

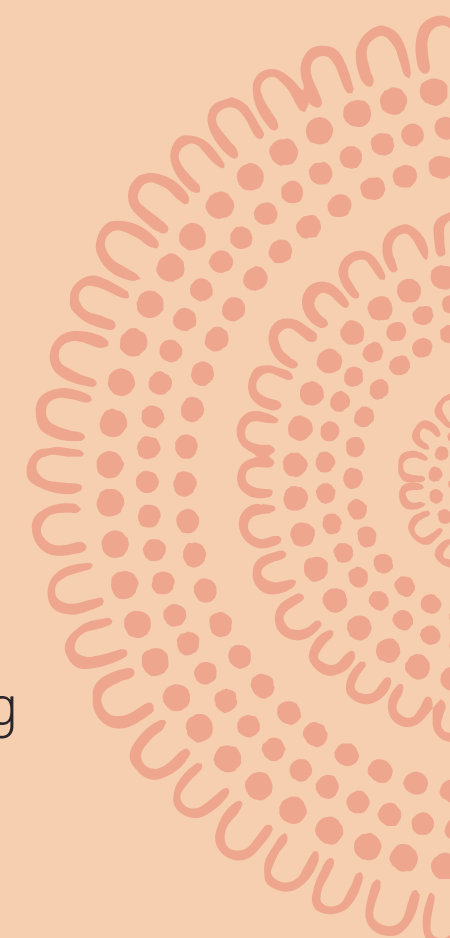


Focus area:

Cultural Integrity

QUALITY LIFE OUTCOME:

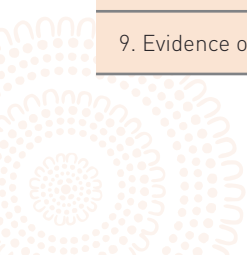
A society that supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities.





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

FIELD	DETAILS
1. Priority action title	Attract and recruit Aboriginal and Torres Strait Islander staff to join CYF through culturally safe, targeted employment strategies.
2. Detailed action description	Actively attract and recruit Aboriginal and Torres Strait Islander staff to join the Child and Youth Families (CYF) Division through culturally safe, targeted employment strategies. Invest specifically in the professional development, career progression, and leadership pathways for Aboriginal and Torres Strait Islander staff, with a focus on increasing representation in senior and executive roles.
3. Accountable Directorate(s) and stakeholders	<p>Lead Directorate: Health and Community Services Directorate</p> <p>Supporting Directorates: Education Directorate</p> <p>Stakeholders: Our Booris, Our Way Steering Committee; Aboriginal and Torres Strait Islander staff and families.</p>
4. Inter-Directorate integration strategy	<p>1. CYF are exploring opportunities to engage with the Education Directorate's Career Education Officers, to support additional career pathways/attract to the workforce.</p> <p>2. CYF are currently exploring options to engage with the Charles Sturt University Social Work Department; to increase the pathway for social work placements for ACT Aboriginal and Torres Strait Islander students.</p>
5. Key deliverables and outcomes	<p>Measurable Changes:</p> <ol style="list-style-type: none"> 1. Establish and promote a dedicated employment pathway for Aboriginal and Torres Strait Islander individuals with relevant community service experience, enabling access to CYPF-classified roles without requiring a tertiary qualification 2. Increase the number of Aboriginal and Torres Strait Islander applicants recruited through the pathway 3. Increase the number of established recruitment nights to explore a career at CYF and have ACT Aboriginal and Torres Strait Islander staff member present to speak to the career opportunities within CYF. 4. Increase the number of advertisements for CYF roles that have included specific criteria for experience working with Aboriginal children and families 5. Support Aboriginal students into teaching, social work, and allied health roles through reformed scholarships and mentoring pathways co-designed with ACCOs.
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity - A society that supports the aspirations of all Aboriginal and Torres Strait Islander peoples and contributes to the building of respectful, fair and sustainable communities.
7. Alignment to the National Agreement on Closing the Gap	<p>Priority Reform Three: Transforming Government Organisations Outcome 8: Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities</p> <p>Target 8: By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent</p>
8. Rationale for systemic impact and proportionality	This action supports self-determination, builds cultural capability across the system, and ensures that ACT Aboriginal and Torres Strait Islander voices are embedded in decision-making at all levels.
9. Evidence of change	The Directorate plans to provide evidence of change through data provided for existing reports, including: The Our Booris Our Way Report, Elected Body Hearings Report.





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

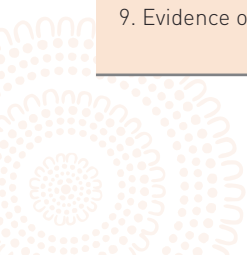
FIELD	DETAILS
1. Priority action title	Embed Cultural Integrity into Early Childhood Education Curriculum and Practice
2. Detailed action description	The ACT Government will embed cultural integrity into early childhood education curriculum and practice. This will involve developing curriculum resources in collaboration with Aboriginal Community-Controlled Organisations (ACCOs), community leaders and Aboriginal and/or Torres Strait Islander curriculum experts and delivering professional learning to educators to support culturally responsive pedagogy. The initiative aims to improve cultural responsiveness in early learning environments and increase participation and outcomes for Aboriginal and Torres Strait Islander children.
3. Accountable Directorate(s) and stakeholders	<p>Lead Directorate: Education Directorate (EDU) Responsible area: Early Childhood Education, Learning and Teaching, Aboriginal and Torres Strait Islander Education</p> <p>Supporting Directorate: Health and Community Services Directorate (HCSD)</p> <p>Partners and Stakeholders: Aboriginal and Torres Strait Islander families and Early childhood educators</p>
4. Inter-Directorate integration strategy	EDU and HCSD will collaborate to ensure that cultural integrity is embedded across early childhood education and health services. This includes joint development of curriculum resources, shared delivery of professional learning, and alignment with broader wellbeing and cultural safety strategies.
5. Key deliverables and outcomes	<ol style="list-style-type: none"> 1. Curriculum resources developed and distributed to early learning providers 2. Professional learning delivered to early childhood educators on culturally responsive pedagogy 3. Increased participation of Aboriginal and Torres Strait Islander children in early learning 4. Improved cultural safety and responsiveness in early childhood settings
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity, Lifelong Learning – Embed cultural identity and inclusion in early education
7. Alignment to the National Agreement on Closing the Gap	<p>Priority Reform Three: Transforming Government Organisations</p> <p>Target 4: Increase proportion of children developmentally on track in all five AEDC domains to 55% by 2031</p>
8. Rationale for systemic impact and proportionality	This action supports systemic transformation by embedding cultural integrity into the foundational years of education. It addresses the need for culturally safe and inclusive learning environments that reflect and respect Aboriginal and Torres Strait Islander cultures. The investment in educator capability and curriculum reform is proportionate to the long-term benefits of improved educational engagement and outcomes.
9. Evidence of change	<ol style="list-style-type: none"> 1. Number of educators completing cultural integrity training 2. Feedback from ACCOs and community leaders on curriculum content 3. Increased enrolment and retention of Aboriginal and Torres Strait Islander children in early learning 4. Family and educator satisfaction surveys





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

FIELD	DETAILS
1. Priority action title	Strengthening Cultural Integrity and eliminating racism in Health and Community Services Directorate
2. Detailed action description	<p>Build on the work done in the previous ACT Health Directorate and Community Services Directorate to strengthen cultural integrity and eliminate racism. Previous work included program specific activities in service delivery areas like housing and child and family services, and organisation wide strategies like an endorsed commitment to strengthening cultural integrity, with related training and capability building to realise this commitment.</p> <p>Next actions will be to:</p> <ul style="list-style-type: none"> > Review and align existing strategies Oct 2025– March 2026 > Confirm new Health and Community Services Directorate approach, including success measures April-June 2026 > Implement strategies July 2026 – June 2027 with regular monitoring and oversight > Review and evaluate success and confirm further ongoing approach July - December 2027
3. Accountable Directorate(s) and stakeholders	Lead Directorate: Health and Community Services Directorate, Director-General and Executive Oversight group
4. Inter-Directorate integration strategy	Engagement will continue with other directorates to learn from and build on their successes, and share the approaches used in our directorate. We will work with and share our progress with the Cultural Transformation Branch in CMTEDD and continue to engage in inter-directorate working groups on cultural safety and eliminating systemic racism.
5. Key deliverables and outcomes	<ol style="list-style-type: none"> 1. Intended outcome: Aboriginal and Torres Strait Islander staff report that cultural safety has increased in the organisation. 2. Deliverables: Key deliverable is in person, co-designed and co-delivered with Aboriginal and Torres Strait Islander staff and training organisations anti-racism and cultural safety training that is included in core learning program, and all staff attend training and complete within 3 years of its commencement. Inclusion of actions to strengthen cultural integrity and transform the organisation in existing business systems like performance development plans and business plans
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity also links to Action Item 4.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform Three: Transforming Government Organisations
8. Rationale for systemic impact and proportionality	These actions are drawn from the work of the Lowitja Institute Embedding cultural safety: National Cultural Safety Training Standards and organisational action for cultural safety on the most effective way to shift the dial on cultural safety and address systemic racism in organisations. Embedding the training into core learning, and business systems will most effectively lead to systemic change.
9. Evidence of change	Training is in place and staff attendance meets targets; business processes change embedded. Consideration will be given to Aboriginal and Torres Strait Islander staff to the ways to most effectively gain and measure Aboriginal and Torres Strait Islander views on cultural safety in the organisation, and whether it improves.





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

FIELD	DETAILS
1. Priority action title	Embed cultural capability and cultural safety into the fabric of the way the ACTPS works.
2. Detailed action description	This action will establish a whole-of-government approach to embedding cultural capability as a performance requirement, enhancing cultural safety, recognising Aboriginal and Torres Strait Islander staff for cultural work they undertake as part of their role, address systemic racism, and develop an employment framework that provides attraction, recruitment and retention initiatives so that Aboriginal and Torres Strait Islander employees thrive in their careers in the ACT Public Service.
3. Accountable Directorate(s) and stakeholders	<p>Lead Directorate: Chief Minister, Treasury and Economic Development Directorate (CMTEDD)</p> <p>Supporting Directorates: ACT Education, JACS, HCSD, CED, Infrastructure Canberra, Digital Canberra, CIT</p> <p>Key Stakeholders: ACT Aboriginal and Torres Strait Islander Elected Body; Unions; HR executives/Industrial Relations teams; Aboriginal and Torres Strait Islander staff; Industry leaders across jurisdictions.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> > CMTEDD: OIRWS lead policy development, framework and resource development, and lead and champion directorate implementation. > Treasury: Budget process and financial reporting mechanisms. > Supporting Directorates: Implement frameworks, tools and resources as appropriate for specific contexts and staff needs. Elected Body and Unions: Co-design and endorsement of remuneration principles and cultural load provisions.
4. Inter-Directorate integration strategy	This action will be delivered through collaboration across directorates to ensure consistency, reduced duplication and a shared commitment to valuing cultural expertise, including through the Closing the Gap Strategic Board Sub-Committee, Inter-Directorate Committee and directorate Cultural Advisors. Integration strategies include: Joint development of frameworks, tools, resources and guidelines; Integrated reporting mechanisms to ensure transparency and accountability, and Collaborative training modules for staff across the service
5. Key deliverables and outcomes	<ol style="list-style-type: none"> 1. A remuneration policy to recognise Aboriginal and Torres Strait Islander cultural expertise as appropriate through EA or appropriate employment policy (Q2 2026). Outcome: A consistent and transparent approach to valuing and paying for cultural expertise across the ACTPS. 2. A Cultural Capability Framework, including embedding cultural capability standards into SES KPIs and Performance Agreements and includes cultural safety and cultural integrity as core pillars in the framework. (Q2 2026). Outcome: An improvement in cultural capability and cultural safety in the ACTPS. 3. Roll out of BRAVE SES Cultural Capability Program (Q4 2026). Outcome: Increased cultural capability across the service and increase in cultural safety experienced by ACTPS staff and in service delivery. <p>Systemic Racism guidance (Q4 2026). Outcome: Increased knowledge of systemic racism, how to identify it and what action to take to address it in the ACTPS (Q2 2027). A renewed Aboriginal and Torres Strait Islander Employment Framework (Q2 2027). Outcome: increased understanding of career pathways, increase in senior executive positions, increase in retention rates, increase in career development opportunities undertaken by Aboriginal and Torres Strait Islander ACTPS staff.</p>
6. Alignment to the ACT Agreement	<p>Focus Areas: Cultural Integrity, Strong Families and Communities and Inclusive Community</p> <p>Percentage of people aged 25-64 years employed in the ACT by the Australian Public Service and ACT Public Service.</p>
7. Alignment to the National Agreement on Closing the Gap	<p>Priority Reform Three: Transforming Government Organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people.</p> <p>By 2031, reduce experiences of racism and discrimination for Aboriginal and Torres Strait Islander people within government systems by at least 80% as progress towards zero.</p>

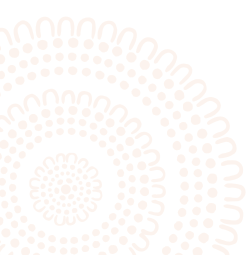




FIELD	DETAILS
8. Rationale for systemic impact and proportionality	This action addresses the systemic disadvantage experienced by Aboriginal and Torres Strait Islander people in the ACT Public Service and within government systems. Historically, cultural expertise has been relied upon without appropriate recognition or remuneration, reinforcing structural inequities. By grouping these actions together CMTEDD will lead the development of whole of service frameworks, tools and resources to address system wide transformation to increase cultural capability, enhance cultural safety, improve the employment experience, address systemic racism and embed cultural capability as a performance standard, so that this becomes part of the way the public service works.
9. Evidence of change	Progress will be monitored through Annual reporting on the number of engagements and total payments for cultural expertise, disaggregated by Directorate and role type; ACTPS workforce reporting and performance frameworks; Evaluation of the implementation of cultural load provisions in Enterprise Agreements; Feedback from Aboriginal and Torres Strait Islander staff and stakeholders , including the Elected Body; Cross-directorate accountability mechanisms , including reporting to the Closing the Gap Strategic Board Sub-Committee, CMTEDD I Steering Committee and Inter-Directorate Committee.

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

FIELD	DETAILS
1. Priority action title	Undertake data analysis to identify racial profiling, conscious/unconscious bias and institutionalised/systemic racism.
2. Detailed action description	The Justice and Community Safety Directorate (JACS) will work with the Aboriginal and Torres Strait Islander community and JACS agencies to identify instances of racial profiling, unconscious bias, and systemic racism through data analysis and the practices that may support them.
3. Accountable Directorate(s) and stakeholders	Lead Directorate: JACS Stakeholders: Aboriginal and Torres Strait Islander Elected Body
4. Inter-Directorate integration strategy	JACS agencies will work collaboratively to examine arrest, sentencing, bail, remand and parole practices utilising a working group model. Working Groups utilise existing data sources.
5. Key deliverables and outcomes	Within the 12-month remaining timeframe for Phase 3, the focus will be a review of existing data (utilising work already underway) to identify underlying patterns and any linkage to different arrest, sentencing and recidivism outcomes for Aboriginal and Torres Strait Islander people.
6. Alignment to the ACT Agreement	Focus Area: Cultural Integrity: ACT Agreement: Aboriginal and Torres Strait Islander peoples, their families and communities thrive in a safe environment and have equitable access to justice and culturally safe restorative justice, prevention and diversion programs.
7. Alignment to the National Agreement on Closing the Gap	Priority Reform 3 - Targets 10 and 11





FIELD	DETAILS
8. Rationale for systemic impact and proportionality	Understanding to what extent racial profiling, unconscious bias, and systemic racism impact Aboriginal and Torres Strait Islander people disproportionately informs the development of increasingly culturally safe and responsive justice policies and programs.
9. Evidence of change	JACS will measure impact through data in relation to Aboriginal and Torres Strait Islander peoples on the reduction in incarceration rates over time, the number of people diverted from entering or re-entering the criminal justice system, increased connection with culture, and reduced recidivism. As the first 12 months will be spent identifying instances of racial profiling, conscious/unconscious bias and institutionalised/systemic racism – and the practices that may support them (with identification and implementation of potential reforms beyond the end of Phase 3), it is likely that the evidence of impact may also materialise beyond the end of Phase 3.

