



Coalition
of Peaks

Closing the Gap Implementation Plan 2023



CLOSING THE GAP

Acknowledgement of Country

The Coalition of Peaks acknowledge Aboriginal and Torres Strait Islander people as the Traditional Owners of the lands where we live, where we work, and across Australia. We recognise and pay respect to Elders past and present.

This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.

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Lead Convenor's foreword



Coalition of Peaks Lead Convenor, Patricia Turner AM, with Minister for Indigenous Australians, the Hon Linda Burney MP

Throughout the drafting process for our second Closing the Gap Implementation Plan, I was often reminded of how hard we as a coalition work to implement the National Agreement. As Peaks Members we go above and beyond the jobs for our own organisations to bring together our collective expertise to develop and review policy proposals, attend meetings, and participate in hard fought negotiations on behalf of our communities.

I hope that our hard work continues to be fruitful and that the renewed focus on Aboriginal and Torres Strait Islander people and the commitment to transformational structural reform to embed the Priority Reforms in decision-making accelerates throughout 2023.

The gap in life outcomes between our people and other Australians will only be closed when we:

- confront the political and structural gaps that currently see us excluded from decisions about the policies and programs that impact on us.
- have sufficient resources and control over those resources to determine our own futures.

- can flourish as Aboriginal and Torres Strait Islander people, with our distinct cultures and languages and strong connection to our lands and waters

But the Coalition of Peaks can only do so much. Our success, and the success of the National Agreement, depends on the responses of governments. We know work needs to accelerate – particularly Priority Reforms Three and Four. For the first time, this National Agreement on Closing the Gap focuses on the relationship between Aboriginal and Torres Strait Islander people and all governments in Australia. Its success requires governments to accept this and proceed with strengthening these relationships to achieve meaningful outcomes at community level.

The success also relies on appropriate resourcing to ensure equal participation to implement the National Agreement, and this is another area that requires acceleration today.

Lead Convenor's foreword



Equal participation isn't just a seat at the table. It means equal resourcing to enable us to prepare our positions, research and develop evidence, access the best quality advice, and continue to deliver on our day jobs. Inequity in resourcing means that capacity to do the work is diminished, and we are stretched beyond our limits. It means that we are volunteering our valuable time to do work that should be recognised and compensated appropriately. It means that this valuable time is spent on process and administration, rather than working towards substantial structural reforms.

As part of our work in 2023, I look forward to considering the government expenditure reviews that detail current spending on Aboriginal and Torres Strait Islander programs and services. These reviews provide a significant opportunity to come together as partners, discuss openly, engage appropriately, and make shared decisions about budget reprioritisation and additional joint budget work.

I also want us to join in strengthening our partnership meetings – whether it be the Joint Working Group, Partnership Working Group, or Joint Council – these partnership meetings must drive significant progress in the implementation of the National Agreement. Our discussions must be engaged, we must have frank conversations, and we need to share best practice. These meetings must be partnerships, not report back or tick and flick exercises.

Partnering with governments enables the Coalition of Peaks to action our responsibilities to Aboriginal and Torres Strait Islander people and fulfill commitments in the National Agreement. These responsibilities include making sure we are reporting back to our people, that we understand and are representing the needs of our members and the communities that are impacted by the positions that we take, and that we conduct ourselves in an open and transparent manner.

The Coalition of Peaks' Closing the Gap Implementation Plan 2023 sets out our collective responsibilities for the year, and how we will achieve them.

The work to implement the National Agreement on Closing the Gap will be strengthened by a more reconciled nation. As we embark on a historic referendum to recognise Aboriginal and Torres Strait Islander people in the Constitution we are seeking to address a historical wrong against our people. The Voice is also about guaranteeing Aboriginal and Torres Strait Islander people a say in matters that impact on us, something that is at the heart of the National Agreement and the work of the Coalition of Peaks.

A Constitutionally enshrined Voice won't negate the work governments are required to do under the National Agreement on Closing the Gap. Neither will the Voice change the necessary role of community-controlled peak bodies and organisations to deliver services and supports for our people, and to advocate for Aboriginal and Torres Strait Islander people in the areas we have expertise. Alongside the National Agreement and the partnership between governments and the Coalition of Peaks, the Voice will provide our nation with the complete roadmap to improve the life outcomes of our people.

Pat Turner

Lead Convenor, Coalition of Peaks



Introduction

Executive summary

The Coalition of Peaks' Closing the Gap Implementation Plan 2023 (Implementation Plan) sets out the work the Coalition of Peaks will undertake to progress and accelerate implementation of the National Agreement.

This work will be undertaken in partnership with all Parties to the National Agreement: the Commonwealth Government, State and Territory governments, and the Australian Local Government Association.

Our second Implementation Plan builds on the first, outlining not just the partnership actions listed in the National Agreement, but also additional actions the Coalition of Peaks will take in 2023 to support full implementation of the National Agreement.

This year, our focus will be on:

- Partnership and capacity building
- Building understanding and ownership (engagement)
- Monitoring and influencing progress
- Communication
- Public accountability

The environment we work in is always changing. There are many efforts underway to advance the lives of Aboriginal and Torres Strait Islander people, and these efforts are all important and can work alongside each other. The Coalition of Peaks supports these efforts and will strengthen these through our own mechanisms that advance self-determination for our people.

Background

The formation of the Coalition of Peaks in 2018 was an act of self-determination. The Coalition of Peaks came together to provide legitimate community-controlled representation to change the way Australian governments work with our people.

Today, we are more than 80 peak organisations, who represent some 800 organisations that provide services to more than 500,000 Aboriginal and Torres Strait Islander people, working in collaboration to negotiate and agree with governments on Closing the Gap.

As a community-controlled structure, the Coalition of Peaks is accountable only to its membership and communities. Our authority is derived from our extensive membership base of Aboriginal and Torres Strait Islander community-controlled organisations, with their generations of action to advance the interests of, and deliver services to, Aboriginal and Torres Strait Islander people. Our representatives are elected to boards by their communities to represent our people.

We believe that Aboriginal and Torres Strait Islander people should share decision-making with governments on policies and programs that impact our lives through formal partnerships with all levels of Australian governments, because we know how to best advance our lives.

Our Peaks Members:

- a. are national, state, and territory non-government Aboriginal and Torres Strait Islander peak bodies and certain independent statutory authorities that have responsibility for policies, programs, and services related to Closing the Gap; and
- b. have their governing boards elected by Aboriginal and Torres Strait Islander communities and/or peak organisations which are accountable to that membership.

In 2019, we negotiated a formal Partnership Agreement on Closing the Gap 2019-2029 (Partnership Agreement) with all Australian governments, including the Australian Local Government Association (ALGA).

Introduction

In 2020, we entered into the historic National Agreement on Closing the Gap (National Agreement) with all Australian Governments and the ALGA. The National Agreement was negotiated using the Partnership Agreement's shared decision-making principles and sets out a strategy to close the gap that is underpinned by the priorities of Aboriginal and Torres Strait Islander people. Its outcomes are centred on what Aboriginal and Torres Strait Islander people have been saying for decades is needed to achieve equality in life outcomes between our people and other Australians, while strengthening our right to self-determination as Aboriginal and Torres Strait Islander people.

The National Agreement is built around four Priority Reforms to transform the way governments work with Aboriginal and Torres Strait Islander people, organisations, and communities to improve outcomes.

- **Priority Reform One: Formal partnerships and shared decision-making**
Aboriginal and Torres Strait Islander people are empowered to share decision-making authority with governments to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements.
- **Priority Reform Two: Building the Aboriginal and Torres Strait Islander 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 people across the country.
- **Priority Reform Three: Transforming government organisations**
Governments, their organisations, and their institutions are accountable for

Closing the Gap and are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services they fund.

- **Priority Reform Four: Shared access to data and information at a regional level**
Aboriginal and Torres Strait Islander people have access to, and the capability to use, locally relevant data and information to set and monitor the implementation of efforts to close the gap, their priorities, and drive their own development.

Purpose of the Implementation Plan

All Parties to the National Agreement are required to develop and report publicly on implementation of the National Agreement. Implementation plans specifically outline how parties will meet the partnership actions and a commitment to ensure key structural changes are implemented across the country, giving effect to the Priority Reforms. These partnership actions are a baseline of activity for joined up national action on the Priority Reforms.

Our 2023 Closing the Gap Implementation Plan (Clause 110) reflects our role and responsibilities.

Closing the Gap, in partnership

The Coalition of Peaks work together to ensure that there is a formal decision-making role for Aboriginal and Torres Strait Islander people in Closing the Gap strategy, policies, and programs. Our approach to prepare this Implementation Plan, and in all our work, is to bring together the voices, expertise, and experiences of the Aboriginal and Torres Strait Islander community-controlled sectors from across the country to ensure the legitimacy of all our activities, actions, and representations.

Introduction

We do this by:

- a. Coming together regularly to develop and agree shared policy positions that take account of the broad range of expertise, experiences and matters important to Aboriginal and Torres Strait Islander people.
- b. Members engaging widely with their own memberships, organisations, and communities on matters for shared decision-making with governments in the National Agreement on Closing the Gap so that their needs are tested regularly and fully represented.
- c. Supporting community-controlled organisations across the country to engage in their own partnerships with governments based on shared decision-making.
- d. Communicating widely the decisions made with governments on Closing the Gap.
- e. Maintaining good governance practices, supporting all members to bring forward views and being open and transparent with each other and the Aboriginal and Torres Strait Islander community on the practices and the decisions of the Coalition of Peaks.

Our collaborative way of working positions us to:

- a. protect and promote the status of Aboriginal and Torres Strait Islander people as First Peoples of Australia, with distinct cultures and languages.
- a. ensure that shared decision making with governments is informed by the needs and experiences of Aboriginal and Torres Strait Islander communities, community-controlled organisations, and people.
- a. drive shared accountability of all parties for the commitments in the National Agreement on Closing the Gap.

Accountability, monitoring, and reporting on progress

The Partnership Agreement on Closing the Gap is based on the shared belief of Australian governments and the Coalition of Peaks that:

- when the authority of Aboriginal and Torres Strait Islander people is respected, and we have the lead role in the design and delivery of services intended for our benefit, the outcomes are far better.



Kris Cook | Ngathang Galii (Ancestors country)

Introduction

- alongside the Aboriginal and Torres Strait Islander community-controlled design and delivery of services, systemic and societal reforms to combat racism and transfer power and resources to community control are required.
- Aboriginal and Torres Strait Islander people need to be at the centre of Closing the Gap policy: the gap will not close without our genuine involvement.

This is the second Implementation Plan of the Coalition of Peaks under the National Agreement, covering the period February 2023–January 2024.

Knowing we are making a difference

The Coalition of Peaks have been clear from the outset that governments need to do more to improve the lives of our people but, importantly, governments also need to do things differently than in the past. For the first time, the National Agreement on Closing the Gap focuses on the relationship between Aboriginal and Torres Strait Islander people and all governments in Australia. Its success requires governments to accept this and proceed with strengthening these relationships to achieve meaningful outcomes at community level.

The Priority Reforms are based on what Aboriginal and Torres Strait Islander people (including in our nationwide consultation processes) have been saying for decades is needed to improve the lives of our people.

The Priority Reforms also protect and strengthen Aboriginal and Torres Strait Islander cultures by:

1. Ensuring Aboriginal and Torres Strait Islander governance and decision-making structures are supported.

2. Recognising community-controlled organisations are an act of self-determination where Aboriginal and Torres Strait Islander people deliver services to their communities based on our own needs, cultures, and relationship to Country.
3. Confronting institutionalised racism in government mainstream institutions and agencies to ensure Aboriginal and Torres Strait Islander people can access the services we need in a culturally safe way.
4. Sharing data and information with Aboriginal and Torres Strait Islander people to ensure our people have more power to determine their own development.

This Implementation Plan is designed with the purpose of progressing outcomes in these areas. It has been developed in line with Clause 110 of the National Agreement, which states that the Coalition of Peaks Implementation Plan will:

- a. be developed and delivered by all Coalition of Peaks Members.
- b. set out actions to communicate this Agreement with Aboriginal and Torres Strait Islander people, community, and organisations.
- c. set out actions to build Closing the Gap policy and program delivery expertise amongst Aboriginal and Torres Strait Islander people, community, and organisations.
- d. set out actions to build understanding and ownership of this Agreement by Aboriginal and Torres Strait Islander communities and organisations.
- e. include timeframes for action.

Introduction

Additionally, as the National Agreement sets out, our Implementation Plan is:

- aligned with the National Agreement on Closing the Gap and states that its purpose is to implement the Agreement (Clause 96).
- responds to the differing needs, priorities, and circumstances of Aboriginal and Torres Strait Islander people across Australia (Clause 96).
- demonstrates a commitment to undertake all actions in a way that takes full account of, promotes, and does not diminish in any way, the cultures of Aboriginal and Torres Strait Islander people (Clauses 21 and 107).
- includes data development actions identified in the Data Development Plan (Clause 106).
- includes information on funding and timeframes for actions, as well as our approach to annual reporting and when we will publicly release our Annual Report (Clause 108).



Seleena Blackley | Kalkutungu Marapai (Kalkutungu Women)

Implementation actions

In signing the National Agreement, all Parties committed to tangible partnership actions to give effect to the Priority Reforms (Clause 27). This commitment to the partnership actions will support key structural changes being implemented across the country by all governments (Clause 98), and better outcomes for our people. The partnership actions are a baseline of activity for joined up national action on the Priority Reforms (Clause 99), and our Closing the Gap Implementation Plan 2023 includes additional actions to give effect to the Priority Reforms.

The National Agreement is a living document, and will be updated to reflect shared priorities, progress, and feedback from Aboriginal and Torres Strait Islander people (Clause 14). As such, some of the deliverables in our second Implementation Plan build on the successes of our first Implementation Plan, while some are intended to accelerate lagging progress.

Partnership and capacity building

The Parties to the National Agreement commit to building and strengthening structures that empower Aboriginal and Torres Strait Islander people to share decision-making authority with governments to accelerate policy and place-based progress against Closing the Gap (Clause 28). The parties also committed to building formal Aboriginal and Torres Strait Islander community-controlled sectors to deliver services to support Closing the Gap (Clause 42). Doing so requires national effort and joined up delivery against all sector elements in agreed priority areas (Clause 48).

Our people have been saying for a long time that we need to have a greater say in how programs and services are delivered, and that community-controlled organisations deliver the best services and outcomes for Closing the Gap. The table on page 11 outlines the actions we will take to **build Closing the Gap policy and program delivery expertise amongst Aboriginal and Torres Strait Islander people, communities, and organisations.**



Kellie Andrews | Together on Country

Implementation actions

Partnership and capacity building actions

Key focus area	Actions	Lead responsibility	Timeframes
Connect policy approaches through policy partnerships (Clause 30a)	<ul style="list-style-type: none"> Engage Peaks Members, broader sector, and governments to determine policy areas for additional policy partnership development Support Aboriginal and Torres Strait Islander parties in the partnership establishment phase Monitor and strengthen existing policy partnerships 	Secretariat Peaks Members	2023
Strong Aboriginal and Torres Strait Islander community-controlled sectors through sector strengthening plans (Clause 53)	<ul style="list-style-type: none"> Engage Peaks Members, broader sector, and governments to determine additional sectors for sector strengthening plan development Support Aboriginal and Torres Strait Islander parties in the development of new sector strengthening plans Monitor existing sector strengthening plans 	Secretariat Peaks Members	2023
Funding to the Aboriginal and Torres Strait Islander community-controlled sector (Clauses 55a and 55b)	<ul style="list-style-type: none"> Identify barriers to the direct sourcing by governments to Aboriginal and Torres Strait Islander community-controlled organisations Audit non-Indigenous recipients of government funding Explore options on clauses in funding agreements to enable the transition of funding and services from non-Indigenous control to Aboriginal and Torres Strait Islander community-controlled organisations 	Secretariat Peaks Members	2023
Strengthening and sustaining our coalition	<ul style="list-style-type: none"> Identify the support and development for senior leaders to sustain efforts Identify emerging leaders for development and mentoring Develop succession plans Share good practice to support connections and learning 	Secretariat Peaks Members	Ongoing
Capability and capacity building	<ul style="list-style-type: none"> Identify shared development areas and deliver a group training program and resources to support development (i.e., policy development and inquiry submission, effective negotiation with governments) Maintain quarterly group welcome sessions for new Peaks Members and their new staff 	Secretariat	By June 2023 then ongoing

Implementation actions

Building understanding and ownership (engagement)

In response to the National Agreement, all Australian Governments are now sharing decisions with Aboriginal and Torres Strait Islander people represented by the Peaks Members in their community. This is an unprecedented shift in the way governments work, by encompassing shared decision-making on the design, implementation, monitoring, and evaluation of policies and programs to improve life outcomes for Aboriginal and Torres Strait Islander people (Clause 7). The views and expertise of Aboriginal and Torres Strait Islander people, including Elders, Traditional Owners and Native Title holders, communities, and organisations will continue to provide central guidance to the Coalition of Peaks and Australian Governments throughout the life of this Agreement (Clause 9). As such, it's vital that we build understanding and ownership of the National Agreement.

The table on page 13 outlines the actions we will take to **build this understanding and ownership of the National Agreement by Aboriginal and Torres Strait Islander people, communities, and organisations.**



Tash Gillespie | Follow me to the sea

Implementation actions

Building understanding and ownership (engagement) actions

Key focus area	Actions	Lead responsibility	Timeframes
Place-based partnerships (Clause 30b)	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander parties in the partnership establishment phase Monitor and strengthen place-based partnerships 	Secretariat Peaks Members	By 2024
Community data projects (Clause 74)	<ul style="list-style-type: none"> Support Aboriginal and Torres Strait Islander parties in the project establishment phase Monitor and strengthen existing community data partnerships 	Secretariat Peaks Members	Early 2023
Inland waters target (Clause 87ii)	<ul style="list-style-type: none"> Liaise with jurisdictions to agree the inland waters target Support an accurate understanding and application of the inland waters target 	Secretariat National Native Title Council Relevant Peaks Members	Early 2023
Implement the Data Development Plan (DDP)	<ul style="list-style-type: none"> Attend and contribute to Data and Reporting Working Group Contribute, as needed, to the development of the traffic light report to identify ongoing work and leading parties for items Monitor implementation and support as required Identify additional opportunities to strengthen implementation 	Secretariat Peaks Members on the Data and Reporting Working Group	Ongoing
Coalition of Peaks' role and mandate	<ul style="list-style-type: none"> Develop a statement on our role and mandate as the principal representative of the community-controlled sector and on Closing the Gap Develop a communication strategy to publicly deliver the message as widely as possible, by as many members as possible Deliver annual strategic planning sessions with Joint Council Peaks Members to agree priorities and strategies Deliver annual workshops with all Peaks Members to connect, share learnings and maintain momentum on priorities 	Secretariat Peaks Members Joint Council Peaks Members	2023

Implementation actions

Monitoring and influencing progress

As part of the National Agreement, the Parties commit to systemic and structural transformation of mainstream government organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people (Clause 58). While this is not specifically an action for the Coalition of Peaks, we have a key role in monitoring and influencing the progress of this – as with all actions across the partnership. This Implementation Plan has strong accountability mechanisms both to our people and between Parties to the National Agreement.

Parties agreed to regularly review the level of ambition of the targets and committed to stretching beyond a business-as-usual approach, to accelerate improvements in life outcomes for our people (Clause 84). The below table outlines the actions we will take to **monitor and influence progress across the partnership**.

Monitoring and influencing progress actions

Key focus area	Actions	Lead responsibility	Timeframes
Systemic and structural transformation (Clauses 59 and 60)	<ul style="list-style-type: none"> Develop National Standards for cultural safety in frontline service delivery with government parties Seek Joint Council agreement of the National Standards 	Secretariat Peaks Members	2023
Independent mechanism or mechanisms that will support, monitor, and report on the transformation of mainstream agencies and institutions (Clause 67)	<ul style="list-style-type: none"> Accelerate work on the independent mechanism with government parties Work with government parties to support Joint Council's agreement for a consistent approach to the independent mechanism 	Secretariat Peaks Members	By July 2023
Aboriginal and Torres Strait Islander review of the National Agreement – Peoples Assembly (Clause 125)	<ul style="list-style-type: none"> Engage with Peaks to develop and agree the Terms of Reference (ToR) and scope for the Review Undertake planning and establishment processes for Review delivery 	Secretariat Peaks Members	Within 12 months of Productivity Commission's review
Data to make informed decisions to negotiate and partner with governments	<ul style="list-style-type: none"> Identify our data needs and repositories Develop a strategy to access data 	Secretariat Peaks Members	By October 2023, access in this term of Federal Parliament
Government accountability on implementation of the National Agreement	<ul style="list-style-type: none"> Explore best practice Develop recommendations for Peaks Members' agreement Engage government parties on plan to implement recommendations 	Secretariat	2023

Implementation actions

Communication

To achieve the objectives of the National Agreement, all Parties commit to support Aboriginal and Torres Strait Islander people to take ownership of it (Clause 132). To support this, all communications activities under the National Agreement should be widely accessible and help preserve Aboriginal and Torres Strait Islander languages (Clause 136). Moreover, Aboriginal and Torres Strait Islander media, in particular community-controlled media, have a central role in communicating activities under the National Agreement. This allows culturally relevant messages to be developed and shared by Aboriginal and Torres Strait Islander organisations and communities for Aboriginal and Torres Strait Islander people (Clause 24). The below table outlines the actions we will take to **communicate the National Agreement to Aboriginal and Torres Strait Islander people, communities, and organisations.**

Communication actions

Key focus area	Actions	Lead responsibility	Timeframes
Joint Communications Strategy (Clause 134)	Review and update Joint Communications Strategy	Secretariat First Nations Media Australia (FNMA)	By May 2023
Accessible communications (Clause 146)	Continue seeking opportunities to publish more accessible content – particularly for social media and radio	Secretariat FNMA	Ongoing
Build social media audience and reach	Ensure all platforms are active, content is relevant and planned, and Peaks Members can access resources for their own social media channels	Secretariat	Ongoing
Community engagement	Identify key events and engagement opportunities to attend	Secretariat Peaks Members	Ongoing
Easy access to communications messages and collateral	Review and refresh Coalition of Peaks website, and maintain currency of information	Secretariat	2023
Member and non-member engagement	Draft and distribute quarterly eNewsletters	Secretariat	Quarterly
Increase awareness of Coalition of Peaks and National Agreement	Proactive and reactive media releases and opportunities	Secretariat	Ongoing

Implementation actions

Public accountability

Appropriate governance mechanisms are vital to ensure the Coalition of Peaks is a reliable, trusted, and functional organisation. The table on page 17 outlines the actions we will take to ensure we work in an open and transparent manner, putting the consensus views of our Peaks at the centre of all we do.

In 2023, the Coalition of Peaks will continue to actively participate in the Closing the Gap governance structures established in the Closing the Gap Partnership Agreement:

- **Joint Council on Closing the Gap (Joint Council)** – a Ministerial and Coalition of Peaks Council on Closing the Gap. The Joint Council is the first of its kind in inter-governmental decision-making in that it has formal non-government membership. Its role is to support national leadership, coordination, and cooperation on Closing the Gap. Membership of the Joint Council is made up of members of the Coalition of Peaks, elected by us, a Minister chosen by each government, and a representative of the Australian Local Government Association nominated by its president. The Joint Council is Co-Chaired by a representative of the Coalition of Peaks agreed by us, alongside the Commonwealth Minister for Indigenous Australians.
- **Partnership Working Group (PWG)** – the Joint Council is supported by the PWG which is made up of senior officials of each government member and members of the Coalition of Peaks. Its role is to develop and progress issues for upcoming Joint Council meetings and to progress outcomes from Joint Council meetings.
- **Joint Working Group (JWG)** – the Joint Working Group provides strategic oversight of the development and delivery of the Commonwealth's Implementation Plan, with a focus on ensuring alignment with the National Agreement. JWG make up is currently under review as part of the process to update its Terms of Reference. The Lead Convenor of the Coalition of Peaks and other Peaks Members, along with the Deputy Secretary or equivalent from relevant Commonwealth departments make up JWG.
- **Drafting Group (DG)** – the Drafting Group is made up of government and Coalition of Peaks representatives and is responsible for drafting papers and proposals on a without prejudice basis, for consideration by the PWG.

In addition, working groups on critical areas will be, by agreement, stood up to provide direction in the development of policy, programs, and partnerships for consideration by each tier. The table on page 17 outlines the actions we will take to **support working in an open and transparent manner**.



Maree De Giambattista | Winjee Sam (Canal Rocks)

Implementation actions

Public accountability actions

Key focus area	Actions	Lead responsibility	Timeframes
Support for Peaks Members	<ul style="list-style-type: none"> • Hold regular meetings in person and virtually • Provide papers and reports to Peaks Members to support consensus decision-making • Prepare an Annual Report • Contribute to Drafting Group 	Secretariat	Ongoing
Partnership Working Group	<ul style="list-style-type: none"> • Adhere to PWG ToRs • Contribute to Drafting Group • Ensure PWG papers are presented at a meeting of the Peaks prior to PWG, and consensus is achieved on all positions • Conduct pre-meeting briefings and support for development of talking points 	Secretariat	Ongoing
Joint Working Group	<ul style="list-style-type: none"> • Adhere to JWG ToRs • Ensure JWG papers are presented at a meeting of the Peaks prior to JWG, and consensus is achieved on all positions • Conduct pre-meeting briefings and support for development of talking points 	Secretariat	Ongoing
Joint Council	<ul style="list-style-type: none"> • Adhere to Joint Council ToRs • Contribute to Drafting Group • Ensure Joint Council papers are presented at a meeting of the Peaks prior to Joint Council, and consensus is achieved on all positions • Conduct pre-meeting briefings and support for development of talking points 	Secretariat	Ongoing
Progress tracker	<ul style="list-style-type: none"> • Provide our information by relevant deadlines • Assess progress of partners at regular intervals 	Secretariat	Ongoing

Coalition of Peaks Members

This Implementation Plan has been developed and will be delivered by members of the Coalition of Peaks, assisted by its Policy and Secretariat Team. As at 31 January 2023, Coalition of Peaks membership consists of:

National members

-  Australian Indigenous Doctors' Association
-  Congress of Aboriginal and Torres Strait Islander Nurses and Midwives
-  First Languages Australia
-  First Nations Media Australia
-  First Peoples Disability Network
-  Gayaa Dhuwi (Proud Spirit) Australia Limited
-  Indigenous Allied Health Australia
-  Lowitja Institute
-  National Aboriginal and Torres Strait Islander Housing Association
-  National Aboriginal and Torres Strait Islander Legal Services
-  National Aboriginal Community Controlled Health Organisation
-  National Aboriginal and Torres Strait Islander Health Workers and Practitioners
-  National Family Violence Prevention and Legal Services Forum
-  National Native Title Council
-  SNAICC – National Voice for Our Children
-  The Healing Foundation

Members in the Northern Territory

-  **Aboriginal Peak Organisations Northern Territory (APONT)**
-  Aboriginal Housing Northern Territory
-  Aboriginal Medical Services Alliance NT
-  Anindilyakwa Land Council
-  Central Land Council
-  North Australian Aboriginal Justice Agency
-  Northern Land Council
-  Northern Territory Indigenous Business Network
-  Tiwi Land Council

Member in Tasmania











-  Tasmanian Aboriginal Centre

Coalition of Peaks Members

Members in New South Wales

-  **NSW Coalition of Aboriginal Peaks (NSW CAPO)**
-  NSW Aboriginal Land Council
-  NSW / ACT Aboriginal Legal Services
-  LinkUp NSW
-  NSW Aboriginal Education Consultative Group
-  NSW Aboriginal Health and Medical Research Council
-  NSW Child, Family and Community Peak Aboriginal Corporation (AbSec)
-  BlaQ Aboriginal Corporation

Members in Victoria

-  **Victorian Aboriginal Executive Council (AEC)**
-  Aboriginal Community Elders Service
-  Aboriginal Housing Victoria
-  Federation of Victorian Traditional Owners Corporations
-  Koorie Youth Council
-  Loddon Mallee Aboriginal Reference Group
-  Victorian Aboriginal Child Care Agency
-  Victorian Aboriginal Community Services Association Ltd
-  Victorian Aboriginal Corporation for Languages
-  Victorian Aboriginal Education Association Incorporated
-  Victorian Aboriginal Health Service
-  Victorian Aboriginal Legal Service
-  Victorian Aborigines Advancement League

Members in Queensland

-  **Queensland Aboriginal and Torres Strait Islander Coalition (QATSIC)**
-  Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd
-  Queensland Aboriginal and Islander Health Council
-  Queensland Aboriginal and Torres Strait Islander Child Protection Peak Limited
-  Queensland Indigenous Family Violence Legal Services

Coalition of Peaks Members


Members in South Australia

-  **South Australian Aboriginal Community Controlled Organisation Network (SAACCON)**
-  Aboriginal Drug and Alcohol Council
-  Aboriginal Family Support Services
-  Aboriginal Health Council of South Australia
-  Aboriginal Legal Rights Movement
-  Aboriginal Sobriety Group
-  Family Violence Legal Services Aboriginal Corporation
-  First Nations of South Australia Aboriginal Corporation
-  InComPro
-  KWY Aboriginal Corporation
-  Kura Yerlo
-  Mobile Language Team - University of Adelaide
-  Narungga Nation Aboriginal Corporation
-  Ngarrindjeri Ruwe Empowered Communities
-  Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council
-  Nunga Mi:Minar
-  Nunkuwarrin Yunti
-  Nunyara Aboriginal Health Service
-  Pangula Mannamurna Aboriginal Corporation
-  Port Lincoln Aboriginal Health Service
-  South Australian Native Title Services
-  South Australian Aboriginal Education and Training Consultative Council
-  South Australian Stolen Generations Aboriginal Corporation
-  Tauondi Aboriginal College

Member in Western Australia

-  Aboriginal Health Council Western Australia

Member in the Australian Capital Territory

-  ACT Aboriginal and Torres Strait Islander Elected Body

Join our Coalition

Membership of the Coalition of Peaks provides an opportunity to:

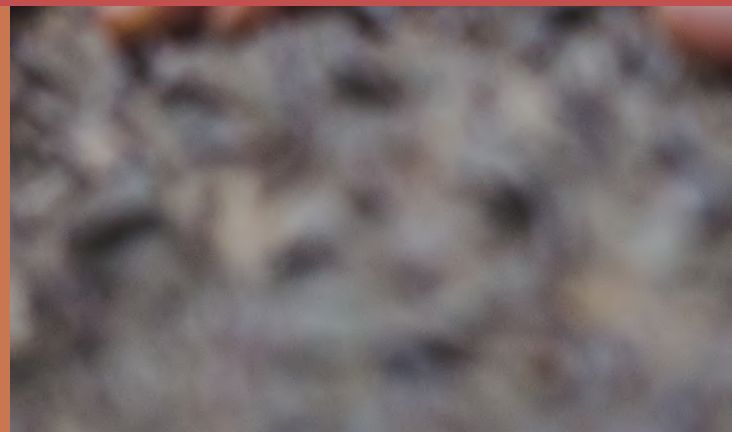
- join a unified basis through which to engage with governments.
- contribute the voice, expertise, and experiences of your members to provide legitimate community-controlled representation to the partnership with Australian governments on Closing the Gap to improve the life outcomes for our people.
- share in decision making with governments on policies and programs impacting Aboriginal and Torres Strait Islander people.
- ensure that the shared decisions with governments are informed by the needs and experiences of Aboriginal and Torres Strait Islander communities, community-controlled organisations, and peoples.
- drive increased accountability of all governments.
- have a say in the policy, strategy, and governance of the Coalition of Peaks.
- advertise jobs and significant events and activities through Coalition of Peaks' channels.



We are a representative body of more than 80 Aboriginal and Torres Strait Islander community-controlled peak organisations and members. Our authority is derived from our extensive membership base of Aboriginal and Torres Strait Islander community-controlled organisations with their generations of commitment to advancing the interests of, and delivering services to, Aboriginal and Torres Strait Islander people.

Membership criteria are available on our website. If you think your Aboriginal and Torres Strait Islander community-controlled peak organisation meets the membership criteria, submit a membership application to get the ball rolling!

If you have any questions about membership, or anything to do with the Coalition of Peaks, get in touch with us via secretariat@coalitionofpeaks.org.au



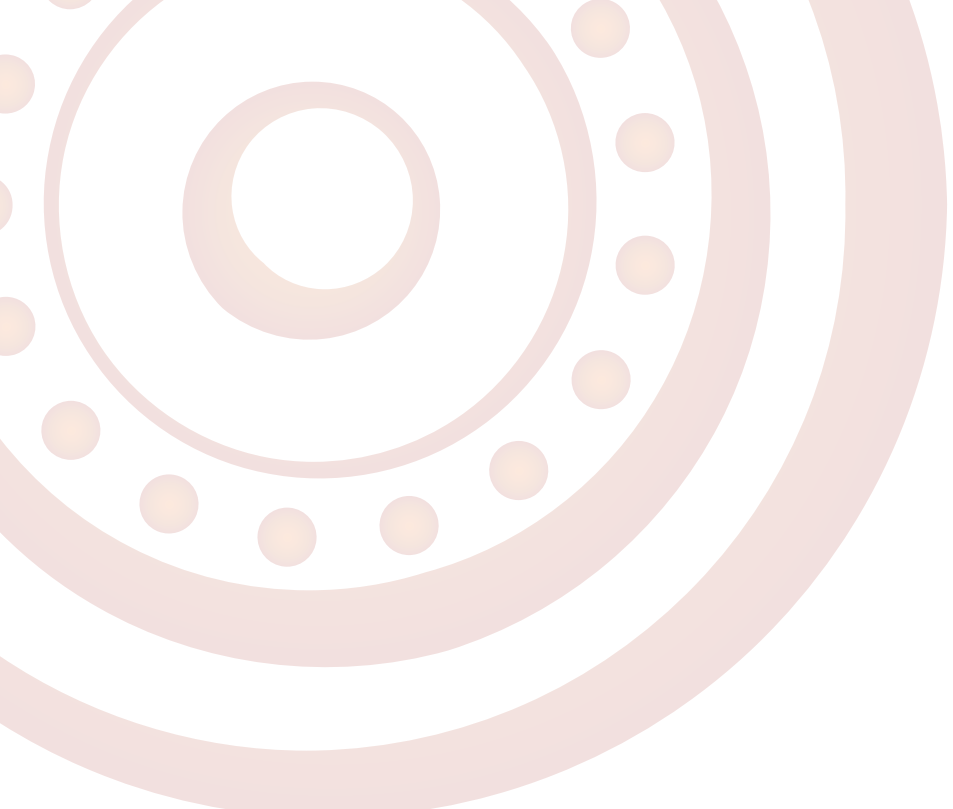
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The Coalition of Peaks is a **representative** body of more than 80 Aboriginal and Torres Strait Islander community controlled peak bodies. Our **authority** is derived from our extensive membership base. Our representatives are **elected** to boards by their communities and represent our people using **generations of experience**.



Coalition
of Peaks

>> coalitionofpeaks.org.au



**CLOSING
THE GAP
IN PARTNERSHIP**





Coalition of Peaks

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CLOSING THE GAP