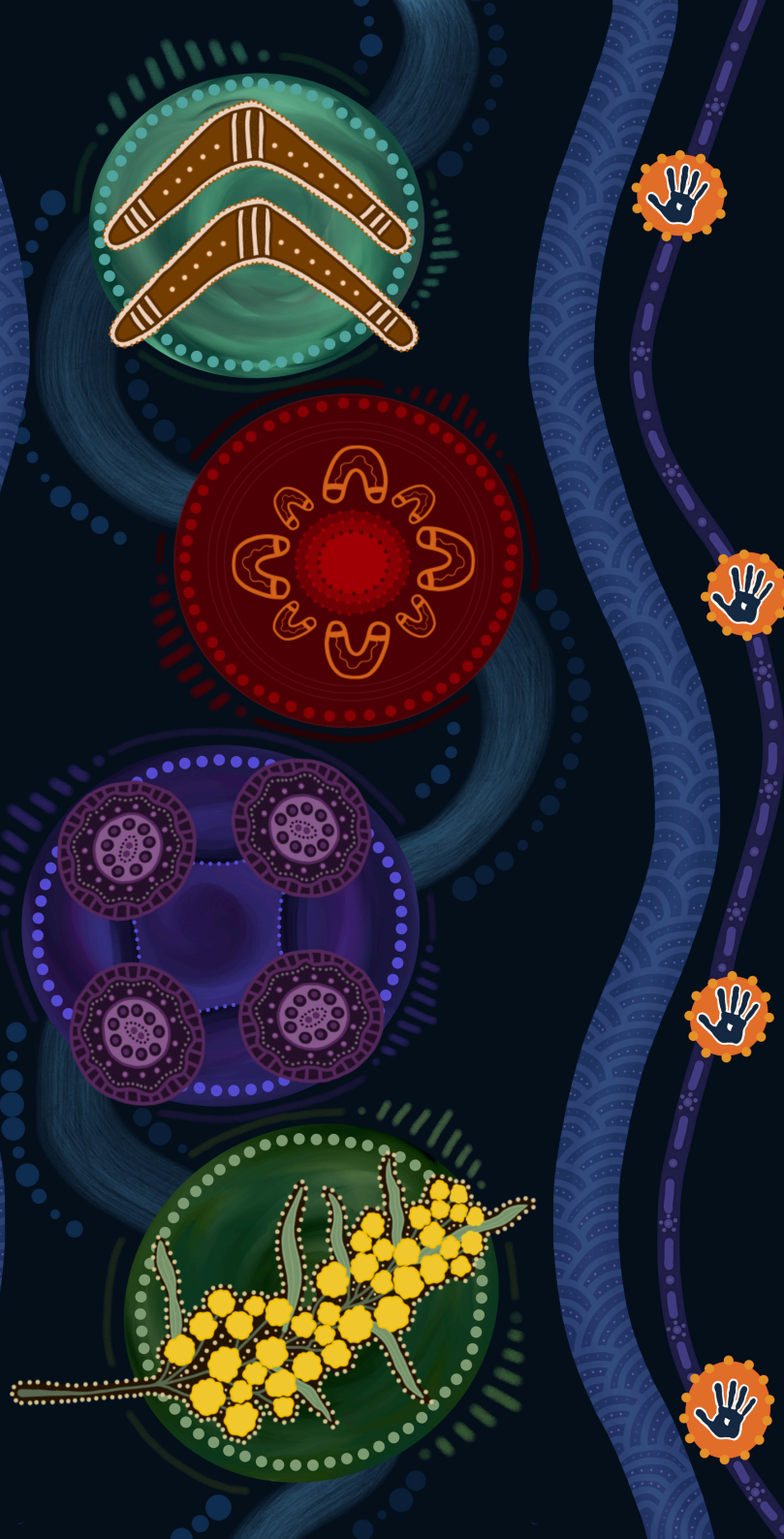


Closing the Gap Priority Reform 3 Implementation Plan 2026 -2030

The Australian Human Rights Commission is committed to implementing the following transformation elements within our organisation, in the context of our 2026-2030 Strategic Plan.

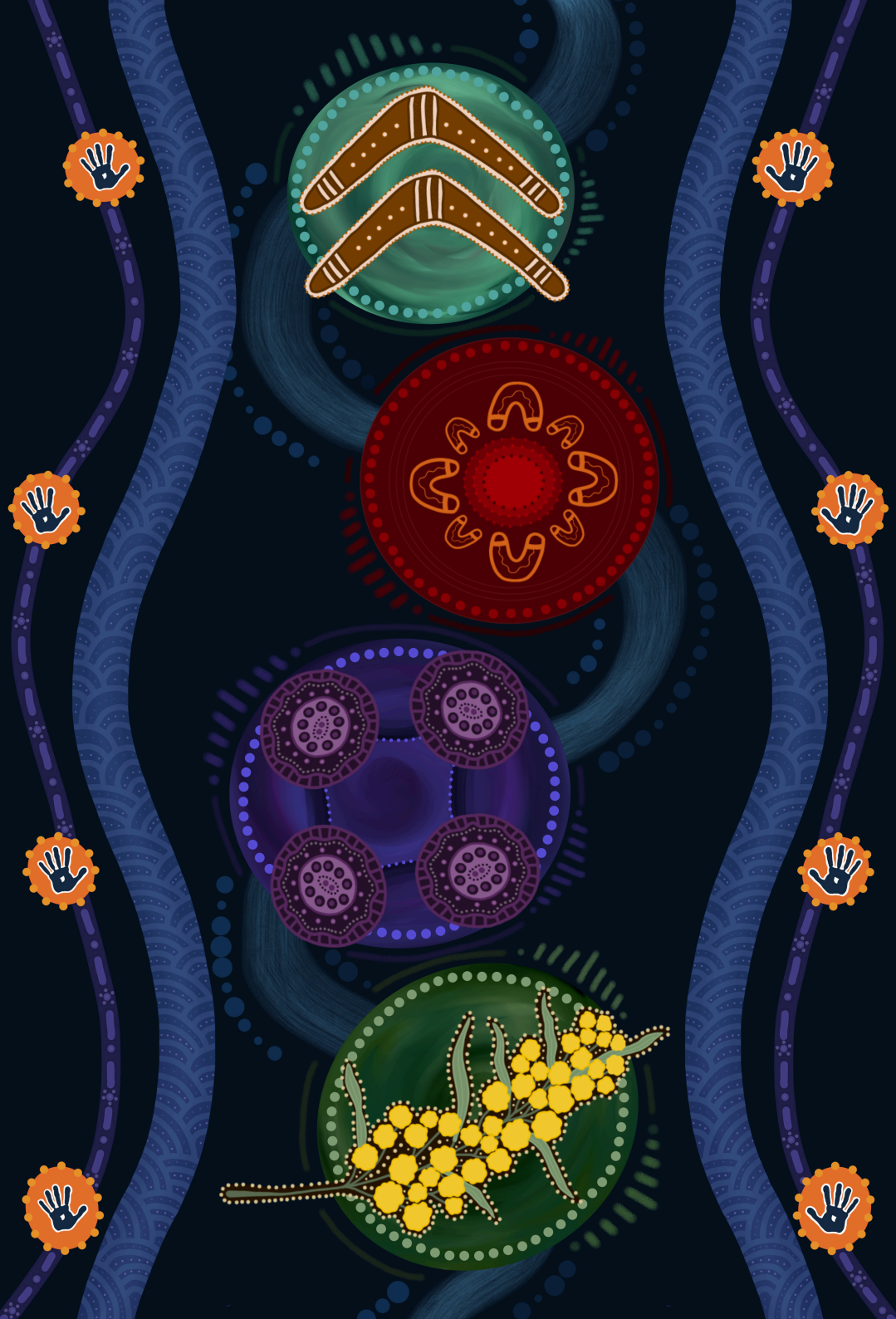


Closing the Gap Priority Reform 3 Implementation Plan 2026 -2030

Goal	Actions	Responsible division	Timeframe
Identify and eliminate racism ¹	• Develop Anti-Racism Framework • Develop a First Peoples' recruitment & development strategy • Build awareness of the historic and ongoing impact of colonisation and racism on First Peoples	ODCC/RDT/CE CE & P&C SJT/Commissioners/SLT/ODC C/P&C with the Diversity Cttee	2026 2026- 2028 Ongoing
Embed and practice meaningful cultural safety ²	• Finalise Cultural Safety Framework • Conduct regular cultural safety training for all staff and statutory office holders • Promote and monitor cultural safety including through possible annual staff census survey question	First Nations TF/ODCC/CE P&C ODCC/SLT/P&C	2026 2026-2030 2026-2030
Deliver services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people ³	• Strengthen relationships with First Peoples peak organisations • Establish guidance on Indigenous procurement (update of Responsible Sourcing Policy) • Create checkpoints for consideration of Indigenous Procurement Policy procurement in new project proposals and e-procurement portal • Build into our partnership agreements and service contracts human rights based criteria for partners' operations	SJT, policy teams & all divisions CS/Legal P&P Cttee/CorpServices/PPE Legal/CE	Ongoing 2026-28 2026-2028 2027-2028

Closing the Gap Priority Reform 3 Implementation Plan 2026 -2030

Goal	Actions	Responsible division	Timeframe
Increase accountability through transparent funding allocations 4	Ensure transparent annual reporting on projects across commission that involve First Peoples' consultation and participation	CEO/P&P Cttee	Ongoing
Support Aboriginal and Torres Strait Islander cultures 5	- Celebrate, acknowledge and promote understanding of Aboriginal and Torres Strait Islander cultures and contributions to modern Australia, including through new staff inductions. - Participate, at SES level, in the Stolen Generations Redress Scheme - Induct new staff with training on Australia's colonial history (CORE training via LMS) - Increase engagement with community-controlled organisations in all our work.	SJT/CE/Commissioners/SLT CE/SES P&C Commissioners/Policy teams	Ongoing 2026-2030 Ongoing 2026-27
Improve engagement with Aboriginal and Torres Strait Islander people 6	- Monitor implementation of the relevant Guiding Principle and Goals of the AHRC Strategic Plan 2026-2030 - Resources permitting, have AHRC representation at GARMA festival to build cultural knowledge and engagement skills - Ensure protection of First Peoples' cultural and intellectual property in our engagement - Develop plan to increase inquiries and complaints received by First Peoples. <u>Review existing protocol for how teams should engage with First Peoples.</u> humanrights.gov.au/__data/assets/file/0025/77740/Ntr_nx3.pdf	CE Office Policy/Legal ICS SJT	Ongoing Ongoing Resources pending 2026



Endnotes

1. Identify and call out institutional racism, discrimination and unconscious bias in order to address these experiences. Undertake system-focused efforts to address disproportionate outcomes and overrepresentation of Aboriginal and Torres Strait Islander people by addressing features of systems that cultivate institutionalised racism. The feedback from the engagements included that more Aboriginal and Torres Strait Islander people should be employed in mainstream institutions and agencies, including through more identified positions, more Aboriginal and Torres Strait Islander people in senior positions, and appointments to boards.
2. Embed high-quality, meaningful approaches to promoting cultural safety, recognising Aboriginal and Torres Strait Islander people's strength in their identity as a critical protective factor. This applies to all levels of staff within government organisations. Feedback from the engagements included making cultural awareness training courses ongoing for all boards and staff. Another strategy could be to strengthen the role of internal Aboriginal and Torres Strait Islander units in promoting and monitoring cultural safety.
3. Develop genuine relationships between government organisations and Aboriginal and Torres Strait Islander people, organisations and/or businesses to enhance the quality and cultural safety of mainstream service delivery. Feedback from the engagements included supporting agreements between hospitals and local Aboriginal and Torres Strait Islander community-controlled health organisations to deliver outpatient services.
4. Improve transparency of resource allocation to, and distribution by, mainstream institutions in relation to dedicated Aboriginal and Torres Strait Islander service delivery. Feedback from the engagements included requiring key performance indicators in funding arrangements. Other suggestions included for Auditors-General to include in their audits of mainstream agencies information about expenditure and the quality of service delivery to Aboriginal and Torres Strait Islander people.
5. Ensure government organisations identify their history with Aboriginal and Torres Strait Islander people and facilitate truth-telling to enable reconciliation and active, ongoing healing. Feedback from the engagements included government organisations building relationships with local Aboriginal and Torres Strait Islander community-controlled organisations to enable them to understand and reflect the history and culture of local communities.
6. Ensure when governments are undertaking significant changes to policy and programs that primarily impact on Aboriginal and Torres Strait Islander people, they engage fully and transparently. Engagements should be done in a way where Aboriginal and Torres Strait Islander people: have a leadership role in the design and conduct of engagements; know the purpose and fully understand what is being proposed; know what feedback is provided and how that is being taken account of by governments in making decisions; and are able to assess whether the engagements have been fair, transparent and open. The engagements on the National Agreement, led by the Coalition of Peaks in partnership with Government parties, demonstrated the benefit of this approach.

The artwork *Cultural Safety is Everyone's Responsibility* by Nioka Marlowe – Wiradjuri artist.