

## AGREEMENT TO IMPLEMENT THE EARLY CHILDHOOD CARE AND DEVELOPMENT POLICY PARTNERSHIP

PARTNERSHIP AGREEMENT TO IMPROVE OUTCOMES UNDER CLOSING THE GAP FOR EARLY  
CHILDHOOD CARE AND DEVELOPMENT

ESTABLISHED BY THE JOINT COUNCIL ON CLOSING THE GAP

UNDER THE AUTHORITY OF THE NATIONAL AGREEMENT ON CLOSING THE GAP

### Preamble

The National Agreement on Closing the Gap (the National Agreement) acknowledges that a fundamentally new way of working is required to improve outcomes for Aboriginal and Torres Strait Islander people. This includes governments sharing decision-making on the design, implementation, delivery, monitoring and evaluation of policies and programs with Aboriginal and Torres Strait Islander people, including representatives from their community-controlled organisations.

The National Agreement includes four priority reforms, which must be implemented together to enable the transformational changes needed to Close the Gap. Priority Reform One focuses on formal partnerships and shared decision-making. Part of this reform involves establishing Policy Partnerships to focus on improving outcomes for Aboriginal and Torres Strait Islander people within specific policy areas. The Early Childhood Care and Development Policy Partnership (ECCDPP, the Partnership) was one of the first Policy Partnerships established.

In the context of the ECCDPP, early childhood care and development encompasses several sectors including early childhood education and care, maternal and child health, child safety and children and families. It also includes intersecting areas of interest such as disability and housing.

A dedicated and coordinated approach in the early childhood development and care sectors is critical to improving outcomes for Aboriginal and Torres Strait Islander children. Increasing a child's opportunities in their early years is foundational to improving outcomes across their life course. Supporting children and their families to thrive, and develop to meet their learning potential in the first five years of life, will set them up for future life opportunities and success in education, employment, long-term health and connection to community. This partnership builds on existing commitments under the National Agreement and strategies that have been developed in partnership with the early childhood development and care sector.

### **Strong partnership elements**

The ECCDPP operates in a way that is consistent with the Partnership Agreement on Closing the Gap and the National Agreement on Closing the Gap. The strong partnership elements at Clauses 32 and 33 of the National Agreement apply to the ECCDPP.

## Context

1. The Parties are committed to better outcomes for Aboriginal and Torres Strait Islander children.
2. The impacts of colonialism and government action have disrupted millennia of Aboriginal and Torres Strait Islander cultural practices that support children to grow up safe and strong. A substantial change in approach is needed to reverse this harm.
3. The Productivity Commission Review of Closing the Gap found that shared decision-making is rarely achieved in practice because governments are largely unwilling to cede power and control, and that the structural transformation of government agencies required to Close the Gap has barely begun. The Independent Aboriginal and Torres Strait Islander-led Review of Closing the Gap reaffirmed these findings, noting that while Policy Partnerships were welcomed, governments still held most of the power and were 'yet to commence any genuine transformative work'.
4. The Partnership acknowledges that progress to date has not been at the pace and scale required to meet all Closing the Gap targets for Aboriginal and Torres Strait Islander children, and that governments must be more dedicated and ambitious in their work to address this. Every child deserves to grow up safe and supported to thrive; anything less than this is unacceptable.
5. Addressing these challenges and barriers will require broader changes that extend beyond the immediate scope of the Partnership. The Parties agree that they will participate in the ECCDPP to drive improved outcomes for Aboriginal and Torres Strait Islander children within the Partnership's remit and sphere of influence.

## Purpose

6. The purpose of this Agreement is to establish a mechanism for the Parties to develop a joined-up approach to Aboriginal and Torres Strait Islander early childhood care and development policy, with a focus on:
  - a. ensuring Aboriginal and Torres Strait Islander children (0-5 years) are born healthy and remain strong, nurtured by strong families and thrive in their early years; and
  - b. ensuring children's safety and care in family and addressing the impacts of child protection systems on children's health, wellbeing and development.
7. The primary function of the ECCDPP is to make recommendations to all governments, through Joint Council to improve the early childhood outcomes of Aboriginal and Torres Strait Islander children.

## Objectives

8. The objectives of the ECCDPP are to:
  - a. Establish a joined-up approach between all governments and Aboriginal and Torres Strait Islander community representatives to address early childhood care and development outcomes of Aboriginal and Torres Strait Islander children.
  - b. Give a focus to the Priority Reforms in the National Agreement, and how they can be harnessed to make the changes needed to ensure that Aboriginal and Torres Strait Islander children are born healthy, supported to thrive with strong families and proud in culture.

- c. Identify specific reforms to support Aboriginal and Torres Strait Islander children to achieve their potential in the early years, to be set up for long-term success.
- d. Identify opportunities to work more effectively across governments, reduce gaps and duplication, and improve outcomes under Closing the Gap.
- e. Identify opportunities to work more effectively across the Coalition of Peaks and community organisations, reduce gaps and duplication, and improve outcomes under Closing the Gap.
- f. Support efforts to implement the National Agreement including meeting targets for the Priority Reform areas and socio-economic outcomes.
- g. Drive Aboriginal and Torres Strait Islander community-led outcomes on Closing the Gap, and support community-led development initiatives.
- h. Enable Aboriginal and Torres Strait Islander representatives, communities, and organisations to negotiate and implement agreements with governments to implement all Priority Reforms and policy specific and place-based strategies to Support Closing the Gap.

## Scope

9. Noting that other socio-economic outcomes impact early childhood care and development and that intersections with other outcome areas will require consideration, the ECCDPP will focus on issues and actions that will deliver progress towards Outcomes **2, 3, 4, 12 and 13** of the National Agreement:
  - a. Outcome 2: Aboriginal and Torres Strait Islander children are born healthy and strong.
  - b. Outcome 3: Aboriginal and Torres Strait Islander children are engaged in high quality, culturally appropriate early childhood education in their early years.
  - c. Outcome 4: Aboriginal and Torres Strait Islander children thrive in their early years.
  - d. Outcome 12: Aboriginal and Torres Strait Islander children are not over-represented in the child protection system.
  - e. Outcome 13: Aboriginal and Torres Strait Islander families and households are safe.
10. The ECCDPP will have oversight<sup>1</sup> and drive 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*.
11. Topics in scope for consideration are:
  - a. Issues and actions that progress the objectives of the ECCDPP, including establishing a joined-up approach to supporting Aboriginal and Torres Strait Islander children in their early years, reducing gaps and duplication, and giving effect to the transformational Priority Reforms of the National Agreement.
  - b. Issues and actions that can be directly linked to progressing the socioeconomic targets and indicators related to early childhood care and development in the National Agreement.

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<sup>1</sup> Note that Joint Council, through the Partnership Working Group, is the governance mechanism for the Early Childhood Care and Development Sector Strengthening Plan (ECCD SSP), as per Page 5 of the ECCD SSP.

- c. Issues and actions that progress the Priority Reforms as they relate to early childhood care and development. This may include:
    - i. Review of existing, or creation of new partnerships related to early childhood care and development, including place-based partnerships to support Priority Reform One
    - ii. Review of the community-controlled early childhood care and development sector and plans to strengthen the sector in line with Priority Reform Two
    - iii. Embedding Priority Reform Three by pursuing transformation of mainstream agencies, including across the portfolios of early childhood education and care; maternal and child health; child protection and safety; and children and families, as well as connection to cross-cutting issues (such as disability and housing)
    - iv. Issues relating to the structure and operation of the mainstream institutions and services that disproportionately and unfairly impact Aboriginal and Torres Strait Islander people, also under Priority Reform Three
    - v. Review of data available and needed to develop evidence-based and locally responsive policies in accordance with Priority Reform Four.
  - d. Issues and actions that relate to the drivers of early childhood care and development outcomes, including socio-economic drivers and targets that have a direct and tangible effect on improving early childhood outcomes for Aboriginal and Torres Strait Islander children.
  - e. Issues and actions related to prevention and early intervention.
12. The Parties to the ECCDPP will have authority to determine by consensus whether a topic is in scope or not. If the Parties are unable to agree on whether a topic is in scope, the dispute resolution processes may be triggered.
13. Matters which are considered out of scope for the ECCDPP may be referred to other bodies or mechanisms for consideration in line with powers of the ECCDPP set out in this document.

### Chairing arrangements

14. The ECCDPP is co-chaired by a representative of the Coalition of Peaks and a representative of the Commonwealth who are Parties to the Agreement. The Co-Chairs are indicated in Schedule A.
15. The Co-Chairs are responsible for agreeing meeting agendas, chairing meetings, and overseeing and monitoring the work of the ECCDPP.

### Parties

16. The Parties to the Agreement are all Australian Governments, the Coalition of Peaks, and other Aboriginal and Torres Strait Islander representatives as outlined in Schedule A.
17. Coalition of Peaks members are nominated by the Coalition of Peaks member organisations.
18. Independent Aboriginal and Torres Strait Islander members are appointed via an expression of interest process facilitated by the Coalition of Peaks, with the existing Peak and Independent members selecting the preferred candidate.
19. Both Coalition of Peaks and Independent Aboriginal and Torres Strait Islander members and partners must be Aboriginal and Torres Strait Islander people, to reflect their role as

representatives of Aboriginal and Torres Strait Islander communities and organisations and to enable their lived experience to inform the Partnership's work.

20. Continuity of membership and attendance at meetings is critical to the effective functioning of the ECCDPP.

- a. Coalition of Peaks representatives will confirm their attendance with the Peaks' Co-Chair prior to meetings. If they are unable to attend, the Peaks' Co-Chair will nominate an alternative representative in consultation with the relevant Peak. If the member misses three meetings the Co-Chair will ask them to reconsider their ongoing membership.
- b. Coalition of Peaks representatives may nominate an ongoing proxy to attend meetings, with the agreement of the Coalition of Peaks Co-Chair. Any proxy must be able to meet the requirements of ECCDPP Coalition of Peaks membership, including having authority to make decisions on behalf of their organisation, relevant expertise and being an Aboriginal and Torres Strait Islander person.
- c. Independent Aboriginal and Torres Strait Islander representatives will also confirm their attendance with the Peaks' Co-Chair prior to meetings. They have been selected based on individual expertise. In the event an independent member cannot attend, the Peaks' Co-Chair can appoint a suitable proxy with the relevant expertise. If the member misses three meetings the Co-Chair will ask them to reconsider their ongoing membership and advise the Coalition of Peaks. In such an event, the Coalition of Peaks may remove the member and call expressions of interest for a replacement.
- d. Government representatives will confirm their attendance with the Government Co-Chair prior to meetings. If a Government representative is unable to attend a meeting, then the jurisdiction will nominate an alternative representative. Representatives should have appropriate seniority to participate in shared decision-making and make decisions on behalf of their department. If the jurisdiction has inconsistent attendance for three consecutive meetings, the Government Co-Chair will review their membership and consult with the jurisdiction to consider if an alternative representative is required.

21. The representatives of the Parties to the Agreement are listed at Schedule A.

- a. To ensure appropriate portfolio representation across the remit of the Partnership each government member may invite an additional Partner to attend meetings in support of the work of the ECCDPP, with the agreement of the Government Co-Chair. The Partner must have an appropriate level of delegation equal to members to represent their portfolio; be from a different government department than the primary member; and must be from the relevant department responsible for either child protection, early childhood care and development or child and maternal health. Members can request to bring Partners from other relevant departments when appropriate and necessary for decision-making, subject to Co-Chair approval. The intent of this additional attendance is to support cross-portfolio engagement with policy areas relevant to the matters discussed.
- b. Each Aboriginal and Torres Strait Islander member may also invite an additional Partner to attend meetings to support the work of the ECCDPP with the agreement of the Peaks' Co-Chair. The intent of this additional attendance is to maintain equal ratio of Aboriginal

and Torres Strait Islander and government members, and to ensure the Partnership listens to a diversity of representative community voices.

- c. Where an Aboriginal and Torres Strait Islander independent or peaks member cannot attend a meeting, an Aboriginal and Torres Strait Islander Partner can be counted instead for the purposes of maintaining quorum or formally agreeing to decisions, with the agreement of Co-Chairs.
22. Partners will contribute to the activities of the Partnership alongside members. However, where formal agreement to ECCDPP decisions is sought, each jurisdiction will have only one vote. This is to ensure an equal number of Aboriginal and Torres Strait Islander and government voices in decision-making.
23. Subject to the agreement of Co-Chairs, additional representatives may be invited to attend the meeting of the ECCDPP in support of the work of the ECCDPP.

### Roles and responsibilities

24. All Parties are jointly responsible for:
- a. Developing a joined-up approach to the early childhood care and development policy area including:
    - i. identifying opportunities to work more effectively across governments
    - ii. reducing gaps and duplication
    - iii. improving Aboriginal and Torres Strait Islander children's early childhood outcomes.
  - b. Agreeing the priorities and work plan for the ECCDPP
  - c. Conducting and commissioning research and studies, analysing data and information, preparing reports
  - d. Developing recommendations and taking forward action through the implementation approaches of the National Agreement
  - e. Tracking and reporting on progress.
25. The government Parties will:
- a. Liaise with other agencies in their jurisdiction to develop cross-agency perspectives to inform the work of the ECCDPP
  - b. Engage with other organisations to seek expert advice
  - c. Engage with relevant Ministers and seek Ministerial clearance of key actions for ECCDPP agreement, as required
  - d. Consider how recommendations of the ECCDPP and actions agreed can be implemented in their jurisdiction, including through the implementation planning process or more urgent action
  - e. Communicate the work of the ECCDPP to other agencies in their jurisdiction
  - f. Share data with Aboriginal and Torres Strait Islander representatives, where government is the owner of that data and privacy or other requirements allow, to inform shared decision-making.

26. The Coalition of Peaks Parties will:

- a. Liaise across the Coalition of Peaks and their membership and bring the perspectives of the Aboriginal and Torres Strait Islander people, communities and organisations, their expertise, and their lived experiences to the deliberations of the Partnership
- b. Provide opportunities for Aboriginal and Torres Strait Islander people, communities and organisations to inform them of their concerns and how they might be ameliorated (resolved).

### Decision-making

27. The ECCDPP is guided by the principle that decision-making is shared between governments and Aboriginal and Torres Strait Islander people. Shared decision-making is:

- a. By consensus, where the voices of Aboriginal and Torres Strait Islander Parties hold as much weight as the governments'
- b. Transparent, where matters for decision are in terms that are easily understood by all Parties and where there is enough information and time to understand the implications of the decision
- c. Where Aboriginal and Torres Strait Islander representatives can speak without fear of reprisals or repercussions
- d. Where a wide variety of groups of Aboriginal and Torres Strait Islander people, including women, young people, Elders, LGBTQIA+SB and Aboriginal and Torres Strait Islander people with disability can have their voice heard
- e. Where self-determination is supported, and Aboriginal and Torres Strait Islander lived experience is understood and respected
- f. Where relevant funding for programs and services align with jointly agreed community priorities, noting governments retain responsibility for funding decisions
- g. Where Partnership Parties have access to the same data and information, in an easily accessible format, on which any decisions are made.

28. The above requirements set the procedural conditions for shared decision-making. However, further work is required to create the structural changes required for power sharing, including the systemic transformation of government institutions and agencies envisioned in Priority Reform Three of the National Agreement. This will require changes outside the direct remit of ECCDPP members. The Partnership will continue to consider actions it can take to strengthen shared decision-making in line with the National Agreement.

29. In this context, government ECCDPP members commit to approaching the work of the Partnership with an openness and willingness to reflect on how government processes and approaches need to change to enable better outcomes for Aboriginal and Torres Strait Islander people. They commit to driving these changes within the remit of their role, in line with Priority Reform Three of the National Agreement.

### Recommendations and reporting

30. The ECCDPP may make recommendations to Joint Council for noting or agreement.

31. Where recommendations are made to Joint Council, they will also be provided to the Partnership Working Group for visibility. To avoid duplicating the ECCDPP decision-making process, the Drafting Working Group and the Partnership Working Group will not be required to agree to ECCDPP recommendations prior to Joint Council. Papers will still be provided to the Drafting Working Group.
32. All recommendations made pursuant to this Agreement are made by consensus of the Parties. Recommendations are non-binding. Notwithstanding their non-binding nature, the Parties agree that recommendations made by the Partnership represent a core mechanism for progressing agreed priorities and moving towards shared decision-making, and all efforts will be made to ensure recommendations are actively considered and progressed through relevant decision-making processes.
33. Recommendations may be made as national recommendations or may apply to a specific member or other party. Recommendations should not duplicate existing efforts in a particular jurisdiction and should be tailored to existing structures and jurisdictional drivers. It is not the intention that jurisdictions would have to report against all the recommendations of the ECCDPP as some may not be applicable.
34. Recommendations will be made public, unless the relevant decision-making forum directs otherwise.
35. Actions to respond to relevant recommendations would be included in each Party's annual Implementation Plan updates where recommendations are public. Specific actions should be considered and taken forward through jurisdictional partnership arrangements for Implementation Plans, to enable actions to be tailored to the specific circumstances of each jurisdiction. Beyond incorporating actions to respond to the recommendations in Implementation Plans, Parties may take more urgent action if appropriate.
36. Where recommendations are agreed by Joint Council - and these fall under a Commonwealth and state and territory, or legislated governance authority - they will be referred to the relevant authority for consideration or implementation, as appropriate.
37. Actions arising from recommendations of the ECCDPP which are incorporated into Implementation Plans will also be reported on through each jurisdiction's annual public reports (clause 118 and 119 of the National Agreement). These reports should also include a specific reference to the ECCDPP and its progress.
38. The extent to which recommendations have been implemented by jurisdictions and other organisations will be reported as part of the ECCDPP annual reporting process (see below), as well as through regular updates to the ECCDPP.
39. The ECCDPP will provide verbal updates or written updates on its progress at the direction of Joint Council. This will include jurisdictional updates on actions taken to support the objectives of the ECCDPP.
40. In addition to verbal updates, the ECCDPP will produce an annual report detailing:
  - a. Recommendations it has made
  - b. Actions being taken to implement recommendations
  - c. Progress against the objectives of the ECCDPP

- d. Progress against any relevant Priority Reforms and socio-economic targets in the National Agreement
  - e. Any other updates.
41. The annual report will be published once approved by ECCDPP members. It will also be provided to Joint Council for noting.
42. The written report will, where possible, draw on existing reporting and not add additional reporting burdens.

#### Referring matters

43. The ECCDPP may refer matters which it deems out of scope to an appropriate mechanism for consideration.
44. By agreement, the Parties may establish sub-structures or working groups as required to progress recommendations or explore specific topics arising under the ECCDPP. Where possible, Parties should rely on existing structures, including existing jurisdictional and regional arrangements to progress recommendations.

#### Expert advice

45. Subject matter experts, including people with lived experience, may be invited to attend meetings of the ECCDPP from time to time for the purpose of presenting on topics being considered by the ECCDPP or to provide expert advice. Experts must be agreed by Co-Chairs before being invited to attend a meeting.

#### Observers

46. Any requests to observe ECCDPP meetings should be provided to Co-Chairs in writing at least a month prior to the meeting and should include a detailed rationale for the request. When considering observer requests, Co-Chairs will consider how the observer will support the objectives of the ECCDPP.
47. Co-Chairs will provide members with an opportunity to raise any objections to observers prior to the meeting.

#### Data sharing

48. In line with Priority Reform Four, Parties should endeavour to share available data and information with Aboriginal and Torres Strait Islander representatives and government organisations through the ECCDPP. This will assist the ECCDPP to have clear understanding of context, to make evidence-based recommendations and to gauge progress toward the targets. The ECCDPP may agree to ask Parties to collate and provide relevant data, and Parties will endeavour to do so as far as possible.

#### Intellectual property and knowledge attributions

49. The ECCDPP recognises the importance of Aboriginal and Torres Strait Islander peoples' self-determination and rights over their expression, products, works of art and literature, and cultural traditions and knowledges. Aboriginal and Torres Strait Islander Independent and Peaks members contribute significant knowledge to the work of the ECCDPP.
50. The ECCDPP will develop an intellectual property and attribution protocol for ECCDPP generated knowledge.

## Term

51. The Agreement comes into effect on the date of signing and continues for the duration of the ECCDPP's term.

## Amendment

52. The Agreement can be amended at any time by agreement of the Parties.

53. The ECCDPP will consider whether any amendments are required to this Agreement, its membership and its forward work plan at least once each year.

## Dispute resolution

54. The Parties to the ECCDPP will endeavour in the spirit of co-operation, good faith, and mutual trust to resolve any difficulties or misunderstandings with respect to the ECCDPP.

55. If the matter cannot be resolved by negotiation, the ECCDPP will refer the matter via the Partnership Working Group to the Joint Council for resolution.

## Meetings and work planning

56. Regular meetings of the Parties will be held as required. The Parties will meet at least four times per calendar year.

57. ECCDPP members will agree to three-yearly strategic plans, and annual work plans informed by the strategic plan.

58. Meeting agendas will be determined by Co-Chairs, drawing from agreed ECCDPP priorities and actions, with input from Parties.

## Secretariat support

59. A Secretariat will be established to support the ECCDPP by:

- a. Preparing papers
- b. Organising meetings including travel
- c. Compiling the annual reports
- d. Maintaining and updating public material.

60. Secretariat responsibilities will be shared between Aboriginal and Torres Strait Islander and government Co-Chair organisations to support shared decision-making in the development of partnership documents and agendas.

61. Papers will be distributed one week ahead of each meeting. The ECCDPP may agree to progress items out of session.

## Resourcing

62. In accordance with Clause 33 of the National Agreement, the Parties acknowledge that the Coalition of Peaks Parties need to be provided with adequate and ongoing financial support to enable them to engage and negotiate as equal partners. This financial support will be separate to their current funding as this is a new activity not covered by existing funding sources.

63. The Parties acknowledge that the other Aboriginal and Torres Strait Islander Parties also need to be provided with adequate and ongoing financial support to enable them to engage and negotiate as equal partners.

64. The Commonwealth provided \$10.2 million over three years from 2022–25 in the October 2022–23 Budget for the establishment of the ECCDPP, including resourcing for the ECCDPP Secretariat and reasonable meeting costs such as travel for the ECCDPP. This funding also supported the participation of the independent Aboriginal and Torres Strait Islander members of the ECCDPP, including through sitting fees. Members can choose not to accept fees where they may already be receiving a salary or payment from their employer.
65. In the Mid-Year Economic Fiscal Outlook (MYEFO) Budget 2024–25, the Commonwealth provided \$11.4 million to extend the Partnership from 2025–26 to 2027–28.
66. All members and partners of the ECCDPP will consider how they can support, and where possible contribute resources, to facilitate the progress and delivery of agreed priorities.
67. Resourcing for additional activities of the ECCDPP will be negotiated and agreed by the Parties as they arise during the life of the Agreement. This includes the commissioning of any reports or expert evidence.

#### Publication

68. The Agreement to Implement will be published, in line with the National Agreement.

Schedule A: Parties to the Agreement to Implement the Early Childhood Care and Development Policy Partnership

As of January 2026

Coalition of Peaks representatives

Members

SNAICC – National Voice for Our Children, Co-Chair – **Catherine Liddle**

National Aboriginal Community Controlled Health Organisation – **Donnella Mills**

First Peoples Disability Network – **Representative to be confirmed**

Tasmanian Aboriginal Centre – **Lisa Coulson**

Victorian Aboriginal Education Association Incorporated – **Neville Atkinson**

Aboriginal Family Support Services – **Representative to be confirmed**

Partners

SNAICC – National Voice for Our Children – **Muriel Bamblett**

AbSEC NSW Child, Family and Community Peak Aboriginal Corporation – **John Leha**

Queensland Aboriginal and Torres Strait Islander Child Protection Peak – **Phillip Brooks**

Independent Aboriginal and Torres Strait Islander representatives

**Joanne Della Bona**

**Elizabeth Cox**

**Darcy Cavanagh**

**Prof. Paul Gray**

**Garth Morgan**

Government representatives

Members

Commonwealth, Co-Chair – **Kylie Crane, Deputy Secretary, Department of Education**

ACT Government – **Dr Nicole Moore, Executive Group Manager, Education Directorate**

NSW Government – **Mark Barraket, Deputy Secretary, Department of Education**

NT Government – **Rachelle McMillan, Deputy Chief Executive Officer, Department Children and Families**

QLD Government – **Tania Porter, Deputy Director-General, Department of Education**

SA Government – **Kim Little, Chief Executive, Office for Early Childhood Development**

TAS Government – **Peter Whitcombe, Deputy Secretary, Department for Education, Children and Young People**

VIC Government – **Mathew Lundgren, Executive Director, Department of Education and Training**

WA Government – **Melanie Samuels, Deputy Director General, Department of Communities**

Partners

Commonwealth – **Letitia Hope, Deputy Secretary, Department of Social Services**

Commonwealth – **Deborah Fulton, A/g Deputy Chief Executive Officer, National Indigenous Australians Agency**

ACT Government – **Chris Simpson, Executive Branch Manager, Health and Community Services Directorate**

NSW Government – **Stuart Malcher, Executive Director, Department of Communities and Justice**

NT Government – **Aderyn Chatterton, Deputy Chief Executive, Department of Education**

QLD Government – **Ron Weatherall, Executive Director, Department of Families, Seniors, Disability Services and Child Safety (DFSDESCS)**

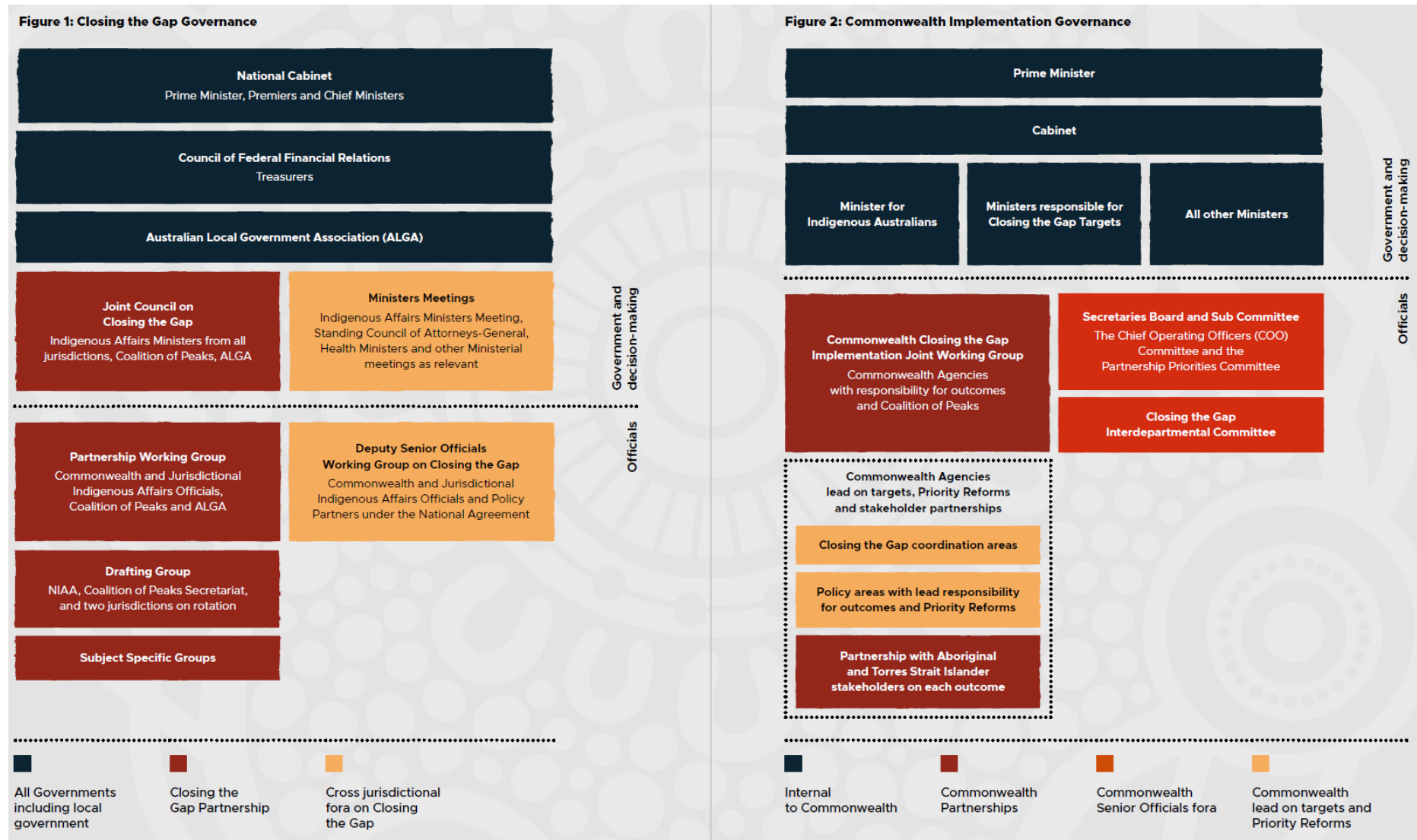
SA Government – **Jackie Bray, Chief Executive, Department for Child Protection**

TAS Government – **Jodee Wilson, Deputy Secretary, Department for Education, Children and Young People**

VIC Government – **Simone Corin, Executive Director, Department of Families, Fairness and Housing**

WA Government – **Raechelle Lee, Executive Director, Department of Education**

Schedule B: Diagram of Closing the Gap Architecture



(Commonwealth of Australia, Commonwealth Closing the Gap Implementation Plan 2026, Appendix B.)