



Coalition  
of Peaks

# Coalition of Peaks

## Closing the Gap Implementation Plan

July 2021

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## OPENING STATEMENT

The Coalition of Peaks is an act of self-determination. We came together so that Aboriginal and Torres Strait Islander organisations and communities across the country can share in decision making with governments on policies and programs that impact on our peoples. We are also committed to expanding Aboriginal and Torres Strait Islander community-control as a means of providing better services and outcomes for our people and legitimate representation on matters important to us.

The Coalition of Peaks believe that the gap in life outcomes between our peoples and other Australians can only be fully 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; when we have sufficient resources and control over those resources to drive our own futures; and when we can flourish as First Nations peoples, with our distinct cultures and languages and strong connection to our lands.

We believe that the Partnership Agreement and National Agreement on Closing the Gap are a step forward in addressing the political and structural gaps we face provide an opportunity to call out the much-needed resources for our peoples and start to recognise the importance of our status as First Nations Australians. the challenge before us now is to ensure that governments turn these commitments they have made into demonstrable changes to our organisations and for our people's.

In bringing to life the commitments in the National Agreement the Coalition of Peaks also have certain responsibilities. We know that having a seat at the table with governments comes with significant responsibilities and obligations to our organisations, members and communities that we serve across Australia. This responsibility includes making sure that we are giving back to the Aboriginal and Torres Strait Islander peoples that we are connected to, understand and are representing the needs of our members and the communities that are impacted by our services and the policy positions that we take and that we always conduct ourselves in an open and transparent manner. This Implementation Plan sets out the Coalition of Peaks collective responsibilities and how we would achieve and report on them.

The Coalition of Peaks also have a role in holding governments to account for the commitments they have made in the National Agreement. This Implementation Plan also sets out how we will share the commitments of governments in the National Agreement with communities and organisations across Australia. This will enable more of our organisations and communities to benefit from the commitments of government but also, and importantly, will help hold governments to account for the full implementation of the National Agreement.

The Coalition of Peaks came together with Australian governments to change the way they work with Aboriginal and Torres Strait Islander peoples, organisations and communities, not only for our organisations and members. The government commitments in the National Agreement are designed to respond to what Aboriginal and Torres Strait Islander people across the country have been saying for decades is needed to improve the lives of our peoples.

Our hope is that all Aboriginal and Torres Strait Islander peoples, organisations and communities across the country will be able to use the agreements to drive their own futures on their own terms and through better partnerships with governments.

Patricia Turner | Lead Convenor Coalition of Peaks

## Coalition of Peaks Members

This implementation Plan has been developed and will be implemented by the members of the Coalition of Peaks, assisted by its Secretariat.

As at 1 July 2021 Coalition of Peaks membership is as follows:

### NATIONAL

- Congress of Aboriginal and Torres Strait Islander Nurses and Midwives
- First Nations Media Australia
- First People's Disability Network
- Indigenous Allied Health Australia
- Lowitja Institute
- National Aboriginal and Torres Strait Islander Health Workers and Practitioners
- National Aboriginal and Torres Strait Islander Legal Services
- National Native Title Council
- SNAICC - National Voice of our Children
- The Healing Foundation
- Aboriginal Indigenous Doctors' Association
- Gayaa Dhuwi (Proud Spirit) Australia Limited
- National Aboriginal and Torres Strait Islander Housing Association

### New South Wales

#### NSW COALITION OF ABORIGINAL PEAKS (NSWCAPO):

- First Peoples Disability Network Australia
- NSW Aboriginal Land Council
- NSW/ACT Aboriginal Legal Services
- Link Up NSW
- NSW Aboriginal Education Consultative Group
- NSW Aboriginal Health and Medical Research Council
- NSW Child Family and Community Peak Aboriginal Corporation
- BlaQ Aboriginal Corporation

### Australian Capital Territory

- ACT Aboriginal and Torres Strait Islander Elected body

### Northern Territory

#### Aboriginal Peak Organisations Northern Territory (APONT):

- Aboriginal Medical Services Alliance NT
- Central Land Council
- Northern Land Council
- Aboriginal Housing NT
- NT Indigenous Business Network

## Western Australia

Aboriginal Health Council of Western Australia

## Tasmania

Tasmanian Aboriginal Centre

## Victoria

**Victorian Aboriginal Executive Council (AEC):**

- Victorian Aborigines Advancement League
- Koori Youth Council
- Victorian Aboriginal Education Association Incorporated
- Victorian Aboriginal Legal Service Victorian Aboriginal Childcare Agency
- Djirra
- Federation of Victorian Traditional Owner Corporations
- Aboriginal Housing Victoria

## Queensland

- Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak limited
- Queensland aboriginal and Islander Health Council
- Queensland Indigenous Family Violence Legal Services

## South Australia

**South Australian Aboriginal Community Controlled Organisation Network:**

- Aboriginal Legal Rights Movement
- Kornar: Winmil Yunti
- Nunga Mi: Minmar
- InComPro
- South Australian Aboriginal Education and Training Consultative Council
- Family Violence Legal Services Aboriginal Corporation
- Ngaanyatjarra Pitjantatjara Yankununtjatjara Women's Council
- Kura Yerlo
- Aboriginal Family Support Services
- Aboriginal Drug and Alcohol Council
- Aboriginal Sobriety Group
- Nunkuwarrin Yunti
- Pangula Mannamurna
- Tauondi Aboriginal College
- Narungga Nation Aboriginal Corporation
- South Australian Native Title Services
- Aboriginal health council of South Australia

## Working in Partnership

The Coalition of Peaks came together to change the way governments work with Aboriginal and Torres Strait Islander people, organisations and communities on Closing the Gap. Closing the Gap, in the National Agreement, is a national policy designed to improve the life outcomes of Aboriginal and Torres Strait Islander people, so that we have the same life outcomes and opportunities as other Australians, whilst also supporting Aboriginal and Torres Strait people to retain and strengthen their status as First Peoples with their own cultures, languages and rights.

As a body representing most of the Aboriginal and Torres Strait Islander community-controlled sectors, we have the expertise and mandate to engage with governments and share decision making with them about policies and programs related to Closing the Gap.

Our perspectives are informed by our every-day lived experiences and our wisdom, informed over many years, that Aboriginal and Torres Strait Islander people, communities and organisations have the solutions to overcoming the intractable disparity in our peoples' life outcomes compared to the broader population, when we lead their implementation. Services delivered by our people and organisations are far more effective than those delivered by government and the non-Indigenous not-for-profit and corporate sectors.

Collectively, our extensive membership represents a sizeable proportion of the Aboriginal and Torres Strait Islander population, and our service delivery extends to almost every community in Australia. There is also an expectation that respective governments will form additional partnerships with Aboriginal and Torres Strait Islander communities and organisations, that go beyond the membership of the Coalition of Peaks.

We have already demonstrated our collective strength by initiating and securing a formal *Partnership Agreement* with all Australian governments to establish shared governance of Closing the Gap and create a process to negotiate the *National Agreement on Closing the Gap*.

The Partnership Agreement has ensured for the first time, that Aboriginal and Torres Strait Islander people, through their community-controlled peak organisations and members, have a formal shared decision-making role with governments on Closing the Gap.

The Partnership Agreement sets out how all levels of Government and the Coalition of Peaks work and share decisions together on the design, implementation and monitoring of Closing the Gap strategies and policies.

The Coalition of Peaks are the collective voice of the Aboriginal and Torres Strait Islander community-controlled sector. We have member organisations from across Australia. Although we speak with a collective voice, we retain our separate identities. We encourage eligible Aboriginal and Torres Strait Islander community-controlled peak organisations to apply for membership.

## Purpose of this Implementation Plan

All Parties to the National Agreement are required to develop and report publicly on implementation plans. Implementation plans must specifically indicate how parties will meet their responsibilities under the National Agreement. This is the process for ensuring the Agreement is implemented and its objectives and anticipated outcomes achieved.

This Implementation Plan reflects the role and responsibilities of the Coalition of Peaks.

The National Agreement (clause 110) requires the Coalition of Peaks to have an implementation plan that:

- a) is developed and delivered by all Coalition of Peaks members.
- b) sets out actions to communicate the National Agreement to Aboriginal and Torres Strait Islander people, communities, and organisations.
- c) sets out actions to build Closing the Gap policy and program delivery expertise amongst Aboriginal and Torres Strait Islander people, communities, and organisations.
- d) sets out actions to build understanding and ownership of the National Agreement by Aboriginal and Torres Strait Islander people, communities, and organisations.
- e) Includes timelines for action.

This implementation plan is published and available on our website as required under the National Agreement (clause 111.e).

## Closing the Gap 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.

The Coalition of Aboriginal and Torres Strait Islander Peak Organisations (Coalition of Peaks):

- a) are national, state and territory non-government Aboriginal and Torres Strait Islander Peak bodies and certain independent statutory authorities which 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.

The Principles which inform our work are:

- a) Governments must be accountable for their commitments under the National Agreement. The Coalition of Peaks will work to hold them to account to deliver on their commitments under the National Agreement.
- b) The perspectives of our member organisations and their members must be reflected in our engagement with governments.
- c) Knowledge, understanding and ownership by our people, communities and organisations of the National Agreement and how to use it to engage with government is fundamental to the success of the outcomes and targets in the Agreement.
- d) Progress relies on momentum. As such the momentum for change centred around the Priority Reforms in the National Agreement must be developed and maintained. Partnering with

governments by entering into formal agreements with them is necessary to achieve the objectives and targets in the National Agreement.

The National Agreement on Closing the Gap came into effect on 27 July 2020.

The Coalition of Peaks will continue to actively participate in the Closing the Gap governance structures established in the Closing the Gap Partnership Agreement.

- a) *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 12 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.

- b) *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.
- c) *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 are, by agreement, stood up to provide direction in the development of policy, programs and partnerships for consideration by each tier.

## Partnership on this Implementation Plan

The approach of the Coalition of Peaks, in preparing 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.

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 peoples.
- 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 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 their views and being open and transparent to each other and the broader 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 peoples as First Peoples of Australia, with distinct cultures and languages.
- b) 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 peoples.
- c) 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 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.
- Alongside the Aboriginal 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 full involvement.

This is the first implementation plan of the Coalition of Peaks under the National Agreement, and it will cover the period July 2021 – December 2023.

During 2023 the plan will be reviewed, and consultations conducted to make any necessary updates for the second implementation plan.

- The Coalition of Peaks in this plan commit to a set of actions to communicate the National Agreement on Closing the Gap and progress of its implementation with Aboriginal and Torres Strait Islander people, organisations, and communities in all their diversity across the continent, in particular:
- Coalition of Peaks members and their secretariats.
- The members of the Coalition of Peaks member organisations.
- The Boards of Aboriginal and Torres Strait Islander community-controlled organisations and their members.
- The staff of Aboriginal and Torres Strait Islander community-controlled organisations.
- The Governing Committees and members of all independent Aboriginal and Torres Strait Islander statutory authorities.
- The staff of all Aboriginal and Torres Strait Islander independent statutory authorities.
- All other Aboriginal and Torres Strait Islander organisations.
- All Aboriginal and Torres Strait Islander communities.

The Coalition of Peaks will also undertake the following activities that will contribute to our accountability, monitoring and progressing the work of the partnership including:

- Deliver an Annual report on Closing the Gap.
- Participate in the three yearly reviews of Closing the Gap by the Productivity Commission.
- Actively support the Independent Aboriginal and Torres Strait Islander led reviews of progress to take place 12 months after each Productivity Commission review.
- Produce or commission independent analysis and critiques of progress of Closing the Gap.
- Publish freely available newsletters and updates on Closing the Gap.
- Maintain a Coalition of Peaks Secretariat as a central information point for Aboriginal and Torres Strait Islander communities on Closing the Gap.
- Work with government parties to the National Agreement on Closing the Gap to support a joint communications strategy.
- Conduct an Aboriginal and Torres Strait Islander Assembly on Closing the Gap that brings a range of key stakeholders together to discuss progress, identify opportunities and address issues.
- Encourage and support Aboriginal and Torres Strait Islander organisations to engage with governments on applying Closing the Gap commitments at a local and regional level.

## Making a Difference

The Coalition of Peaks have been clear from the outset that governments need to do more to improve the lives of Aboriginal and Torres Strait Islander people, but importantly, governments also need to do things differently than in the past. The Priority Reforms are based on what Aboriginal and Torres Strait Islander people (including in our consultation processes) have been saying for a long time is needed to improve the lives of our people.

The *Priority Reforms* also protect and support the strengthening of Aboriginal and Torres Strait Islander cultures through:

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 land.
3. Confronting institutionalised racism in government mainstream institutions and agencies to ensure Aboriginal and Torres Strait Islander people can access the services they need in a culturally safe way.
4. Sharing data and information with Aboriginal and Torres Strait Islander people to ensure Aboriginal and Torres Strait Islander people have more power to determine their own development.

The key areas of the implementation plan are all designed with the purpose of progressing outcomes in these areas.

## Implementation Key Areas

### What we are responsible for in implementation

The achievement of outcomes under the National Agreement relies on the way in which parties implement the Agreement to ensure sustained effort over the term of the Agreement. The Coalition of Peaks play the critical role of ensuring these plans are able to be responsive to the differing needs, priorities and circumstances of Aboriginal and Torres Strait Islander people, community, and organisations across Australia.

Section 110 of the National Agreement provides the agreed requirements of the Coalition of Peaks implementation plan, that is:

- 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. The National Agreement on Closing the Gap is being built around four “Priority Reforms” to change the way governments work with Aboriginal and Torres Strait

Islander communities, organisations, and people across the country to accelerate improvements in Closing the Gap.

### Communicating the Agreement to Aboriginal and Torres Strait Islander People, Community, and Organisations

The Coalition of Peaks implementation plan has prioritised the need to build understanding of the National Agreement including its advantages to our people, communities, and organisations, and so that we can collectively hold governments to account for its implementation.

The Priority Reform Areas highlight the need for Aboriginal and Torres Strait Islander people, community, and organisations to be central in the decision-making processes that affect their lives. This is necessary to build buy in and ownership. Without this, the full potential of the National Agreement cannot be realised. It is also necessary to support their knowledge about how the National Agreement can be leveraged to support their own objectives.

Members of the Coalition of Peaks must engage with their members who in turn should engage with their communities to ensure that information about the National Agreement and how it may be used to achieve their objectives is available to Aboriginal and Torres Strait Islander people, organisations, and communities. This Plan will include provision of resources to support that engagement.

We know there are other Aboriginal and Torres Strait Islander community-controlled organisations beyond the membership of the Coalition of Peaks. That is why the Coalition of Peaks is committed to talking to the broadest range of Aboriginal and Torres Strait Islander organisations, regional governance bodies, representatives and community members in each state and territory and nationally.

We also want governments to talk with Aboriginal and Torres Strait Islander organisations, regional governance bodies, representatives, and community members in the implementation of local and regional Closing the Gap strategies and programs.

In delivering informed, accurate and timely information the Coalition of Peaks will contribute to the joint Communications Strategy for closing the gap, the elements of which are covered in the following table.

Key Focus Area	Actions	Timeframe	Lead Responsibility
Face to face engagements	Undertake a series of face to face engagements, in each jurisdiction, with key community-controlled organisations and communities to support their understanding and interaction with the National Agreement	Ongoing	Secretariat
Social Media	Develop social media content calendars to plan activity, track movements and ensure that platforms are active  Develop a consistent tone and content for social media platforms, when disseminating key messages about the Agreement	Ongoing	Secretariat

	<p>Develop social media tiles and graphics relevant to milestones and encourage audiences to re-share</p> <p>Use social media channels to engage and encourage feedback from the wider community</p>		
Website	<p>All key messages and communications should be housed and easily accessed on the Coalition of Peaks website</p> <p>Social media channels to encourage website visits</p> <p>Website to act as a key channel for updates, resources, and relevant information</p> <p>The National Agreement 'At A Glance' tool incorporated into CoP (Coalition of Peaks) websites</p> <p>All members develop landing pages on their respective websites to share information regarding the National Agreement – through these websites, audiences will be directed to CoP for further information on the Coalition of Peaks</p> <p>Microsites developed where appropriate, to house specific information/initiatives</p>	Ongoing	Secretariat
Email	E-newsletter to stakeholders regarding work and progress under Agreement	Quarterly	Secretariat
Productivity Commission Dashboard	Promotion of Dashboard Updates to members and broader community	Annually	Secretariat
Media	<p>Media releases on key announcements regarding progress on the Priority Reforms and Targets, as well as key milestones.</p> <p>Reactive media opportunities should be identified where possible – existing narratives to be leveraged and linked to current initiatives under the Agreement</p> <p>Case studies generated if local community members are involved in a communications initiative describing implementation of the</p>	Ongoing	<p>Secretariat</p> <p>First Nations Media Australia</p>

	National Agreement, so that the media can accurately represent them		
Events	<p>Maintain a calendar of events where the Agreement could be profiled, i.e., festivals, conferences, specific celebrations etc</p> <p>Development and maintenance of materials that tell the story of the Agreement and its achievements for use at events, i.e., infographics or leaflets to be shared, including digital versions</p> <p>CoP members promote the Agreement at relevant events such as annual meetings and conferences</p> <p>Maintain an engagement calendar for briefing major stakeholders on progress e.g. elected representatives and staff of Federal Government, agency heads, business groups, NGO sector etc</p> <p>Closing the Gap statement and associated activities could include CoP member opportunities for engagement and promotion of progress, i.e., Campfire Yarns series</p>	Ongoing	Secretariat
Communication materials	<p>Posters, leaflets, infographics, and flyers created for distribution</p> <p>Community service announcement scripts for Aboriginal and Torres Strait Islander Media for use when approaching mainstream and local news</p> <p>A National Agreement “At a Glance” document maintained to highlight key actions and milestones</p>	Ongoing	<p>Secretariat</p> <p>First Nations Media Australia</p>

## Building Understanding and Ownership of the Agreement

### More than communications what opportunities are being created

We know there are other Aboriginal and Torres Strait Islander community-controlled organisations that are not members of the Coalition of Peaks. That is why the Coalition of Peaks is committed to talking to a broad range of Aboriginal and Torres Strait Islander organisations, regional governance bodies, representatives and community members in each state and territory and nationally.

The objectives of *building understanding* and ownership actions are to:

1. Ensure that Aboriginal and Torres Strait Islander people, organisations and communities have the knowledge and skills to effectively use the National Agreement to forge partnerships based on shared decision-making with governments.
2. Ensure that Aboriginal and Torres Strait Islander people, organisations and communities have the confidence to approach governments and demand to be heard on matters which affect them and their communities.

The Coalition of Peaks acknowledge shared decision-making structures already exist across the country, and that many of these have been developed by Aboriginal and Torres Strait Islander people. Our work in this area is not intended to replace these arrangements, but rather build on these successes, and expand and strengthen shared decision-making arrangements.

We also want governments to talk with Aboriginal and Torres Strait Islander organisations, regional governance bodies, representatives, and community members in the implementation of local and regional Closing the Gap strategies and programs. The Coalition of Peaks will assist where appropriate, community-controlled organisations to use the Agreement to advance their individual priorities and in their advocacy to local, state and commonwealth entities.

The establishment of jurisdictional level representative bodies for Aboriginal and Torres Strait Islander people to enter formal partnership arrangements in each state and territory is an important component to building ownership of the Agreement.

The Coalition of Peaks are committed to assisting with the establishment of strong (as defined in the National Agreement) policy and place-based partnerships within jurisdictions and which respond to local priorities.

The Coalition of Peaks will lead a review of progress, informed by the Productivity Commission's review processes, that provides an opportunity for a formal mechanism for Aboriginal and Torres Strait Islander people to have a direct and ongoing say to governments on whether policy and programs are working or not.

Key Focus Area	Actions	Timeframe	Lead Responsibility
Establish 6 Place based partnerships	Coalition of Peaks lead in agreeing the purpose and intent of the partnerships Site selection process agreed and implemented Assist Aboriginal and Torres Strait Islander parties in the establishment of formal agreements with Government(s) Provide assistance to the Aboriginal and Torres Strait Islander parties to agreements including but not limited to the negotiations with Government(s) for resourcing of their agreement participation costs	2023	Working Group of Peaks members
Jurisdictional based representative bodies	Coalition of peak members with responsibilities at a State or territory level established and/or sustain cross sector representative groups in every jurisdiction	Ongoing	Secretariat and jurisdiction appropriate Peaks
Data Development Plan	Prioritise data development actions and timeframes - Negotiate and finalise with Joint Council Develop criteria for selecting data projects locations Provide progress updates on projects to Partnership Working Group Monitor progress in the disaggregation of data for locations and specific cohorts such as members of the Stolen Generation, by Disability status and LGBTQIA+ as prescribed in the National Agreement	2023	Working Group of Peaks members
	Negotiate appropriate contextual indicators and information for reporting purposes that explain the relationship between cultural determinants in Aboriginal and Torres Strait Islander health and wellbeing across a range of target areas	2022	NACCHO
Development of targets	Consult with key Aboriginal and Torres Strait Islander stakeholders in developing Coalition position on community infrastructure target Negotiate with Government parties' level of ambition and data requirements for any new targets Communicate outcomes to broader Aboriginal and Torres Strait Islander people, community, and organisations	2021	Working Group of Peaks members
	Consult and negotiate on level of ambition for target including cultural and economic considerations for inland water target	2021	National Native Title Council
Aboriginal and Torres Strait Islander	Participate in the three yearly Productivity Commission review processes Develop process and manage engagements for an Aboriginal and Torres Strait Islander led review	2022	Working Group of Peaks members

reviews on progress	Produce and/or commission independent analysis and critiques of progress on closing the gap. Deliver recommendations through to Joint Council for consideration		
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**Build Closing the Gap Policy and Program Delivery Expertise amongst Aboriginal and Torres Strait Islander People, Community, and Organisations**

The National Agreement commits Parties to identify sectors for joint national strengthening efforts every three years through Sector Strengthening plans. The Coalition of Peaks are developing a detailed process, including strong stakeholder engagement to complete the Plans.

The *agreed elements of a strong sector* are where:

- a) there is sustained capacity building and investment in Aboriginal and Torres Strait Islander community-controlled organisations which deliver certain services and address issues through a set of clearly defined standards or requirements, such as an agreed model of care.
- b) there is a dedicated and identified Aboriginal and Torres Strait Islander workforce (that complements a range of other professions and expertise) and where people working in community-controlled sectors have wage parity based on workforce modelling commensurate with need.
- c) Aboriginal and Torres Strait Islander community-controlled organisations which deliver common services are supported by a Peak Body, governed by a majority Aboriginal and Torres Strait Islander Board, which has strong governance and policy development and influencing capacity.
- d) Aboriginal and Torres Strait Islander community-controlled organisations which deliver common services have a dedicated, reliable, and consistent funding model designed to suit the types of services required by communities, responsive to the needs of those receiving the services, and is developed in consultation with the relevant Peak body.

Each sector strengthening plan will address these elements as a minimum requirement.

The Coalition of Peaks are also contributing to a joined up national approach to **five policy priority areas** with all parties of the Agreement. These will identify opportunities to work more effectively across governments, reduce gaps and duplication, and improve outcomes under Closing the Gap. These five areas respond directly to our community consultations and are:

- a) justice (adult and youth incarceration).
- b) social and emotional wellbeing (mental health).
- c) housing.
- d) early childhood care and development.
- e) Aboriginal and Torres Strait Islander languages.

Key Focus Area	Actions	Timeframe	Lead Responsibility
Joined up national approach to key Policy Areas	<p><b>Justice</b></p> <p>Establish working group including external Aboriginal and Torres Strait Islander people to design the policy approach</p> <p>Workshop and draft approach for consideration by Coalition of Peaks membership</p> <p>Seek endorsement from PWG and Joint Council</p> <p>Communicate final policy position to Aboriginal and Torres Strait Islander people, community, and organisations</p> <p>Monitor implementation</p>	2022	NATSILS
	<p><b>Social and Emotional Wellbeing</b></p> <p>Establish working group including external Aboriginal and Torres Strait Islander people to design the policy approach</p> <p>Workshop and draft approach for consideration by Coalition of Peaks membership</p> <p>Seek endorsement from PWG and Joint Council</p> <p>Communicate final policy position to Aboriginal and Torres Strait Islander people, community and organisations</p> <p>Monitor implementation</p>	2022	NACCHO Gayaa Dhuwi - Proud Spirit Healing Foundation
	<p><b>Housing</b></p> <p>Establish working group including external Aboriginal and Torres Strait Islander people to design the policy approach</p> <p>Workshop and draft approach for consideration by Coalition of Peaks membership</p> <p>Seek endorsement from PWG and Joint Council</p> <p>Communicate final policy position to Aboriginal and Torres Strait Islander people, community, and organisations</p> <p>Monitor implementation</p>	2022	NATSIHA NACCHO

	<p><b>Early childhood care and development</b></p> <p>Establish working group including external Aboriginal and Torres Strait Islander people to design the policy approach</p> <p>Workshop and draft approach for consideration by Coalition of Peaks membership</p> <p>Seek endorsement from PWG and Joint Council</p> <p>Communicate final policy position to Aboriginal and Torres Strait Islander people, community, and organisations</p> <p>Monitor implementation</p>	2022	SNAICC
	<p><b>Languages</b></p> <p>Establish working group including external Aboriginal and Torres Strait Islander people to design the policy approach</p> <p>Workshop and draft approach for consideration by Coalition of Peaks membership</p> <p>Seek endorsement from PWG and Joint Council</p> <p>Communicate final policy position to Aboriginal and Torres Strait Islander people, community, and organisations</p> <p>Monitor implementation</p>		FNMA (First Nations Media Australia)
Strategic Plan for Funding the Development of the Aboriginal and Torres Strait Islander Community Controlled Sector	<p>Coalition of Peaks representatives engaged in negotiations on investment priorities for each sector</p> <p>Monitor implementation and funding related to strategy</p>		Working Group of Peak members
Sector Strengthening Plans	<p><b>Early Childhood Care and Development</b></p> <p>Coalition of Peaks represented in all drafting meetings</p> <p>Coalition of Peaks engage with community-controlled organisations with an interest in the sector</p> <p>Monitor implementation</p>	<p>PWG draft by August 2021</p> <p>PWG agreement for Joint Council consideration by</p>	SNAICC

		October 2021 Joint Council approval Nov 2021	
	<b>Housing</b> Coalition of Peaks represented in all drafting meetings Coalition of Peaks engage with community-controlled organisations with an interest in the sector Monitor implementation	PWG draft ready Feb 2022 PWG Agreement by March 2022 Joint Council approval by April 2022	NATSIHA NACCHO
	<b>Health</b> Coalition of Peaks represented in all drafting meetings Coalition of Peaks engage with community-controlled organisations with an interest in the sector Monitor implementation	PWG draft by August 2021 PWG agreement for Joint Council consideration by October 2021 Joint Council approval Nov 2021	NACCHO
	<b>Disability</b> Coalition of Peaks represented in all drafting meetings Coalition of Peaks engage with community-controlled organisations with an interest in the sector Monitor implementation	PWG draft ready Feb 2022 PWG Agreement by March 2022 Joint Council approval by April 2022	First People's Disability Network Australia NACCHO
	New focus areas developed and agreed	2023	ALL
Strengthen and grow National Peak Bodies	Support the establishment and/or growth of National Peak bodies as appropriate with a focus on governance, policy development and influencing capacity as required.	Ongoing	Secretariat

## Monitoring and Influencing Progress across the Partners

### Active monitoring and strong accountabilities will help keep momentum

The Partnership Agreement means that for the first time Aboriginal and Torres Strait Islander people, through their community-controlled peak organisations and members, are sharing decisions with governments on Closing the Gap, under a formal arrangement.

The Partnership Agreement sets out how Governments and the Coalition of Peaks work and share decisions together on the design, implementation and monitoring of Closing the Gap strategies and policies.

The Partnership Agreement will be in place for ten years. It includes a commitment to three yearly Aboriginal and Torres Strait Islander led reviews on Closing the Gap and the Coalition of Peaks will have a lead role in setting priorities in these processes.

Throughout this implementation plan the Coalition of Peaks are committed to communicating and actively engaging with Aboriginal and Torres Strait Islander people on progress and our direct activities.

The implementation plan has *strong accountabilities* both between parties and to our people including:

Coalition of Peaks representation at all levels of decision making relating to Closing the Gap including with First Ministers, Cabinet Ministers with responsibilities for Closing the Gap outcomes, Senior officials within Government and between our membership.

Data development plans to ensure the right things are measured and that Aboriginal and Torres Strait Islander people, community and organisations have access to data specific to them.

That tailored communications are regularly available in a variety of formats for Aboriginal and Torres Strait Islander people, community, and organisations to be informed and to get involved in our Closing the Gap work.

The Implementation Tracker shows progress of each Party to the National Agreement on delivering against these commitments and is available online.

Key Focus Area	Actions	Timeframe	Lead Responsibility
Identify, develop, or strengthen an independent mechanism, or mechanisms, that will support, monitor, and report on the transformation of mainstream agencies and institutions	Independent mechanism agreed Reports reviewed and recommendations made to Partnership Working Group and Joint Council	2023	ALL
Governance	Coalition of Peaks maintain a Secretariat function to support members involvement in the National Agreement Annual report Regular governance meetings Face to face workshops Reports to membership Contribute to drafting group	Ongoing	Secretariat
	Partnership Working Group Represented at every meeting Adherence to terms of reference	Ongoing	Secretariat
	Joint Council Members fulfil obligations as representatives of Peaks to Joint Council Prepare our own agenda items and talking points Work with NIAA and Minister to set agenda and dates Address any Partnership Health Check recommendations	Ongoing	Secretariat
Transparency	Progress tracker	Ongoing	Secretariat

	<p>Ensure our information is provided in a timely manner</p> <p>Assess progress of partners at regular intervals</p>		
	<p>Monitor inclusion of closing the gap embedded into new policy and programs across governments</p>	Ongoing	Secretariat
<p>Aboriginal and Torres Strait Islander People's Assembly on Closing the Gap</p>	<p>Agree scope of Assembly</p> <p>Identify key stakeholders for participation</p> <p>Host event</p> <p>Provide feedback and actions resulting from event</p>	Ongoing	Secretariat

## Meeting our Commitments

As per the National Agreement, the Coalition of Peaks Implementation Plan will:	Checked
Be fully aligned with the National Agreement on Closing the Gap and state that their purpose is to implement the Agreement (cl96)	<input type="checkbox"/>
Respond to the differing needs, priorities and circumstances of Aboriginal and Torres Strait Islander people across Australia (cl96)	<input type="checkbox"/>
Demonstrate a commitment to undertake all actions in a way that takes full account of, promotes, and does not diminish in any way, the cultures of Aboriginal and Torres Strait Islander people (cl 21 and 107)	<input type="checkbox"/>
Be developed and delivered by all Coalition of Peaks members	<input type="checkbox"/>
Sets out actions to communicate this Agreement with Aboriginal and Torres Strait Islander people, community and organisations	<input type="checkbox"/>
Sets out actions to build Closing the Gap policy and program delivery expertise amongst Aboriginal and Torres Strait Islander people, community and organisations	<input type="checkbox"/>
Sets out actions to build understanding and ownership of this Agreement by Aboriginal and Torres Strait Islander communities and organisations	<input type="checkbox"/>
For transparency, include information on funding and timeframes for actions (cl108)	<input type="checkbox"/>
Include the approach to annual reporting, including when they will release their public report (cl108)	<input type="checkbox"/>

Include data development actions identified in the Data Development Plan (cl106)	<input type="checkbox"/>
Be published on the Coalition of Peaks website	<input type="checkbox"/>