

Attachment B: Examples of Commonwealth action to implement the Priority Reforms

Agency	Response
<p>Attorney-General's Department (AGD)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>AGD has a broad transformation agenda for the department. Several transformation strategies sit within this agenda, including a transformation piece centred on embedding the Priorities Reforms into AGD business. AGD has established a dedicated team to implement the Priority Reforms who have been consulting with branches about their understanding and needs in relation to the Priority Reforms and the National Agreement on Closing the Gap. The team also provides an in-house advice function to support line areas to identify and action opportunities to partner with First Nations organisations. There is a monthly SES Closing the Gap meeting to share lived experience and build capacity. Other initiatives include the development of an AGD cultural safety framework and cultural safety protocols, and the creation of First Nations Liaison Officer roles. There is also funding available for a range of secondments into Aboriginal and Torres Strait Islander organisations.</p>
<p>Australian Public Service Commission (APSC)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>The <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24</i> is a guide for all Commonwealth public sector agencies to invest in First Nations employees. Strategy actions contribute to Closing the Gap initiatives through stronger employment outcomes and providing culturally safe workplaces. Whole of service outcomes include the launch of: the Cultural Capability Hub on the APS Academy learning platform to help build culturally safe and responsive environments to the needs of Aboriginal and Torres Strait Islander people; and an Affirmative measures-Aboriginal and Torres Strait Islander Recruitment Hub providing inclusive recruitment resources and tools to support agencies to undertake targeted recruitment activities.</p> <p>On 22 May 2023, the First Nations Unit (the Unit) was stood up at the APSC as an outcome from the 2023-24 Budget proposals, to prioritise boosting First Nations employment. There are three pillars of action that contribute to creating new employment opportunities and tackle known barriers to engagement, retention and advancement for First Nations staff. Pillar one – SES100 will attract new senior executive recruits and promotions with ambition to reach 100 First Nations SES by 2024-25. The Unit</p>

	<p>will work with in partnership with the Community Controlled Sector to grow the public sector talent pipeline initially canvassed with the Coalition of Peaks and then through the Joint Working Group convened by the National Indigenous Australians Agency (NIAA).</p> <p>The budget measure will further establish a partnership arrangement with the First Nations Community Controlled Sector, initially by canvassing options and approaches with the Coalition of Peaks, to develop the First Nations employee value proposition (EVP) and supporting communications.</p>
<p>Department of Agriculture, Fisheries and Forestry (DAFF)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>Recently DAFF launched its First Nations Platform for Shared Benefits in Agriculture, Fisheries and Forestry, a comprehensive plan articulating the principles, priorities, and actions we will undertake as a department to realise shared benefits with First Nations people.</p>
<p>Department of Climate Change, Energy, the Environment and Water (DCCEEW)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>DCCEEW launched its Statement of Commitment to Aboriginal and Torres Strait Islander peoples on 1 June 2023. The Statement was included in DCCEEW’s 2023-24 Corporate Plan published on 31 August 2023. The Statement highlights that strong, respectful, and genuine partnerships with Aboriginal and Torres Strait Islander peoples are critical to progressing the government’s reform agenda across the portfolio and achieving better outcomes. DCCEEW’s vision is for ‘An Australia that is prosperous because it is sustainable, with community and Country at the heart of our actions’. To deliver the vision the DCCEEW has committed to:</p> <ul style="list-style-type: none"> • Appreciate and value the knowledge and understanding of First Nations peoples by incorporating their expertise, experience and aspirations in our work. • Engage meaningfully through existing and new partnerships to achieve our priorities while contributing to Closing the Gap. • An action highlighted in DCCEEW’s recent Statement of Commitment is the establishment of a central First Nations Branch. The Branch is working to integrate Aboriginal and Torres Strait Islander peoples’ advice across the portfolio, coordinate and deepen engagement with, and deliver on, the Closing the Gap Targets and Priority Reforms. A priority for the Branch is to develop a First Nations Strategy that will set a long-term vision for the department and align

	<p>priorities to the National Agreement on Closing the Gap. It is anticipated the Strategy will include an evaluation and monitoring framework to enable reporting progress that can be included in the department’s annual reporting.</p>
<p>Department of Education</p>	<p>Priority Reform One: Formal partnerships and shared decision-making</p> <p>Early Childhood Education and Care (ECEC)</p> <p>SNAICC is receiving \$6 million (from 1 July 2022 to 30 June 2025) for its role as the Community Partner for both the Connected Beginnings and Community Child Care Fund Restricted (CCCFR) expansion. This partnership supports shared decision making for both programs on a range of matters, and involves leading local engagement with First Nations communities, stakeholders, and services to support the establishment of new sites and the ongoing implementation of community-led early childhood projects.</p> <p>The Early Childhood Care and Development Policy Partnership (ECPP), as a specific initiative under Priority Reform One, is a shared decision-making forum between all governments and First Nation representatives to address early childhood care and development outcomes, including through oversight of policy and program development and implementation that impact First Nations children. It is designed to ensure that there is meaningful dialogue and a joint decision-making process between governments and First Nation representatives on the co-development of reform opportunities.</p> <p>First Nations members and partners are supported by the Peaks co-chair, SNAICC, and co-secretariat through pre-briefing and de-briefing processes to facilitate consensus-building and ensure the cultural safety of meetings and decision-making. The ECPP was endorsed by the Joint Council on Closing the Gap in August 2022 and received funding in the October 2022 Budget of \$10.2 million over three years (2022-23 - 2024-35). SNAICC, National Voice for our Children, as the Peaks co-chair, received a grant of \$4.9 million to support their role as co-chair and co-secretariat.</p> <p>Schools</p> <p>The Department of Education is committed to working in partnership with First Nations people to co-design policies and programs which impact their communities. The National Aboriginal and Torres Strait Islander Education Corporation (NATSIEC) was incorporated in August 2023 and has applied to become a member of the Coalition of Peaks. NATSIEC is working with their stakeholders to develop consultative bodies in all jurisdictions, and to strengthen relationships with existing representational bodies. The Department of Education is working with NATSIEC to develop partnership agreements with Education Ministers</p>

Meeting and also the department. Partnership with NATSIEC will also help the department to meet objectives under the Priority Reforms, and the department has provided NATSIEC with \$1.707 million to support their first year of operation.

The Department of Education is also partnering with First Languages Australia, the national peak body for the strengthening of Indigenous languages, to design the First Nations Languages Education Program aimed at increasing the number of First Nations languages educators in schools and communities, contributing to Target 16.

Priority Reform Two: Strengthening the community-controlled sector

The department is embedding Priority Reform Two in a number of ways, including through ensuring services are First Nations-led and community-led for Connected Beginnings and CCCFR expansion. Connected Beginnings has increased the number of services led by ACCOs from 4 to 21 between May 2022 and June 2023. SNAICC is assisting the Department of Education to develop the ACCO Transition Framework for Connected Beginnings, and ECPP funding model options for the ACCO early years sector.

In 2023 the CCCFR was expanded to First Nations led organisations in WA, NT, and QLD. This has established new early childhood education and care services, in mainly remote and very remote areas to support First Nations children and families.

The ECPP has a key role in overseeing and driving the development of policy reforms outlined in the National Aboriginal and Torres Strait Islander Early Childhood Strategy and Early Childhood Care and Development Sector Strengthening Plan. The ECPP is supporting several actions in the early childhood space, including in Year 1:

- Commissioning SNAICC to lead research on funding models for ACCOs in the ECEC sector, with a view to support accessible, flexible ECEC for First Nations children and families.
- A systematic review that will collate and analyse evidence relating to the number of hours and levels of access to ECEC across Australia to support the best education and wellbeing outcomes for First Nations children.
- Commissioning a project aimed at identifying the collaborative efforts required across government to break down siloes and address social determinants of tertiary systems intervention for children and families.

	<p>Priority Reform Four: Shared access to data</p> <p>The Department of Education, Department of Health and Aged Care, SNAICC and National Aboriginal Community Health Organisations, have developed a series of dashboards which track short, medium and long-term program impact. These dashboards are shared back to community using site specific data for each individual community’s dashboard.</p> <p>Data Sharing Arrangements have been established with State and Territory Departments of Education, and Department of Social Services to share learning program attendance, preschool enrolment, KPI, and Communities for Children data back to Connected Beginnings site teams through the Data Dashboards. This allows backbone teams to concurrently use live, locally aggregated data with community voice to support informed decision-making. Data projects are being driven at the site-level around the collection of relevant data, progress tracking and outcome measurement. Furthermore, data pilots have been initiated in Western Australia, in collaboration with the Minderoo Foundation and Telethon Kids Institute, to improve site-ingested data.</p> <p>A governing Data Strategy has been drafted to map data-related activities, priorities, and outcomes.</p> <p>The department will consider how to apply its learnings across broader policies and programs where relevant and appropriate.</p>
<p>Department of Employment and Workplace Relations (DEWR)</p>	<p>Priority Reform One: Formal partnerships and shared decision-making</p> <p>The Yarrabah Employment Services model was established in Far North Queensland in July 2018 to deliver a place-based approach to employment services in Yarrabah. DEWR worked with the Yarrabah Aboriginal Shire Council to co-design and build a bespoke model for the delivery of employment services. The co-design process included face-to-face meetings with Yarrabah representatives and working with the council to plan and implement the transfer of employment services to Yarrabah. The process included a Flexible Funding Pool to assist Wugu Nyambil Ltd in delivering employment services in Yarrabah, and to build the capacity of the provider to deliver employment services that meet the needs of the Yarrabah community. Learning from the Yarrabah employment services model are currently being applied in the design of a bespoke Broome employment services model.</p>

Both DEWR and the NIAA have been working to support the establishment of a new employment services peak body the National Indigenous Employment and Training Alliance (NIETA). Once established, opportunities will exist to work in partnership to strengthen employment outcomes for First Nations peoples.

Priority Reform Two: Strengthening the community-controlled sector

DEWR will help to build capacity in the community-controlled sector by funding ACCOs to lead whole of community foundation skills training projects in partnership with Registered Training Organisations (RTOs). This training will be aligned to community priorities. (Funding available from 1 July 2024). Before applying for a grant for a delivery project, ACCOs will have the option of applying for a scoping grant which they can use to partner with an RTO, scope their proposed foundation skills training project and develop their grant application (potentially with help from an Adult Literacy Broker). (Expected release of application guidelines for both scoping and delivery grants March 2024).

Closing the Gap has been agreed by Federal, State and Territory Skills and Training Ministers as an inaugural national priority area for the new 5-year National Skills Agreement which is being negotiated with state and territory governments and is due to commence in January 2024. The National Skills Agreement embeds shared stewardship across the sector to ensure that the design and delivery of VET to First Nations Australians is in full and genuine partnership. The National Skills Agreement focuses on meeting Closing the Gap skills targets through growing the Aboriginal Community Controlled sector, establishing mechanisms to support cultural capability within RTOs, and supporting a First Nations VET Workforce.

As part of the 2023-24 Budget the Government announced changes to the Skills for Education and Employment (SEE) Program to include a specific First Nations Stream. As part of this Stream, Aboriginal Community Controlled Organisations (ACCOs) will be invited to partner with Registered Training Organisations (RTO) or the (including Adult Community Education (ACE) sector providers) to apply for grants to develop and deliver project-based, whole of community English language, literacy, numeracy and digital (i.e. foundation) skills training. ACCOs will be able to work with an Adult Literacy Broker to develop grant applications

Priority Reform Three: Transforming government organisations

In establishing Jobs and Skills Councils (JSCs) DEWR has set expectations for JSCs to engage and consult with First Nations peoples and consider how strategies and actions contribute to Closing the Gap priority reforms. JSCs will identify skills and workforce needs for their sectors, map career pathways across education sectors, develop contemporary VET training products, support collaboration between industry and training providers to improve training and assessment practice, and act

	<p>as a source of intelligence on issues affecting their industries. JSCs are also expected to work with employers, Registered Training Organisations (RTOs) and governments to devise and implement ways to improve training outcomes for priority cohorts including First Nations people. Further, the JSC Program Guidelines and Code of Conduct outline expectations for JSCs to recognise and incorporate diversity, equity and inclusion into all levels of the JSC, including the composition of the JSC Board and committees.</p>
<p>Department of Health and Aged Care</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>In September 2022, the Department of Health and Aged Care engaged Ninti One and First Nations Co, in a First Nations led partnership, to undertake the Review of Sector Funding Arrangements and Service Provider Capability for Aboriginal and Torres Strait Islander Mental Health and Suicide Prevention Services and the Integrated Team Care (ITC) Program.</p> <p>The Review is considering current departmental funding arrangements for Aboriginal and Torres Strait Islander mental health and suicide prevention services and the ITC program currently being delivered through Primary Health Networks (PHNs), and opportunities to improve these arrangements in line with the National Agreement on Closing the Gap, including transitioning funding to Aboriginal Community Controlled Organisations (ACCOs) where ACCOs have capacity and desire for this to occur.</p> <p>ACCOs and First Nations community members, as well as other stakeholders such as peak bodies, PHNs, non-Indigenous organisations and government representatives have been engaged throughout the Review, which is due to be finalised in October 2023. The final Review report will be considered in the context of the broader departmental First Nations Health Funding Transition Program currently underway. The Review will also contribute to a greater understanding of how the Aboriginal and Torres Strait Islander community-controlled health service sector can be supported to transition to new funding arrangements including investment in capability building.</p> <p>Priority Reform Four: Shared access to data</p> <p>In March 2023, the Department of Health and Aged Care commissioned the National Centre for Aboriginal and Torres Strait Islander Wellbeing Research (NCATSIWR) at the Australian National University (ANU) to undertake independent, Aboriginal-led research on the mental health and wellbeing of Aboriginal and Torres Strait Islander people in the lead up to the Voice to Parliament Referendum. All research conducted by NCATSIWR is overseen by the independent Thiitu Tharrmay Aboriginal and</p>

	<p>Torres Strait Islander research reference group and follows Indigenous Data Sovereignty principles. A project page and factsheets summarising the findings and recommendations are now publicly available on the ANU website.</p> <p>The <i>Department of Health and Aged Care's Data Strategy 2022-25</i> includes an implementation priority to work with First Nations stakeholders to embed cultural sensitivity and Indigenous Data Sovereignty principles into the Department's approach to data sharing.</p>
<p>Department of Industry, Science and Resources (DISR)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>Case Study – First Nations Regional Business Managers</p> <p>AusIndustry has appointed two First Nations Regional Managers dedicated to supporting First Nations businesses in Queensland and NSW respectively. This dedicated capability supplements the work of the AusIndustry Regional Outreach Network in supporting Australian businesses and will also provide capability uplift to all Regional Managers across the network.</p>
<p>Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)</p>	<p>Priority Reform One: Formal partnerships and shared decision-making</p> <p>To give tangible effect to this priority reform, DITRDCA established the International Decade of Indigenous Languages Directions Group (the Directions Group) to shape Australia's participation in the International Decade of Indigenous Languages 2022-2032. The Directions Group was formed through an Expression of Interest process, with applications assessed by a panel that included the Australian Government, the Coalition of Peaks and national peak body, First Languages Australia.</p> <p>The Directions Group comprises 18 members: 13 Aboriginal and Torres Strait Islander members, including two members representing First Languages Australia; and five ex-officio members from key Australian Government agencies (DITRDCA, the Australian Institute of Aboriginal and Torres Strait Islander Studies, the Department of Foreign Affairs and Trade, the Department of Education and the National Indigenous Australians Agency).</p> <p>The partnership between the Directions Group and the Australian Government is built on the principles of mutual respect, cultural safety, transparency and accountability. The partnership also recognises the importance of joint accountability for outcomes, and ensuring the accessibility of information.</p>

	<p>The Aboriginal and Torres Strait Islander members of the Directions Group provide an independent voice that has been central in the development of Voices of Country, Australia’s National Action Plan for the International Decade, a co-authored document launched at the PULiiMA Languages and Technology Conference in August 2023.</p>
<p>Department of the Prime Minister and Cabinet (PM&C)</p>	<p>Priority Reform Three: Transforming government organisations</p> <p>PM&C provides high quality advice and support to the Prime Minister, the Cabinet, Portfolio Ministers and Assistant Ministers to achieve a coordinated and innovative approach to the development and implementation of Government policies. PM&C provides timely advice that is supported by data, takes a whole-of-government and whole-of-nation perspective, and incorporates the views of a diverse range of stakeholders.</p> <p>The Commonwealth Secretaries Board, chaired by the PM&C Secretary and comprising all Secretaries from across Commonwealth public service agencies, is responsible for the stewardship of the Australian Public Service (APS), including identifying and setting the strategic priorities for the APS. This includes an elevated responsibility for driving the Closing the Gap Priority Reforms across the Commonwealth.</p> <p>The Secretaries Board has implemented a standing agenda item for the strategic discussion and implementation of the First Nations policy agenda and Secretaries are required to report to Secretaries Board on progress towards implementing Priority Reforms for their department. The Partnership Priorities Committee (a sub-committee of the Secretaries Board) seeks to steer better policy outcomes for Australians by embedding partnership culture and behaviour in the public service to ensure consistent, natural and early engagement and co-design with all sectors, including First Nations People. A communique from each meeting of the Secretaries Board is published on the PM&C website.</p> <p>In addition, PM&C chairs and provides secretariat services for the First Deputies Group, comprised of first deputies from equivalent Departments of Premier and Cabinet in all states and territories. First Deputies Group regularly discusses cross-jurisdictional matters, including the implementation of the National Agreement on Closing the Gap and the broader First Nations policy agenda.</p> <p>PM&C has recently established a First Nations Policy Branch in its Social Policy Division. The Social Policy Division is responsible for the provision of advice to the Government on social policy and Aboriginal and Torres Strait Islander issues. The Branch supports the Government and PM&C Executive to progress an ambitious and coordinated national First Nations policy agenda that drives sustained outcomes and support for the Commonwealth to meet Priority Reform commitments under the National Agreement on Closing the Gap.</p>

	<p>The Branch shadows the National Indigenous Australians Agency (NIAA) who has the lead on Commonwealth implementation of the National Agreement and on the First Nations Policy agenda. PM&C, with the NIAA, is responsible for progressing work on the Commonwealth Independent Mechanism and for the development of the Monitoring and Accountability Framework. Alongside the Departments of Finance and Treasury and the Coalition of the Peaks, the Branch has been activity involved in making recent changes to the Cabinet Handbook, the Budget Process Operating Rules (BPORs), New Policy Proposal processes and Estimates Memorandum to assist agencies to align new Budget proposals with the National Agreement. The Branch further provides whole-of-government influence through participating in a number of working groups and interdepartmental committees relating to the First Nations policy agenda and supports our Executive to engage in these forums.</p>
<p>National Indigenous Australians Agency (NIAA)</p>	<p>Empowered Communities</p> <p>Empowered Communities (EC) is a First-Nations led initiative which has worked to transform the relationship between Aboriginal and Torres Strait Islander communities and governments since 2015. It involves First Nations communities and Government working in partnership to set priorities, improve services and apply funding effectively at a regional level. It has worked to increase First Nations ownership of, participation in and influence over decisions that affect them. First Nations leaders from ten regions across Australia partner with government to reform how policies and programs are designed and delivered.</p> <p>Delivery on the Priority Reforms</p> <p>EC aligns with the Government’s commitment under the National Agreement to ensure First Nations communities are involved in local and regional decision-making. In terms of scale and longevity, the model is a key example of transforming the way Government works with First Nations people to be based on partnership and shared decision making.</p> <p>The EC model is working to deliver on all four of the Priority Reforms, particularly Priority Reform One and Priority Reform Three.</p> <p>Priority Reform One: Formal partnerships and shared decision-making</p> <p>The NIAA has established an Indigenous Ranger Reference Group to contribute to the strategic delivery of initiatives to support First Nations people to maintain distinctive spiritual, physical, cultural and economic relationship with Country. In addition, it</p>

	<p>has established a First Nations Working Group to lead the program development of an Indigenous Land and Water Management Forum.</p> <p>Empowered Communities (EC) is delivering on Priority Reform One through Joint decision making (JDM). JDM is a key tenet of the EC model and has ensured decision making on IAS funded services is shared between Government and Aboriginal and Torres Strait Islander people.</p> <p>JDM is based around the IAS grants review process, which occurs every six months. JDM enables community panels to consider whether investment is effective, meets the needs of local people and communities, is not a duplication of services, and make recommendations about where funds can best be reinvested in the region. NIAA and EC leaders or community representatives then convene a partnership table to negotiate and agree, if possible, a recommendation to the government delegate on future funding.</p> <p>Formal Partnership Agreements are in place to support the partnership arrangements between Government and EC Regions.</p> <p>Priority Reform Three: Transforming government organisations</p> <p>The NIAA have developed an online training module Gender and Cultural Safety: Understanding Gender in First Nations Policy and Program Work to assist Australian Public Service (APS) employees at all levels. The training aim is to deliver culturally sensitive gender and sexuality training to inform decision-makers, as well as inform policy and program design. By completing the module participants will learn why it's important to apply a First Nations gender lens when developing and implementing Australian Government policy and programs; how to apply a gender lens when working on policy and programs that impact, or may impact, on First Nations peoples in Australia; and the variety of ways gender is applied by some First Nations peoples in Australia. This work aligns with the Closing the Gap - Gender and Sexuality cross cutting measure and Priority Reform Three. The module is being tested within NIAA before being rolled out to the APS.</p> <p>In order to facilitate the Joint decision making (JDM) process, the NIAA has transformed the way it works with First Nations people to shift the power balance between Government and First Nations people. The NIAA has worked to address systemic barriers to genuine partnership and shared decision-making to enable the JDM process.</p> <p>JDM works to:</p> <ul style="list-style-type: none"> • Ensure services are delivered in partnership with Aboriginal and Torres Strait Islander organisations, communities and people
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	<ul style="list-style-type: none"> • Increase accountability through transparent funding allocations • Support Aboriginal and Torres Strait Islander cultures • Improve engagement with Aboriginal and Torres Strait Islander people. <p>Priority Reform Four: Shared access to data</p> <p>NIAA and the Department of Climate Change, Energy, the Environment and Water (DCCEEW) are working together to improve data sharing in the Indigenous Protected Areas.</p> <p>NIAA is aiming to regularly publish data on digital platforms around program performance in order for organisations to see their input into the broader outcomes of the program.</p>
Social Services portfolio (the portfolio)	<p>Priority Reform Three: Transforming government organisations</p> <p>The portfolio has undertaken considerable work aimed at improving the strategic implementation of Priority Reform Three, and the other Priority Reforms. The Department of Social Services, through its Closing the Gap Taskforce, performs a key strategic coordination role to facilitate this work across agencies comprising the Social Services portfolio. This includes Services Australia, the National Disability Insurance Agency, the National Disability Insurance Scheme Quality and Safeguards Commission, Hearing Australia, the Australian Institute of Family Studies, and the Domestic, Family and Sexual Violence Commission.</p> <p>These agencies collaborate closely on work to implement Priority Reform Three.</p> <p>In April and May 2023, the Department of Social Services undertook a stocktake of all initiatives across the portfolio that contributed to Priority Reform Three. This stocktake was captured in a visual Roadmap that categorises each initiative by the core function area they align to (i.e. policy; governance; program/delivery; enabling; organisational culture and capability). The Roadmap also outlines where each initiative sits in terms of maturity:</p> <ul style="list-style-type: none"> • Emerging initiatives are at the starting phase of implementation. This involves exploring and developing solutions to identified issues. Importantly, it is also the phase where partnerships with First Nations people, communities and organisations are formed, and shared decision-making processes established.

- **Established** initiatives are at the phase where implementation is well underway. It can involve the testing of new approaches or solutions to identified issues. Governance arrangements that promote equal participation and representation of First Nations people should be well in place.
- **Embedded** initiatives should be well established. They have reached the phase where learnings are identified and used to help ensure sustainable, systemic change is embedded into the organisation.

Over time, the portfolio aims to ensure all initiatives on its Roadmap reach the 'embedded' phase of maturity.

The portfolio has also developed theories of change for initiatives to embed the Priority Reforms. These describe the desired outcomes of the initiative, how these outcomes are expected to be achieved, and how success will be measured.

Importantly, the Theories of Change and Roadmap will help ensure the portfolio is accountable for the progress it makes to implement Priority Reform Three. This will be enabled by a bi-annual Priority Reform Three Report Card (the Report Card). The Report Card will hold portfolio agencies accountable for ensuring progress is being made under the Roadmap and Theories of Change. The Report Card will be provided to Agency Heads at their biannual cross-portfolio meetings.

Other strategic work includes the identification of barriers and opportunities across the portfolio to implementing the six transformational elements under Priority Reform Three. Importantly, this work is focused on a First Nations person-centred perspective of barriers and opportunities. It was informed by feedback from First Nations people received through a range of recent mechanisms including consultations, Royal Commission submissions and customer insights. Findings from this work are being used to ensure activities across the portfolio address what has been heard about key barriers and opportunities.

Other case studies of the portfolio's work to implement the Priority Reforms are outlined in the separate Social Services Portfolio Submission to the Productivity Commission.