NEW Department is currently in the process of co-designing an Aboriginal Early Childhood Education Strategy.	Minister for Education and Early Learning	Launching in early June 2021, ongoing to 2025	Ongoing action	
147.	Ninganah No More Program – EXISTING Department currently funds Aboriginal organisations and ECE services to deliver Aboriginal language programs with ECE services and aims to increase the level of Aboriginal languages being taught in early childhood services across NSW.	Minister for Education and Early Learning	Ongoing	Ongoing action	
148.	Aboriginal Families as Teachers Program – EXISTING Aims to strengthen the ability of Aboriginal families to build a rich home learning environment, which supports active participation in early childhood education.	Minister for Education and Early Learning	Ongoing	Ongoing action	
149.	Start Strong Program – EXISTING Start Strong funding is provided to Community Preschools and aims to improve affordability of early childhood education and increase the number of children participating for 600 hours in a quality early childhood education program in the year before school.	Minister for Education and Early Learning	Ongoing	Ongoing action	

Outcome 4: Aboriginal children thrive in their early years.					
#	Action	Minister Responsible	Timeframe	Status	Notes
150.	<p>First 2000 Days Framework - NEW</p> <p>This program is working to improve universal services and offer targeted support during the first 2000 days of a child's life (conception to age five).</p>	Minister for Health	Ongoing	Ongoing action	
151.	<p>Brighter Beginnings initiative -EXISTING</p> <p>This program is to deliver a universal health, education and community service system that is equitable and accessible and lifts the prospects of every child.</p>	Minister for Education and Early Learning	Ongoing	Ongoing action	
152.	<p>Building Strong Foundations for Aboriginal Children, Families and Communities programs - EXISTING</p> <p>This program provides a free, culturally safe and appropriate early childhood health service for Aboriginal children from birth to school entry age and their families.</p>	Minister for Health	Ongoing	Ongoing action	
153.	<p>Aboriginal Maternal Infant Health Services - EXISTING</p> <p>NSW Health funds maternity services specifically for Aboriginal families, including AMIHS.</p>	Minister for Health	Ongoing	Ongoing action	

Outcome 5: Aboriginal students achieve their full learning potential.					
#	Action	Minister Responsible	Timeframe	Status	Notes
154.	HSC attainment as an ongoing initiative - EXISTING 6 co-designed initiatives to support HSC attainment as determined by the NSW CAPO and the Department of Education to be delivered and evaluated in a culturally appropriate way.	Minister for Education and Early Learning	Ongoing	Ongoing action	
155.	Pirru Thangkuray Cultural Engagement and Goal Setting Program - Developed by AECG - EXISTING The program is designed to increase the number of Aboriginal students completing their HSC, whilst maintaining their cultural identity.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
156.	Aboriginal Learning and Engagement Centres (AL&ECs) -EXISTING A key focus of Aboriginal Learning and Engagement Centres will be to improve student engagement, attendance, retention, HSC attainment and support for students at key transition points.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
157.	Connected Communities Strategy , co-designed and co-constructed with NSW AECG - EXISTING Building genuine partnerships between schools and their communities to change how education is delivered. Formal agreements between schools and local agencies to bring government and non-government services inside the school setting to support students and families. These include health providers, TAFE and universities.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
158.	Locally-tailored policy engagement for schools- NEW This course aims to build participants understanding of how to address school and system priorities by using the ‘Reflect, Plan and Act’ tool within the Turning Policy into Action (TPA) document.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	

159.	Locally tailored cultural immersion for schools , including training for educators delivered by NSW AECG. -EXISTING Resume Connecting to Country (a locally tailored on-Country Aboriginal cultural immersion course for educators), delivered by NSW AECG.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
160.	Embed Aboriginal cultural knowledge - NEW Place culture at the centre of teaching and learning, and integrate local Aboriginal culture into teaching and learning, and professional learning.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
161.	Monitor and evaluate efficacy of professional learning- NEW Measure the impact of teacher professional learning by surveying students and teachers.	Minister for Education and Early Learning	By 2023	Ongoing – In progress	
162.	Community Connector pilot- EXISTING Hosted by Local Aboriginal Land Councils in Tamworth and Orange, 2 roles to support students and families access the services they need to ensure students at risk of disengagement from school are re-connected and supported.	Minister for Education and Early Learning	2024	Ongoing – In progress	

Outcome 6: Aboriginal students reach their full potential through further education pathways.					
#	Action	Minister Responsible	Timeframe	Status	Notes
163.	Smart and Skilled reform initiative-EXISTING Provides eligible students with entitlement to government-subsidised training up to and including Certificate III and/or government funding for higher-level courses (Certificate IV and above) in targeted priority areas.	Minister for Skills and Training	Ongoing	Ongoing action	
164.	Barranggirra: Training Services NSW Aboriginal Skilling for Employment Grant-EXISTING Culturally appropriate mentoring to promote increased access, retention and completion of vocational education and training, improved post-training outcomes, greater confidence in making decisions and greater opportunity business ownership and economic independence.	Minister for Skills and Training	Ongoing	Ongoing action	
165.	Infrastructure Skills Legacy Program-EXISTING Boost the number of skilled construction workers and create fresh pathways to employment.	Minister for Skills and Training	Ongoing	Ongoing action	
166.	Opportunity Hubs – -EXISTING/EXPANDING Local networks that develop personalised transition planning from school into tertiary education, training and/or employment for Aboriginal young people through existing services.	Minister for Skills and Training	Ongoing	Ongoing action	

Outcome 7: Aboriginal youth are engaged in employment or education.					
#	Action	Minister Responsible	Timeframe	Status	Notes
167.	Regional Industry Education Partnerships-EXISTING Strengthen connections between local industry and secondary school communities, and support students in planning their future career pathways.	Minister for Skills and Training	Ongoing	Ongoing action	
168.	Elsa Dixon Aboriginal Employment Grant-EXISTING Subsidies to cover the salary, development and support costs of Aboriginal employees in public service agencies and local government authorities.	Minister for Skills and Training	Ongoing	Ongoing action	
169.	Driver Licensing Access Program-EXISTING The Driver Licensing Access Program (DLAP) is one of the core NSW Government commitments to deliver on the NSW Road Safety Plan 2021 to increase access to licensing, safe and legal driving and improve social outcomes.	Minister for Transport Minister for Regional Transport and Roads	Ongoing	Ongoing action	In 2021–22 TfNSW continued delivering the Driver Licensing Access Program (DLAP), which assists people from communities with lower rates of driver licence attainment to obtain and retain their driver licence, including many Aboriginal communities, some culturally and linguistically diverse communities (including refugee and resettlement communities identified by Multicultural NSW), and people from low socio-economic backgrounds.
170.	Safer Drivers Course (and Safer Drivers Course – Disadvantaged Initiative) -EXISTING The SDC was implemented on 1 July 2013 and is an accredited optional component under the Graduated Licensing Scheme and is specifically designed to assist	Minister for Transport	Ongoing	Ongoing action	Since the SDC Disadvantaged Initiative for young learner drivers was launched (July 2016 to 28 February 2022), almost 3,300 disadvantaged Learners have benefited. The initiative offers free

	learner drivers under 25 years of age to become safer drivers.				places on the SDC to help young learner drivers from disadvantaged backgrounds and Aboriginal communities. The fee exemption allows those who are financially disadvantaged to benefit from the road safety outcomes of the SDC.
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Outcome 8: Strong economic participation and development of Aboriginal people and communities.					
#	Action	Minister Responsible	Timeframe	Status	Notes
171.	<p>Aboriginal Procurement Policy -EXISTING</p> <ul style="list-style-type: none"> Supporting an estimated 3,000 FTE opportunities for Indigenous peoples through NSW Government procurement activities. Supporting local Aboriginal and Torres Strait Islander community organisations and businesses to participate in NSW infrastructure projects through Aboriginal Affairs NSW's regional offices. 	Minister for Finance	Ongoing	Ongoing action	The target to support 3,000 FTE employment opportunities for Aboriginal people through NSW Government procurement activities by 31 December 2021 was exceeded, with 3,995 FTE employment opportunities supported.
172.	<p>Momentum (Social Impact Investment, Aboriginal economic development) - NEW</p> <p>An integrated three-phased program to remove barriers to Aboriginal people obtaining documents such as birth registrations, birth certificates and driver licences.</p>	Minister for Skills and Training	Pending successful negotiations, the program is expected to start in late 2021 in Northern NSW	Delayed	
173.	<p>Aboriginal Communities Water and Sewerage Program (ACWSP) Employment and Training Pilot -EXISTING</p> <p>Provides a pathway for water utilities to apply for funding to train and employ Aboriginal people as Water and Sewerage Operators to support and improve service delivery for the ACWSP.</p>	Minister for Aboriginal Affairs Minister for Local Government	To 2024	Ongoing – In progress	
174.	<p>Training and employment programs - EXISTING</p> <ul style="list-style-type: none"> Barranggirra: Training Services NSW Aboriginal Skilling for Employment Grant, to improve post training outcomes and build 	Minister for Education and Early Learning	Ongoing	Ongoing action	From 1 October 2022, the ABAI will move to the Department of Customer Service where it will align

	<p>stronger links for Aboriginal people with current opportunities for employment and training.</p> <ul style="list-style-type: none"> • Elsa Dixon Aboriginal Employment Grant, to develop and support Aboriginal and Torres Strait Islander people and create employment opportunities. • Aboriginal Business Advisory Initiative, to support existing Aboriginal- and Torres Strait Islander- owned and operated businesses to grow and diversify their business. • Aboriginal Enterprise Development Officer Program, to increase confidence and expertise of Aboriginal and Torres Strait Islander people to become self-employed and to encourage an entrepreneurial culture within Aboriginal and Torres Strait Islander communities. 	<p>Minister for Skills and Training</p>			<p>with the Business Connect Program to deliver high quality services, remove duplication, improve customer experience and reduce confusion amongst stakeholders and target audiences.</p>
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Outcome 9: Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need.					
#	Action	Minister Responsible	Timeframe	Status	Notes
175.	AHO Capital Works – New Supply -EXISTING	Minister for Homes	Ongoing	Ongoing action	AHO Capital Works – New Supply is an ongoing BAU program with annual funding from Treasury. The FY23 program is about to commence.
176.	Stimulus – Secondary Dwellings -EXISTING Through the AHO’s Stimulus Program, the AHO is rolling out a program of secondary dwelling construction. Secondary dwellings have the potential to help address overcrowding	Minister for Homes	June 2022	Ongoing action	Works are ongoing to deliver 39 secondary dwellings across the state, through the through the AHO Stimulus Program. To date, 16 secondary dwellings have been completed. The remaining 23 units are under construction and scheduled for completion in FY23.
177.	Innovation Project -EXISTING The AHO Innovation Project has seen the AHO explore new approaches to the delivery and construction of new housing supply.	Minister for Homes	Ongoing	Ongoing action	Construction is complete on the final 3 homes built under the AHO Innovation project. 10 homes in Moree were built using different construction methodologies. A project evaluation will occur soon.

178.	<p>Services Our Way Program -EXISTING</p> <p>Services Our Way is an Aboriginal-led, trauma informed case coordination service for vulnerable Aboriginal people families delivered by Aboriginal specialist support workers.</p>	Minister for Homes	June 2022 (Beyond June 2022, dependent on finding new funding source)	Ongoing action	
179.	<p>Strategic Tenant Relocations Policy -EXISTING</p> <p>DPIE's Land and Housing Corporation (LAHC) Strategic Tenant Relocations Policy guides the approach to strategic relocation of tenants living in LAHC-owned properties, including those managed by the Aboriginal Housing Office (AHO) and Aboriginal Community Housing Providers.</p>	Minister for Homes	Ongoing	Complete	

Outcome 10: Aboriginal people are not overrepresented in the criminal justice system.					
#	Action	Minister Responsible	Timeframe	Status	Notes
180.	<p>Aboriginal Overrepresentation Plan 2018-2021 -EXISTING</p> <p>Plan aims to help Aboriginal people avoid contact with the criminal justice system, reduce the length of time spend in custody and reduce the rate of reoffending.</p>	Attorney General	2021	Complete	The Plan expired in 2021 and is being replaced by the Close the Gap program of works for justice targets 10, 11 and 13.
181.	<p>'What's Your Plan?' -EXISTING</p> <p>This program has Aboriginal Client and Community Support Officers in local courts engage with Aboriginal people who have an Apprehended Domestic Violence Order made against them.</p>	Attorney General	Ends 30 June 2021	Ongoing – In progress	'What's Your Plan?' is now part of DCJ core business delivery.
182.	<p>Mental Health Assessment Pilot -EXISTING</p> <p>The ASU and Justice Health are trialling an extension of the State-Wide Community and Court Liaison Service.</p>	Attorney General		Ongoing – In progress	The pilot is currently being delivered in Parkes, Forbes and Broken Hill.
183.	<p>Legal Aid NSW Civil Law Service for Aboriginal Communities - EXISTING</p> <p>Addressing civil law problems before they escalate into criminal law problems and increase contact with the criminal justice system</p>	Attorney General		Ongoing – In progress	The Civil Law Service for Aboriginal Communities (CLSAC) is now part of the core business of Legal Aid NSW. CLSAC goes to Aboriginal communities in NSW, visiting Aboriginal women in custody and giving them civil law advice. Regular outreach occurs in Condobolin, Lake Cargelligo, Mt Druitt, Dareton, Bourke,

					Brewarrina, Moree, Boggabilla, Toomelah, Baryulgil, Malabugilmah, Tabulam, Coraki, Yamba, Maclean, East Dubbo, Batemans Bay, Mogo, Moruya, Bodalla and Wallaga Lake along with one-off outreach events.
184.	<p>Legal Aid organisation wide target to increase services to Aboriginal clients by 5% in Crime, Family and Civil law -EXISTING</p> <p>To deliver increased access to legal advice and representation leading to reduction in contact with the criminal justice system; more appropriate sentencing</p>	Attorney General		Ongoing – In progress	Currently underway, with reporting due on the target in 2022.
185.	<p>Legal Aid Best Practice Standards for Representing Aboriginal Clients - EXISTING</p> <p>To deliver more effective legal representation through setting clear standards and expectations around cultural, community and legal knowledge.</p>	Attorney General		Ongoing – In progress	Standards for working with Aboriginal clients continue to be embedded into the work of Legal Aid NSW
186.	<p>Driver licence disqualification reform - EXISTING</p> <p>If a disqualified driver has complied with their disqualification period for a minimum of two or four years (depending on the case) and has no convictions for driving offences involving death or grievous bodily harm, they may be eligible to have their disqualification lifted.</p>	Attorney General		Complete	Legislative changes put in place in October 2017
187.	<p>Circle Sentencing Program -EXISTING</p>	Attorney General	Ongoing	Ongoing action	Circle sentencing was impacted by COVID-19 restrictions between 2020–2021. An expansion of the program is being

	Circle Sentencing is available in some local courts, and provides a sentencing alternative for Aboriginal adults who have been found or plead guilty.				considered following a positive evaluation from BOCSAR in 2020 which showed the program reduced imprisonment and incarceration of Aboriginal people.
188.	The Victims Services Aboriginal Contact Line - EXISTING This is a dedicated line to enable Aboriginal victims to speak to an Aboriginal staff member.	Attorney General	Ongoing	Ongoing action	The Aboriginal Contact Line was established to support victims of crime. It is now part of core DCJ service delivery.
189.	Aboriginal Court Support - EXISTING The Aboriginal Client and Community Support Officers in about 50 local courts provide a coordinated assessment, referral, information and support service for Aboriginal people attending court.	Attorney General	Ongoing	Ongoing action	Support for Aboriginal court users is a core part of DCJ service delivery.
190.	Aboriginal Community Justice Groups (ACJG) - EXISTING These are representative groups of respected Aboriginal community members, service providers, and justice agencies who come together on a regular basis to examine crime and offending problems in their communities and to develop solutions to address these issues.	Attorney General		Ongoing – In progress	Aboriginal Community Justice Groups are a core part of DCJ service delivery.
191.	Indigenous Justice Clearinghouse - EXISTING Provides policy makers with resources related to Indigenous justice	Attorney General	2021–22	Ongoing – In progress	DCJ co-chairs the Indigenous Justice Clearinghouse (IJC) with the Australian Institute of Criminology. The IJC is currently developing a research agenda to

					support the Closing the Gap Agreement.
192.	<p>CSNSW Custodial Corrections High Intensity Program Units for male and female inmates -EXISTING</p> <p>These units offer culturally appropriate support to Aboriginal inmates and address reintegration needs. The program uses a trauma-informed framework to confront family violence and gives inmates access to their children.</p>	Minister for Corrections		Ongoing – In progress	The high intensity program units at the Mid North Coast Correctional Centre and Wellington Correctional Centre are designed specifically for Aboriginal offenders.
193.	<p>CSNSW Custodial Corrections Intensive Learning Centres - EXISTING</p> <p>Part of a suite of CSNSW programs aimed to reduce reoffending and improve employment opportunities and support</p>	Minister for Corrections		Ongoing – In progress	Corrective services teachers deliver programs in intensive learning centres at Lithgow, Mid North Coast, South Coast and Wellington Correctional Centres. These centres have significant numbers of Aboriginal offenders who need to develop foundational skills for participation in further education and vocational programs.
194.	<p>CSNSW Custodial Corrections New case management model - EXISTING</p> <p>Part of a suite of CSNSW programs aimed to reduce reoffending and improve employment opportunities and support</p>	Minister for Corrections		Ongoing – In progress	Inmates with a sentence of more than three months have a tailored case plan of programs and services to address their needs. Case plans for Aboriginal inmates are to

					reflect criminogenic and other needs, as well as identify opportunities to participate in appropriate cultural and other engagement programs.
195.	<p>CSNSW Custodial Corrections Time to Work Employment Services - EXISTING</p> <p>Part of a suite of CSNSW programs aimed to reduce reoffending and improve employment opportunities and support</p>	Minister for Corrections		Ongoing – In progress	Corrective Services and the Australian Government Department of Education, Skills and Employment have recently agreed to extend the Time to Work Employment Service that operates in NSW correctional centres to 30 June 2023.
196.	<p>CSNSW Custodial Corrections -EXISTING</p> <ul style="list-style-type: none"> • The Gundanha Program • Aboriginal Women’s Employment and Training Hub • Caring and Working <p>These programs address employment, education, reintegration, and parenting</p>	Minister for Corrections	2021–22	Ongoing – In progress	<p>The Gundanha program which provides employment and vocational training for Aboriginal women in the building and construction industry, at Wellington Correctional Centre, is on a temporary hold. The facility is being used to urgently build dwellings for flood hit areas in northern NSW.</p> <p>The Aboriginal Women’s Employment Hub, and</p>

					Caring and Working pilots will continue to operate under current Commonwealth funding arrangements up to October 2022.
197.	<p>CSNSW Custodial Corrections Never Going Back -EXISTING</p> <p>Addresses employment, training, health & wellbeing, culture and community engagement</p>	Minister for Corrections		Ongoing – In progress	Never Going Back now provides opportunities for Aboriginal inmates at multiple correctional centres, with the program operating at the National Centre of Indigenous Excellence in Redfern.
198.	<p>CSNSW Custodial Corrections St Heliers Project -EXISTING</p> <p>Provides a pre-release pathway for inmates, including employment options, work release, traineeships, cultural programs, education and post release mentoring</p>	Minister for Corrections		Ongoing – In progress	A diverse range of targeted programs and services for Aboriginal men is delivered at the centre. The Gundi Pathway is one of these. It builds skills and provides experience in building and construction work through the fabrication and building of relocatable homes.
199.	<p>CSNSW Custodial Corrections Aboriginal Birth Certificate Program - EXISTING</p> <p>Provides a birth certificate to eligible Aboriginal inmates at no cost to them for the purpose of reintegration support</p>	Minister for Corrections		Ongoing – In progress	This program continues. Other options, to provide further identification for Aboriginal inmates prior to release, are being

					considered with other government agencies.
200.	CSNSW Custodial Corrections Dubay Gunyah -EXISTING Provides eligible Aboriginal women with accommodation to support reintegration	Minister for Corrections		Ongoing – In progress	Corrective Services NSW continues to partner with ACCOs to deliver this service to Aboriginal women released from custody.
201.	CSNSW Custodial Corrections Reintegration Home Detention - EXISTING Addresses overrepresentation by assisting with reintegration into the community.	Minister for Corrections		Ongoing – In progress Cluster	This program continues. Options to enhance opportunities for Aboriginal inmates to participate in the scheme are currently being considered.
202.	CSNSW – Custodial and Community Corrections EQUIPS Programs - EXISTING EQUIPS programs address offenders’ criminogenic needs, including addiction issues, aggression and domestic abuse, to reduce their reoffending risk. These programs target the offence profile of each eligible offender and are run in a group setting.	Minister for Corrections		Ongoing – In progress	EQUIPS are a core part of Corrective Services therapeutic interventions.
203.	CSNSW – Custodial Corrections – Violent Offenders Therapeutic Programs (VOTP) -EXISTING These are residential therapy programs for men who have a history of violent behaviour. A modified therapeutic community setting enables offenders to work intensively on changing the thinking, attitudes and feelings that led to their offending behaviour.	Minister for Corrections		Ongoing – In progress	This is a continuing program.

204.	<p>CSNSW Custodial Corrections Sex Offender Programs -EXISTING</p> <p>The goal of these programs is to help participants acquire the knowledge, skills, attitudes and self-confidence necessary to achieve a greater level of satisfaction and happiness in their life and the lives of the people around them.</p>	Minister for Corrections		Ongoing – In progress	This is a continuing program.
205.	<p>CSNSW Custodial Corrections Training and Education -EXISTING</p> <ul style="list-style-type: none"> • Traineeships • Foundational skills and vocational training 	Minister for Corrections		Ongoing – In progress	<p>A key finding in the 2021 BOCSAR report, 'Vocational training in NSW prisons: Exploring the relationship between traineeships and recidivism' was a 17.55% reduction in the rate of personal, property and serious drug offending among Aboriginal inmates who participated in a traineeship compared to those who did not. Corrective Services NSW continues to work to increase participation rates in traineeships.</p>
206.	<p>CSNSW Custodial Corrections Corrective Service Industries (CSI) employment -EXISTING</p> <p>Offender work programs that aim to provide a work readiness capability for offenders to enhance their opportunity to gain and retain employment upon release and to contribute to Corrective Services NSW mission of reducing reoffending.</p>	Minister for Corrections		Ongoing – In progress	<p>Corrective Services NSW continues to drive work to increase employment opportunities for Aboriginal inmates. This work includes identifying partnership opportunities with external stakeholders and employers.</p>

207.	<p>CSNSW Community Corrections Practice Guide for Intervention - EXISTING</p> <p>Reduces justice order breaches and reoffending</p>	Minister for Corrections		Ongoing – In progress	Work is underway to consider options/initiatives to increase the successful completion of orders by Aboriginal offenders.
208.	<p>CSNSW Community Corrections Parole Order reforms -EXISTING</p> <p>Parole Orders set out the supervision conditions for inmates released on parole. Under recent parole reforms Community Corrections have clearer authority to impose penalties for less serious parole breaches, such as failing to report.</p>	Minister for Corrections		Ongoing – In progress	Work is underway to consider options/initiatives to improve the engagement of Aboriginal offenders on supervised orders/parole.
209.	<p>CSNSW Community Corrections new Practice Guide for Intervention (PGI) - EXISTING</p> <p>The PGI increases the capacity and capability of all Community Corrections officers to deliver cognitive behaviour therapy as part of one-on-one interventions with offenders in the community who are under Community Corrections supervision.</p>	Minister for Corrections		Ongoing – In progress	The Practice Guide for Intervention works to increase engagement between offenders supervised in the community and Community Corrections officers. This is part of core DCJ service delivery.
210.	<p>Intensive Corrections Order (ICO) reform - EXISTING</p> <p>Sentencing reform which commenced in 2018 aims to make ICOs more flexible and customisable with conditions that hold offenders accountable and address their risk of reoffending.</p>	Minister for Corrections		Ongoing – In progress	BOCSAR's 2020 evaluation of the ICO reforms, 'The impact of the 2018 NSW sentencing reforms on supervised community orders and short-term prison sentences', found an increase in adult offenders receiving supervised community orders and a decrease in short-term prison sentences, after the reforms commenced. The

					results were particularly significant in local courts, where Aboriginal offenders receiving a supervised community order increased from 25.4% to 36.7% and Aboriginal offenders receiving a short-term prison sentence declined from 12.9% to 10.3%.
211.	<p>Revenue NSW – Work and Development Orders -EXISTING</p> <p>The Work and Development Order (WDO) program aims to reduce secondary offending (in particular driver licensing breaches) due to fine default by allowing customers to reduce their fines through unpaid work with, or treatment with, an approved organisation.</p>	Minister for Corrections		Ongoing – In progress	The WDO Scheme is a core part of DCJ service delivery.
212.	<p>LawAccess NSW Civil and Criminal law Information and Advice Service -EXISTING</p> <p>This is a free government telephone service that provides legal information, referrals and in some cases, advice for people who have a legal problem in NSW.</p>	Minister for Corrections		Ongoing – In progress	This service is a core part of DCJ service delivery.
213.	<p>Wellington Women’s Correctional Centre pilot project - EXISTING</p> <p>A partnership with Corrections NSW - Pre-release support for Aboriginal women to reduce reoffending and assist in their transition into the community. Program will provide Domestic and Family Violence support surrounding the understanding of AVO conditions and compliance.</p>	Minister for Police Minister for Corrections	Pilot	Ongoing – In progress	Focus groups with women at Wellington Correctional Centre identified areas for raising awareness/ education surrounding domestic and family violence and Apprehended Domestic Violence Orders (ADVOs).

					<p>Interactive workshops, facilitated by the NSWPF and Corrective Services NSW, will cover domestic violence law, ADVOs, conditions, breaches, variations, warrants and support services in the local community.</p> <p>The project also aims to reduce barriers for women contacting the police for assistance. The first pilot of the program is scheduled for late 2022.</p>
214.	<p>Magistrates Early Referral into Treatment (MERIT) Program - EXISTING</p> <p>MERIT is a voluntary program for adults in the Local Court who have problematic alcohol and/or other drug use. MERIT provides access to a wide range of alcohol and other drug treatment services for 12 weeks while court matters are deferred.</p>	Minister for Health	Ongoing	Ongoing action	

Outcome 11: Aboriginal young people are not overrepresented in the criminal justice system.					
#	Action	Minister Responsible	Timeframe	Status	Notes
215.	<p>Youth Koori Court-EXISTING</p> <p>The court aims to reduce the number of Aboriginal children in custody and to provide support services to address issues associated with the risk of reoffending.</p>	Attorney General	30 June 2021	Ongoing – In progress	The Youth Koori Court is now a core part of DCJ program delivery in the NSW Children’s Court. A recent evaluation from BOCSAR showed participants are 40% less likely to be given a juvenile control order at completion of the program.
216.	<p>Youth Justice Conferencing -EXISTING</p> <p>Youth Justice Conferencing is a mainstream community-based response that brings young offenders, their families and supporters face-to-face with victims, their supporters and police.</p>	Attorney General	Ongoing	Ongoing action	YJC is a core part of youth justice service delivery.
217.	<p>Youth Justice Youth on Track - EXISTING</p> <p>Youth on Track is a mainstream early intervention scheme designed to coordinate services for 10-17-year-old offenders before they become entrenched in the criminal justice system.</p>	Attorney General	2021 (pending evaluation results)	Ongoing – In progress	<p>The program continues to be delivered across 7 sites. BOCSAR is finalising a randomised control trial to evaluate Youth on Track compared with a shorter, less intensive ‘control’ program – ‘Fast Track’. Results will be published in July 2022.</p> <p>BOCSAR is also undertaking a comparative analysis to measure the impact of being part of Youth on Track against a matched cohort in the Human</p>

					<p>Services data set who received no intervention. Findings from this research are expected later in the year.</p> <p>In 2021–22, Youth on Track was delivered to 265 young people, 67 (63%) of whom were Aboriginal.</p>
218.	<p>Youth Justice My Journey, My Life -EXISTING</p> <p>My Journey My Life is an Aboriginal specific program for young men and boys which aims to address violence within relationships.</p>	Attorney General	Ongoing	Ongoing action	This program is a core part of youth justice service delivery.
219.	<p>Youth Justice Yinnar - My Journey My Life (Female version) -EXISTING</p> <p>The program will provide offence focused intervention to young Aboriginal females with a history of violent or anti-social behaviour.</p>	Attorney General	Ongoing	Ongoing action	This program is a core part of youth justice service delivery.
220.	<p>Youth Justice Rural Residential Adolescent Alcohol and Other Drugs Rehabilitation Services - EXISTING</p> <p>These are rural residential alcohol and other drug rehabilitation services for 13 to 18-year-old clients of Youth Justice. The programs are targeted at young people with significant alcohol and other drug use that is related to their offending behaviour.</p>	Attorney General	2019-2022	Ongoing – In progress	Youth Justice continues to fund Mission Australia to deliver the program in Coffs Harbour (Junaa Buwa) and Dubbo (Mac River).
221.	<p>Youth Justice Ngudjoong Billa Aboriginal Reintegration and Transition program-EXISTING</p> <p>Ngudjoong Billa is a partnership between Youth Justice and the South Coast Medical Service Aboriginal Corporation to</p>	Attorney General	Ongoing	Ongoing action	The program continues to deliver a range of transitional supports to Aboriginal young people leaving custody or community supervision, who

	implement a reintegration and transition program for Aboriginal young people.				have a medium or high risk of reoffending. It has a specific focus on Aboriginal cultural support and education. This year, the program delivered cultural camps and art sessions, mentoring, and youth groups that take young people on Country. It supports outcomes that extend beyond reduction in offending behaviours and include improvements in self-confidence, self-esteem and attitudes.
222.	<p>Youth Justice Funded Casework Support Program- EXISTING</p> <p>Delivers socio-cultural and welfare-focused services to complement the offence-focus case management undertaken by YJ staff to address offending behaviour in a culturally appropriate and safe way.</p>	Attorney General	2024	Ongoing – In progress	Youth Justice continues to fund non-government providers to run this 12-week program across NSW. It supports young people to achieve youth justice case plan goals by providing a broad range of activities to address needs such as financial support, engagement in education and training, stable accommodation, social and personal development and cultural support.
223.	<p>Youth Justice Casework Review Project: Development of a Resource Allocation Framework (RAF) -EXISTING</p>	Attorney General		Ongoing – In progress	The framework continues to be embedded across youth justice to improve effective management of resources.

	Will result in an increased focus on cultural casework and the level of cultural responsiveness when working young people.				
224.	Youth Justice Aboriginal-controlled recruitment processes, and reviewing operational leadership roles -EXISTING The Youth Justice Executive are committed to improving recruitment, retention and promotion of Aboriginal people within Youth Justice.	Attorney General		Ongoing – In progress	Embedded in YJ’s recruitment process and ongoing assessment and review of roles across the organisation.
225.	Safe Aboriginal Youth (SAY) Night Patrol-EXISTING Reducing overrepresentation using a community-based service offering transport and outreach for Aboriginal young people on the streets late at night.	Attorney General		Ongoing – In progress	SAY is a program for the safe transport of young people to their homes, or a safe place at night. A tender for this program to be released in August 2022.
226.	Youth Justice Aboriginal Strategic Plan Performance Framework -EXISTING This plan provides clear accountability throughout all areas of the Youth Justice organisation for delivering against five goals and it ensures progress can now be measured more readily.	Attorney General	2018-2022	Ongoing – In progress	The framework continues to rely on accountability performance metrics to improve outcomes for Aboriginal clients.
227.	NSWPF Commissioner’s RISEUP Strategy (Including Fit for Work, Fit for Life, for Change, Fit for Home, Fit for Service, Fit to Strive, Fit Together, Fit to Learn) -EXISTING RISEUP is a strategy developed by the NSW Police Commissioner, connecting disengaged young people to workplace opportunities.	Minister for Police	Ongoing	Ongoing action	Aboriginal young people completing Rise Up programs in the period January 2021 to June 2022: Fit for Change – 120 Fit for Home – 25 Fit for Service – 17 Fit for Work – 103 Fit to Learn – 91 Fit to Strive – 68 Fit Together – 133

228.	<p>Pre-Release Program Pilot (Commissioner’s RISEUP Strategy outreach program) - NEW</p> <p>The pre-release program is a Fit for Life Outreach program pilot which has been run from the Cobham and Orana Juvenile Justice Centres.</p>	Minister for Police	Pilot	Ongoing action	<p>The pre-release program is a Fit for Life outreach program pilot running from Frank Baxter, Cobham and Orana juvenile justice centres.</p> <p>Discussions are underway to potentially expand the program to Reiby and Riverina justice centres.</p>
229.	<p>Work Development Order (WDO) Scheme-EXISTING</p> <p>WDO’s enable participants to reduce fines by up to \$1000 a month. Timeframe depends on financial penalty.</p>	<p>Minister for Customer Service and Digital Government</p> <p>Minister for Police</p>	Ongoing	Ongoing action	<p>Aboriginal Young People</p> <p>30 June 2021 to 1 July 2022</p> <p>Active WDOs – 26 (33%) Amount served – \$9,834.33 (26%) Closed/satisfied WDOs – 107 (27%) Amount served – \$87,9576.00 (36%) Closed/ other WDOs – 59 (28%) Amount served – \$24,546.09</p> <p>TOTAL SERVED \$122,345.45</p>
230.	<p>Get Legal, Get Licensed, Get Work – delivered by Bara Barang-EXISTING</p> <p>The purpose of this curriculum is to help with the literacy, numeracy and computer skills needed to pass the Driver Knowledge Test.</p>	Minister for Police	Ongoing	Ongoing action	<p>‘Get Licensed Get Legal Get Work’ is a training resource designed to assist in learning the TfNSW Road User Handbook.</p>

231.	<p>Problematic and harmful sexual behaviours-EXISTING The NSW Government, led by NSW Health is undertaking a program of work to improve the response to children and young people (0-17 years) with and affected by problematic and harmful sexual behaviours.</p>	Minister for Health	<p>A final draft Framework, including the policy and legislation model that underpins it is anticipated to be provided to interagency partners for consideration in early 2021–22 . Cabinet and Expenditure Review Committee processes will follow.</p>	Delayed	<p>Development of a draft NSW problematic and harmful sexual behaviour framework (Children First), including proposed policy and legislation is complete.</p> <p>Subject to Ministerial endorsement, it is proposed that the Framework and a supporting NSW Prevention Action Strategy be considered by Cabinet in 2022.</p> <p>Implementation of Children First is not funded in the 2022–23 NSW State Budget. Implementation is proposed for 2022–23 with some activities scaled back, subject to Cabinet endorsement of the framework and agreement by the Commonwealth Government to short-term funding proposals under the Domestic, Family and Sexual Violence National Partnership Agreement.</p> <p>New policy proposals will be put forward for the 2023–24 NSW State Budget to support ongoing implementation.</p>
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Outcome 12: Aboriginal children are not over represented in the child protection system.					
#	Action	Minister Responsible	Timeframe	Status	Notes
232.	<p>New Street -EXISTING</p> <p>A community-based specialist treatment service that delivers family-based therapy and support service for children and young people to help them understand and stop harmful sexual behaviours</p>	Minister for Health	Ongoing	Ongoing action	Implementation of state-wide expansion of New Street services is complete.
233.	<p>Safe Wayz - NEW</p> <p>NSW Health is augmenting existing services and supports for children under 10 years with problematic or harmful sexual behaviours</p>	Minister for Health	Rolled out in a phased approach, across the State from mid-2021	Ongoing action	Development of the Safe Wayz program is complete, and services are currently rolling out across NSW in a phased approach based on local community engagement and readiness.
234.	<p>Aboriginal Child and Family Investment Strategy (ACFIS) - EXISTING</p> <p>DCJ and AbSec co-designed the Aboriginal Child and Family Investment Strategy (ACFIS) that focuses government investment in ACCOs on a very deliberate growth and investment strategy</p>	Minister for Families and Communities	30% of Targeted Early Intervention Reform funding committed for Aboriginal families by 2021	Ongoing – In progress	DCJ and AbSec co-designed the ACFIS that focuses government investment in ACCOs on a very deliberate growth and investment strategy that includes workforce, funding streams and the intent to build a locally responsive, community focused service system.
235.	<p>Sector support funding initiatives-EXISTING</p> <p>DCJ uses tailored supports to achieve significant industry growth, while supporting other service reforms such as the Permanency Support Program and building capacity to sustain service quality levels.</p> <p>Existing programs in the West and Far West.</p>	Minister for Families and Communities	By 2022–23	Ongoing – In progress	Since 2018–19 the NSW government committed approximately \$2.6m to AbSec to undertake work to support the establishment of ACCOs through its Growth and Partnership work.

	AbSec is funded for delivery.				<p>Of this, \$1.2m was given specifically to support the establishment of ACCOs to deliver PSP services to children and young people in western and far west NSW. Orange Aboriginal Medical Service (OAMS) has been given a PSP contract to provide foster care services.</p> <p>There is a procurement process underway for three more locations – Dubbo (western), Coonamble (western) and Broken Hill (far west NSW).</p>
236.	Review and revise the SARA tool to better reflect Aboriginal strengths and so reduce numbers of Aboriginal children coming into care. - NEW	Minister for Families and Communities	December 2021	Ongoing – In progress	<p>This action is currently on track. An assessment review project is looking at child protection decision making tools, practices and processes.</p> <p>A key priority is for Structured Decision Making (SDM) assessments to be culturally equitable and better assess the protectiveness and safety that culture provides. Changes will be co-designed with Aboriginal community and internal and external stakeholders (including Aboriginal young people); incorporate learnings from the Family is Culture review; and embed Aboriginal case management policy and family-led decision making into assessment practice.</p>

					<p>The SDM safety assessment will be redesigned and ready for an IT build by December 2022. Risk assessment will be redesigned and ready for an IT build by May 2023.</p> <p>The project has adopted an Aboriginal governance mechanism within its governance arrangements to ensure Aboriginal voices play a key role in decision making about changes to, and implementation of, assessment practice.</p> <p>Once the tools are revised they will need to be built into the source system.</p>
237.	<p>Undertaking Aboriginal Impact Statements -EXISTING</p> <p>raise cultural content and competence in the writers and subsequent product – which is then used by caseworkers as How To guides.</p>	Minister for Families and Communities	August 2021	Ongoing – In progress	<p>Aboriginal Impact Statements (AIS) are developed at the initial stage of policy and program design. An AIS was applied to external agencies for the first time in the Child Wellbeing Unit’s review.</p> <p>The AIS requires staff within DCJ to think about whether each initiative or project will have an impact on Aboriginal people, families or communities.</p> <p>An Aboriginal Impact Statement is a project-planning tool to be used:</p> <ul style="list-style-type: none"> • in the early planning stages of development/design of an initiative <p>OR</p>

					<ul style="list-style-type: none"> when reviewing or revising an existing initiative.
238.	<p>Leadership Development Program revision. - NEW</p> <p>This project will transform the design, language and cultural competence of trained Managers Casework and Directors Community Services.</p>	Minister for Families and Communities	December 2021	Ongoing – In progress	<p>A design of the new practice leadership program for managers casework and managers is complete. The program will take each participant approximately 12 months to finish and will explore leadership topics related to child protection work. The program will be ready for implementation in 2022. With current resources, it will take approximately 15 months to deliver state-wide.</p> <p>Cultural capability training is incorporated into a range of learning programs for DCJ child protection staff including the caseworker development program (CDP) for new caseworkers.</p>
239.	<p>Aboriginal Cultural Capability Framework -EXISTING</p> <ol style="list-style-type: none"> Increase the cultural capability of all staff to improve how we work with Aboriginal families and communities. Improve the cultural safety of all Aboriginal staff in DCJ 	Minister for Families and Communities	2023	Ongoing – In progress	<p>This action is currently on track.</p> <p>DCJ have reviewed the existing program, Connecting with Aboriginal Communities, delivered across child protection workforces.</p> <p>The program is no longer fit for purpose. More broadly, divisions are providing learnings and development opportunities to their workforces in-line with their</p>

					<p>practice priorities. The mandated workforce programs will be considered in the enterprise approach.</p> <p>DCJ will consult from August to October 2022 on designing and implementing a Cultural Development Framework which supports the broader organisation. This will inform the development of enterprise-wide supports to improve interactions and relationships with Aboriginal colleagues and contribute to practice based cultural skills. The framework will include place-based learning in partnership with workforce leads.</p>
240.	<p>Aboriginal Child and Family Centres -EXISTING</p> <p>These 9 centres align with Priority Reforms through partnerships with Aboriginal NGOs by providing an integrated, tailored and culturally appropriate mix of services.</p>	Minister for Families and Communities	2023/Ongoing	Ongoing – In progress	<p>The NSW Government will expand and enhance the programs of 9 Aboriginal Child and Family Centres (ACFCs) to provide quality early childhood education and care and integrated health and family services to Aboriginal children, families and communities. ACFCs have demonstrated sustained capacity in building healthier communities and supporting Aboriginal children to meet key developmental milestones. They will improve access to quality</p>

					<p>services that ensure Aboriginal children and their families are supported, healthy, safe and thriving.</p> <p>Brighter Beginnings cross agency working groups to support program delivery and capital works programs, are being established to progress the expansion.</p>
241.	<p>Aboriginal Child and Family Centres program evaluation - EXISTING</p>	Minister for Families and Communities	By end 2021	Ongoing – In progress	<p>The evaluation cost benefit analysis was completed by December 2021.</p> <p>Approval to release the evaluation is being sought.</p>
242.	<p>Child Wellbeing & Protection Steering Committee and CWUs. -EXISTING</p> <p>CWUs are in Health, Education and Police; DCJ funds, is secretariat and sits on steering committee and subcommittees.</p>	Minister for Families and Communities	2023	Ongoing – In progress	<p>The first cross agency AIS for the CWU maturation project was delivered collaboratively by DCJ, NSW Police and the departments of Health and Education. An AIS action log will be maintained by DCJ. Reviewing/updating the log will be a standing agenda item at each subcommittee meeting and up for review by the Steering Committee quarterly.</p> <p>An approved program of work is underway to enhance the practice and processes of CWUs to achieve better outcomes, in particular for</p>

					<p>Aboriginal children, young people and families.</p> <p>Regular outcomes reporting against KPIs has commenced including a KPI for Aboriginal children and young people. This KPI will be further refined in collaboration with the Aboriginal Reference Group, established in June 2022 to oversee key elements of the CWU evaluation. The final evaluation report is due December 2022.</p>
243.	<p>Aboriginal Client Satisfaction and Experience review. - NEW</p> <p>First-hand accounts of the experience of children is lacking. Information is only via the caseworker or maybe parents. Need children’s accounts in order to make direct improvements.</p>	Minister for Families and Communities	Ongoing	Ongoing action	<p>Work to align Safe and Supported: the National Framework for Protecting Australia’s Children 2021 2031 – Aboriginal and Torres Strait Islander Action Plan with the Closing the Gap NSW Implementation plan will inform the development of client experience methodology.</p>

Outcome 13: Aboriginal families and households are safe.					
#	Action	Minister Responsible	Timeframe	Status	Notes
244.	<p>What's Your Plan -EXISTING</p> <p>A pilot intervention under the Premier's Priority to Reduce Domestic Violence Reoffending</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	Ongoing (evaluation due June 2021)	Complete	This program is now part of DCJ core business and program delivery.
245.	<p>Tackling Violence -EXISTING</p> <p>A community education, early intervention and prevention program working with regional rugby league clubs to promote changed attitudes and behaviours to domestic violence.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	Ongoing	Ongoing action	Current agreement with ECAV ends in December 2022. Consideration is being given to extending this project.
246.	<p>Forums with Aboriginal frontline workers and people with lived experience of domestic and family -EXISTING</p> <p>The purpose of the forums was to inform NSW's efforts in preventing and responding to domestic and family violence through developing policy responses inclusive of the perspectives of Aboriginal women.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2020	Complete	Feedback provided continues shape police and program responses.
247.	<p>First tranche of the COVID-19 domestic violence stimulus package. -EXISTING</p> <p>Funding provided to:</p> <ul style="list-style-type: none"> West Connect Domestic Violence Services (now DV West) Inc (Wirrawee Gunya) 	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2019–20 – 2020–21	Complete	

	<ul style="list-style-type: none"> South Coast Women's Health and Welfare Aboriginal Corporation (Waminda) 				
248.	<p>Tranche II of the COVID-19 domestic violence stimulus funding- NEW</p> <p>Four organisations received grant funding which specifically provide support to Aboriginal clients.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2019–20 – 2020–21	Delayed	Some organisations have received extensions of time to spend their grant due to COVID-related impacts. COVID has delayed some rollouts through cancellation of events and an inability to recruit staff to deliver services and contract others to complete works (such as tradespeople).
249.	<p>Youth Justice Family and Domestic Violence Strategy 2019-2022-EXISTING</p> <p>The Strategy outlines our four year plan to help children and young people who are victims of DFV and/or use violence in the home receive the specialist support they need.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2022	Ongoing – In progress	<p>The Youth Justice Family and Domestic Violence Strategy includes Aboriginal focused initiatives such as:</p> <ul style="list-style-type: none"> My Journey My Life (Yinnar) for girls and young women using violence – EXISTING ACCOS to provide bail support – NEW social and emotional wellbeing support for Aboriginal young people including supporting victim-survivors. <p>These will run beyond 2022.</p>

250.	<p>Corrective Services NSW Strategy for Aboriginal Offenders-EXISTING</p> <p>A skills-based approach that supports Aboriginal offenders in desisting from crime, promotes personal autonomy and encourages individuals to take responsibility for their actions.</p>	Minister for Corrections		Ongoing action	A revised Corrective Services NSW Strategy for Aboriginal offenders is currently being developed in conjunction with the Corrective Services NSW Advisory Council.
251.	<p>NSW Domestic and Family Violence Blueprint for Reform 2016-2021: Safer Lives for Women, Men and Children-EXISTING</p> <p>Prevention, intervention and victim support strategies.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2021	Complete	
252.	<p>The NSW Sexual Assault Strategy 2018-2021-EXISTING</p> <p>Covers prevention, intervention and victim support.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	2021	Complete	
253.	<p>NSW Health's Integrated Prevention and Response to Violence, Abuse and Neglect (IPARVAN) Framework-EXISTING</p> <p>NSW Health's Integrated Prevention and Response to Violence, Abuse and Neglect Framework is the key strategic platform for redesign to enhance the capacity of public health to respond to all forms of violence, abuse and neglect.</p>	Minister for Health		Ongoing - In progress	

254.	<p>Men's Behaviour Change Programs – Men's referral service - EXISTING</p> <p>NSW's first telephone counselling and referral service for violent or potentially violent men to help reduce domestic violence. Changing the behaviour and attitudes of men who use violence lies at the heart of reducing domestic and family violence.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence		Ongoing - In progress	Current contract is with No To Violence and ends 30 June 2023. Work is underway to procure service delivery post June 2023.
255.	<p>ENGAGE -EXISTING</p> <p>A voluntary one-day workshop delivered in the community to improve readiness for longer-term men's behaviour change programs</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence		Ongoing - In progress	Operates across seven locations: Sydney CBD, Blacktown, Penrith, Fairfield, Newcastle, Maitland and Cessnock. Funded to 30 June 2023.
256.	<p>Safer Pathway -EXISTING</p> <p>Safer Pathway is a NSW Government program that supports victim-survivors of domestic and family violence across NSW.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence		Ongoing - In progress	Established in 2014, Safer Pathway is a state-wide ongoing program that provides case coordination support to victim-survivors of domestic and family violence.
257.	<p>Domestic Violence Routine Screening Program-EXISTING</p> <p>The Domestic Violence Routine Screening Program is an early identification and intervention strategy to promote awareness of the health impact of domestic violence, ask questions about patients' safety in relationships and the safety of their children</p>	Minister for Health Minister for Women's Safety and the Prevention of Domestic and Sexual Violence	Ongoing	Ongoing action	The screening program continues. Detailed information on the screening program, including the rates and outcomes of routine screening are reported every year in the Domestic Violence Routine Screening Snapshot Report.

258.	<p>Aboriginal Family Wellbeing and Violence Prevention Strategy-EXISTING</p> <p>A comprehensive Aboriginal Family Wellbeing and Violence Prevention Strategy is also under development. The new Strategy will reach beyond the Aboriginal Family Wellbeing and Violence Prevention Workforce to the broader NSW Health context.</p>	Minister for Health	Ongoing	Ongoing action	
259.	<p>Integrated Domestic and Family Violence Services -EXISTING</p> <p>The Integrated Domestic and Family Violence Services (IDFVS) program provides women and their children with the emotional and practical support they need to recover from domestic and family violence.</p>	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence		Ongoing action	<p>The IDFVS program is a multi-agency, integrated and coordinated response to domestic and family violence for high-risk target groups and communities.</p> <p>The IDFVS service model has a strong emphasis on service integration and collaboration, bringing together relevant government agencies and NGOs to address the complex issues associated with violence against women. This includes providing case management and working with local housing providers.</p> <p>The program runs across 11 sites in NSW: Bankstown, Bondi, Cabramatta, Central Coast, Eastlakes, Green Valley/ Liverpool, Mt Druitt, Mullumbimby, Nowra, Port Macquarie and Taree.</p>

260.	<p>EQUIPS Domestic Abuse Program -EXISTING</p> <p>Corrective Service NSW's suite of behaviour change programs, delivered in custodial and community settings</p>	<p>Minister for Women's Safety and the Prevention of Domestic and Sexual Violence</p>		<p>Ongoing action</p>	<p>Note: This program is now called the EQUIPS Domestic and Family Violence (DFV) program.</p> <p>This program is part of the Corrective Services NSW EQUIPS behaviour change program suite. All programs are delivered in custodial and community settings.</p> <p>While EQUIPS DFV is a stand-alone program, DFV offenders are typically referred to participate in as many of the EQUIPS programs that meet identified offending needs as part of an offence targeted pathway.</p>
261.	<p>Remand DV - NEW</p> <p>Voluntary program being trialled at select correctional centres, focussed on defendants on remand providing them with knowledge and skills for healthy relationships and to recognising their abusive behaviour)</p>	<p>Minister for Women's Safety and the Prevention of Domestic and Sexual Violence</p>		<p>Ongoing – In progress</p>	<p>This is a voluntary program delivered to offenders on remand. The program assists inmates to understand their legal circumstances specific to domestic violence and gain knowledge and skills for healthier relationships. The intervention is based on the principles and strategies that underpin the EQUIPS suite of programs.</p>

262.	ReINVEST-EXISTING UNSW trial examining whether treatment with a class of antidepressant is effective in reducing offending behaviour in impulsive, repeat-violent offenders, including DV offenders.	Minister for Women's Safety and the Prevention of Domestic and Sexual Violence		Ongoing – In progress	NSW Government funding for the ReINVEST clinical trial will end on 30 June 2022. An evaluation report is due to NSW Government in October 2022.
263.	Yuin Stronger Communities Protocol NSW SouthCoast-NEW A pilot project with proactive partnering with Aboriginal Elders, the Community, the Non- government and government services to co-design culturally appropriate prevention strategies aimed at addressing the disproportionate rates of Domestic and Family Violence	Minister for Police	Ongoing	Ongoing action	
264.	Bad V – Brothers Against Violence-EXISTING Partnership program between Illawarra Koori Men's Support Group with Aboriginal Elders, Corrective Services, Relationships NSW.	Minister for Police	Ongoing	Ongoing action	
265.	New Specialist Integrated Service Model- NEW The pilot project requires LHDs to work in partnership with Aboriginal Health and community services to meet the needs of Aboriginal survivors of child sexual abuse and families.	Minister for Health	Rolled out state-wide from 2022-23	Ongoing – In progress	
266.	Sexual Assault Services-EXISTING Through Health's Royal Commission commitments, Sexual Assault Services are funded to improve cultural safety and access for Aboriginal people and will receive further funding to expand their Aboriginal-identified workforce.	Minister for Health	Ongoing	Ongoing action	Funding is allocated to all districts for identified-Aboriginal Sexual Assault Counsellor positions. The expanded Aboriginal workforce is a key part of NSW Health's Royal Commission reform agenda and will help ensure

					<p>that Aboriginal expertise and perspectives are central to service planning and delivery of Sexual Assault Services (SAS) in NSW.</p> <p>Districts and speciality health networks have developed Aboriginal Action Plans (AAPs) which detail processes and strategies to increase accessibility to SAS for Aboriginal people and support an enhanced Aboriginal workforce. An Aboriginal expert group provided expert advice on strategies to enhance AAPs.</p> <p>A SAS Cultural Safety Roadmap and Toolkit supports the ongoing implementation of AAPs. It provides clear commitments, guiding principles, and evidence-based priorities to strengthen the capacity of SAS to build culturally safe environments for the Aboriginal workforce and increase access to culturally safe services for Aboriginal people. The supporting Cultural Safety Toolkit provides practical resources and guidance to help change practice, attitudes and</p>
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					<p>approaches to service planning and delivery.</p> <p>The Roadmap and Toolkit are key parts of NSW Health's implementation of the NSW Government's response to the Royal Commission into Institutional Responses to Child Sexual Abuse. They will play an important role in prioritising, creating and maintaining the enabling environment for AAPs, including expansion of the SAS Aboriginal workforce.</p>
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Outcome 14: Aboriginal people enjoy high levels of social and emotional wellbeing.					
#	Action	Minister Responsible	Timeframe	Status	Notes
267.	<p>Towards Zero Suicides initiatives, under the Strategic Framework for Suicide Prevention in NSW 2018-23 - EXISTING</p> <p>These initiatives provide leading best practice crisis care and support, building on local community resilience and improving practices. It includes the following:</p> <ul style="list-style-type: none"> • Building on Resilience in Aboriginal Communities • Community Gatekeeper Training initiative 	Minister for Mental Health	2023	Ongoing – In progress	
268.	<p>NSW Health’s Integrated Prevention and Response to Violence, Abuse and Neglect (IPARVAN) Framework - EXISTING</p> <p>The key strategic platform for redesign to enhance the capacity of public health to respond to all forms of violence, abuse and neglect for Aboriginal people and communities.</p>	Minister for Health	Ongoing	Ongoing – In progress	

Outcome 15: Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.					
#	Action	Minister Responsible	Timeframe	Status	Notes
269.	Native Title Act 1993 (Cth) (Target 15a) - EXISTING <ul style="list-style-type: none"> Native Title for land Native Title for water 	Minister for Lands and Water	Ongoing	Ongoing action	This is BAU. Work to increase native title agreements is ongoing.
270.	Aboriginal Land Rights Act 1983 (NSW) (Target 15a) - EXISTING <ul style="list-style-type: none"> Aboriginal Land Claims Aboriginal Land Agreements Land Negotiation Program – Review and Refresh: to reduce the backlog of land claims 	Minister for Lands and Water Minister for Aboriginal Affairs	Ongoing	Ongoing action	This is BAU – work to increase land claims and agreements is ongoing.
271.	Water Management Act 2000 (NSW) (Target 15a) - EXISTING The NSW Water Management Act and the associated water sharing plans are the primary tools to define water sharing arrangements in NSW.	Minister for Lands and Water	Ongoing	Ongoing action	This is legislation and not strictly an action, however, increasing water sharing agreements is an ongoing BAU process.
272.	Crown Land Management Act 2016 (NSW) (Target 15a) - EXISTING This Act provides for principles for Crown land management	Minister for Lands and Water	Ongoing	Ongoing action	This is legislation and is not an action. Reviews and amendments will occur over time as required.
273.	Native Title, Indigenous Land Use Agreements (ILUAs) (Target 15a) - EXISTING	Minister for Lands and Water	Ongoing	Ongoing action	This is ongoing BAU.

274.	NSW National Parks and Wildlife Service (Target 15a) - EXISTING <ul style="list-style-type: none"> Aboriginal Joint Management program Aboriginal Cultural Tourism program Aboriginal Park Partnerships Funding program Cultural heritage assessments 	Minister for Lands and Water	Ongoing	Ongoing action	This is ongoing BAU.
275.	Local Land Services (Target 15a) - EXISTING Local Land Services is a regional-focused NSW Government agency delivering quality customer services to farmers, landholders and the wider community.	Minister for Lands and Water	Ongoing	Ongoing action	This is ongoing BAU.
276.	Joint partnerships under the Saving our Species program (Target 15a) - EXISTING	Minister for Lands and Water Minister for Environment and Heritage		Complete	This was a grants program that is now closed.
277.	Fisheries conservation projects (Target 15b) - EXISTING	Minister for Agriculture	2018-21	Ongoing action	These programs are ongoing BAU.

Outcome 16: Aboriginal cultures and languages are strong, supported and flourishing.					
#	Action	Minister Responsible	Timeframe	Status	Notes
278.	Aboriginal Community Partnerships - NEW Policy partnerships with Aboriginal community-controlled organisations in NSW that recognise Aboriginal people are the custodians of Aboriginal languages and have the right to control their growth and nurturing and the importance of languages in reconnecting culture and heritage.	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
279.	Policy and Research - NEW <ul style="list-style-type: none"> Establish an agreed baseline for Target 16 Identify priorities for, and promote the effective use of, Aboriginal language activities in NSW. Develop resources to support Aboriginal language activities in NSW. Provide guidance to the Govt and its agencies on Aboriginal languages. Encourage the wider use and appreciation of Aboriginal languages 	Minister for Aboriginal Affairs	Ongoing	Ongoing action	
280.	Aboriginal Languages Trust, 5-Year Strategic Plan - NEW Develop a plan for the growth and nurturing of Aboriginal languages in NSW.	Minister for Aboriginal Affairs	March 2022	Complete	
281.	Aboriginal Languages Gathering - NEW Bring together language practitioners to provide advice and direction on language activities and identify	Minister for Aboriginal Affairs	November 2021	Delayed	Impacted by COVID restrictions. To be completed by December 2022.

	priorities for and promote the effective use of Aboriginal language activities in NSW.				
282.	<p>Aboriginal Language Community Investment Program - NEW</p> <p>Supports ACCOs to reawaken, grow, nurture, promote and raise awareness of Aboriginal languages in communities across NSW, and fund, coordinate and invest in local, regional and State Aboriginal language activities.</p>	Minister for Aboriginal Affairs	June 2021	Complete	
283.	<p>Aboriginal Languages Trust - EXISTING</p> <p>Provide a focused, coordinated and sustained effort in relation to local, regional and State language activities.</p>	Minister for Aboriginal Affairs	March 2020	Complete	
284.	<p>Aboriginal Languages Legislation - EXISTING</p> <ul style="list-style-type: none"> • Provide a solid foundation to support and strengthen NSW Aboriginal languages • Recognise the importance of Aboriginal languages of NSW First Nations and the history of government decisions to suppress Aboriginal languages in NSW. • Recognise Aboriginal languages are part of the cultural heritage of NSW and Aboriginal people are the custodians of these languages and have the right to control and nurture them. • Establishes a statutory body to be known as the <i>Aboriginal Languages Trust</i>. 	Minister for Aboriginal Affairs	March 2020	Complete	

Outcome 17: Aboriginal people have access to information and services enabling participation in informed decision making regarding their own lives.					
#	Action	Minister Responsible	Timeframe	Status	Notes
285.	Digital inclusion pilot - NEW Connecting customers of Service NSW centres who are identified as having low digital skills with digital literacy programs	Minister for Customer Service and Digital Government	By end 2021	Not implemented	A decision was made not to proceed with the pilot. New actions to support digital inclusion are outlined in the 2022–24 NSW Implementation Plan.

