

Outcome 3

Outcome Three seeks *sound and well-coordinated policies, programs and decision making processes in relation to Indigenous affairs and Reconciliation.*

The supporting departmental output is:

- 3.1—Indigenous Policy

On 1 July 2004 the OIPC was established within the department. It is responsible for wide-ranging functions as a consequence of the new arrangements in Indigenous affairs and absorbed functions of two former departmental units—the Office of Aboriginal and Torres Strait Islander Affairs (OATSIA) and the Indigenous Communities Coordination Taskforce (ICCT).

The new arrangements, announced on 15 April 2004, involved:

- the abolition of portfolio agencies, ATSIC and ATSI, achieved during the year under review
- the transfer of programs formerly administered by ATSIC–ATSI to relevant mainstream government agencies (including the department) under a ‘whole-of-government’ approach
- the establishment of top-level structures to oversee the new approach: the MTF, supported by a Secretaries’ Group on Indigenous Affairs and advised by a National Indigenous Council (NIC)
- the establishment of 30 Indigenous Coordination Centres (ICCs) in metropolitan, regional and remote Australia charged with brokering innovative coordinated responses to local Indigenous needs and priorities.

Outcome 3—Effectiveness measures and results

Figure 81: Outcome 3—Effectiveness measures and results

MEASURES	RESULTS
Provide strategic coordination and leadership on policies, programs and services to reduce disadvantage and promote Indigenous wellbeing	
The degree of satisfaction of the Minister and her office, as expressed through formal and informal mechanisms, with the quality and timeliness of key tasks.	Feedback from the Minister's office indicated that the Minister and her office were very satisfied with the achievement of key tasks involved in implementing the new arrangements in Indigenous affairs, including: the transfer of functions to other agencies and establishment of a network of Indigenous Coordination Centres; support for the Ministerial Taskforce on Indigenous Affairs and National Indigenous Council; and the first Single Indigenous Budget Submission.
Provide strategic coordination of portfolio legislation, appointments and budget priorities for the Indigenous agencies in the portfolio	
The degree of satisfaction of the Minister and her office, as expressed through formal and informal mechanisms, with the quality and timeliness of key tasks.	Feedback from the Minister's office indicated that the Minister and her office were very satisfied with how the heavy and complex legislative load was managed through the year—e.g. to support the abolition of ATSIC and the preparation of a new Indigenous Corporations Bill.
Advising and instructing on certain litigation brought against the Commonwealth	
The degree of satisfaction of the Minister and her office, as expressed through formal and informal mechanisms, with the quality and timeliness of key tasks.	Feedback from the Minister's office indicated that Minister and her office were very satisfied with the management of the extensive amount of litigation on a range of complex issues during the year, including protection of the Australian Government's interests.
Provide policy advice to the Minister, including briefing and correspondence, on issues relevant to Indigenous people	
The degree of satisfaction of the Minister and her office, as expressed through formal and informal mechanisms, with the quality and timeliness of key tasks.	Feedback from the Minister's office indicated that the Minister and her office considered the policy advice they received to be timely and of high standard, but that in some areas the presentation of briefing and correspondence could be improved (e.g. Plain English usage).

Output 3.1—Indigenous policy

Figure 82: Performance information—Indigenous policy

MEASURES	RESULTS
<p>Quality:</p> <p>The degree of satisfaction of the Minister and her office as expressed through formal and informal mechanisms, with the quality and timeliness of key tasks.</p>	<p>Feedback from the Minister’s office indicated that the Minister and her office were satisfied with the achievement of key tasks, including a framework for improved accountability and transparency of Indigenous programs and progress on an Australian Government Indigenous Management Information System.</p>

Objectives

To:

- provide advice to government on Indigenous policy issues
- coordinate innovative Indigenous policy development with external agencies and state and territory governments
- manage the conduct of litigation in those cases where the role of the Australian Government in Indigenous affairs is involved.

Description

The Office of Indigenous Policy (OIPC) has a central role in the Australian Government’s new arrangements in Indigenous affairs. Its core functions are:

- to be the primary source of advice on Indigenous issues to the Minister for Immigration and Multicultural and Indigenous Affairs (the Minister)
- to coordinate and drive whole-of-government innovative policy development and service delivery across the Australian Government
- to develop new ways of engaging directly with Indigenous Australians at the regional and local level, including through:
 - Shared Responsibility Agreements (SRAs) at community/clan/family level
 - Regional Partnership Agreements (RPAs) (where there is local interest) to customise and shape government interventions in a region
- to broker relations with state and territory governments on Indigenous issues
- to evaluate and report on the performance of government programs and services for Indigenous people to inform policy review and development

- to communicate Australian Government policy directions to Indigenous people and the community generally
- to manage a number of Indigenous programs and transitional services arising from the abolition of ATSIC–ATSIS.

Analysis of performance

In its first year of operation OIPC made significant progress in laying the basis of the new arrangements in Indigenous affairs, while supporting the Minister, the MTF, the NIC and the Secretaries' Group on Indigenous Affairs.

Ministerial Taskforce on Indigenous Affairs (MTF)

OIPC provides secretariat support to the MTF, which sets national priorities for Indigenous policy. The MTF met for the first time on 16 June 2004, and on three further occasions in 2004–05. At its first meeting, the MTF agreed to a 20 to 30 year vision for Indigenous Australians, and identified three priority areas for national attention. On advice from the NIC, these priorities have been refined to:

- early childhood intervention, a key focus of which will be improved mental and physical health, and in particular primary health, and early educational outcomes
- safer communities (which includes issues of authority, law and order, but necessarily also focuses on dealing with issues of governance to ensure that communities are functional and effective)
- building Indigenous wealth, employment and entrepreneurial culture, as these are integral to boosting economic development and reducing poverty and dependence on passive welfare.

These priorities are now guiding government policy development and investment in Indigenous affairs.

National Indigenous Council

The National Indigenous Council (NIC), established on 6 November 2004, is an appointed non-statutory advisory body to government through the MTF, providing expert advice on policy, program and service-delivery issues affecting Aboriginal people and Torres Strait Islanders. The membership of the NIC at June 2005 is set out in Appendix 1 of this report. The NIC met three times during 2004–05, meeting jointly with the MTF at its December 2004 and June 2005 meetings.

The NIC has had input into refining the MTF's priorities, and has developed a set of principles on Indigenous land tenure as a contribution to public discussion of mechanisms to improve economic outcomes for Indigenous Australians from the use of Indigenous-owned land.

Secretaries' Group on Indigenous Affairs

The Secretaries' Group on Indigenous Affairs comprises the heads of Australian Government departments responsible for administering the Australian Government's Indigenous programs, both former ATSIC–ATSIS programs and other Indigenous programs. It is chaired by the Secretary of the Department of the Prime Minister and Cabinet, and met regularly in 2004–05.

The Secretaries' Group provides advice and support to the MTF; consults with the NIC on policy proposals and directions and provides information to the NIC on the work of individual agencies as required; leads coordination across government agencies; and from 2005 will prepare a public annual report on the outcomes of Indigenous programs. Its work is focused on the priorities set by the MTF.

The Secretaries and their respective departments work closely with Indigenous communities at the Council of Australian Governments (COAG) trial sites, each of which is led by a particular portfolio. For further information on these trials, see the Outcome 3 Administered Item: Cross Portfolio Indigenous Flexible Funding Arrangements. The Secretaries' Group oversees the engagement now occurring with Indigenous communities and regions under the government's new arrangements.

Budget 2005

For the 2005–06 Budget, OIPC facilitated a collaborative Budget process whereby the development of proposals for change and new investment in Indigenous affairs was managed through a single Indigenous Budget submission. This enabled priorities to be considered across portfolios. The 2005–06 Budget resulted in extended and additional Australian Government Indigenous expenditure of more than half a billion dollars over the next four years, more than half of which was redirected from mainstream program sources. Total Australian Government Indigenous funding is estimated to increase by \$214 million to a record \$3.144 billion in 2005–06. The submission focused on the MTF's three priorities, and reflected advice from the MTF, NIC and Secretaries' Group.

Indigenous Coordination Centres (ICCs)

OIPC was instrumental in establishing a network of 30 ICCs around Australia, comprising 23 rural and regional centres and seven metropolitan centres. Non-metropolitan ICCs comprise staff from the multiple agencies managing Indigenous programs. ICCs are managed and serviced by OIPC.

From 1 July 2004, ICCs coordinated arrangements for funding most of the former ATSIC–ATSIS programs and ensured a seamless transition to the new arrangements with no interruption to service delivery to Indigenous organisations and communities.

ICCs broker innovative and flexible solutions to Indigenous needs, from relevant federal programs, through negotiating SRAs at the local level and RPAs at the regional level.

SRAs and RPAs

2004–05 was the first year of the roll out of SRAs, which are a significant means of responding to the needs of Indigenous communities in a coordinated whole-of-government way and streamlining processes so that it is easier for communities to deal with government. SRAs are driven by community priorities and target funding where the community sees the most urgent need. In 2004–05, the government announced that 76 SRAs had been signed with 64 Indigenous communities across Australia. Many of these SRAs include funding commitments from more than one Australian Government agency.

Negotiations on a number of RPAs progressed during 2004–05, with the first being close to finalisation at the end of the year.

Progress with SRAs and RPAs is further reported under the Outcome 5 Administered Items: Shared Responsibility Agreements Implementation Assistance; Indigenous Communities—Developing a 20–30 Year Vision; and Indigenous Communities—Improving School Attendance in Remote Areas.

Streamlining funding arrangements

As reported above, OIPC played a facilitation and coordination role in new whole-of-government arrangements for funding Indigenous communities. OIPC wrote to all organisations that received funding in 2004–05 advising them of the process for 2005–06. The application and decision-making processes were coordinated across government through ICCs using a common program application form and single Program Funding Agreement (PFA) for the majority of former ATSIC–ATSIS programs. This meant that no additional administrative burden was imposed on applicants. A funds management system was used to process more than 920 applications to undertake more than 2900 activities in the coming financial year, with the first payments expected to be made in early July 2005. PFAs under the new arrangements will address community needs and, over time, reflect the priority being given to SRAs.

‘Red tape removal’

OIPC has initiated an analysis of the nature and extent of the administrative burden (‘red tape’) faced by organisations that provide services to Indigenous communities. A consultant chosen through a tender process will work with up to 30 specified organisations in 15 to 20 mainly discrete Indigenous communities to:

- map contracts and funding agreements with these communities and community organisations
- describe the projects funded under these contracts and agreements
- report on duplication, and recommend ways to reduce any undue administrative burden while maintaining appropriate levels of accountability.

A small number of pilot studies will investigate ways to simplify dealing with government, and to test assumptions identified through the ‘red tape’ evaluation.

Emu Point is a growing community of around 100 people, 320 km south-west of Darwin, which signed one of the first Shared Responsibility Agreements (SRAs) with the Australian Government.

Discussions on the SRA commenced in the first half of the financial year, in response to the Australian Government's new arrangements in Indigenous affairs from 1 July 2004.



Sharing responsibility at Emu Point

In November 2004, the first of a series of six two-day, whole-of-community workshops was held in Emu Point, involving the Darwin Indigenous Coordination Centre (ICC) and the Northern Territory Government.

These workshops mapped out the community's needs, identified their goals and set out the assistance that government could provide to meet those goals.

The community's goals centred on the development of a market garden and the running of cattle to put Emu Point on the road to self-sufficiency and make it a sustainable community nurturing its young people.

Important discussions were videotaped and played back at the start of the next workshop to ensure there was consensus on the issues and all stakeholders were fully engaged.

The workshops led to the negotiation of an SRA, signed in March 2005, that supported the development of the community garden and the completion of a fence around the community

to manage cattle and define the community boundary. The fence also identifies the recently declared 'Dry Area' agreed by the Northern Territory Liquor Commission.

The local land council is providing start-up stock and CDEP participants will learn how to run the stockyard and maintain the garden. As part of the SRA, community elders have committed to help young people develop stock-handling skills. Elders will also pass on cultural knowledge and skills.

Alongside these activities, the Australian Government is building a child-care facility. The community will participate in the groups supporting this facility and the new school to be built by the Northern Territory Government. Families will make sure their children go to school.

All working-age community members signed up to participate in aspects of the community's development—the crèche, the school, the garden or the fencing project—within the scope of the SRA.

Bilateral agreements with the states/territories

OIPC coordinated discussions with state and territory governments about bilateral agreements on Indigenous affairs. Negotiations focused on obtaining agreement on priority areas for joint government action to improve outcomes for Indigenous people, in line with COAG's 2004 *National Framework of Principles for Delivering Services to Indigenous Australians*. Under this framework, governments are committed to:

- achieving better outcomes for Indigenous Australians by sharing responsibility
- focusing on identified priority areas
- establishing transparency and accountability
- developing a learning framework
- cutting unnecessary duplication between jurisdictions
- reducing bureaucratic red tape and harnessing mainstream government programs to ensure they meet the needs of Indigenous Australians.

The first bilateral agreement was signed in Darwin by the Prime Minister and the Northern Territory Chief Minister on 6 April 2005. This agreement includes a housing schedule that will cut administrative duplication through transferring responsibility for Indigenous housing from the Australian Government to the Northern Territory Government.

Progress has been made in negotiations with other states and territories. Bilateral agreements are expected to include a commitment from governments to add to the agreement progressively as opportunities for joint work on the agreed priorities arise.

Whole-of-government policy development

OIPC worked collaboratively with other government agencies to coordinate the development of policy to improve Indigenous outcomes. We convened an SES Taskforce to address the major systemic policy issues requiring a whole-of-government response.

Three cross-agency working groups were set up to advance the three priorities set by the MTF, under the direction of the Secretaries' Group. Chaired by OIPC, these working groups include lead agencies with major program responsibilities in the relevant areas. The working groups were tasked with gathering information about relevant existing programs and policies, then developing coherent strategies for coordinated Australian Government action. While noting the extensive role played by the states and territories, the working groups advised the Secretaries' Group on proposed strategic directions for the Australian Government, including proposals for consideration in the Budget context.

Significant input was provided to other cross-portfolio processes to develop Indigenous social and economic policy in areas such as health, education, economic development and family wellbeing. OIPC participated in key forums such as the Child Health and Well-being Taskforce and the Secretaries' Advisory Group on Youth.

OIPC has significant program responsibilities in relation to land and native title (see Outcome 5) and during the year advised the Minister on the development of reforms to the *Aboriginal Land Rights (Northern Territory) Act 1976* (ALR Act) following consultations with Northern Territory Government officials. The reforms are aimed at streamlining the exploration and mining development process under Part IV of the ALR Act. In response to Northern Territory Government proposals to facilitate headleases over townships on land granted under the ALR Act and related proposals from the Northern Territory land councils, we developed options for tenure arrangements that would facilitate home ownership and economic development on Aboriginal land.

OIPC also advised the Secretaries' Group on initiatives for Indigenous people to gain economic and social benefits from land use and ownership. We provided significant input into the scoping and development of these initiatives and supported the NIC's work in this area.

We provided input to the resource policies and programs of other agencies for the benefit of Indigenous Australians, including the development of the National Indigenous Fishing Principles by the National Indigenous Fishing Technical Working Group and a National Indigenous Forestry Strategy by the Department of Agriculture, Fisheries and Forestry.

OIPC contributed to the work of the Ministerial Council on Aboriginal and Torres Strait Islander Affairs (MCATSIA) and other Ministerial Councils targeting early childhood development, economic development and telecommunications issues for Indigenous people.

OIPC participated in the development of relevant mainstream strategies and initiatives such as the draft National Agenda for Early Childhood, and has been a key player on the National Inhalant Abuse Taskforce.

Advice on Indigenous issues was prepared and coordinated for parliamentary inquiries and various international forums. In particular, we prepared a briefing for the Australian delegation to the Permanent Forum on Indigenous Issues, held in New York in May 2005.

Information and research

Improving the relevance and comprehensiveness of data in relation to Indigenous Australians is a key focus of the new arrangements.

OIPC established the Australian Government Indigenous Management Information System (AGIMIS) to support the long-term policy, program implementation and reporting requirements of the whole-of-government approach to Indigenous services. Consultation with agencies in early 2005 culminated in a Scoping Report which outlines the information required to report on the Australian Government's investment in, and delivery of, Indigenous services. As at 30 June 2005, we had

completed work on the necessary foundation documents to ensure the integrity of data collection and reporting within AGIMIS.

OIPC contributed to the second edition of the *Overcoming Indigenous Disadvantage: Key Indicators* report through the Steering Committee for the Review of Government Service Provision. We also provided advice on Indigenous data to a number of advisory bodies and committees, including the Australian Bureau of Statistics and the National Advisory Group on Aboriginal and Torres Strait Islander Health Information and Data.

OIPC provided numerous ministerial briefings on key publications and reports containing Indigenous data, in terms of both the integrity and quality of the data and the trends in key indicators such as life expectancy and school retention.

In line with our interest in fostering research into Indigenous issues, OIPC continued to support the work of the Desert Knowledge Cooperative Research Centre, which focuses on the sustainable prosperity and livelihoods of all remote desert inhabitants, particularly Indigenous people. We also continued funding for the Centre for Aboriginal Economic Policy Research (CAEPR) at the Australian National University and the Agreements, Treaties and Negotiated Settlements database at Melbourne University.

Evaluation

OIPC convenes and leads a cross-portfolio Evaluation Advisory Group (EAG), which supports the effective implementation of the whole-of-government approach to Indigenous affairs. EAG's role includes:

- developing a coordinated rolling plan of evaluations across all agencies
- giving OIPC technical and tactical advice on its proposed monitoring and evaluation work plan and activities
- advising OIPC on and providing input to the public reporting processes required by the new arrangements.

The work of the EAG complements the role of independent agencies such as the Australian National Audit Office (ANAO) and the Office of Evaluation and Audit (Indigenous Programs) in the Department of Finance and Administration.

OIPC's own evaluation plans cover three broad areas:

- the way in which policies and programs at a national level join to achieve outcomes for Indigenous people
- the way in which governments and their programs work with/in local communities and how they can be made more responsive to the needs of those communities
- continuously improving the way agencies are implementing the Government's policies and programs.

In late 2003 the Australian and state/territory governments agreed on a monitoring and evaluation framework for the eight COAG Indigenous coordination trials. OIPC has agreed with all Australian Government lead agencies and a number of other partners, including state and territory governments and representatives of Indigenous communities, on how the evaluations will be conducted, commencing in 2005–06.

The arrangements for ongoing evaluation of SRAs consist of two elements:

- monitoring the performance of individual SRAs by including a small set of quantitative performance indicators in each SRA, and reporting regularly against these indicators. This element also involves engaging a panel of independent consultants to conduct a concise qualitative review of individual SRAs at their conclusion or an appropriate review point
- systemic evaluation of all SRAs signed in a financial year. This element includes reviews of SRAs a year after they are established, starting in 2005–06. The implementation review will synthesise lessons learnt—for instance, whether commitments made were being implemented, whether the agreement-making process had enabled effective community engagement, and whether there is community ownership and a basis for further development of partnerships with the community.

We expect the implementation review will be followed by an impact evaluation three or four years after SRAs are signed, assessing the impact of SRAs collectively in achieving better outcomes.

Outcome 3—Administered items

COMPENSATION AND LEGAL EXPENSES

Figure 83: Performance information—Compensation and legal expenses

MEASURES	RESULTS
Quality:	
Minimise the extent to which legal actions against the Commonwealth are successful.	Feedback from the minister's office indicated that minister and her office were very satisfied with the management of the extensive amount of litigation on a range of complex issues during the year, including protection of the Australian Government's interests.

Objective

To manage the conduct of litigation in defence of the Australian Government's interests.

Description

OIPC manages the conduct of some litigation where the Australian Government's responsibilities in Indigenous affairs are involved. We do not manage native title litigation, apart from some matters arising under Division 6 of Part 2 and Part 11 of the *Native Title Act 1993*.

Analysis of performance

Litigation relating to the Indigenous affairs part of the portfolio included:

- ongoing litigation surrounding the Minister's suspension of former ATSIC Chairperson, Mr Geoff Clark, including an appeal of the decision of Justice Gray of the Federal Court overturning the suspension
- defence of a challenge brought by ATSIC to the creation of ATSIS. These proceedings were discontinued following the abolition of ATSIC by the *Aboriginal and Torres Strait Islander Act 2005*.

There were 2094 'separated children' claims lodged in the High Court as at 30 June 2005. OIPC pursued cost recovery in a number of matters. We recovered \$192 765 in settlement of outstanding costs in the Hindmarsh Island Bridge litigation.

Outcome 3—Administered items

CROSS-PORTFOLIO INDIGENOUS FLEXIBLE FUNDING ARRANGEMENTS

Figure 84: Performance information—Cross-portfolio Indigenous flexible funding arrangements

MEASURES	RESULTS
Quality:	
Timely cross-portfolio response to community identified and government agreed priorities.	32 projects across eight COAG trial sites were funded addressing community identified and government agreed priorities.

Objective

To support the Council of Australian Governments (COAG) Indigenous trials.

Description

On 1 July 2004 OIPC assumed the role of the former Indigenous Communities Coordination Taskforce and the cross-portfolio flexible funding pool arrangements in eight trial sites, one in each state and territory. Sponsored by COAG, the trials have concentrated on inter-government coordination and innovative solutions to the challenges faced by Indigenous communities. Trials are established in:

- Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, SA
- Australian Capital Territory (ACT)
- Cape York, QLD
- East Kimberley region, WA
- Murdi Paaki region, NSW
- North-east Tasmania
- Shepparton region, VIC
- Wadeye, NT.

Each trial is led by a particular Australian Government agency. The sponsoring Secretaries and their respective agencies have been the main drivers of the Australian Government's whole-of-government cooperative approach in each site and they are now being supported by ICCs.

SRAs have been negotiated in all eight sites. The agreements set out the key strategic priorities and agreed outcomes that form the basis for collaboration and cooperation between the community representatives and governments to get better results for Indigenous communities and recognise and respect each of the parties' rights and responsibilities.

OIPC helped agencies understand the key issues raised by Indigenous leaders and their communities to better equip them to meet the challenges associated with implementing whole-of-government approaches, including by:

- supporting lead agencies in the development and progression of initiatives to meet the identified needs of Indigenous communities
- maintaining a website that sets out the key objectives of the COAG trials and highlights new and innovative approaches
- participation in relevant meetings and seminars conducted by Australian Government agencies to promote cross-agency collaboration and involvement in the trials.

Analysis of performance

At 30 June 2005, more than 20 SRAs were in place in the eight trial sites between representatives of Indigenous communities, the Australian Government and the relevant state and territory governments. A framework is now in place for the development of SRAs, which is being built on successfully. Governance structures and strategic planning have generally been established and outcomes are being achieved.

In the APY Lands, for example, the Mai Wiru Regional Stores Policy (in place in all but one community) aims to increase the availability and affordability of healthy foods on the APY Lands. The PY Ku Network, a Rural Transaction Centres network, is now being trialled in two communities with the aim of delivering improved and increased services to the APY Lands and linking service delivery with training and employment opportunities. A new regional forum Tjungungku Kuranyukutu Palyantjaku has been developed that involves both levels of government and APY in improved service delivery.

In Cape York, achievements included:

- establishment of the Weipa Multi-Purpose Facility
- establishment of the Lockhart River Arts Centre
- implementation of the Cape York Strategic Leaders Program
- development of innovative service delivery approaches in health and business development
- successful placement of young Indigenous people in fruit picking jobs in the southern states
- development of a Cape York employment strategy.

Other Cape York initiatives include Flight Path, a program to help young people set and reach life goals including tertiary education, and Computer Culture, which engages communities and young people in education through multimedia recording and retelling of traditional cultural practices.

New approaches have also been put in place to improve partnerships on the ground. In the Murdi Paaki region, for example, the Department of Education, Science and Training (the lead agency) has established a team of four dedicated officers based in Dubbo, to develop strong links with communities and provide leadership across the region. The New South Wales Department of Education and Training has also provided a dedicated officer based in Dubbo. Together these officers work with the Manager of the Bourke ICC and form the Action Team managing the implementation of the trial at a community level. The Action Team represents both Australian and New South Wales Government agencies and is the first point of government contact for Community Working Parties, providing a more streamlined process for communities to engage with governments and a constant contact point, no matter what the issue.

Across the trial sites, initiatives have included a strong focus on governance, as several of the Indigenous communities involved in the trials have identified the need to develop, and negotiate agreement and support for, community governance arrangements that facilitate more inclusive and effective interaction with government agencies. In the East Kimberley region, for example, a governance forum has been set up, enabling community members to interact with senior representatives of the Australian, state, territory and local governments. A joint strategic plan encompassing all levels of government and the communities is also being developed.

A total of \$3.115 million from the cross-portfolio funding pool supported 32 projects in Indigenous communities participating in the trials. Funds were provided to model whole-of-government initiatives and to support projects that have the potential to foster sustainable development but that could not be funded under existing program guidelines. Further information is provided under the Outcome 5 Administered Items relating to SRAs.

Outcome 3—Administered items

RECONCILIATION PLACE IN CANBERRA—CONTINUOUS DEVELOPMENT

Figure 85: Performance information—Reconciliation Place in Canberra

MEASURES	RESULTS
Quality:	
Continued development	The department achieved agreement with, and released the first \$1 million to, the National Capital Authority to commence development of further artworks.

Objective

To continue the government's commitment to development of Reconciliation Place, Canberra, as a national symbol of Reconciliation.

Description

OIPC is working with the National Capital Authority (NCA) to engage the necessary service providers for the design, construction and installation of six additional artworks at Reconciliation Place.

Analysis of performance

OIPC, in partnership with the NCA, began planning for the artworks and released \$1 million to the NCA under a Memorandum of Understanding to guide management of the project. We proposed an Advisory Committee, with both Indigenous and non-Indigenous members, to be appointed by the Minister to advise on the design brief and selection of artworks. Appointment of the Advisory Committee will take place early in 2005–06. At least three of the artworks will be installed during 2005–06.