Inquiry into service delivery in remote and discrete Aboriginal and Torres Strait Islander communities

RESPONSE TO DRAFT REPORT

Local Government Association of Queensland Ltd
November 2017
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1. Executive Summary

The LGAQ generally supports the findings and recommendations in the Queensland Productivity Commission (QPC) Draft Report into Service delivery in remote and discrete Aboriginal and Torres Strait Islander communities. In its response to the Draft Report, the LGAQ argues that major structural reform in service delivery is required to:

- place communities at the center of service delivery design;
- transfer appropriate accountability and decision-making to communities;
- maximise economic participation and community development.

The LGAQ acknowledges that greater community engagement will require time and resources. However early initiatives should include as a minimum:

- the establishment of a Government Investment and Expenditure Community Group within each community;
- the establishment of a Community Plan for each community;
- commitment by government agencies to achieving the outcomes specified with these Community Plans.

The LGAQ believes that in order to enable this reform:

- a major attitudinal shift will be required at both the departmental and community level;
- a staged transition process should be adopted that allows early adopter communities to progress at a faster pace;
- base line data on expenditure levels be established at the beginning of the reform process to avoid cost shifting to communities;
- a central agency, either the Department of Premier and Cabinet or Treasury, by assigned responsibility for oversight of the reform process across all government agencies;
- an independent body should be assigned with appropriate expertise and ability to evaluate and report on progress against outcomes.

The LGAQ believes that this Independent Body should:

- be a statutory body that reports directly to parliament;
- be independent from political interference;
- have continuity of tenure to enable oversight over a longer timeframe;
- have powers to access information from government agencies.

The LGAQ suggests that the Queensland Ombudsman is ideally situated to perform this role and suggests that for resourcing purposes, a dedicated position of Indigenous Ombudsman be appointed to that Office.
2. **Introduction**

Earlier this year the Local Government Association of Queensland (LGAQ) made a submission to the Queensland Productivity Commission (QPC) Inquiry into service delivery in remote and discrete Aboriginal and Torres Strait Islander communities.¹

The LGAQ recommended that any new model for service delivery into remote Indigenous communities should:

- Provide services that are based on identified needs and approved by each community;
- Maximise sustainable local employment and the use of local service providers;
- Maximise the percentage of each government dollar spent on the ground in communities;
- Be supported by a grants and subsidies framework that provides long-term funding certainty;
- Build indexation into all recurrent funding programs to address cost price increases;
- Ensure that an administration fee is a standard component of grant funding;
- Ensure that any future grant funding for new infrastructure includes an annual provision for ongoing maintenance over the useful life of the asset;
- Ensure an open and transparent system for monitoring and evaluating progress.

Aboriginal and Torres Strait Islander local governments in Queensland want to see major structural changes in service delivery in order to Close the Gap on Indigenous disadvantage in Queensland.

The LGAQ commends the State Government for their commitment to the Inquiry and welcomes this opportunity to provide a response to the Draft Report on Service Delivery in remote and discrete Aboriginal and Torres Strait Islander communities, released in October 2017.

3. **The Draft Report**²

The Draft Report opines, that for any single community, at least 13 Queensland Government Agencies, as well as various Australian Government agencies are involved in coordination, policy development and service delivery. Numerous boards and statutory bodies also work with communities or develop policies that affect them.

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¹ LGAQ Submission: Inquiry into service delivery in remote and discrete Aboriginal and Torres Strait Islander communities, June 2017
² Draft Report: Service delivery in remote and discrete Aboriginal and Torres Strait Islander communities, Queensland Productivity Commission, 2017
Both levels of government provide funding for peak bodies and a range of NGOs working with communities. This has created a bureaucratic “maze” as the diagram below highlights.

![Diagram showing a complex network of government and NGO connections]

Note: this map shows only a subset of the departments and NGOs involved in service delivery, design and coordination.

The Draft Report states that the service delivery system is characterised by overlaps in roles and responsibilities, unclear lines of accountability and a difficulty getting things done.

The Draft Report considers how available resources can be best used to support people living in remote Indigenous communities to live healthy, safe and fulfilling lives. The Draft Report seeks to find ways that would enable Aboriginal and Torres Strait Islander communities to improve outcomes for themselves and to re-prioritise expenditure to where communities value it most.

In order to achieve structural reform in service delivery to these communities the QPC has put forward an overarching Reform Package of sixteen (16) draft recommendations which are designed to be implemented together for maximum benefit.

4. **LGAQ Response to Recommendations**

In general the LGAQ supports the Draft Report recommendations. These recommendations address the key issues outlined in the LGAQ’s June 2017 Submission.

In moving towards a new model the LGAQ supports the QPC’s call for a change to the overall policy and service delivery architecture, including:

- Structural reform to transfer accountability and decision-making closer to where service users are – to regions and communities;
- Service delivery reform to put communities at the centre of service design;
• Economic reform to facilitate economic participation and community development.

In line with the Draft Report, the LGAQ supports that these reform elements would need to be underpinned by:
• Capability and capacity building within government, service providers and communities to support a new way of doing things;
• Timely and transparent data collection and reporting to support performance and accountability.

In addition, the LGAQ believes that this would need to be accompanied by cultural and attitudinal change within government agencies to support this new direction for service delivery.

Further, the LGAQ is concerned to ensure that when moving towards a new model of service delivery transition, arrangements should recognise that communities will vary in their capacity to engage with the reform process being proposed and therefore supports a staged approach to implementation.

The LGAQ recommends a staged transition process that allows the better positioned communities ("early adopter" communities) to progress at a faster pace to other communities. The level of support required will vary across the individual communities.

3.1 Specific Recommendations

QPC Draft Recommendation 1 – The Overarching Reform Proposal:

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:
• 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 put communities at the centre of service design and better focus on the needs of individuals through service delivery models that suit the circumstances;
• Economic reform to enable economic activity, support community development and make communities more sustainable.

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.

LGAQ Comment:

The LGAQ supports this draft recommendation with the following caveat. The Indigenous Leaders Forum (ILF) raised a concern about the reference to “transferring accountability and decision-making to regions”.
The ILF was clear that decision making should occur at the community level in line with the principle of subsidiarity. The ILF rejected the concept of the formation of another level of bureaucracy at the regional level. They acknowledged and supported the concept of neighbouring communities working together to generate efficiencies.

The LGAQ is concerned to ensure that structural reform does not detract from the roles and responsibilities of the various tiers of government. Any additional workloads for councils must be funded to avoid the risk of cost shifting onto an already constrained tier of government.

The LGAQ recommends that a base line level of expenditure is established at the beginning of this structural reform process to act as a benchmark to avoid any cost shifting to communities during the reform process.

QPC Draft Recommendation 2 – The Overarching Reform Proposal:

The Queensland Government should reform roles, responsibilities and funding of service delivery. The structural reforms will require:

- Communities and regional bodies to develop community plans outlining needs and priorities, identify funding priorities and negotiate mainstream service delivery;
- Government and regional bodies to enter an agreement specifying the outcomes expected to be achieved and the way in which mainstream services will be provided to communities;
- Government to identify and pool grant funding to transfer under the agreement;
- An independent body to report outcomes and monitor reform progress

LGAQ Comment:

The LGAQ supports this draft recommendation with the same caveat as applied Draft Recommendation 1 around “regional bodies”. The LGAQ suggests that Dot Point One and Two should replace the term regional bodies with the term communities.

QPC Draft Recommendation 3 – The Overarching Reform Proposal:

To implement structural reforms, the Queensland Government should:

- Assign central responsibility within government for implementing the reforms – an implementation plan should be developed in consultation with communities within 6 months;
- Identify at least two regions where reforms can be implemented – considerations should be given to an expression of interest process;
- Prepare an agreement outlining the objectives, principles, governance, funding and outcomes being sought;
- Assign an independent body, with appropriate expertise and Indigenous representation, to evaluate and report on progress and outcomes;
- Identify government functions that could be transferred to regional bodies.
LGAQ Comment:

The LGAQ supports this draft recommendation with the same caveat as applied Draft Recommendation 1 around "regional bodies". The second and fourth dot points above should be re-written to read:

- Identify at least two communities where reforms can be implemented – considerations should be given to an expression of interest process
- Identify government functions that could be transferred to communities

Dot point one talks about assigning central responsibility within government for implementing the reforms. A reform of the magnitude envisaged by the QPC report needs to be led by a central agency that has oversight across all government agencies. The LGAQ believes that the Premier’s or Treasurer’s Department would be best placed to take on this role.

The LGAQ supports the concept of a phased implementation using an “Early Adopter” approach to road test and refine keys aspects of the Reform model.

Dot point four talks about assigning an independent body, with appropriate expertise and Indigenous representation, to evaluate and report on progress and outcomes. The LGAQ suggests that the Queensland Ombudsman be assigned the role of evaluating and reporting on progress and outcomes of both the structural reforms and the progress against outcomes specified within each community plan.

The Ombudsman’s Office is an independent body that under the Ombudsman’s Act reports directly to parliament. It is this independence of oversight and reporting direct to Parliament that is critical to achieving long term reform that is not distracted by political cycles.

The LGAQ suggests the appointment of a dedicated position of Indigenous Ombudsman sitting within and supported by the Queensland Ombudsman’s office. The LGAQ believes that it is important for the independent body to have the ability to address complaints about service delivery issues within remote indigenous communities consistent with the charter of the Ombudsman’s office.

QPC Draft Recommendation 4 – Policy Instruments and Service Delivery Reforms:

The Queensland Government should implement policy, funding and service models that place people at the centre of service delivery, including:

- Service models where individuals retain control and responsibility, for example demand-driven modes 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, and adopt a risk-based approach to compliance and reporting obligations;
- Performance based funding models;
- Place-based and case management initiatives that cut across service delivery areas;
- Negotiation tables or forums for community engagement and decision-making;
• Approaches that support and enable the governance capacities of Indigenous organisations and individuals.

LGAQ Comment:

The LGAQ supports this draft recommendation as it puts community at the heart of decision making process, noting that this will require a major shift in how government agencies and communities interact.

It will require significant behavioural change, resourcing and time.

To achieve the type of structural reform proposed will require government agencies and NGOs to move beyond the Inform model of engagement as outlined in the IAP2 model towards greater community involvement, collaboration and empowerment as per Diagram 2 below.

Greater community engagement will require time and adequate resourcing at both the government and community level and should include as a minimum the:

• Establishment of a Government Investment and Expenditure Community Group (GIECG) within each community;
• Establishment of a Community Plan for each community;
• Commitment by government agencies to achieving the outcomes specified within the Community Plan.

The structure and representatives on the GIECG will vary across the communities and a one size fits all approach should be avoided. What suits one community may not be the best fit for another.

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3 International Association of Public Participation IAP2 Australasia
However, as the only democratically elected leader and who lives and works in the community, the Mayor of the local government should be legislatively prescribed as chair of the GIECG. Further the council on behalf of the community should be required to nominate to the Minister for Aboriginal and Torres Strait and Islander Partnerships the proposed GIECG representation. The GIECG must be representative of the community and diverse in its complement.

The LGAQ is concerned about the timeframe proposed moving forward:

- The QPC Report is to be submitted to government in December 2017;
- Parliament has up to 6 months to consider the Report – Dec to June 30, 2018;
- Recommendation 3 says an Implementation Plan should then be developed with communities within 6 months – July to December 30, 2018.

The LGAQ is recommending that upfront resourcing is provided at the beginning of 2018/2019 financial to assist each community to:

- establish and administer the GIECG;
- assist in the development of the Implementation Plan;
- begin work on their Community Plan.

The LGAQ is suggesting that each State Government Agency be asked to provide an annual report to each GIECG on their level of investment in their community along with specified outcomes. This report should be provided in September each year for the preceding financial year.

These reports would be tabled with the Independent Oversight Body (Indigenous Ombudsman) together with comments from the GIECG in each community within two months after receipt of the reports. The Indigenous Ombudsman would ultimately provide a report on progress to Parliament which would in turn feed into subsequent state budgetary processes.

LGAQ fully supports funding reforms that provide flexibility and autonomy, such as pooled funding, untied grants, block funding and extended contract lengths, and adoption of a risk-based approach to compliance and reporting obligations.

In 2017 the LGAQ partnered with the Department of Infrastructure, Local Government and Planning to commission a Review of Grant funding to local government. The *Review of Grants to Local Government – Current and Future State Assessment* analyses the grants provided by the state government to local government in Queensland and provides a roadmap for the delivery of a modernised grant management model and framework. The government might consider the value of commissioning a similar review with the focus on state grants to Indigenous communities (not just to local government).

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*Review of Grants to Local Government – Current and Future State Assessment, KPMG, July 2017*
QPC Draft Recommendation 5 – Policy Instruments and Service Delivery Reforms:

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.

LGAQ Comment:

The LGAQ supports this draft recommendation in line with the findings within the *Review of Grants to Local Government – Current and Future State Assessment* recommendations.

It is also consistent with the approach taken by the DATSIP Program Office under the Integrated Capital Works Program – a cross agency approach to smoothing out the peaks and troughs in project activities across the year, in order to maximise employment and training outcomes.

The LGAQ believes it essential that councils have the capacity to give comment on any preferred external provider before engagement. The local knowledge of councils will prevent the re-engagement of providers (even those with alternative business identities) with past poor performances.

QPC Draft Recommendation 6 – Policy Instruments and Service Delivery Reforms:

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.

LGAQ Comment:

The LGAQ supports this draft recommendation in so far as it does not lead to cost shifting, or the devolution of state government roles and responsibilities down to councils/communities.

Some communities may not be in a position to or want to take up this option whilst others who wish to may not have the capacity and capability to do so and would need up front resourcing.

QPC Draft Recommendation 7 – Economic and Community Development:

To enable economic and community development the Queensland Government should:

- 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 initiatives and investment opportunities, such as retail stores;

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• review and report on agency progress to increase indigenous employment in service delivery to communities. This should include a review of training needs and barriers to employment resulting from increasing credentials and standards;
• 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.

LGAQ Comment:

The LGAQ supports this draft recommendation – it is central to increasing economic participation within communities and has been the key issue raised by the ILF over the past six years.

The LGAQ also supports that employment should not be limited to un-skilled and semi-skilled roles. Technical and professional roles, as well as roles with emerging digital skills should be targeted.

Enshrining dot points two and three in state government policy is critical and should not be left to the whim of individual government agencies.

QPC Draft Recommendation 8 – Monitoring and Evaluation:

The Queensland Government should publish expenditures made by the state in communities, including the proportion spent on indirect or ancillary functions – these should be reported every one to two years to support transparency and decision-making.

LGAQ Comment:

The LGAQ supports this draft recommendation but thinks it should go further. There needs to be better oversight of program delivery in Queensland to ensure that there is no capacity in future for systemic failure. See the LGAQ’s previous recommendation regarding Indigenous Ombudsman whose role would include a pro-active approach in reviewing progress of government’s initiatives to improve service delivery.

LGAQ recommends that real time monitoring be put in place for all major state government program/projects occurring within indigenous communities.

As previously indicated the LGAQ supports that the state government should publish expenditure annually and that this should include as a minimum the furnishing of a report to each GIIECG. This Report should benchmark expenditure against agreed outcomes specified within community plans. Reporting should be meaningful, simple, using info-graphics and designed for individuals with limited financial literacy.
QPC Draft Recommendation 9 – Monitoring and Evaluation:

The Queensland Government should commit to an evaluation and reporting framework. This framework should support adaptive practice, facilitate accountability and empower communities by providing them with timely useful and relevant information. To support this framework the government should assign an independent body to:

- Consult with indigenous communities to identify the outcomes they are interested in tracking;
- Publish an analysis of progress of reforms and outcomes in communities every two years;
- Compile agency data and make this available to communities and other relevant stakeholders on a timely basis;
- Act as a clearing house for all evaluations of service delivery in communities.

The Queensland Government Statisticians Office may collect and provide outcomes data to support this function.

LGAQ Comment:

LGAQ supports this recommendation. Dot point one is very important to enable funding allocations to be tracked against outcomes specified in Community Plans.

As mentioned previously the LGAQ believes this independent body should be the Ombudsman’s Office.

QPC Draft Recommendation 10 – Land Tenure:

The Queensland Government should progress land tenure reform and establish a plan that sets out a roadmap and timeframes. The plan should consider how:

- Land tenure and native title interests can be consolidated or integrated to provide more rapid resolution of differences;
- Broad-based Indigenous Land Use Agreements (ILUAs) can be used to facilitate the resolution of land tenure and native title interests;
- Existing planning schemes can be modified to better facilitate future economic development;
- The functions to support these actions should be allocated – including whether any function should be moved to community control;
- Deed of Grant in Trust (DOGIT) land in townships should be converted to Aboriginal Freehold;
- To complete the survey and registration of land parcels currently in use (or planned to be used) in discrete communities;
- To build the capacity on Indigenous land holding bodies.
LGAQ Comment:

The LGAQ has for some time advocated for an overarching plan for land tenure reform in Queensland’s Indigenous local government areas, recognising that appropriate land tenure underpins and enables regional economic growth and community advancement.

This is a very complicated matter with tensions or potential for real tensions forming between elected bodies and Prescribed Body Corporates (PBCs) over land use matters – it is culturally sensitive and as a result there seems to be some tip toeing around matters of conflict. It needs dedicated attention and resourcing to develop a blueprint for moving forward in the cultural and economic interests of the community as a whole.

QPC Draft Recommendation 11 – Housing:

To provide better support for housing, the Queensland Government and communities should:

- Identify ways to transition property and tenancy management to community control;
- Assess construction and maintenance practices to identify and remove unnecessary red tape;
- Change construction and maintenance procurements policies so that they do not impede the development of private activity in communities;
- Explore providing support for home ownership by offering social housing stock to long-term tenants;
- Examine innovative ways of increasing financing for home ownership models that support communal land ownership.

LGAQ Comment:

The LGAQ supports:

- Leveraging the construction and maintenance of social housing to maximise skills formation and local economic participation;
- Transferring the maintenance of all state government facilities within communities to local suppliers and contractors.

The LGAQ supports that recognition should be given to long term tenants of social housing and their investment through rental payments to that house when converting the house and land to free-hold and in setting the price for home ownership.

QPC Draft Recommendation 12 – Municipal Services:

To achieve better support for municipal services in communities, reform should:

- Ensure infrastructure funding allows for whole-of-life costs for community assets;
• Develop asset management plans for existing assets;
• Develop a funding model that provides greater long-term funding certainty and sustainability;
• Enable local management of municipal infrastructure, including support for training;
• Coordinate capital works to facilitate equipment sharing and avoid “boom and bust” cycles of economic activity;
• Leverage mechanisms to ensure local knowledge and expertise is used during infrastructure planning and construction.

**LGAQ Comment:**

The LGAQ fully supports this draft recommendation.

QPC Draft Recommendation 13 – Education and Training:

All stakeholders should address opportunities to improve education and training services through:

• 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:
  o Family, school and community preconditions for low school attendance;
  o Underlying barriers to retention and achievement;
  o Difficulties with the 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.

**LGAQ Comment:**

The LGAQ fully supports this draft recommendation and endorses the need for a wholistic, preventative based approach in regard to early childhood development.

The LGAQ fully supports an industry driven, fully contestable model of VET funding and delivery that is directly and demonstrably tied to job outcomes.

QPC Draft Recommendation 14 – Community Safety:

To achieve better community safety outcomes, all stakeholders should progress opportunities to:

• Increase investment in effective and efficient prevention initiatives;
• Enable community resources, responsibility and capabilities to address community safety problems, including by:
  o Balancing the safety objectives of Blue Card requirements against their impact on kin care and community safety roles;
• Using local knowledge and capability to improve community safety, while resisting regulatory creep through process and occupational requirements.

• Change community alcohol management plans through:
  o Community ownership of the plans and any supporting activities/services;
  o Opening up the options for communities to control and normalise alcohol consumption;
  o Ensuring proposals to change an AMP include data collection plan that draws together police, health and education information;
  o Considering the Collective Impact Approach for addressing AMPs and their target audience.

LGAQ Comment:
The LGAQ supports this recommendation and endorses the need for a wholistic, preventative based approach in regard to community safety.

The LGAQ supports increasing investment in preventative strategies and in Justice-Reinvestment at the community level. The Justice Re-Investment Model is an example of what is possible if the funding spent on Indigenous incarceration was redeployed in a wholistic manner to grow healthy and vibrant communities.

The LGAQ supports the continued role out of CCTV facilities in communities as a cost effective way of preventing petty crime and destruction of community facilities.

In regard to AMPs the LGAQ supports the KPMG\(^6\) Collective Impact Framework to tackle deeply entrenched and complex social problems (like the high level of Indigenous incarceration or AMPs), and the belief that no single policy, government agency, organisation or program can solve complex social problems – that it takes stakeholders to align their efforts and work towards a common objective.

QPC Draft Recommendation 15 – Health and Wellbeing:

All stakeholders should address opportunities to improve health and wellbeing services through:

• A greater focus on prevention and early intervention, including strategies to address:
  o Socio-economic determinants of health;
  o Suicide;
  o Foetal Alcohol Syndrome disorder – prevalence assessment and prevention strategies;
  o Disabilities – prevalence assessment and early intervention;

• Individual and community input to prioritise, design and delivery services, based on data-informed community health assessments to address:
  o 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 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.

LGAQ Comment:

The LGAQ supports place based health service delivery, where health services are tailored to the needs of each community and which maximise the employment of local Aboriginal and Torres Strait Islanders.

A large percentage of health disadvantage in remote Indigenous communities is linked to social determinants and lies outside the charter of the health sector. The LGAQ supports the need to apply a wholistic approach to health prevention including addressing the socio-economic determinants of housing, education and employment.

In relation to prevention of health, residents of remote communities should be guaranteed the same level of preventative health measures as other Queensland non-indigenous communities. A current case in point occurred in Pormpuraaw where breast screening has not occurred for 4 years. Whilst there are understandable reasons stated for why this has occurred – state of the roads and impact on delicate and expensive equipment – the point should still be made that a solution needs to be found in order to afford women on Western Cape York the same opportunity as other women across Queensland. Remoteness, state of the roads, or impact of the wet season should be automatically factored into service delivery strategies and not used as an excuse for lack of service or diminished health standards.

QPC Draft Recommendation 16 – Inter-government Coordination:

The Queensland Government should partner with the Australian Government to:

- Finalise an agreement on funding for social housing by 30 June 2018;
- Streamline reporting and compliance arrangements for areas of shared responsibility;
- Investigate ways in which the income support system can be reformed to better incentivise employment and economic participation by residents in communities.

LGAQ Comment:

The LGAQ supports dot point one of this draft recommendation and cannot stress highly enough the need for a new social housing agreement, as soon as possible, to
allow communities the necessary lead time for the development of link infrastructure and negotiation of land tenure issues prior to housing construction.

The LGAQ supports the streamlining of grant reporting and compliance arrangements referenced in dot point two. The diversity of grant programs on offer, both in terms of program coverage and scale makes it difficult for Indigenous councils to administer these programs efficiently. The LGAQ has previously called for greater coordination between state and federal government programs. It also believes that outcomes on the ground in communities could be improved by greater coordination and cooperation between the state government and local governments.

Further, the LGAQ wants to ensure that an administration fee is a standard component of grant funding. The burden of administering grant funding is a real cost and should be recognised.

Intergenerational welfare dependency exits in Indigenous communities and the current system of Job Creation programs do little to encourage a transition to work. The ILF has raised concerns about the Remote Jobs and Communities Program (RJCP) and are clear that the model is flawed with job service providers driven by incentives, not by outcomes on the ground in communities. The LGAQ has asked for and supports a review of this program.

Moreover, the LGAQ believes that focus of government agencies should be on building job opportunities and building the capacity of individuals.