

# Aboriginal Executive Council (AEC)

## *2020 Victorian State Budget Brief*

*November 2019*

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## 1.0 Acknowledgment and Background on the AEC

The AEC acknowledges Aboriginal Traditional Owners of Country across Victoria and their rights as sovereign Aboriginal Nations, the AEC pays respect to their Elders, past and present, and to all Aboriginal and Torres Strait Islander people in Victoria.

The purpose of the Aboriginal Executive Council (AEC) is to provide an independent self-determining co-ordination, collaboration, policy development and advocacy mechanism for Victoria's peak, lead and state wide Aboriginal Community Controlled Organisations.

The functions of the AEC include, but are not limited to:

1. Promoting and pursuing the rights and interests of Aboriginal people in Victoria including the right to self-determination
2. Acknowledging and extending the legacy of Aboriginal community members who established and developed the Victorian Aboriginal Community Controlled Sector
3. Providing strategic leadership to further develop and sustain the Aboriginal Community Controlled Sector
4. Coordinating public policy and advocacy from across its membership
5. Working collaboratively with other Aboriginal Community Controlled bodies including the First Peoples Assembly of Victoria
6. Engaging with the Victorian Government and Parliament to provide expert advice and set the direction for government commitments to Aboriginal self-determination
7. Monitoring and providing publicly available reports on government policy frameworks and commitments including the Victorian Aboriginal Affairs and Closing the Gap frameworks
8. Working with the Victorian Secretaries' Leadership Group on Aboriginal Affairs (SLG) and Senior Officers' Group on Aboriginal Affairs (SOG) to achieve measurable outcomes in support of self-determination and implementation of the Victorian Aboriginal Affairs Framework
9. Encouraging mutual support and collaboration across the AEC's members
10. Communicating and engaging with the Aboriginal community through AEC members
11. Participating on behalf of the Victorian Aboriginal Community Controlled Sector in processes relating to the Closing the Gap framework
12. Influencing other stakeholders with an interest in issues impacting Aboriginal people including the broader community services sector, public entities and authorities and Commonwealth Government Ministers, Departments and agencies.

## 2.0 Overview

The AEC acknowledges that the State Government policy frameworks and strategies, Wungurilwil Gagapduir, Burra Lotjpa Dunguludja, Korin Korin Balit Djak, Balit Marrup, Marrung, Dhelk Dja and the Victorian Aboriginal Affairs Framework, represent the most comprehensive set of commitments to service development for the Aboriginal community put forward by any Victorian Government. Framed by support for Aboriginal self-determination, and in the context of the Treaty process and election of the First Peoples Assembly of Victoria, these commitments have the potential to drive a fundamental re-investment and scaling up of the Aboriginal community controlled service system.

The AEC is concerned that the necessary investments are not being made, at the right the level and in the right way, to secure the outcomes from these frameworks that we all desire. A specific concern is that the budget development process remains siloed, largely secretive in relation to the development of budget bids, lacks integration and perpetuates short funding arrangements focused predominantly on crisis intervention rather than prevention, early intervention and Aboriginal community development.

What's required at a community level is holistic Aboriginal community based programs that can support vulnerable Aboriginal people and families with the breadth of the challenges in their lives. What the State budget process typically generates is disconnected short-term portfolio specific programs and interventions that are not well attuned to Aboriginal cultures, rights, needs or local community context.

As outlined below rapid Aboriginal population growth is escalating demand pressures on the services provided by ACCOs and the broader service system. These demand pressures comes at a time that reform agendas are looking to transfer the delivery of programs and services for Aboriginal people from mainstream agencies and Departments to ACCOs. Population growth pressures and service reform pressures necessitate a long term planned and integrated investment in ACCO infrastructure and capacity.

While noting the significant fiscal pressures in the current budget cycle the AEC does not retreat from the position that over the long term budget cycle investing now in healing, early intervention and prevention, service growth and ACCO capacity and infrastructure is critical. Intergenerational long term challenges require sustained investment across successive budget cycles.

The AEC advocates that the State Budget include a strong statement in support of whole of government self-determination reforms focusing on the central role of the ACCO service sector and the critical need to grow and sustain that sector; and that it commit to service investment linked to need and Aboriginal population growth.

### 3.0 Summary Recommendations

#### **Recommendation One: Growing and sustaining the ACCO service sector**

*That the State Government include a formal statement in Budget Paper No. 1 that;*

- *acknowledges the need to collaboratively plan for and support the strategic development and sustainability of the ACCO service system*
- *commits to establishing in partnership with the AEC and other stakeholders a long term strategic plan for ACCOs growth and sustainability*
- *recognises the need for sustained long term invest in ACCO infrastructure, program development, and service delivery; and advocates that*
- *a self-determining Aboriginal Community Controlled Service System, with resourced capacity to function as a system, is essential to achieve the goals of the Victorian Aboriginal Affairs Framework*

#### **Recommendation Two: Service Demand Planning and Aboriginal population growth**

*That the State Government align service investment and growth with Aboriginal population growth across all portfolios through the annual budget process each year*

#### **Recommendation Three: Align State Budget Process with Self Determination Principles**

*That the State Government commit to a review of the 1994 Financial Management Act, Standing Directions under the Act and the associated Resource Management Framework (RMF) to align the annual budget process with the VAAF self-determination principles and support cross portfolio integrated planning and meaningful shared decision making with ACCOs and Aboriginal governance mechanisms.*

#### **Recommendation Four: Funding Reform Implementation**

*That the State Government institute from the 2020 State Budget onwards that all service funding contracts and grants to ACCOs from across all portfolios for service provision, community development, cultural and sporting activities be for a minimum three-year period with any exceptions requiring Ministerial authority*

#### **Recommendation Five: AEC 2020 State Budget Priorities**

*That the State Government prioritise funding from Departmental base funding and through budget bids to resource and invest in the following priorities for the 2020 State Budget:*

- *Victorian Stolen Generations Reparations Scheme*
- *Victorian Aboriginal Housing and Homeless Framework implementation*
- *Aboriginal Social & Emotional Well Being in response to Mental Health Royal Commission*
- *ACCO infrastructure, core capacity and service growth (linked to population growth)*

#### **Recommendation Six: Align Investment with Community Priorities**

*That resource allocations from Departmental base funding and new budget bids to support implementation of Wungurilwil Gagapduir, Burra Lotjpa Dunguludja, Korin Korin Balit Djak, Balit Marrup, Marrung, and Dhelk Dja be prioritised based on the following criteria:*

- *level of demonstrated support and co-design with ACCOs and Aboriginal governance mechanisms*
- *alignment with investment and budget priorities of ACCOs (e.g recommendations of the Koorie Youth Council Ngaga-Dji Report)*
- *activities that focus on community based prevention and early intervention*

## 4.0 Growth and sustainability of the ACCO service sector

The achievement of the vision and outcomes that the State Government's policy frameworks articulate depends significantly upon scaling up and sustaining the Aboriginal Community Controlled Sector across Victoria. All reference the importance of transitioning power and resources to Aboriginal community control. Despite this being a precursor to the full success of all the frameworks, responsibility for securing the growth, development and sustainability of the ACCO sector sits with no one Minister, Department or policy framework.

The suite of policy frameworks include commitments to:

- self-determination as a fundamental right of Aboriginal and Torres Strait Islander people and a driver of good outcomes from funded programs and practices
- the rights of Aboriginal people to a life free of racism and access to culturally safe service systems with programs, practices and interventions that are congruent with and respect Aboriginal cultures
- support and extend Aboriginal leadership in governance at the system level and over policy and program development, service delivery, direct practice, data, research and evaluation
- transition existing services, programs and resources from Departments and mainstream organisations to Aboriginal Community Controlled Organisations
- outcome based funding arrangements supported by unified long term funding agreements
- Aboriginal data sovereignty such that data serves the needs of ACCOs and the Aboriginal community
- investment in prevention and early intervention

There are also a number of weaknesses evident within and across policy frameworks, these include;

- inconsistent definitions and understandings of self-determination
- variable approaches to supporting Aboriginal community control; e.g *Prioritising Funding for Aboriginal Organisations* is a DHHS policy, similar policies do not apply in other portfolios
- lack of coordination and integration despite overlapping goals and commitments
- limited coordination between the governance mechanisms of each framework
- relatively low investment in prevention and early intervention
- siloed portfolio based budgets and planning
- limited input from ACCOs and Aboriginal governance mechanisms into development of budget bids to support implementation
- housing and homelessness being referenced across all frameworks but responsibility for a comprehensive response sitting within none
- fragmented, inadequate and episodic responses to ACCO and Aboriginal community infrastructure needs including capital infrastructure and workforce development needs
- inconsistent use of outcome indicators and performance measures
- variable timeframes for the achievement of goals
- lack of service demand planning linked to population growth at the State, Regional or Local level

To arrive at the place where there is a self-determining *Aboriginal Community Controlled Service System*, with resourced capacity to function as a system, will take integrated planning and sustained long-term investment.

The AEC is seeking a public commitment from the State Government to do that, to partner with the ACCO sector through the AEC, co-design, plan for and invest in the long term development and sustainability of the ACCO service system. Such a commitment needs to be a central component of Budget Paper No. 1 in the

2020 State Budget and be supported by some initial investments in ACCO infrastructure and increased program funding aligned to population growth.

The statement should acknowledge the critical role of ACCOs in supporting Aboriginal family and community wellbeing and the need to scale up the resourcing and capacity of ACCOs as a component of self-determination reforms and to underpin efforts to achieve the goals of the Victorian Aboriginal Affairs Framework.

### **Recommendation One: Growing and sustaining the ACCO service sector**

*That the State Government include a formal statement in Budget Paper No. 1 that;*

- *acknowledges the need to collaboratively plan for and support the strategic development and sustainability of the ACCO service system*
- *commits to establishing in partnership with the AEC and other stakeholders a long term strategic plan for ACCOs growth and sustainability*
- *recognises the need for sustained long term invest in ACCO infrastructure, program development, and service delivery; and advocates that*
- *a self-determining Aboriginal Community Controlled Service System, with resourced capacity to function as a system, is essential to achieve the goals of the Victorian Aboriginal Affairs Framework*

## **5.0 Aboriginal population growth and service demand**

Across Victoria the Aboriginal population is projected to grow by 60 per cent by 2028 with population growth highest in Central Highlands, Ovens Murray, Barwon and Western Melbourne. The rate of population growth, significantly above that of the general population in Victoria, has major implications for the capacity of the ACCO sector and the broader service system to respond to the needs of the Aboriginal community.

To highlight the implications of Aboriginal population growth for service demand across eight key sectors the AEC commissioned a report from SVA Consulting. The report relied upon earlier work prepared for VACCA by SVA on the implications of Aboriginal population growth on demand for VACCA services. The AEC report was presented to the AEC and Secretaries Leadership Group Forum in August 2018, copy of report attached.

Some of the implications of population growth for service demand include that by 2028;

- 5,500 Aboriginal households with children under the age of 15 will be living under the poverty line and be potential family services clients
- at current growth rates almost 4,000 Aboriginal children will be in OOHC
- 4,500 Aboriginal children aged 3-6 and will be eligible to access early education and 41% will be identified as vulnerable when they start school
- at current rates of service access, (which are already lower than the level of need), over 1700 Aboriginal families will require access to Intensive Family Services
- an estimated 6,300 Aboriginal people, predominantly Aboriginal women, will be reported as affected by family violence, noting that Indigenous status is often not recorded in data sets
- Aboriginal people will access homelessness services nearly 15,000 times
- Over 1400 Aboriginal adults will be recorded as offenders in the justice system and approximately 1,000 Aboriginal young people will be involved with the justice system, and
- Approximately 3000 Aboriginal young people under 24 will be not be engaged in education, employment or training, and at current rates

- 31,000 Aboriginal people, 36 per cent of the Aboriginal population, will have high or very high levels of psychological distress with more than 5,000 estimated to be potential users of community support services<sup>1</sup>

It is clear that the ambitious reform agenda of the State Government, as encompassed within the VAAF and the six key policy frameworks, will not be achieved unless the implications of population growth are systematically incorporated into state budget planning and levels of investment adjusted to take account of the escalation in service demand.

It is equally clear that Victoria will not be able to achieve the outcomes and meet the targets of the redeveloped Closing the Gap framework due for finalisation in early 2020.

The AEC is acutely aware of the co-occurrence of issues that undermine the health, wellbeing, education, economic participation and cultural connections of Aboriginal people and families. Housing stress and homelessness, family violence, poor mental health, substance misuse, contact with child protection and the justice system, social isolation, unemployment or precarious employment and unfulfilled education all go hand in hand. Siloed policy frameworks and siloed Departments providing disconnected and siloed programs focused predominantly on intervention rather than prevention will continue to prove an insufficient response.

A better approach is to resource holistic support and assistance through securely funded Aboriginal community controlled organisations to support Aboriginal people, families and households to thrive.

For eight key sectors, *Early Childhood Education, Child and Family Services (including OOH), Family Violence, Homelessness, Justice, Mental Health, Alcohol and other Drugs and Youth Services*, the SVA report maps which ACCOs are involved in service delivery for each sector by DHHS Regions. While not a comprehensive service mapping it highlights that the availability of services from a local ACCO is highly variable. Service provision by ACCOs has not been resourced and supported through a jointly agreed and planned approach intended to ensure that holistic services are available from ACCOs throughout the State.

In summary the SVA report highlights a number of critical challenges that need to be confronted if we are to secure the health, wellbeing and cultural rights of Aboriginal people in Victoria.

### **Recommendation Two: Service Demand Planning and Aboriginal population growth**

*That the State Government align service investment and growth with Aboriginal population growth across all portfolios through annual budget process each year*

## **6.0 State Budget Development Process**

The Victorian Aboriginal Affairs Framework (VAAF) has a commitment to “*Ensure future State Budget bids reflect the voice and priorities of Aboriginal communities, including through engagement and consultation.*”

Meeting the benchmark set out in the VAAF will require meaningful engagement in the State budget development process each year. The AEC is cognisant that new budget bids comprise only a small component of the State Budget each year and engagement and consultation should not be limited to

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<sup>1</sup> See SVA Consulting – Demand for services for Aboriginal and Torres Strait Islander people in Victoria, Report prepared for the Aboriginal Executive Council, August 2019 (available from Aboriginal Executive Council)

suggesting or contributing to budget bids. Meaningful engagement in the State Budget process should entail;

- opportunities for ACCOs and Aboriginal governance mechanisms to contribute ideas and priorities early in the budget process
- resourcing for ACCOs, (research, policy and program development functions), to enable the preparation of detailed budget proposals
- transparency regarding budget program planning and any budget bids being developed by Departments at the request or otherwise of Ministers
- iterative engagement with ACCOs and Aboriginal governance mechanisms with opportunities to contribute to the detail of budget bids
- access to some level of information from across portfolios to enable planning and prioritisation of budget bids on a cross portfolio basis, and
- shared-decision making regarding budget priorities including transparent and open advice to Ministers where consensus on priorities has not been achieved

Advancing self-determination will necessarily require not only a stronger more culturally informed and competent public sector workforce but reformed public sector processes in which Aboriginal communities and organisations have a much greater degree of control ranging from shared decision making to delegated authority.

It will not be possible to achieve the goal of future State Budget bids aligning with Aboriginal community priorities within the existing parameters and ‘mechanics’ of the budget development process, including the top down approach of Ministers and Departmental Secretaries directing budget priorities and the in-confidence nature of much of the process.

Notwithstanding the AEC has been working through the AEC/SLG and AEC/SOG forums to ensure that the 2020 budget development process has enhanced opportunities for Aboriginal communities and organisations to articulate their priorities and for those priorities to then be reflected in budget bids and the 2020 State Budget.

Outcomes from the August AEC/SLG meeting included that all Departments were to report back and share information through the AEC/Senior Officers Group on;

- any current approaches to budget planning that take account of implications of Aboriginal population growth on service demand and ACCO infrastructure, and
- any planned or current activity from Departments to engage the AEC and/or other Aboriginal governance mechanisms for advice on budget priorities and in the preparation of budget bids

At the AEC/SOG meeting it was further agreed that;

- Department of Treasury and Finance, Department of Premier and Cabinet and the AEC will develop further long-term advice for AEC/SLG on reforming the State Budget process to align with self-determination principles in the Victorian Aboriginal Affairs Framework 2019-23 (VAAF)

Advancing self-determination necessarily requires not only a stronger more culturally informed and competent public sector workforce. Equally it requires reformed public sector processes that provide ACCOs and other Aboriginal governance mechanisms with a much greater degree of control through shared decision making.

It will not be possible to achieve the goal of future State Budget bids aligning with Aboriginal community priorities within the existing parameters and 'mechanics' of the budget development process, including the role of Ministers in providing direction for their portfolios and the in-confidence nature of much of the process.

The AEC considers that the 1994 Financial Management Act, Standing Directions under the Act and the associated Resource Management Framework (RMF) should be reviewed and amended as required to align with the self-determination principles.

Areas of focus should include establishing enabling legislative clauses, standing directions and guidance that supports shared decision-making and long-term service and infrastructure planning incorporating impacts of Aboriginal population growth. The AEC notes that the current version of the RMF makes no reference to Aboriginal population growth or Aboriginal communities in its advice on Departmental long, medium or short term planning and provides no guidance or directions on working with Aboriginal stakeholders in the preparation of budget bids.

The AEC is also cognisant that the **Funding Reform Pilot**, established by the Department of Premier and Cabinet through the AEC/SLG forum, will likely make recommendations in relation to the budget process and funding arrangements, and highlight limitations of the current legislative and regulatory framework. Any such recommendations should be reviewed and prioritised through the AEC/SLG forum and actioned as part of funding reforms.

Issues that prompted the establishment of the pilot included minimising the administrative and reporting burden of multiple funding agreements, eliminating excessive reporting requirements, moving to longer term funding agreements including transitioning annual funding grants to minimum three year contracts and transitioning from siloed funding output based funding streams to broad outcome based funding programs that empower ACCOs to be flexible in response to client and community need.

The development of the 2020 State Budget provides an opportunity to progress issues relating to funding reform including shifting short-term funding contracts that resource on-going activities, such as sporting carnivals and annual cultural activities, to minimum three year contracts.

### **Recommendation Three: Align State Budget Process with Self Determination Principles**

*That the State Government commit to a review of the 1994 Financial Management Act, Standing Directions under the Act and the associated Resource Management Framework (RMF) to align the annual budget process with the VAAF self-determination principles and support cross portfolio integrated planning and meaningful shared decision making with ACCOs and Aboriginal governance mechanisms.*

### **Recommendation Four: Funding Reform Implementation**

*That the State Government institute from the 2020 State Budget onwards that all service funding contracts and grants to ACCOs from across all portfolios for service provision, community development, cultural and sporting activities be for a minimum three-year period with any exceptions requiring Ministerial authority*

## 7.0 AEC 2020 State Budget Priorities

The AEC is seeking support from government for significant investment in a number of broad priority areas that we consider will support the longer term reform agenda this submission proposes of budget process reform, planning for and building a sustainable Aboriginal Community Controlled Service system and shifting the balance of investment from intervention to prevention. As stated above the AEC believes this commitment should be made clear and prominent in Budget Paper No.1.

We have not provided detailed proposals for new or amended Departmental programs. Doing so is beyond our existing capacity, and generally beyond the research and policy development capacity of much of the ACCO sector that remains poorly resourced for such functions and in effect excluded from contributing proposals to the budget process.

Rather we outline priority areas for investments that aim to;

- strengthen the Aboriginal community through an overdue investment in healing and reparations for the Stolen Generations
- grow and underpin the long term capacity of the ACCO sector to provide the services that underpin Aboriginal family and community wellbeing,
- invest in the full implementation of the Aboriginal Housing and Homelessness Framework given the centrality of safe secure affordable housing to wellbeing; and
- invest in the social and emotional well-being of Aboriginal people, families and communities as an immediate response to the emerging findings of the Victorian Royal Commission into Mental Health.

And consistent with our discussions through the AEC/SLG and AEC/SOG meetings in 2019 the AEC is recommending that budget proposals and ideas generated and endorsed through existing Aboriginal governance mechanisms be prioritised, if necessary over Departmental initiated proposals.

Further we are advocating that budget bids developed by Departments to support implementation of any or all of Wungurilwil Gagapduir, Burra Lotjpa Dunguludja, Korin Korin Balit Djak, Balit Marrup, Marrung, and Dhelk Dja be prioritised based on criteria including;

- the level of demonstrated support from Aboriginal Community Controlled stakeholders and Aboriginal Governance mechanisms
- their alignment with service system reform proposals from AEC members (such as Ngaga-Dji prepared by the Koorie Youth Council) and other Aboriginal community based stakeholders
- the extent to which they focus investment on Aboriginal community based prevention and early intervention

### 7.1 Stolen Generations Reparations Scheme

The AEC has given their unanimous support to the establishment of a Stolen Generations Reparations Scheme. The AEC believes this should be progressed urgently, with appropriate consultation with Victorian Stolen Generations and Victorian Stolen Generations Organisations. This is a priority for the AEC in recognition of the effects that forced removal policies continue to have on Stolen Generations and more broadly on the Victorian Aboriginal Community.

Noting our support for the scheme to be collaboratively developed and designed with Victorian Stolen Generations Organisations the AEC would view the broad parameters of the scheme that has operated in NSW as the minimum benchmark for a Victorian scheme. A number of AEC member organisations have significant expertise in assisting, supporting and advocating for Stolen Generations including the Victorian

Aboriginal Health Service, VACCHO, Victorian Aboriginal Child Care Agency and Victorian Aboriginal Legal Service. Their expertise should be drawn upon in the development and implementation of the scheme.

## 7.2 The Victorian Aboriginal Housing and Homelessness Framework

The Framework has been developed in consultation with the Aboriginal community and community service-providers. It sets out the Aboriginal community's long-term housing needs and addresses housing and homelessness as an underlying factor that contributes to entrenched disadvantage for many Aboriginal Victorians. Significant long term investment over multiple years is required noting that secure housing and housing support underpins family and community well being and reduces long term costs in other budget areas such as justice, family violence and child protection.

## 7.3 The Victorian Mental Health Royal Commission

The AEC anticipates that the 2020 State Budget will provide investment in response to the interim report and findings of the Royal Commission. A number of AEC members made submissions to the Commission with a common theme being the need for stronger investment in prevention and early intervention as part of an unequivocal commitment to Aboriginal social and emotional wellbeing. The 2020 State Budget should prioritise such investment as part of any package of budget initiatives in response to the Commission's interim findings.

## 7.4 Investment in ACCO infrastructure, core capacity and service growth

Across the ACCO sector organisations have restricted capacity and are under resourced for essential administrative and organisational support functions. These functions can include workforce development & human resource management, client information systems & data analytics, service planning & evaluation, accreditation requirements and practice development, public policy development and reporting & compliance functions. Ready access to capital infrastructure to provide and maintain high quality service environments, including in areas of high population growth and service demand, is a growing capacity constraint.

A specific workforce issue is the limited capacity of ACCOs to offer competitive remuneration compared to Government and at times mainstream not-for-profits. This needs to be re-balanced in order to advance self-determination for Aboriginal people and Aboriginal organisations in Victoria.

Investment in ACCO infrastructure has not taken place commensurate with escalating service demand or to support implementation of commitments to prioritise Aboriginal organisations as priority providers. Sustained infrastructure and program investment in ACCOS is required in order to meet growing community needs.

Investment and reform priorities for the growth and sustainability of the ACCO sector include:

- Funding for ACCO client information systems, research and evaluation, data governance, analytics and access, policy and program development and advocacy/representation functions
- Workforce development, capital infrastructure and competitive wages for Aboriginal organisations
- Longer term adequate funding to support the capacity of the AEC and AEC members to provide advice on and drive whole of government self-determination reforms
- Funding to enable the Koorie or Aboriginal caucus associated with each governance structure to be supported through an Aboriginal community based secretariat (as an alternative to a Departmental secretariat) if that is the preference of caucus
- Progressing funding reforms that support the growth of and reduce the reporting and administrative burden on the Aboriginal Community-Controlled Sector

### **Recommendation Five: AEC 2020 State Budget Priorities**

*That the State Government prioritise funding from Departmental base funding and through budget bids to resource and invest in the following priorities for the 2020 State Budget:*

- *Victorian Stolen Generations Reparations Scheme*
- *Victorian Aboriginal Housing and Homeless Framework implementation*
- *Aboriginal Social & Emotional Well Being in response to Mental Health Royal Commission*
- *ACCO infrastructure, core capacity and service growth (linked to population growth)*

### **Recommendation Six: Align Investment with Community Priorities**

*That resource allocations from Departmental base funding and new budget bids to support implementation of Wungurilwil Gaggapduir, Burra Lotjpa Dunguludja, Korin Korin Balit Djak, Balit Marrup, Marrung, and Dhelk Dja be prioritised based on the following criteria:*

- *level of demonstrated support and co-design with ACCOs and Aboriginal governance mechanisms*
- *alignment with investment and budget priorities of ACCOs (e.g recommendations of the Koorie Youth Council Ngaga-Dji Report)*
- *activities that focus on community based prevention and early intervention*

**Enclosed:** SVA Consulting, *Demand for services for Aboriginal and Torres Strait Islander people in Victoria*, report prepared for the Aboriginal Executive Council, August 2019