



Progress Report

Queensland Government's Response to the
Queensland Productivity Commission's Inquiry into
service delivery in remote and discrete Aboriginal
and Torres Strait Islander communities

Background

On 22 June 2018, the Queensland Government formally responded to the Queensland Productivity Commission's (QPC) final report from the inquiry into service delivery in Queensland's Aboriginal and Torres Strait Islander remote and discrete communities, committing to implement the intent of the reform agenda set out in the final report.

In July 2019, the Queensland Government committed to reframing the relationship with Aboriginal and Torres Strait Islander Queenslanders. This commitment includes Local Thriving Communities (LTC), the mechanism to coordinate the delivery of the whole-of-government reform required to implement the Queensland Government's response to the intent of the reform agenda in the QPC report.

LTC is a long-term, holistic reform changing the way Government and community work together. Success depends on mutual high expectations relationships between Government and community to ensure the design and delivery of services better meet the needs of each community.

The Queensland Government has committed to provide better support for Aboriginal and Torres Strait Islander communities to:

- make decisions about their own future
- build on their strengths
- invest in the things that make communities stronger; and
- make a difference in people's lives.

The Queensland Government recognises it needs to undertake structural, service delivery and economic reform to drive change in the way it does business across agencies and with Aboriginal and Torres Strait Islander communities.

By embracing local leadership and facilitating a community-led approach, LTC is part of the Queensland Government's commitment to **working with communities**, not doing things 'to', and improving coordination of Government activity.

In September 2020, the Queensland Government endorsed the LTC Implementation Plan which informs the current phase of LTC implementation and focuses on five key priority areas: investment mapping, data sharing and monitoring and evaluation, standing up Local Decision Making Bodies (LDMB), whole-of-government capacity building, and mapping existing legislative and procurement frameworks.

The LTC Implementation Plan is being delivered through a series of whole-of-government action plans supported by a monitoring and evaluation framework.

The first action plan, *Local Thriving Communities Whole-of-Government Action Plan 2022-2024 Building capacity through existing service delivery mechanisms* (the Action Plan), outlines how local decision making will be enabled within existing government frameworks.

Examples of the whole-of-government approach to implementing the reframed relationship and the Queensland Government response to the QPC report include:

- *Path to Treaty* – Treaty making process with First Nations peoples in Queensland.
- Department of Communities, Housing and Digital Economy (DCHDE) First Nations Strategy Unit will deliver an integrated agency response to operationalise the Path to Treaty, reframing our relationship, truth telling, healing and trauma informed service delivery.
- Signing the new National Agreement on Closing the Gap – including 17 new targets.
- [*Queensland's 2021 Closing the Gap Implementation Plan*](#) – working to address the Priority reforms and socio-economic targets in the National Agreement on Closing the Gap.
- Queensland Health transition to Community Control – which aligns with the LTC principles of supporting local decision making.
- Queensland Health Equity Strategy – a renewed approach to eliminating unavoidable, unjust and unfair health inequities.
- Queensland's Framework for Action – Reshaping our approach to Aboriginal and Torres Strait Islander domestic and family violence – redesigning services to better meet local needs and priorities.
- Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023 – co-design of investments in communities.
- Local Community Engagement Through Co-design – to strengthen First Nations decision-making at the school level.
- Prevent. Support. Believe. Queensland's Framework to address Sexual Violence – includes providing tailored culturally safe services in response to community needs.
- Community Justice Groups – a Framework for Stronger Community Justice Groups – identifies ways for government agencies to work together to acknowledge, remunerate and support the work of Community Justice Groups.
- Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families 2020-2022 – includes commitments for systemic and structural transformation to start breaking the cycles of inter-generational disadvantage.
- The Queensland First Children and Families Board continues to ensure government and community services are held to account. Current priorities include succession planning and the development of emerging First Nations leaders.

- [Queensland Women's Strategy 2022-2027](#) - includes a focus on elevating the voices of First Nations women in policy and decision making processes.

Agencies progressing these key initiatives have established effective processes to ensure the Queensland Government improves its coordination and collaboration so that we can move away from over-consultation of Aboriginal people and Torres Strait Islander people and communities and the inefficiencies of duplication of work that were identified in the QPC Report.

Key outcomes achieved from this work to date include:

Initiatives under the *Aboriginal and Torres Strait Island Housing Action Plan* have delivered outcomes built on given priority to Aboriginal and Torres Strait Islander perspectives and voices. These include delivery of new housing and extensions under the \$40 Interim Remote Capital program, establishment of the peak body, *Aboriginal and Torres Strait Islander Housing Queensland*, implementation of the Aboriginal and Torres Strait Islander Traineeship program, with over 30 trainees onboarded in government workplaces state-wide, and continuing Local Housing Plan processes in community.

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) was launched in May 2021 and has commenced sector strengthening activities to build capacity in Indigenous Community Housing organisations and Aboriginal and Torres Strait Islander Councils. Notably, ATSIHQ has provided strong Queensland representation in the development of the Housing – Stronger Sector plan within the cross-jurisdictional sector strengthening initiative under the National Agreement on Closing the Gap.

Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020 (the MOKK Act), a world-first outcome, is one of the strongest acts of reconciliation in Queensland's history, providing the opportunity for Torres Strait Islander children and families to experience the same basic rights as every other Queenslander to enrol in school, access services and support and to pursue aspirations in work, study and life by ensuring their birth certificate reflects their lived experience.

As at 12 April 2022, a total of four applications for Cultural Recognition Orders have been lodged, with two of those having Cultural Recognition Orders granted and the remaining two in progress. Four further applications are currently being prepared for lodgement. In addition to the applications, enquiries about the program are steadily increasing, with 107 enquiries so far being recorded and tracked with the Meriba Omasker Information Management System since the MOKK Act commenced. It is

anticipated that applications will steadily increase as community awareness and confidence in the scheme grows.

The Department of Education (DoE) has 13 schools and four regional offices participating in the *Local Community Engagement through Co-design* (LCETC) pilot project. DoE is committed to ensuring that the LCETC model is implemented with fidelity in an authentic culturally safe and respectful way. As the pilot is only in its infancy, and is yet to commence a formal evaluation process, the impact of the implementation of the LCETC model in Queensland State Schools and communities are yet to be realised. As at 28 February 2022, eight Local Community Education Bodies and two Regional Local Community Education Boards have been established.

Queensland Health is committed to continually drive improved health and wellbeing outcomes in partnership with the Queensland Aboriginal and Islander Health Council (QAIHC- the peak body for community-controlled health organisations) and other key First Nations' stakeholders.

Significant legislative amendment in 2020 and 2021 to the Hospital and Health Boards Act 2011 and the Hospital and Health Boards Regulation 2012 has strengthened the voice and representation of First Nations people in the design and delivery of culturally responsive healthcare services by requiring each of the 16 Hospital and Health Services to co-design health equity strategies with First Nations peoples, including Traditional Owners and Native Title Holders within their service area.

In October 2021, the Minister for Health and Ambulance Services co-launched with the Chairperson for QAIHC the Making Tracks Together: Queensland's Aboriginal and Torres Strait Islander Health Equity Framework to guide the development of Health Equity Strategies over the next decade with the target to achieve life expectancy parity by 2031. The voices lived experiences and cultural authority of Aboriginal people and Torres Strait Islander people are integral to the co-design, co-ownership, and co-implementation of the inaugural Health Equity Strategies.

Hyperlinks have been included in the below table. Please follow these links for further detail on key outcomes achieved from each of these initiatives.

The Queensland Productivity Commission's final report and Recommendations

The Queensland Productivity Commission (QPC) was asked to consider investment in remote and discrete Aboriginal and Torres Strait Islander communities, what works well, and why, with a view to improving outcomes for First Nations peoples. The QPC made 22 recommendations to the Queensland Government on 22 December 2017 in its [final report](#).

The QPC final report provided a substantial reform agenda for policy and service delivery and recommended the Queensland Government should commit to a long-term reform of the governance, policy, and funding of service delivery in communities.

The QPC Final Report noted that the reform needs to be underpinned by capability and capacity building within Government, service providers and community and the timely and transparent transfer of data to measure performance and evaluate outcomes.

The Queensland Government's response to the QPC's final report

The [Queensland Government Response to the QPC report](#) (Queensland Government response) made a long-term commitment to **work with** the 19 remote and discrete Aboriginal and Torres Strait Islander communities that include Indigenous Local Government Areas (Councils), their Mayors and community leaders, and other stakeholders to implement the intent of the proposed reform agenda. Implementation is subject to ongoing engagement with community leaders to ensure the reform continues to meet community needs.

The Queensland Government response adopts a holistic approach to addressing the QPC recommendations. Local Thriving Communities (LTC) is the Queensland Government's mechanism to implement the Queensland Government response.

Queensland Government commitments include:

- **Addressing structural reform:** collaboration and co-design with community to implement structural reform to support the reform proposal.
- **Addressing service delivery reform:** service delivery reform that focuses on the needs of individuals.
- **Addressing economic development:** working with community to support their economic development to promote sustainability.
- **Building capability and capacity:** building capacity and capability for community and Government to support long-term sustainability of the reform.
- **Supporting monitoring and evaluation for better outcomes:** timely and transparent data sharing to support the monitoring and evaluation of outcomes as part of the long-term implementation of the reform.
- **Addressing engagement, oversight, and implementation:** recognising the expertise of community members, the importance of addressing community priorities and bringing government decision-makers to the table.

Glossary of Queensland Government Agencies

DAF	Department of Agriculture and Fisheries
DCHDE	Department of Communities, Housing and Digital Economy
DCS	Department of Corrective Services
DCYJMA	Department of Children, Youth Justice and Multicultural Affairs
DES	Department of Environment and Science
DESBT	Department of Employment, Small Business and Training
DEPW	Department of Energy and Public Works
DJAG	Department of Justice and Attorney-General
DoE	Department of Education
DPC	Department of Premier and Cabinet
DoR	Department of Resources
DRDMW	Department of Regional Development, Manufacturing and Water
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
DTIS	Department of Tourism, Innovation and Sport
DTMR	Department of Transport and Main Roads
PSC	Public Service Commission
QFES	Queensland Fire and Emergency Services
QH	Queensland Health
QPS	Queensland Police Services
QT	Queensland Treasury

The Queensland Government response and progress on implementation¹

As we work together towards a reframed relationship, we will be guided by these principles:

- Recognition of Aboriginal people and Torres Strait Islander people as the First Peoples of Queensland
- Self-determination
- Respect for Aboriginal cultures and Torres Strait Islander cultures
- Locally led decision-making
- Shared commitment, shared responsibility and shared accountability
- Empowerment
- Free, prior and informed consent
- A strengths-based approach to working with Aboriginal people and Torres Strait Islander people to support thriving communities.

QPC Recommendation	Relevant Queensland Government Commitment ²	Program, Policy or Deliverable	Lead Agency
<p><u>The overarching reform proposal</u></p> <p>Recommendation 1</p> <p>The Queensland Government should commit to a long-term reform of the governance, policy and funding of service delivery to communities. This reform should include:</p> <ul style="list-style-type: none"> • structural reform to transfer accountability and decision-making to regions and communities, reform funding and resourcing arrangements, and monitor progress through independent oversight • service delivery reform to better focus on the needs of individuals through service delivery models that suit the circumstances, and • economic reform to enable economic activity, support community development and make communities more sustainable. <p>Each of these reform elements must be supported by capacity and capability building for government, service providers and communities; and transparent and timely data collection and reporting to support performance and accountability.</p>	<p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p> <p><i>And</i></p> <p>Building capability and capacity</p> <p>The Queensland Government accepts the need for capacity and capability building for community and Government to support a long-term implementation of the reform.</p>	<p><i>Local Thriving Communities</i></p> <p>Since the release of the QPC response in 2018 the Queensland Government has committed to a broad policy agenda to reframe the relationship between Aboriginal and Torres Strait Islander Queenslanders and the Queensland Government. This has been formalised through the <i>Statement of Commitment to Reframe the Relationship with Aboriginal and Torres Strait Islander Queenslanders</i> released on 14 July 2019.</p> <p>The Statement of Commitment is a key component of Tracks to Treaty and comprises two key elements: Local Thriving Communities (LTC) and Path to Treaty. LTC is the Queensland Government's mechanism to implement the reform agenda in the QPC response. In the QPC response the Queensland Government stated that the reform agenda would occur through ongoing engagement with Aboriginal people and Torres Strait Islander people to ensure currency and suitability of actions rather than committing specifically to each of the twenty-two recommendations.</p> <p>LTC is working with each communities' strengths; embracing local leadership structures and community leaders to enable Local Decision Making Bodies (LDMBs) that will have a direct link to the Queensland Government to influence the design and delivery of services; ensure investment makes their community stronger and maximise opportunities for local service and industry partners. LTC has been working collaboratively across government to deliver the intent of the reform agenda articulated in the QPC report maintaining a coordinated approach to engaging with each community at their pace as they determine how LTC could best work for them. All communities have been introduced to LTC and to date, this work has culminated in interim LDMBs being established in Mapoon, Napranum, Hope Vale, and Aurukun.</p> <p>The Queensland Government has also committed to reform the child and family support sector Our Way Strategy and Changing Tracks Action Plan 2020-2022, the design and delivery of healthcare services Making Tracks Together: Queensland's Aboriginal and Torres Strait Islander Health Equity Framework and to work with Aboriginal and Torres Strait Islander communities to improve education outcomes through Local Community Engagement through Co-design.</p>	<p>DSDSATSIP</p>
		<p><i>LTC Implementation Plan and Local Thriving Communities Whole-of-Government Action Plan 2022-2024 – Building capacity through existing service delivery mechanisms.</i></p> <p>In September 2020, the Queensland Government endorsed the LTC Implementation Plan. The plan provides a roadmap to support sustainable implementation of the reforms, which ongoing monitoring and evaluation to ensure lessons learned inform next steps. The implementation plan focuses on five key priority areas including: investment mapping, data sharing, monitoring and evaluation, standing up Local Decision Making Bodies, whole-of-government capacity building and mapping existing legislative and procurement frameworks.</p> <p>Three separate action plans will be developed with the first launched in 2022 - <i>Local Thriving Communities Whole-of-Government Action Plan 2022-2024 Building capacity through existing service delivery mechanisms</i>. This first LTC Action Plan sets out the short-term action needed for the Queensland Government to build capability and capacity for local decision-</p>	<p>DSDSATSIP</p>

¹ This table provides a summary of the key initiatives implemented by the Queensland Government in response to the QPC inquiry. The Queensland Government acknowledges that the implementation of the reform agenda adopts a holistic approach to implementing the recommendations. **The table provides a snapshot of key progress towards the reform and is not an exhaustive list of all relevant Queensland Government activity.**

² This column references the most relevant Queensland Government commitment/s as outlined in the *Queensland Government response to the final QPC report* (the Response). There has been significant work done outside of the commitments made in the Queensland Government's Response which are included in this progress update. The full list of commitments is detailed in the Appendix.

		<p>making within existing mechanisms. Building on existing local leadership in communities and existing frameworks within the Queensland Government, this approach is the transition towards new ways of working to collectively affect positive change.</p>	
		<p><i>Queensland Government Reconciliation Action Plan</i></p> <p>The Reconciliation Action Plan (RAP) 2018– 2021 outlines the Queensland Government’s commitment to building stronger relationships between Aboriginal peoples and Torres Strait Islander peoples, and non-Indigenous Queenslanders including responsive policy development and the delivery of programs and services for Aboriginal and Torres Strait Islander Queenslanders. The RAP builds on the Queensland Government’s collective efforts to ensure equality, equity, recognition and advancement of Aboriginal peoples and Torres Strait Islander peoples across all aspects of society and everyday life and, in so doing, will create a better state for all Queenslanders.</p> <p>The RAP 2018-2021 was due to end on 30 June 2021. Due to the impacts of the COVID-19 pandemic, the RAP has been extended to 31 December 2022.</p>	DSDSATSIP
		<p><i>Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework and Cultural Agencies Leaders group</i></p> <p>In 2015, the Queensland Government launched the Aboriginal and Torres Strait Islander Cultural Capability Framework (the Framework). The Framework was developed to influence how Queensland Government processes, systems and services are developed and implemented to ensure that Aboriginal and Torres Strait Islander cultural considerations are embedded in the development of client-focussed services. All agencies have developed Cultural Capability Action Plans. The plans are living documents which evolve, as staff in agencies learn from one another and become more culturally skilled through cultural capability training and participation in events.</p> <p>Agencies are required to provide detailed reports on their progress to the Cultural Agency Leaders Group comprising of Queensland Government Senior Executives.</p>	All agencies
		<p><i>Certificate IV in Indigenous Cultural Capability</i></p> <p>The Aboriginal Centre for the Performing Arts is delivering the Certificate IV in Indigenous Cultural Capability for Queensland Government employees. The qualification develops cultural capability in individuals and organisations with the aim of providing better services to, and engagement with, Aboriginal peoples and Torres Strait Islander peoples, and supporting Aboriginal and Torres Strait Islander owned businesses. The qualification also aims to educate individuals with the knowledge and skills to procure products and services for a specific purpose from Aboriginal and Torres Strait Islander owned businesses and organisations.</p> <p>All State Government agencies have been asked to nominate staff to undertake the course, noting that cultural capability is an essential skillset for public servants throughout the Queensland Government.</p>	All agencies
<p><u>Structural Reform</u></p> <p>Recommendation 2</p> <p>The Queensland Government should transfer decision-making and accountability for service delivery to communities through formal agreements. These agreements should:</p> <ul style="list-style-type: none"> • specify the resourcing that will be provided to communities, including for mainstream service provision and for pooled grant funding • provide communities with control and responsibility for service commissioning decisions • set out the nature and delivery of government-provided mainstream services • identify the outcomes expected to be achieved and how these will be measured • provide communities with greater access to agency and other data • strengthen incentives for the successful achievement of outcomes • set out independent oversight of reforms, outcomes and agreements. 	<p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p> <p><i>And</i></p> <p>Building capability and capacity</p> <p>The Queensland Government accepts the need for capacity and capability building for community and Government to support a long-term implementation of the reform.</p>	<p><i>Local Decision Making Bodies</i></p> <p>Local Decision Making Bodies (LDMBs) enhance local decision-making and community-led-service delivery to address the needs and priorities of communities. LDMBs do not replace existing decision-making structures. Councils and existing leadership groups are at the forefront of the co-design process and are involved in informing the place-based approach to local decision-making. LTC provides an opportunity for community to make decisions about a wider range of government investment. Council and community work together to determine how LTC - which is about improving the design and delivery of services - can work best.</p> <p>The establishment of LDMBs is facilitated by the <i>Pathway to Local Decision Making</i> which provides each community with the opportunity to define, decide and determine how they want to engage with LTC. The Statement of Commitment guides the way we work together, setting out the government’s commitment to the principle of free, prior, and informed consent. This ensures LTC engages with the community at every stage of the process.</p> <p>As LDMBs are formally established, LTC will work with communities to sign a Statement of Intent and enter into a Community Agreement. LTC is an opt in reform, communities are engaged to determine how, when and if they want to establish an LDMB. While the government response anticipated that local representative structures would be established by the second half of 2019 subject to community agreement, LTC has been working with communities at their own pace to determine how LTC can work with existing leadership structures to identify models for the establishment of LDMBs.</p> <p>The COVID-19 pandemic impacted progress of the LTC reform as community and government prioritised managing the pandemic response to keep First Nations peoples safe. Travel restrictions have been utilised to protect vulnerable</p>	DSDSATSIP

<p>Recommendation 3</p> <p>The Queensland Government should establish community-owned authorising bodies to provide authority to local decision making by:</p> <ul style="list-style-type: none"> enabling and supporting communities to establish community plans formally enacting agreements between communities and government actioning community decisions. <p>The authorising bodies must:</p> <ul style="list-style-type: none"> have appropriate representative structures that give them the authority to represent community voice be able to independently manage private and public funding have a sufficiently clear mandate that allows for the avoidance of conflicts of interest have the capacity to support the most efficient and effective use of resources. <p>The establishment of the authorising bodies should be done in consultation with communities.</p>		<p>communities which has made travel to engage with local leadership more challenging. The strength of local leadership and successes of local decision-making demonstrated by community leaders during the pandemic has provided an opportunity for Government to recognise the importance and benefits of engaging directly with community leaders and created an opportunity to build from these learnings when progressing the LTC reform. Similarly, the high turnover of Mayors and councillors at the May 2020 local government elections required re-engagement with all communities.</p> <p>The first interim LDMB was established on 26 May 2021, with the formation of the Interim Mapoon Local Thriving Communities Advisory Committee. On 31 August 2021, Napranum established the Interim Napranum Local Thriving Communities Advisory Committee. Hope Vale formed the Local Thriving Communities Advisory Committee on 16 March 2022. These communities have built upon existing leadership structures and established advisory committees to Council. Aurukun established 'Wik Thonam' (Wik One Voice) in July 2021 as an independent leadership group representing all family and clan groups and with a commitment to work with Aurukun Shire Council.</p> <p>Several other communities including Pormpuraaw, Wujal Wujal, Kowanyama and Coen are progressing with leadership models that are expected to be endorsed at a local level shortly, while engagement with existing leadership groups such as the Yarrabah Leaders Forum and other communities continues.</p>	
		<p><u>Path to Treaty</u></p> <p>Path to Treaty is the journey to create a new future for First Nations and non-Indigenous Queenslanders. The Queensland Government started the Path to Treaty conversation with all Queenslanders in 2019, with truth-telling and healing at the heart of this dialogue. In 2019, an eminent panel of high profile Aboriginal, Torres Strait Islander and non-Indigenous Queenslanders, supported by a Treaty Working Group, was appointed to guide genuine, respectful, and meaningful conversations between all Queenslanders about what a treaty might mean to them and how we can co-exist into the future on the land we now share.</p> <p>On 14 February 2021, the Treaty Advancement Committee was established to engage all Queenslanders in shaping the next steps on the Path to Treaty building on the work of the Eminent Panel and Treaty Working Group. The Treaty Advancement Committee held community briefings to 'report back' to First Nations communities and non-Indigenous Queenslanders on the outcome of Phase One of the treaty process. The Treaty Advancement Committee Report, handed over to the Queensland Government on 12 October 2021 for consideration.</p> <p>Public release of the Treaty Advancement Committee report and the Queensland Government response is expected to occur in early 2022.</p>	<p>DSDSATSIP</p>
		<p><u>Queensland First Children and Families Board</u></p> <p>The Queensland First Children and Families Board was established to guide and oversee the <i>Our Way: A generational strategy for Aboriginal and Torres Strait Islander Children and Families 2017–2037</i> (Our Way), and all associated action plans. Establishment of the Board was a key deliverable of <i>Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families 2017-2037</i> (Changing Tracks) and is a fundamental step the Queensland Government has taken towards eliminating the over-representation of Aboriginal and Torres Strait Islander children in the child protection system. The Board is co-chaired by Mick Gooda and Professor Boni Robertson and provides strategic advice to responsible Ministers, including investment advice, and monitors the implementation of the Strategy and action plans.</p>	<p>DCYJMA</p>
<p><u>Policy and service delivery reform</u></p> <p>Recommendation 4</p> <p>The Queensland Government should implement policy, funding and service models that support longer-term developmental objectives and are responsive to the needs of Indigenous people, including:</p> <ul style="list-style-type: none"> service models where individuals retain control and responsibility, for example, demand-driven models and user choice community-controlled service delivery funding reforms that provide flexibility and autonomy, such as pooled funding, untied grants, block funding and extended contract lengths, with a risk-based approach to compliance and reporting obligations performance- or rewards-based funding models 	<p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><u>Prevent, Support, Believe. Queensland's Framework to address Sexual Violence</u></p> <p>The <u>Prevent, Support, Believe. Queensland's Framework to address Sexual Violence</u> framework sets out government's vision for a Queensland where everyone lives free of the fear, threat or experience of sexual violence. It brings together the progress government has made so far in addressing this issue and identifies priority areas for action that will guide the Queensland Government's future responses to sexual violence.</p> <p>Under this framework, LTC is supporting the development of a Youth Sexual Violence and Abuse place-based trial in Yarrabah to address youth sexual violence. The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) is also providing \$150,000 over 12 months to support the Yarrabah Aboriginal Shire Council with a Domestic and Family Violence (DFV) social reinvestment project aimed at addressing the underlying causes of crime and violence against women and children, with savings reinvested into strategies that strengthen the community and prevent crime.</p> <p>Led by the Department of Justice and Attorney-General, the trial includes tailored responses to the needs of specific communities and the enhancement of local service networks to ensure a coordinated response to the needs of children and</p>	<p>DJAG and DSDSATSIP</p>

<ul style="list-style-type: none"> place-based and case management initiatives that cut across service delivery areas approaches that support and enable the governance capacities of Indigenous organisations and individuals. <p>These instruments will apply to a wide range of service delivery, but need to be used where they are most likely to be effective</p> <p>Recommendation 5</p> <p>Where the Queensland Government contracts for service delivery, it should incorporate longer contract terms and requirements for skills transfer to communities; and evaluate bidding organisations' ability to support capability building in communities and the outcomes sought.</p> <p>Recommendation 6</p> <p>The Queensland Government should continue to shift from a provider role to a funding and purchaser role. Agencies should increasingly seek to involve communities in purchasing as an active participant.</p>		<p>young people affected by sexual violence or abuse. DSDSATSIP is also providing Hope Vale Aboriginal Shire Council and Torres Strait Island Regional Council with \$175,000 each over 12 months to develop a locally led DFV Action Plan based on community-identified priorities.</p> <p>Hope Vale has established a Community Safety Committee to guide development of their Action Plan, including a proposed men's cooling-off facility. Torres Strait Island Regional Council is working on a community-led review and gap assessment to guide investment.</p> <p>These initiatives align with <i>Queensland's Framework for Action – Reshaping our Approach to Aboriginal and Torres Strait Islander Domestic and Family Violence</i>.</p>	
		<p><i>Social Reinvestment funding</i></p> <p>Social Reinvestment funding encourages communities to identify a local need or concern that they want to address and implement local actions. To date, three programs have supported positive outcomes in Cherbourg, Doomadgee, and Yarrabah relating to decreased youth crime, skill-building, and waste management respectively.</p> <p>New initiatives in Yarrabah aimed at crime and violence against women and children and in Woorabinda to establish a community night patrol are underway. A further \$825,000 has been allocated through a current Expression of Interest process for communities to develop and implement relevant initiatives, with Mapoon and Napranum receiving a direct allocation due to progress with their LDMB models.</p>	<p>DSDSATSIP</p>
		<p><i>Youth Detention Review - Justice Reinvestment</i></p> <p>In August 2016, the Attorney-General ordered an Independent Review of Youth Detention Centres in Queensland. The Review made 83 recommendations. These were sorted into work programs for implementation. <i>Recommendation 9</i> recommended that consideration should be given to the implementation of justice reinvestment collaborations between existing community-based services and youth justice.</p> <p>A Justice Reinvestment project was developed in Cherbourg to promote social norms and reduce property crime and youth contact with the justice system. The project focuses on supporting collaborative partnerships among existing funded services and building capacity of community for self-determination.</p>	<p>DSDSATSIP</p> <p>DCYJMA (Youth Justice)</p>
		<p><i>Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020</i></p> <p>The <i>Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020</i> gives legal recognition of Torres Strait Islander families' continued use of traditional child rearing practice. This legislation is a step forward in the Queensland Government's journey to a reframed relationship with First Nations peoples and acknowledges the strength of Torres Strait Islander culture. The Act also promotes the right of Torres Strait Islanders to enjoy, maintain, control, protect and develop their kinship ties under the <i>Human Rights Act 2019</i>, while still ensuring the protection of children in their best interests.</p>	<p>DSDSATSIP</p>
		<p><i>Queensland Indigenous Procurement Policy</i></p> <p>The Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) is a whole of government strategy to increase the Queensland Government support of Aboriginal and Torres Strait Islander businesses. Since commencing on 1 September 2017 QIPP has provided invaluable support, including by offering 'buyer' support for agencies and the private sector on how to engage businesses run by Aboriginal peoples and Torres Strait Islander peoples.</p> <p>The value of government procurement from Aboriginal and Torres Strait Islander businesses for 2020-2021 is \$243.36 million, inclusive of the 1 October 2020 – 30 June 2021 reporting period.</p>	<p>DSDSATSIP</p>
		<p><i>Policy and Delivery Reform – Transition to healthcare to community control.</i></p> <p>First Nations led primary health care services is a key priority under Queensland Health's Making Tracks towards achieving Health Equity: Interim Investment Strategy 2021-22. The transition of Queensland Government funded primary health care services to Aboriginal and Torres Strait Islander Community Controlled arrangements (transition to community control), empowers and supports the self-determinations of First Nations people by embedding First Nations voices into service design and delivery decision making.</p> <p>Transition to Community Control – Palm Island</p>	<p>QH</p>

		<p>The Palm Island community led by the Palm Island Aboriginal Shire Council has expressed over many years their aspirations to establish a culturally appropriate and Palm Island led provider of primary health care services to the community. These aspirations were reflected in the Palm Island Health Action Plan 2010-2015 and Palm Island Health Action Plan 2018-2028 and informed the transition process.</p> <p>The Palm Island community adopted a phased approach, reflecting the continuum across which transition to community control can occur, and the need to build capability and partnerships to support progress towards the community's goals. The Palm Island Community choose the model of how primary health care services would be delivered. These services are provided via the Palm Island Community Company (PICC) and they have been well accepted.</p> <p>Improved collaboration through the COVID-19 response and COVID-19 vaccination program across government and non-government agencies has seen a multi-agency approach. PICC has housed speciality service consultations via telehealth and/or face to face to improve engagement as opposed to appointments in Townsville. The model has allowed PICC to be able to provide primary health care services (wrap around care) and Joyce Palmer Health Service provide emergency, inpatient and renal health care services (episodic care).</p>	
		<p><u><i>Our Way - A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037</i></u></p> <p>The <i>Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037 (Our Way)</i> was designed in partnership with Family Matters Queensland. The strategy is the roadmap through which the Family Matters vision would be achieved in Queensland. Our Way is supported by a series of actions plans. <i>Changing Tracks (2017–2019 and 2020–2022)</i> focus on the systems and policy setting required to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system by 2037 and close the gap in life outcomes for Aboriginal and Torres Strait Islander children and families. The action plans were approved by the Queensland First Children and Families Board, which has oversight of the implementation of the Our Way strategy.</p>	DCYJMA
		<p><i>Delegated Authority</i></p> <p>Under the <i>Child Protection Act 1999</i> the chief executive may delegate one or more functions or powers made under the Act in relation to an Aboriginal and Torres Strait Islander child who is a child in need of protection, or likely to become a child in need of protection to the Chief Executive Officer of an Aboriginal and Torres Strait Islander entity in particular circumstances. This is laying the groundwork for DCYJMA to transition from provider of all child protection services for Aboriginal and Torres Strait Islander children to a funder and contractor of Aboriginal and Torres Strait Islander Community Controlled Organisations to perform these functions. While that work has not yet reached remote communities, there are early implementation sites where approaches are being co-designed and tested before being implemented in other locations across Queensland.</p>	DCYJMA
		<p><i>Queensland Women's Strategy 2022-27</i></p> <p>The <i>Queensland Women's Strategy 2022-27</i> includes a focus on elevating the voices of First Nations women in policy and decision making processes and on actions to achieve the recommendations of the Wiyi Yani U Thangani (Women's Voices) report by the Australian Human Rights Commission.</p>	DJAG
<p><u>Economic and community development</u></p> <p>Recommendation 7</p> <p>To enable economic and community development, the Queensland Government should:</p> <ul style="list-style-type: none"> remove impediments to Indigenous community private sector activity, including divesting itself of assets that have the potential to displace or crowd out individual or local initiative and investment opportunities, such as retail store make the growth of an Indigenous private sector in and around communities an explicit objective of policy and central to designing economic development policies and service delivery programs. 	<p>Addressing economic development</p> <p>The Queensland Government commits to working with community to support their economic development to promote sustainability.</p>	<p><i>Technical Working Group Meetings</i></p> <p>Community-based Technical Working Group (TWG) meetings, coordinated by DSDSATSIP, have enabled real partnerships between local Aboriginal and Torres Strait Islander Councils and stakeholders when undertaking business in remote and discrete communities. These groups enable critical platforms for government agencies and councils to share updates on upcoming and current projects and to collaboratively engage on economic development and opportunities within each community. TWGs are designed to get the right people to make timely decisions to assist Council to deliver visible outcomes for the community. TWGs result in highly collaborative working relationships, transparency, accountability, and an improvement in the quality of engagement between government and Aboriginal and Torres Strait Islander communities.</p>	DSDSATSIP
		<p><i>Palm Island Community Company</i></p> <p>The Queensland Government and the Palm Island Aboriginal Shire Council have now transferred their shareholdings in the Palm Island Community Company to enable a community-controlled organisation that is fully owned by community members.</p>	DSDSATSIP

Recommendation 8

The Queensland Government should partner with the Australian Government to achieve a step-change in the incentives facing jobseekers to prepare for, seek and maintain employment. This includes investigating ways in which the income support system, and its integration with state service delivery, can be reformed to better incentivise employment and economic participation by residents in communities.

Recommendation 9

To assist with achieving the Queensland Government's Indigenous employment target, agencies should be required to report publicly on progress in achieving the target, including their progress in preparing local Indigenous people to participate in local service delivery activities.

Reporting may cover the number of people being skilled, the number of jobs that have been transitioned to being filled by a community resident, and an estimate of the aggregate number of jobs in the community in service delivery positions filled by external employees.

Agencies should also review and report on training needs and barriers to employment resulting from increasing credentials and standards.

Community Enterprise Queensland (CEQ)

CEQ is a major employer of Aboriginal people and Torres Strait Islander people in the communities which it operates. The 2020-21 Community Enterprise Queensland Annual report included a goal of providing local employment opportunities and career pathways. As at 30 June 2021 there were a total of 400 staff, of which 75% are Aboriginal or Torres Strait Islander people.

CEQ invests heavily in training. Positive training outcomes are achieved through a structured program which involves all employees. CEQ employs qualified training officers and staff development is identified through performance review processes.

DSDSATSIP*First Nations Training Strategy*

The Department of Employment, Small Business and Training (DESBT) is developing a *First Nations Training Strategy*, to support First Nations people to be better connected with training and skilling opportunities that link to sustainable local jobs. The Strategy is underpinned by a \$5 million commitment under the Queensland Government's Future Skills Fund. The Strategy will be an important part of DESBT's activities to drive improvements to participation and attainment by First Nations people in training and skills that leads to sustainable employment and meet Closing the Gap targets.

As part of this work, DESBT has undertaken state-wide stakeholder consultation to inform the development of key priorities and actions under the Strategy.

DESBT*Employment and Training*

DSDSATSIP coordinates the Indigenous employment and training initiative which maximises Indigenous employment, training and business development opportunities arising from the government's capital investment in the discrete communities. This work includes supporting individual councils to develop their community workforce capability so that councils have the capacity and capability to deliver new houses themselves or undertake specific aspects of construction where they have the capability.

The Indigenous Employment Opportunity Plan (IEOP) is designed to deliver local employment, training and business supply opportunities for Aboriginal and Torres Strait Islander Queenslanders in connection with eligible building and construction projects. Agreed Indigenous economic outcomes are outlined in the IEOP and provide flexibility to ensure economic opportunities associated with the project are maximised for local communities.

DSDSATSIP*Back to Work Program*

In the 2021-22 State Budget, the Back to Work (BTW) program was extended with additional funding of up to \$140 million over four years for a revitalised program to provide businesses the confidence to employ Queenslanders who have experienced a period of unemployment and help workers facing disadvantage in the labour market. The revitalised program is now focussed on intensive wrap around support, including financial and non-financial, for jobseekers, employers and their employees who identify from one of the following cohorts: Aboriginal people and Torres Strait Islander people, people with disability, long term unemployed and youth (aged 15 – 24 years). Employer incentive payments of up to \$20,000 are available to eligible employers as well as a suite of services to support the business and the employee including the Pre-Employment Program, Small Business Short Courses, and the Small Business Support Pool.

The BTW program has teams based throughout Queensland who provide local support to employers and jobseekers. BTW teams work in collaboration with employers, service providers and community representatives to assist in building regional employment solutions that meet both current and emerging needs. The BTW program works in partnership with TAFE Queensland where BTW Jobseeker Officers work with jobseekers including providing career advice to help find a suitable job, helping jobseekers determine their individual skills and identifying services and support, such as training that may be of assistance.

Since 2016, the BTW program has supported 2,623 Aboriginal people and Torres Strait Islander people into jobs, with \$26.7 million provided to 1,809 employers (data as at 21 February 2022). This includes 82 Aboriginal people and Torres Strait Islander people supported into jobs through the revitalised BTW program that launched in July 2021, representing \$430,500 in funding provided to 74 employers (data as at 21 February 2022).

DESBT

<p>Monitoring and evaluation</p> <p>Recommendation 10</p> <p>The Queensland Government should establish baseline estimates of expenditures made in each of the discrete communities, and for remote regions. This should include the proportion of expenditure spent on indirect or ancillary functions.</p> <p>Actual expenditures in each of the discrete communities and remote regions, including indirect or ancillary expenditures, should be estimated every two years and made publicly available to support transparency and decision-making.</p>	<p>Supporting monitoring and evaluation for better outcomes</p> <p>The Queensland Government accepts the need for timely and transparent data sharing to support the monitoring and evaluation of outcomes as part of the long-term implementation of the reform.</p>	<p><i>Local Thriving Communities Whole-of-Government Action Plan 2022-2024 (Priority Area 1 – Investment Mapping)</i></p> <p>As part of establishing LDMBs, investment mapping will be delivered for communities under the Investment Mapping priority area in the LTC Action Plan. Investment mapping will see government agencies working together to share information about existing service delivery investments in an accessible way. This information will assist LDMBs to make informed decisions and recommendations about the design, delivery and priorities for investment in service delivery in their community.</p> <p>The LTC Action Plan is committed to key actions to support effective investment mapping, including:</p> <ul style="list-style-type: none"> Engaging with communities on investment mapping needs. Developing a consistent methodology and plan for community investment mapping and process for the provision of data to LDMBs. Identifying opportunities to leverage existing or planned approaches to sharing data, including through the National Agreement on Closing the Gap. <p>Investment information is being progressed for the Mapoon and Napranum interim LDMBs, with additional investment mapping to progress as LDMBs are established by other communities.</p>	<p>DSDSATSIP</p>
<p>Monitoring and evaluation</p> <p>Recommendation 11</p> <p>The Queensland Government should commit to an evaluation and reporting framework that supports adaptive practice, facilitates accountability and empowers communities by providing them with timely, useful and relevant information. To support this framework, the government should:</p> <ul style="list-style-type: none"> identify the outcomes communities are interested in tracking improve the availability of agency and other data to support local decision-making work with the Australian Bureau of Statistics to extend the coverage of existing surveys such as the National Aboriginal and Torres Strait Islander Social Survey. develop evaluation strategies with communities for any new large reforms or programs, including how the findings will be shared with stakeholders make evaluation reports for services it funds, either directly or indirectly, publicly available in a timely way ensure that existing compliance requirements are necessary and proportionate to the level of funding and risk 	<p>Supporting monitoring and evaluation for better outcomes</p> <p>The Queensland Government accepts the need for timely and transparent data sharing to support the monitoring and evaluation of outcomes as part of the long-term implementation of the reform.</p> <p><i>And</i></p> <p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p>	<p><i>Local Thriving Communities (LTC) Monitoring and Evaluation framework</i></p> <p>As recommended in the Queensland Productivity Commission's final report, DSDSATSIP is developing and co-designing a monitoring and evaluation framework including engaging with interim LDMBs and other community stakeholders to understand what successful LTC implementation would look like for them. A key component will be providing access to data to enable communities to participate as equal partners in decision-making. The views of LTC Joint Coordinating Committee community members will inform this process. Evaluation will also inform future program design and allow service providers to adapt the way they deliver services to meet changing and emerging needs of Aboriginal people and Torres Strait Islander people in remote and discrete communities.</p>	<p>DSDSATSIP</p>
		<p><i>Establishment of Independent Body</i></p> <p>The Queensland Government committed to establishing an independent body to provide ongoing evaluation and oversight of government's performance in implementing the reform agenda. While this was committed to be delivered by June 2019, there have been delays to implementing this commitment due to the need to align the proposed LTC monitoring and evaluation body with complementary reforms underway.</p> <p>The Queensland Government is continuing to engage directly with community leaders to respond to this recommendation in a way that maintains the commitment to progress the reform through ongoing engagement with First Nations peoples and recognises the need to avoid duplication and inefficiency, and to embed community voice.</p> <p>The establishment of an independent body is being informed through progress of related initiatives committed to since the QPC response such as the Queensland co-design approach to the Commonwealth Voice reform process and the</p>	<p>DSDSATSIP</p>

<ul style="list-style-type: none"> streamline reporting and compliance requirements for areas of shared responsibility with the Australian Government. <p>The Queensland Government Statistician's Office should regularly collate and provide data to communities to support the evaluation framework.</p> <p>Recommendation 12</p> <p>The Queensland Government should assign an independent body to oversee and report on the operation of the Government's evaluation framework for remote and discrete communities. The functions of the independent body should include regular, public monitoring and reporting on:</p> <ul style="list-style-type: none"> progress of reforms to the service delivery system performance against the agreements between communities and government outcomes being achieved in communities, relative to established baseline estimates the extent to which compliance, monitoring and evaluation efforts are supporting innovation and improvements in service delivery. <p>These functions may be allocated to an existing organisation but should be established in legislation, and include appropriate expertise and Indigenous representation.</p>		<p>establishment of Queensland's First Nations Consultative Committee (FNCC) and the new National Agreement on Closing the Gap. There is a need to ensure that governance processes align across all related reform agendas.</p> <p>Options to establish an independent body are being considered to ensure the monitoring and evaluation of complimentary reform agendas that collectively seek to improve the service delivery system, involve agreements between communities and government and seek to improve outcomes being achieved in communities.</p>	
		<p><i>Local Thriving Communities Whole-of-Government Action Plan 2022-2024</i></p> <p><i>Priority Area 2 Data Sharing and Monitoring and Evaluation Frameworks</i></p> <p>In line with commitments made in the LTC Action Plan and the National Agreement on Closing the Gap data sharing with communities will be enhanced to ensure there is greater transparency and accountability and to support community leaders with a more comprehensive picture of what is happening in their community.</p> <p>In the first instance, DSDSATSIP is sharing the StatShot Community Profile report (the Statshot report) with communities. The StatShot report includes community-level data based on both Queensland and Commonwealth Government information sources. This report will provide communities with the same detailed, community-level data that government officers access. This is a significant step towards improved openness and transparency of data and shifting away from government-held decisions towards community-led decision-making processes and community-led solutions.</p> <p>Over the next two years, LTC will look at options to develop an online portal for LDMBs to access collated data, including investment mapping reports. The Queensland Government will engage with communities about their needs and aspirations related to data sovereignty, data visualisation and data equity rather than determining communities' data needs for them.</p> <p><i>Priority Area 5 Mapping Existing Procurement and Legislative Frameworks</i></p> <p>The functions and operations of LDMBs will be enabled through existing procurement and legislative frameworks throughout the lifecycle of the First LTC Action Plan. The utility of the <i>Local Government Act 2009</i> and other legislation relied on for its authorising environment will be monitored to inform the need for any future procedural or legislative amendments to better enable local decision-making. Over the next two years, Priority Area 5 of the LTC Action Plan will assess the need for specific amendments or new legislation to enshrine authority of LDMBs.</p> <p><i>Priority Area 4 – Whole-of-government capacity building</i></p> <p>LTC is developing a mechanism to capture and share lessons learned across government in relation to co-design, place-based programs and enabling local decision-making. Activity will enable whole-of-government coordination and engagement with communities, including the establishment of a community of practice in co-design to coordinate projects and support shared co-design practice and knowledge across government.</p>	<p>DSDSATSIP</p>
		<p><u><i>Our Way Monitoring and Evaluation Framework</i></u></p> <p>The Our Way Monitoring and Evaluation Framework was developed to assist the Department of Children, Youth Justice and Multicultural Affairs to understand what is and isn't working, to determine what changes have occurred because of <i>Our Way</i> and most importantly, to provide detailed insight into how changes have occurred. This framework and subsequent knowledge helps to inform decision making, shape future directions and improve Our Way's impact and outcomes.</p>	<p>DCYJMA</p>
<p>Implementation</p> <p>Recommendation 13 - The Queensland Government should implement the reforms including:</p> <ul style="list-style-type: none"> assign responsibility to a lead minister and central agency for implementing the reforms establish a joint community and government oversight committee to steer reforms finalise an implementation plan within six months that allows for the establishment of the Independent oversight body and authorising bodies, and provides a long-term road map for reform establish the reforms in legislation, policies, budget, delegations, systems and processes 	<p>Addressing engagement, oversight and implementation</p> <p>In working with communities, the Queensland Government recognises the expertise of community members, the importance of addressing community priorities and of bringing government decision-makers to the table. The Queensland Government is committed to co-design of the reform agenda.</p>	<p><i>Ministerial Oversight</i></p> <p>In 2018, the QPC response and made a long-term commitment to work with the 19 remote and discrete Aboriginal and Torres Strait Islander communities, their leaders and mayors and other stakeholders to implement the intent of the reform agenda proposed by the QPC report. The Minister for Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, is responsible for overseeing the implementation of the reforms.</p> <p><u><i>Joint Coordinating Committee</i></u></p> <p>The interim LTC Joint Coordinating Committee (JCC) was established in 2018, and officially established in April 2019 as a mechanism for representatives from government (local, state and federal) and Queensland Aboriginal and Torres Strait Islander communities to provide advice about co-design and implementation of the reform. The JCC plays a key role in monitoring progress, identifying barriers and approving key LTC documents, including the LTC Implementation Plan. The JCC continues to play a key role in oversight of whole-of-government and community implementation and will oversee implementation of the LTC Action Plan, including receiving reports from agencies on how they are progressing with their commitments to the reform.</p>	<p>DSDSATSIP</p> <p>DSDSATSIP</p>

		<p><i>Directors-General Sub-Committee</i></p> <p>The Directors-General Sub-Committee (DGSC) was established in February 2020 to provide a strategic and operational whole-of-government leadership platform to improve the economic and social wellbeing of Aboriginal people and Torres Strait Islander people and ensure accountability for the delivery of services. The role of the DGSC is to explore and address systemic issues that communities have in common, drive whole-of-government reform including problem-solving barriers to reforming service delivery and lead the transition to local decision making.</p> <p><i>Interdepartmental Committee</i></p> <p>The Interdepartmental Committee (IDC) was established in 2019 as a mechanism for departmental representatives to drive and implement whole-of-government reform across Queensland Government agencies. The IDC is an officer-level working group to support and champion the work of the JCC and DGSC. The IDC has been working through agile working groups of subject matter experts to develop the LTC Action Plan. The IDC will facilitate the development and implementation of LTC Action Plan activities across government.</p>	
		<p><i>Local Thriving Communities (LTC)</i></p> <p>LTC takes an iterative approach to implementation and is committed to co-design of the reform agenda. In September 2020, Cabinet endorsed the LTC Implementation Plan informing the current phase of LTC implementation. The implementation plan focuses on five key priority areas including: investment mapping, data sharing, monitoring and evaluation, standing up (Local Decision Making Bodies), whole-of-government capacity building and mapping existing legislative and procurement frameworks.</p> <p>The department is driving the implementation of the LTC reform through the operations of policy, program areas and regional operations. To better coordinate services to Aboriginal and Torres Strait Islander communities the department is undertaking structural change to better connect and align staff with communities and to coordinate engagement across government and with local leaders, in line with LTC. This will include regional staff as the central point of contact for communities and government to ensure LDMBs are being engaged in a coordinated way.</p>	DSDSATSIP
		<p><i>Ministerial and Government Champions</i></p> <p>The Ministerial and Government Champions Program brings together the Directors-General of Government agencies and Ministers to work with identified communities to improve outcomes for Aboriginal peoples and Torres Strait Islander peoples.</p> <p>Following the review of the Ministerial and Government Champions initiative in 2019, the Terms of Reference Review has been amended to align with the implementation of LTC. Champions are integral to facilitating community progress so that government is responsive and coordinated in its response as each community determines for themselves how the LTC reform could best work for them.</p> <p>Where a community determines to opt-in to LTC to enhance local decision making, that community will determine membership and structure for an LDMB. Champions will then co-develop and co-sign a Community Agreement with their community's LDMB to formalise the shared commitment, shared decision-making, and shared accountability.</p>	DSDSATSIP
<p>Implementation</p> <p>Recommendation 14</p> <p>To maximise the effectiveness of the reforms, the Queensland Government should seek to partner with the Australian Government, including to:</p> <ul style="list-style-type: none"> provide outcomes, expenditure and services data at the community level streamline reporting and compliance arrangements for areas of shared responsibility pursue a joined-up approach by aligning policy, services and investment activities, including through the reformed service delivery framework. <p>As an initial step, the Queensland Government should invite the Australian Government to join the implementation oversight committee (recommendation 13)</p>	<p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p>	<p><i>Commonwealth representation on the Joint Coordinating Committee</i></p> <p>LTC acknowledges the significant role of Local Governments and the Commonwealth Government in achieving the objectives of the QPC reform agenda. The role of Indigenous Councils is particularly important to improve coordination at both a strategic and community level.</p> <p>The LTC Joint Coordinating Committee (JCC) includes representation from the National Indigenous Australians Agency and Indigenous Councils. This representation facilitates transparency through sharing of information between all levels of governments to ensure a coordinated approach to implementation of the LTC reform and ensures alignment with Commonwealth reform including the Voice and Closing the Gap.</p> <p><i>National Agreement on Closing the Gap (the National Agreement) and the 2021 Queensland Government Closing the Gap Implementation Plan</i></p> <p>In 2021, the Queensland Government delivered the Closing the Gap Implementation Plan (Implementation Plan), which sets out Queensland's planned implementation of the National Agreement. Since the National Agreement was signed in 2020, the</p>	DSDSATSIP

		<p>Queensland Government has focussed on building and strengthening relationships with the peak Aboriginal and Torres Strait Islander organisations in our state and establishing the decision-making architecture necessary to implement the Agreement.</p> <p>The Implementation Plan provides details of initiatives that contribute to the priority reforms and socio-economic targets. The priority reforms are:</p> <ul style="list-style-type: none"> • Priority Reform One - Formal Partnerships and Shared Decision Making. Building and strengthening structures that empower Aboriginal people and Torres Strait Islander people to share decision making authority with government to accelerate policy and place-based progress against Closing the Gap. • Priority Reform Two - Building the community-controlled sector. Building formal Aboriginal and Torres Strait Islander community-controlled sectors to deliver services to support Closing the Gap. • Priority Reform Three - Transforming government organisations. Systemic and structural transformation of mainstream government organisations to improve accountability and respond to the needs of Aboriginal people and Torres Strait Islander people. • Priority Reform Four - Shared access to data and information at a regional level. Shared data and information to support Aboriginal and Torres Strait Islander communities and organisations to support the achievement of the first three Priority reforms. <p>The Implementation Plan will be updated annually as the partnership between the Queensland Government, the Queensland Aboriginal and Torres Strait Islander Coalition and the National Coalition of Peaks. Additionally, all jurisdictions are accountable for progress on priority reforms and targets through the Australian Productivity Commission's Closing the Gap national data dashboard and reports.</p>	
		<p><i>Indigenous Voice</i></p> <p>The Queensland Government strongly supports the need to provide Aboriginal and Torres Strait Islander Queenslanders with a greater voice on the issues that impact them and their lives. In May 2021, the Queensland Government publicly released a response to the Indigenous Voice Co-Design Process Interim Report to the Australian Government.</p> <p>The response committed to moving Indigenous Voice reform forward in Queensland through further co-design work with First Nations Queenslanders. An eight member First Nations Consultative Committee is being established for 12 months to develop an Indigenous Voice preferred model for Queensland. The Committee will represent First Nations' communities in eight regions – the Torres Strait, Cape York, Far North Queensland, North Queensland, Central Queensland, Southwest Queensland, South East Queensland, and Gulf and West Queensland. This Committee will inform the state's continued input to the Australian Government's Indigenous Voice process and link with existing and emerging local and regional voices structures in Queensland, including those provided through LTC and Path to Treaty.</p>	<p><i>DSDSATSIP</i></p>
<p>Land Tenure</p> <p>Recommendation 15</p> <p>The Queensland Government should develop a land tenure reform plan that sets out a desired land administration system, with an associated roadmap for reform and timeframes for completion. The plan should:</p> <ul style="list-style-type: none"> • facilitate the conversion of Deed of Grant in Trust (DOGIT) land in townships to Aboriginal Freehold • better align future transfers of land tenure under the Aboriginal Land Act and Torres Strait Island Land Act with existing native title interests • provide avenues for existing land tenure and native title interests to be consolidated or integrated to align those interests • facilitate the use of broad-based Indigenous Land Use Agreements (ILUAs) to resolve land tenure and native title interests to allow future economic development • support the use of master planning and statutory planning schemes to better facilitate economic development • consider how Indigenous land holding bodies can be supported to allow better decision making • determine where the functions to support reforms should be allocated— including whether any functions to support the land administration system should be moved to community control consider the changes required to sustain a functioning rates system for Indigenous councils. 	<p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p> <p><i>And</i></p> <p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><i>Remote Indigenous Land and Infrastructure Program Office</i></p> <p>Established in 2009, the Remote Indigenous Land and Infrastructure Program Office (the Program office) facilitates tenure resolution and infrastructure development across remote and discrete Aboriginal and Torres Strait Islander communities in Queensland. The program office coordinates the following programs:</p> <ul style="list-style-type: none"> • whole-of-government coordination for infrastructure development • land use planning schemes • native title compliance, including Indigenous Land Use Agreements • survey works including the Community Survey Program • tenure resolution including Land Holding Act leases (Katter leases) • infrastructure development • maximising Aboriginal and Torres Strait Islander employment, business and training opportunities • home ownership • cultural heritage compliance. 	<p><i>DSDSATSIP</i></p>

<p>The plan should be developed with stakeholders, including the Australian Government, Indigenous Councils and Indigenous land holding bodies.</p> <p>The Queensland Government should also:</p> <ul style="list-style-type: none"> complete the survey and registration of land parcels currently in use (or planned to be used) in discrete communities avoid the use of project-specific ILUAs resolve outstanding 'Katter' leases. 			
<p>Housing</p> <p>Recommendation 16</p> <p>To provide better support for housing, the Queensland Government should:</p> <ul style="list-style-type: none"> transition property and tenancy management to community control ensure that, where housing management is moved into community control, sufficient capacity is established, including funding for maintenance and tenancy management identify and remove unnecessary red tape from construction and maintenance practices revise construction and maintenance procurement policies so that they do not impede the development of private providers in the communities explore providing support for home ownership by offering social housing stock to long-term tenants at low or zero cost examine ways to increase financing for home ownership, including home ownership models that support communal land ownership work with the Australian Government to finalise an agreement on funding for social housing before 30 June 2018. 	<p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><i>Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023</i></p> <p>In response to the unique housing experiences and aspirations of Aboriginal and Torres Strait Islander Queenslanders, the Aboriginal and Torres Strait Islander Housing Action Plan 2019 -2023 (the Action Plan) – co-design if investments in communities to reflect the broad nature of co-design was launched in 2019.</p> <p>The Action Plan is delivering improved housing services through place-based and person-centred solutions, supported by a strengthened housing sector. Key actions relating to housing in remote and discrete communities include developing place-based, community-led, local housing plans with communities to:</p> <ul style="list-style-type: none"> identify and respond to local housing challenges and priorities work with remote and discrete communities, to reinvest repairs and maintenance savings, into locally identified housing priorities help homeowners and tenants to undertake their own repairs and maintenance. <p>The Department of Communities Housing and Digital Economy is also engaged in a Sales to Tenants Program. This involves working across agencies and with communities to enable the granting of perpetual home ownership leases under the Land Holding Act and working with communities to resolve barriers to home ownership via 99-year home ownership leases.</p> <p>The Remote Indigenous Land and Infrastructure Program Office also plays a key role in supporting housing in remote and discrete communities, for both community and government.</p>	<p>DCHDE</p>
<p>Municipal services</p> <p>Recommendation 17</p> <p>The Queensland Government should revise existing arrangements to ensure that:</p> <ul style="list-style-type: none"> infrastructure funding allows for whole-of-life costs asset management plans are developed for all significant assets and funded appropriately funding arrangements allow for the coordination of capital works to facilitate equipment sharing and avoid 'boom and bust' cycles of economic activity greater long-term funding certainty is provided for infrastructure funding and maintenance there is greater support for local management and planning of municipal infrastructure, including support for training and mentoring local knowledge and expertise are used during infrastructure planning and construction legislation and policy enables an efficient rates base in the discrete Indigenous communities. <p>The Queensland Government should also enable councils to share resources and explore options to develop shared capability and services.</p>	<p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><i>Master Planning Project</i></p> <p>Land availability within Indigenous communities is a critical resource as the majority of developed land has been exhausted through development and building programs. Master Planning focusses on providing remote and discrete Aboriginal and Torres Strait Islander communities with strategic development plans for future growth to pave the way for future residential, industrial and economic opportunities. The completed Master Planning project will be integral to the future use and expansion of community township areas. Working in partnership with councils, state and commonwealth agencies and Registered Native Title Bodies Corporate, locations will be identified for future residential and commercial development along with any impacts this may have on existing council infrastructure (water/sewer) should development occur.</p> <p>Indigenous Councils Critical Infrastructure Program</p> <p>The Indigenous Councils Critical Infrastructure Program (ICCIP) is a \$120 million program across water, wastewater, and solid waste in all 16 Indigenous local governments. ICCIP commenced in 2016 and is expected to conclude on 30 June 2022. It has a focus on providing fit-for-purpose, fit-for-place infrastructure and is currently supporting 293 approved projects.</p> <p>The Department of State Development Infrastructure Local Government and Planning (DSDILGP) is commencing reviews of key Indigenous local government funding programs, including the State Government Financial Aid program and Revenue Replacement Program, which are Government Election commitments.</p> <p>DSDILGP is working with state agencies to identify opportunities to enhance operational and financial sustainability outcomes for Indigenous local governments. They support community businesses by growing their capabilities to increase participation project supply chains by delivering industry capability services and programs and tailored support to develop growth plans and improving business efficiency.</p> <p><i>Respecting Country – a sustainable waste strategy for First Nation communities</i></p> <p>The Respecting Country – a sustainable waste strategy for First Nation communities (the Strategy) provides a fit-for-purpose approach to delivering tailored waste management solutions for Aboriginal and Torres Strait Islander communities. The Strategy was developed collaboratively with Aboriginal and Torres Strait Islander councils and in partnership with the Local Government Association of Queensland.</p>	<p>DSDSATSIP</p> <p>DSDILGP</p> <p>DES and DSDILGP</p>

		<p>The Strategy acknowledges and respects the challenges and obstacles faced by these communities including geographic isolation and high transport costs. It also identifies sustainable and fit-for-purpose waste management and resource recovery solutions which recognise the important connection that Aboriginal and Torres Strait Islander communities have to Country, land and sea. These solutions aim to create innovative new business opportunities that build local employment.</p>	
		<p><i>Transport Infrastructure and Development Scheme</i></p> <p>The Department of Transport and Main Roads (TMR) Aboriginal and Torres Strait Islander Transport Infrastructure and Development Scheme (TIDS) provides \$8.2 million annually to local governments for the upgrade of transport infrastructure that improves primary access (road, sea and air) to Aboriginal and Torres Strait Islander communities. The Statewide Capability Development Fund is a discrete \$600,000 annual allocation provided through TIDS to support local government to improve their road stewardship capability and capacity.</p>	DTMR
<p>Education and training</p> <p>Recommendation 18</p> <p>All stakeholders should address opportunities to improve education and training services through:</p> <ul style="list-style-type: none"> • a greater focus on prevention, including through early childhood development and family supports, and identifying and responding to special needs • individual and community input to priorities, design and delivery of services, addressing: <ul style="list-style-type: none"> ○ family, school and community preconditions for low school attendance ○ underlying barriers to retention and achievement ○ difficulties with transition and re-engagement of secondary students living remotely ○ reform of vocational education and training (VET) funding and delivery to directly align with student and industry needs, and employment opportunities 	<p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><i>Institute for Urban Indigenous Health Early Childhood Wellbeing Project</i></p> <p>DSDSATSIP is providing \$1.4 million over 3 years for the Early Childhood Wellbeing Program run by the Institute of Urban Indigenous Health (IUIH) in Strathpine and Caboolture. The Program is supporting Aboriginal and Torres Strait Islander children to thrive in their early years through early learning, parental engagement and upskilling, linkages with primary health care and holistic family wellbeing services (including housing and financial support), and pathways for complex care needs.</p>	DSDSATSIP
		<p><i>Deadly Brains – Woorabinda</i></p> <p>Through LTC, the Department is providing \$400,000 over 2 years (2021-22 to 2022-2023) to Yiliyapinya Indigenous Corporation (YIC) for the Deadly Brains Project. Deadly Brains is a co-designed and customised brain health and fitness program for all school children attending Woorabinda State School (WSS) in partnership between the YIC, WSS and Queensland University of Technology. Through scientifically validated neuroplasticity programs, it aims to support and empower children and the broader community to strengthen social and emotional skills and respond to trauma.</p> <p>Deadly Brains is facilitating self-determination and locally led decision-making through a process of community engagement and co-design with relevant stakeholders including the WSS, Woorabinda Aboriginal Shire Council, and Woorabinda community. The co-design process will ensure that Aboriginal and Torres Strait Islander community members are equal partners in all phases of the design and delivery of Deadly Brains to ensure it upholds community aspirations and priorities.</p>	DSDSATSIP
		<p><i>Local Community Engagement Through Co-design pilot model</i></p> <p>The Local Community Engagement through Co-design (LCETC) pilot model aims to strengthen local Indigenous community educational decision making at the school level. It is currently being piloted in 13 state schools in Queensland. LCETC enables culturally safe, authentic, and transparent engagement, and provides for shared decision making and accountability to increase educational outcomes for Aboriginal and Torres Strait Islander students.</p> <p>The LCETC pilot model offers a strategy for the Department of Education (DoE) to establish, maintain and leverage relationships with the local Indigenous community to co-design strategies which address locally identified issues and DoE priorities that further promote Indigenous student success.</p>	DoE
		<p><i>Supporting Aboriginal and Torres Strait Islander children and families</i></p> <p>The Queensland Government is committed to supporting Aboriginal and Torres Strait Islander children and families to attend early childhood facilities. This includes:</p> <ul style="list-style-type: none"> • additional subsidies for Aboriginal and Torres Strait Islander children to attend kindergarten • delivering kindergarten in remote communities • funding organisations who provide culturally safe early childhood and family support services • providing resources to early childhood educators so they can deliver a quality program to Aboriginal and Torres Strait Islander children. 	DoE
Community safety	Building capability and capacity	<i>Community Safety Plans and the renewed approach to Alcohol Management</i>	DSDSATSIP

<p>Recommendation 19</p> <p>The Queensland Government should adopt a community-based approach to community safety that harnesses local resources, responsibility and capabilities. The government should:</p> <ul style="list-style-type: none"> • identify and implement opportunities for effective and efficient prevention initiatives, with specific consideration given to early childhood education and community based programs • remove barriers to local involvement in the delivery of services, including by: <ul style="list-style-type: none"> ○ ensuring the requirements and processes for service delivery in communities do not impede local participation ○ ensuring that job specifications focus on outcomes required for those roles, and that screening requirements do not unnecessarily limit the participation of local community members. 	<p>The Queensland Government accepts the need for capacity and capability building for community and Government to support a long-term implementation of the reform.</p>	<p>The Queensland Government, through the renewed approach to alcohol management, is committed to community leadership driving the alcohol management arrangements in their community. Alcohol Management Plans (AMPs) operate in remote and discrete Aboriginal and Torres Strait Islander communities across 15 Local Government Areas in Queensland.</p> <p>As a key part of AMPs, Community Safety Plans (CSPs) have been developed by all 15 Councils. The plans include strategies to improve community safety and wellbeing, reduce demand, address sly grog and homebrew, and promote a positive alcohol culture. Ten CSPs received to date have indicated community aspirations for increased carriage limits and/or establishment of a locally based licensed venue. Many CSPs outline a proposed transition away from alcohol restrictions that will promote a staged, regulated supply of alcohol with strategies to ensure and monitor community health and safety, including specific support services to address harm.</p> <p>The 15 Councils with AMPs were allocated \$50,000 each for the development, implementation and monitoring of their CSPs. Following submission of the first iteration of the CSPs, councils were offered additional CSP funding for annual review, implementation and monitoring (\$100,000 over two years) as well as service enhancement funding (\$185,000 over three years) to support service delivery to improve community safety and wellbeing.</p>	
		<p><i>Community Justice Groups and the Framework for Stronger Community Justice Groups</i></p> <p>Community Justice Groups (CJGs) are non-government organisations funded in over 40 Queensland communities to develop strategies to deal with justice-related issues and provide support to Aboriginal and Torres Strait Islander defendants, victims, and families in contact with the justice system.</p> <p>Developed following consultations with relevant government agencies and CJGs, <i>the Framework for Stronger CJGs</i> (the Framework) outlines how government agencies will enable CJGs to deliver justice-related outcomes in their communities and helps government agencies to identify ways of working together to acknowledge, remunerate and support the work of CJGs.</p> <p>The Framework outlines the whole of system service delivery approach of the CJG program, working towards key program outcomes including culturally informed court decisions, ensuring people receive culturally appropriate services to address underlying needs, and supporting the cultural safety, rights and interests of Aboriginal peoples and Torres Strait Islander peoples in the justice system.</p> <p>CJGs in remote and discrete communities are funded to respond to Domestic and Family Violence (DFV) through delivering prevention and early intervention initiatives such as school education programs, peacekeeping, establishing or developing capacity of local authority groups to respond to DFV, crime and violence. Each community's service model has been co-designed by the CJG in each location with Elders, community stakeholders and representatives of the Courts Innovation Program within DJAG.</p> <p>The Framework also outlines how government agencies will enable CJGs to deliver justice-related outcomes in their communities. This framework reflects a collective commitment by key government agencies about how we will work with and support CJGs to deliver justice-related outcomes in and for their communities. It is a vehicle for government agencies to identify ways of working together to acknowledge, remunerate and support the work of CJGs.</p>	<p>DJAG</p>
<p>Community Safety</p> <p>Recommendation 20</p> <p>In responding to the reviews of the blue card and foster care systems, the Queensland Government should:</p> <ul style="list-style-type: none"> • demonstrate that the safety benefits from any additional standards outweigh the associated costs and impacts • prioritise the following aspects of the Aboriginal and Torres Strait Islander strategy outlined by the QFCC Blue Card review: <ul style="list-style-type: none"> ○ the provision of, and funding for, community based support for Working with Children Checks ○ the development of a role for local community organisations in the approval process for blue cards. <p>The future statutory review recommended by the QFCC should include an overall assessment of the costs and benefits of the blue card scheme against alternative options.</p>	<p>Building capability and capacity</p> <p>The Queensland Government accepts the need for capacity and capability building for community and Government to support a long-term implementation of the reform.</p>	<p><i>Blue cards</i></p> <p>The Queensland Family and Children Commission's 2017 review of the blue card system recommended a more strategic approach to working with Aboriginal people and Torres Strait Islander people seeking to work or volunteer with children. In response to the recommendation the Queensland Government has developed <i>Safe children and strong communities: A strategy and action plan for Aboriginal and Torres Strait Islander peoples and organisations accessing the blue card system.</i></p> <p>The five-year action plan takes an innovative approach to provide greater support to First Nations people through each part of the blue card system. Objectives include that Aboriginal and Torres Strait Islander Queenslanders in discrete communities, regional areas and urban locations receive support through each stage of the blue card system and Blue Card Services develops as a culturally capable organisation. Focus areas and strategies include process, cultural capability, engaging the service system, local input into service design and delivery and governance of the strategy an action plan.</p>	<p>DJAG</p>

<p>Community Safety</p> <p>Recommendation 21</p> <p>The Queensland Government should finalise the review of Alcohol Management Plans (AMPs) as a priority, with a focus on:</p> <ul style="list-style-type: none"> the overall effectiveness and efficiency of AMPs (including whether their costs outweigh their benefits) devolving control of AMPs to communities supporting community decision making with timely information through which communities can measure the effectiveness of their strategies. 	<p>Addressing structural reform</p> <p>The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal.</p> <p><i>And</i></p> <p>Supporting monitoring and evaluation for better outcomes</p> <p>The Queensland Government accepts the need for timely and transparent data sharing to support the monitoring and evaluation of outcomes as part of the long-term implementation of the reform.</p>	<p><i>Alcohol Management Plan Review</i></p> <p>Alcohol Management Plans (AMPs) were established in 2001 and operate in 15 local government areas, encompassing 19 discrete Aboriginal and Torres Strait Islander communities, to improve community safety and wellbeing. The Alcohol Management Plan (AMP) Review was finalised in mid-2019. Findings from the review found:</p> <ul style="list-style-type: none"> AMPs play a valuable role in ensuring community safety, particularly for vulnerable people such as women and children Illicit alcohol (sly grog and homebrew) has undermined the positive impacts of AMPs Concerted and coordinated efforts are needed to sustainably reduce demand and harm Community ownership and local leadership in determining and implementing strategies for managing alcohol misuse and harm is key to the effectiveness of these measures. <p>The renewed approach to alcohol management responds to the findings of the AMP review, and research and evidence from other sources such as James Cook University. The renewed approach seeks to ensure communities and individuals are safe, thriving and self-empowered to manage and reduce alcohol-related harm. The approach aligns with the implementation of the LTC reform and facilitates place-based solutions, promotes local leadership and decision making and seeks to empower communities to move towards greater local control of alcohol management.</p> <p>This approach is evidenced through community-led approaches to alcohol management that led to temporary carriage limit changes in response to COVID-19 restrictions on licensed premises. The Mornington Shire Council worked with the Queensland Government to give effect to community aspirations articulated in their CSP to introduce a carriage limit on 16 April 2022 to address alcohol related harm and improve community wellbeing.</p>	<p>DSDSATSIP</p>
<p>Health and wellbeing</p> <p>Recommendation 22</p> <p>All stakeholders should address opportunities to improve health and wellbeing services through:</p> <ul style="list-style-type: none"> a greater focus on prevention and early intervention, including strategies to address: socioeconomic determinants of health, suicide, Foetal Alcohol Syndrome Disorder and disabilities individual and community input to prioritise, design and deliver services, based on data-informed community health assessments to address: <ul style="list-style-type: none"> accessibility, cultural appropriateness and effectiveness attraction and retention of an effective health workforce, including growing and supporting the Aboriginal and Torres Strait Islander health workforce better integration of services through increased collaboration with non-government health service providers (particularly Aboriginal Community Controlled Health Organisations (ACCHOs)) and improved transition care arrangements improved pathways and access to mental health and substance services gaps in responses to suicide, disabilities and Foetal Alcohol Syndrome Disorder. 	<p>Addressing service delivery reform</p> <p>The Queensland Government commits to service delivery reform that focuses on the needs of individuals.</p>	<p><i>Making Tracks Together: Health equity framework</i></p> <p>Queensland's Aboriginal and Torres Strait Islander Health Equity Framework Making Tracks Together: Queensland's Aboriginal and Torres Strait Islander Health Equity Framework places First Nations peoples and voices at the centre of healthcare service design and delivery in Queensland. Recent amendments to the <i>Hospital and Health Boards Act 2011</i> and <i>Hospital and Health Boards Regulation 2012</i>, passed on 29 April 2021, now require all Hospitals and Health Services to develop and publish a Health Equity Strategy by 30 April 2022, to be co-designed, co-owned and co-implemented with prescribed stakeholders, including local Aboriginal and Torres Strait Islander stakeholders, to ensure flexible, place-based and culturally capable solutions to local health priorities.</p> <p>The First Nations health equity reform agenda is a commitment to self-determination co-designed with Queensland Aboriginal and Islander Health Council. Queensland Health is seeking to drive systemic change, combat institutional racism and embed Aboriginal and Torres Strait Islander-led models of service delivery.</p> <p><i>Mental health and wellbeing and early years initiatives</i></p> <p>LTC is working with the Queensland Mental Health Commission, the Aboriginal and Torres Strait Islander Health Branch in Queensland Health, and other agencies to develop projects including the co-design and potential redesign of existing services provided by other agencies to improve the mental health of Aboriginal and Torres Strait Islander children and young people.</p> <p>This includes the development of a suite of early years initiatives, and projects to improve mental health and emotional wellbeing, respond to problematic alcohol and other drug use, and reduce rates of suicide in Aboriginal and Torres Strait Islander communities.</p> <p>In the Cherbourg Community, the local council, service providers, and the Queensland Government are working together to map, review and co-design mental health therapeutic services in Cherbourg to improve mental health outcomes and prevent suicide of Aboriginal and Torres Strait Islander young people.</p> <p>Other significant projects funded through LTC include the Deadly Brains initiative in Woorabinda and the Early Childhood Wellbeing Program run by Institute of Urban Indigenous Health (IUIH) in Strathpine and Caboolture.</p>	<p>QH</p> <p>DSDSATSIP</p>

APPENDIX

The Queensland Government Response to the QPC Inquiry

The Queensland Government expresses a long-term commitment to work with the 19 remote and discrete Aboriginal and Torres Strait Islander communities that include Indigenous Local Government Areas (Councils), their Mayors and community leaders, and other stakeholders to implement the intent of the proposed reform agenda.

Addressing structural reform

The Queensland Government is committed to collaboration and co-design with community to implement structural reform to support the reform proposal. We will work with communities to:

- **establish new governance structures** that are representative of community voice, support local decision-making, streamline coordination, and support community-led service delivery that addresses the needs and priorities of community and result in improved outcomes; and
- **establish an independent body** to provide ongoing evaluation and oversight of government's performance in implementing the reforms by June 2019.

In recognising the significant role of Local Governments and the Federal Government in achieving the objectives of the reform proposal, and particularly the role of Indigenous Councils, the Queensland Government will work with communities, Councils and the Federal Government to develop improved ways of working together.

Subject to community agreement, it is anticipated that the first representative governance structures will begin to be established in the second half of 2019.

Addressing service delivery reform

The Queensland Government commits to service delivery reform that focuses on the needs of individuals. We will work with communities to:

- **provide service delivery models** that suit the circumstances, remove impediments to communities providing services, place people at the centre of service delivery, are responsive to the needs of local Indigenous people, support longer-term developmental objectives and fund for outcomes; and
- **identify and expand existing government practice** that aligns with the QPC's reform proposal to support Government's and service providers' capacity and capability building towards the whole-of-Government service delivery reform.

Addressing economic development

The Queensland Government commits to working with community to support their economic development to promote sustainability. We will work with community to develop and provide supports:

- to **Indigenous businesses and entrepreneurs** to drive economic and community development through private sector activity;
- to **grow the Indigenous community owned service delivery sector** to provide economic and community development opportunities, provide for community designed and driven service delivery, and provide for quality and affordability of services; and
- for the **capacity and capability building of local government** to support employment and local business opportunities through the growth and coordination of infrastructure development and council services.

Each community will have a tailored employment and economic development strategy.

Building capability and capacity

The Queensland Government accepts the need for capacity and capability building for community and Government to support a long-term implementation of the reform. We will work with communities to:

- **develop and implement phased approaches** to reform implementation that are responsive to each community's capacity and capability;

- **support long-term capacity and capability building** of communities and local Indigenous community service organisations, including through providing opportunities to learn through experience and learn through failures; and
- **identify areas for Government's capability and capacity building** and develop a whole-of-Government transition plan to build capability and capacity across agencies.

Supporting monitoring and evaluation for better outcomes

The Queensland Government accepts the need for timely and transparent data sharing to support the monitoring and evaluation of outcomes as part of the long-term implementation of the reform. We will work with communities to:

- **draw on community knowledge and expertise** in evaluation, support local decision-making, enable adaptive practice, and empower local communities to drive improvements in service design and delivery by providing communities timely, relevant and useful information and by involving communities in monitoring, evaluation and the design of progress indicators; and
- **develop a best-practice evaluation framework** that ensures access to relevant information for all stakeholders and that reporting is streamlined and compliance requirements are necessary and proportionate to the level of funding and risk while maintaining sufficient accountability for the use of public monies.

Addressing engagement, oversight and implementation

In working with communities, the Queensland Government recognises the expertise of community members, the importance of addressing community priorities and of bringing government decision-makers to the table. The Queensland Government enters into this work committed to co-design of the reform agenda, and to deliver this work we will:

- **assign the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships as ministerial lead** to be responsible for implementing the reform;
- establish a joint community and government oversight committee to provide governance and to steer development and implementation of the reforms by July 2018;
- **establish an Implementation Team within DATSIP** to work in close consultation with communities and agencies to develop the details of the reform and identify and implement workable solutions, guided by the joint oversight committee and supported by the Deputy Premier; and
- **leverage the existing Ministerial Champions Program** and the supporting Government Champions Program to enable Champions to support the implementation of the reforms and provide direct accountability to communities and provide frontline government coordination in working with communities.