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# PART 2

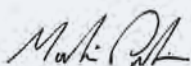
## Annual performance statement

<b>Introductory statement</b>	<b>9</b>
<b>Analysis of performance against agency purposes</b>	<b>9</b>
<b>Results</b>	<b>10</b>

# INTRODUCTORY STATEMENT

I, as the accountable authority of the Department of the Prime Minister and Cabinet, present the 2015-16 annual performance statement of PM&C, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and PGPA Rule 2014. In my opinion, the annual performance statement is based on properly maintained records, accurately reflects the performance of the entity, and complies with subsection 39(2) of the PGPA Act.

Signed



Martin Parkinson PSM

## ANALYSIS OF PERFORMANCE AGAINST AGENCY PURPOSES

There are three stated purposes<sup>1</sup> for the department: to support the Prime Minister as the head of the Australian Government and Cabinet; provide advice on major domestic policy and national security matters; and improve the lives of Indigenous Australians.

The department has prepared a single performance statement articulating the achievement of the three purposes by meeting the deliverables and key performance indicators (KPIs) in the Portfolio Budget Statements for the department for 2015-16. In the case of Cities, the deliverable and KPIs are described in the Portfolio Additional Estimates Statements for the Department of the Environment for 2015-16, and in the case of Public Data, the deliverable and KPIs are described in the Portfolio Additional Estimates Statements for PM&C for 2015-16.

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<sup>1</sup> These purposes are referenced in the department's Corporate Plan 2015-19 as 'strategic priorities'.

A major factor for the department in measuring performance in 2015-16 is that the majority of the deliverables and KPIs were developed in compliance with the repealed *Financial Management and Accountability Act 1997*. As a result there are some deficiencies in the department's performance statement for 2015-16. For example not all of the KPIs have specific targets that meet the minimum requirements of the PGPA framework and the first ten deliverables apply to multiple purposes.

In moving towards a more mature model the department's Corporate Plan 2016-20 provides clearly identifiable purposes, revised activities, and approaches to improve how PM&C will measure its performance going forward. A focus for PM&C will be the provision of periodic performance reporting to management throughout the 2016-17 financial year. In delivering these improvements the department will work with both the Department of Finance and the Australian National Audit Office in order to ensure that expectations are fully met.

# RESULTS

During 2015-16, the department achieved its three purposes by meeting the deliverables and KPIs. This is evidenced by the delivery of a range of outcomes, through feedback received from key stakeholders, positive public comments and internal assessment of the department's outputs.

## Prime Minister and Cabinet

### Policy advice and support

<b>Deliverable: Policy advice and support to the Prime Minister, the Cabinet, Portfolio Ministers and Parliamentary Secretaries [Assistant Ministers] in key areas</b>
<b>Key performance indicator</b>
<i>High quality, relevant and timely advice and support to the Prime Minister, including to support him in his role as the Chair of the Cabinet and all committees, Portfolio Ministers and Parliamentary Secretaries [Assistant Ministers] based on an objective and thorough understanding of issues and whole of government perspective</i>
<b>Result</b>
Met

## Economic

The department advised the Prime Minister on the fiscal outlook and associated fiscal strategy, as well as matters being considered through the 2015–16 Mid-Year Economic and Fiscal Outlook and 2016–17 Budget.

In supporting the Prime Minister to develop the Government’s tax and superannuation package, announced in the 2016–17 Budget, the department contributed to achieving the Government’s economic and fiscal objectives. The department’s analysis informed key components of the package, including better targeting of superannuation tax concessions and the 10-year enterprise tax plan. The department also supported the Prime Minister in his role as co-chair of the Joint Commonwealth and Tasmanian Economic Council in line with efforts to boost growth in the economy and increase employment in Tasmania.

## Industry, infrastructure and environment

The department advised the Prime Minister on the establishment of a Clean Energy Innovation Fund (CEIF) to support emerging renewable energy technology, as well as the decision to retain the Clean Energy Finance Corporation (CEFC) and the Australian Renewable Energy Agency (ARENA).

The department supported the Prime Minister’s launch of Infrastructure Australia’s Australian Infrastructure Plan and the establishment of the Northern Australia Infrastructure Facility (NAIF)—a major initiative of the White Paper on Developing Northern Australia.

The department worked with the Department of the Environment and Energy and the Department of Foreign Affairs and Trade to develop the Australian Antarctic Strategy and 20 Year Action Plan, setting out Australia’s vision for future engagement in Antarctica. The Antarctic Strategy was successfully launched on 27 April 2016 with a foreword from the Prime Minister.

## Health

The department has supported the Prime Minister in announcing major policy including the Government’s mental health reform agenda. Through briefing and participation in various cross government forums, the department supported the development of the Australian Government responses to the Review of Medicines and Medical Devices Regulation, the Review of Mental Health Programmes and Services and recommendations from the Primary Health Care Advisory Committee. PM&C led discussions with the states and territories to finalise national legislation that regulates the cultivation of medicinal cannabis for therapeutic and scientific use. The department also monitored the response to the Zika virus outbreak and the implementation of the No Jab No Pay Vaccination Programme. PM&C worked with the Department of Health on private health insurance reform discussions with the sector and the development of a dental reform package.

## Education, employment and social services

The department worked collaboratively with the Department of Education and Training on a number of key policy issues such as developing the Jobs for Families Childcare Package, advising on higher education, schools funding arrangements and new national research initiatives as part of the National Innovation and Science Agenda. With the Department of Social Services the department supported the Prime Minister's Community Business Partnership, which provides advice to Government on practical strategies to foster a culture of philanthropic giving, volunteering and investment. Through consultation with relevant government agencies, the department supported Commonwealth efforts to help communities recover after disasters including the November 2015 bushfires in South Australia.

## Governance

The department provided advice and support on legal policy, public sector governance, the machinery of government, parliamentary and legislative matters. Advice from internal and external stakeholders confirms that we provided high quality, relevant and timely advice in the following areas:

- ◆ changes to the ministry and/or administrative arrangements in July 2015, September 2015 and February 2016

- ◆ caretaker conventions and associated practices in the context of the 2016 election
- ◆ secretariat support for the statutory review of the *Public Interest Disclosure Act 2013*, led by Mr Philip Moss AM, and for the Review Committee: an Independent Parliamentary Entitlements System, co-chaired by Mr John Conde AO and Mr David Tune AO PSM
- ◆ management of the Lobbying Code of Conduct and a Register of Lobbyists that listed 270 business entities and 612 lobbyists (1782 clients listed) as at 30 June 2016
- ◆ support and assistance to decision makers in the department and portfolio ministers' offices to manage and respond to Freedom of Information requests
- ◆ Australian honours and symbols policy including support for representatives on the Council for the Order of Australia and other honours committees.

## International

<b>Key performance indicator</b>
<i>Advancement of the Government's international priorities that promote Australia's security, prosperity, international profile and influence</i>
<b>Result</b>
Met



**Photo 2.1** The United States President Barack Obama meeting with the Prime Minister at APEC Philippines November 2015. Photographed by Sahlan Hayes Official Photographer to the Prime Minister.

In 2015–16, the department provided policy and programme support for the Prime Minister’s travel to 15 countries, playing a lead role in advancing Australia’s interests through enhanced engagement with these international partners.

The policy and programme support provided by the department for the Prime Minister’s visit to China in April 2016 secured particularly strong outcomes for Australia, including agreements to strengthen cooperation on innovation in clean technology, biotechnology, agribusiness and marine science, and expanding Chinese tourism to Australia. The Prime Minister was accompanied by nearly 1,000 Australian business representatives, the largest overseas business delegation in Australia’s history.

The department provided support and advice to the Prime Minister at the G20 Leaders’ Summit in Antalya, Turkey on 15–16 November 2015. We also supported the attendance of the Prime Minister’s Sherpa at four Sherpa meetings throughout the year in preparation for the Turkish Summit in 2015 and the Chinese Summit later in 2016. This advice and support helped to shape discussions at the meetings and the strong outcomes of the meetings for trade, energy, and innovation.

PM&C also facilitated and provided policy support for more than 60 meetings and phone calls the Prime Minister held with foreign leaders, including over 20 bilateral meetings with counterparts during the course of the G20, EAS, APEC leaders’ meeting, the Commonwealth Heads of Government Meeting (CHOGM) and the Paris Climate Conference.

The department provided timely policy advice and support on strategic and major international issues affecting Australia's interests, including: work to finalise the TransPacific Partnership (TPP); developments in the South China Sea; Australia's continued involvement in international coalition efforts to combat ISIL/Daesh; and on the implications of the United Kingdom referendum on European Union membership.

The department helped drive implementation of the first phase of Australia's Comprehensive Strategic Partnership with Singapore, including as co-chair of negotiations to secure closer defence cooperation, a review of the bilateral free trade agreement and a new bilateral innovation partnership. PM&C coordinated whole of government work to enhance Australia's strategic engagement with Japan and New Zealand, including through new commitments in innovation, science and technology.

The department supported the Prime Minister in responding to the refugee crisis in Syria and Iraq, with Australia increasing its humanitarian intake by committing to resettle an additional 12,000 refugees fleeing these conflicts.

## Guest of Government visits

**Deliverable: Management of official visits by, and hospitality for, guests of the Government, such as Heads of State, delivery of support for major events, ceremonies and state occasions and coordination of logistical arrangements for the Prime Minister's overseas visits**

### Key performance indicator

*Advice and support for key stakeholders for state occasions, official visits, operations of the Prime Minister's official establishments and former Governors-General that is timely, relevant and of high quality*

### Result

Met

During 2015-16, the department provided essential logistical and administrative support for a number of important international and domestic objectives for the Australian Government. This included support for the Prime Minister's overseas visits programme, for incoming visits by Guests of the Australian Government and for a number of noteworthy State occasions. This activity serves to enhance Australia's international relationships and to promote our national interests. The achievement of this deliverable is demonstrated through the response to the above KPI and is evidenced through feedback from key stakeholders.



**Photo 2.2** The Chinese Premier Li Keqiang and the Prime Minister at a Ceremonial Welcome in Beijing. Photographed by Sahlan Hayes Official Photographer to the Prime Minister.

As part of the visit programme, the Prime Minister travelled to the Middle East to visit members of the Australian Defence Force serving in the region and engage in discussions with his Middle Eastern counterparts.

The Prime Minister undertook a number of significant bilateral visits overseas including to the United States of America where he met the President, the Hon Barack Obama, and to the People's Republic of China where he met with the President, HE Mr Xi Jinping and the Premier, HE Mr Li Keqiang.

Overall, during 2015-16 the department planned, coordinated and successfully delivered eight Prime Ministerial visits overseas, to a total of 15 nations:

- ◆ Papua New Guinea (PIF) (9-10 September 2015)
- ◆ New Zealand (16-17 October 2015)

- ◆ Indonesia, Germany, Turkey (G20) and Philippines (APEC) (12-19 November 2015)
- ◆ Malaysia (EAS) (21-23 November 2015)
- ◆ Malta (CHOGM) and France (COP21) (26 November - 2 December 2015)
- ◆ Japan (17-19 December 2015)
- ◆ Middle East and United States of America (15-21 January 2016)
- ◆ China (13-16 April 2016).

As part of PM&C's core business, the department planned, coordinated and successfully delivered 15 Guest of Government visits to Australia this year. These international dignitaries ranged from Head of State, Head of Government, Royal and ministerial level visits, including:

- ◆ Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall





**Photo 2.3** The Indonesian President Joko Widodo with the Prime Minister at Tanah Abang market in Jakarta. Photographed by Sahlan Hayes Official Photographer to the Prime Minister.

- ◆ the Prime Minister of New Zealand
- ◆ the President of the United Republic of Tanzania
- ◆ Ministers from Vietnam, Germany, Estonia, Finland, United Arab Emirates, Indonesia, India and Sri Lanka.

Other Guests of Government included the Chairman of the National Development and Reform Commission, Peoples' Republic of China; President of the Asian Development Bank; and Chief Secretary for Administration, Hong Kong Special Administrative Region as well as His Excellency Professor Dr Susilo Bambang Yudhoyono AC, the former President of Indonesia.

The department managed a large number of airport facilitations (see Figure 2.1) for Heads of State and Heads of Government transiting or making private visits to Australia.

In addition to the official hospitality normally provided during Guest of Government visits, the department

planned, coordinated and successfully delivered 32 events in support of the Prime Minister, including:

- ◆ two unveiling ceremonies for memorials to those Australians whose lives were lost in the downing of Flight MH17 and the Indian Ocean Tsunami (on 26 December 2004)
- ◆ Leaders' Retreat and three COAG Meetings
- ◆ receptions for the Australian Diamonds Netball Team, the Prime Minister's XI versus New Zealand Cricket Match, the Prime Minister's Christmas Receptions and Australia Day
- ◆ hospitality for the Southern Stars Cricket Team, the National Finalists for the Australian of the Year Awards 2016, the Australian and West Indies Test Cricket Teams and to welcome Senators, Members and their partners and children to the 2016 Parliamentary year.

Figure 2.1 Summary of ceremonial and hospitality services

Services	2015-16
<b>Prime Ministers<sup>1</sup> overseas visits</b>	
Visits made	8
Nations visited <sup>2</sup>	15
Total duration of visits (whole or part days)	36
<b>Official visits to Australia by guests of the Australian Government</b>	
Heads of State	1
Heads of Government	1
Ministers	8
Other guests <sup>3</sup>	5
<b>Total visits excluding airport facilitations</b>	<b>15</b>
Airport facilitations <sup>4</sup>	169
<b>Events</b>	
State Funeral Services	-
State Memorial Services	1
National Memorial Services	1
Additional events	30
<b>Total events</b>	<b>32</b>

## Notes:

- <sup>1</sup> Includes overseas visits for the then Prime Minister, the Hon Tony Abbott MP, and Prime Minister, the Hon Malcolm Turnbull MP.
- <sup>2</sup> Nations may be visited more than once in a given year.
- <sup>3</sup> Guests include visitors who are royalty but are not Heads of State.
- <sup>4</sup> Airport facilitation involved coordinating airport and border control procedures for, and greeting of, Heads of State and Heads of Government on private or transit visits on their international arrival and departure. The facilitation is undertaken by part-time visit officers.

## Leadership and coordination

**Deliverable: Leadership, policy coordination, monitoring and coordinated whole of government responses to Government’s decisions, policies and strategic priorities**

**Key performance indicator**

*Leadership and coordination of the national security community to promote a national security system that anticipates threats, responds effectively to crises and major security events, protects the nation and shapes the world in Australia’s interest*

**Result**

Met

**Key performance indicator**

*Advancement of the Government’s international priorities that promote Australia’s security, prosperity, international profile and influence*

**Result**

Met

### Crisis management

Working proactively with key national security partners, the department provided Government with practical and timely advice and options to manage crises. The department undertook a thorough review of the Australian Government Crisis Management Framework, incorporating lessons

learned from previous crises, specifically Malaysian Airlines flights MH370 and MH17 and the Ebola outbreak.

The department chaired three Crisis Arrangement Committee meetings, provided secretariat support to the Australian Government Crisis Committee and exercised key crisis arrangements. The department also provided verbal briefings to key ministerial offices in advance of the 2015-16 bushfire season. Through this coordination and leadership, the department ensured a whole of government response to national security and emergency events, including the Zika Virus outbreak, the 2016 Paris terrorist attacks, Cyclone Winston and the 2015-16 Christmas bushfires in Southern Victoria.

### Cyber security

The department’s review into Australia’s cyber security arrangements resulted in a new national Cyber Security Strategy, launched by the Prime Minister in April 2016. The Strategy was developed after consultations with over 180 organisations across the public and private sector, and has been well-received by business and the international community as evidenced by positive media during and after the launch.

The department worked with business leaders to position cyber security as a topic for both public and private



**Photo 2.4** Governor-General HE General the Hon Sir Peter Cosgrove AK MC (Ret'd) meets PM&C staff at his visit to the department in September 2015.

sector leaders, culminating in the Cyber Security Roundtable hosted by the Prime Minister in 2015.

The department also chaired domestic Cyber Policy and Information Management Policy Groups, provided secretariat support to meetings of the National Intelligence Coordination Committee, and contributed to other national security and intelligence forums. Stakeholder feedback indicated that the department's work was valued.

### National security and defence

The department led the annual evaluation of the Australian Intelligence Community's performance. This evaluation provided insights into an evolving threat environment and

directly supported the Prime Minister as the Chair of the National Security Committee of Cabinet (NSC). The department worked closely with intelligence and national security agencies to improve information sharing and security, and establish a common domain for all national security agencies.

In response to continuing conflicts in Syria, Iraq and Afghanistan, the department advised the Prime Minister and the Cabinet Secretary on the NSC agenda by shaping submissions, facilitating meetings and finalising minutes. PM&C provided policy support to the Secretaries' Committee on National Security, which meets to assess and develop policy approaches to key strategic and defence issues, including matters to be considered by NSC.



**Photo 2.5** At its meeting on 1 April 2016, COAG agreed a Heads of Agreement for public hospitals funding that will see the Commonwealth providing more funding for public hospital services and also preserves important parts of the existing system, while improving patient safety and the quality of services.

On counter-terrorism, the department provided support to the Prime Minister and the Minister Assisting the Prime Minister on all matters related to domestic and international counter-terrorism efforts, including during incidents of terrorism, particularly incidents in Parramatta, Paris, Brussels and Jakarta. Feedback from key stakeholders has been consistently positive. The department worked closely with Commonwealth agencies and states and territories on the Lindt café coronial inquiry and will continue to play a key role once the Coroner’s findings are handed down.

The department has provided leadership to the Government’s management of returning foreign fighters and the broad suite of counter-terrorism legislative amendments. The department has deepened the Commonwealth’s engagement with

the states and territories on counter-terrorism information sharing through the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and there has been a considerable improvement in cooperation on strategic and operational issues.

The department enhanced Australia’s regional engagement and effective national security partnerships, including supporting the Prime Minister’s meetings with key leaders and the annual AUSMIN meeting, policy development support to the Pacific Maritime Security Programme (PMSP) and the furthering of the US Force Posture Initiative (FPI) foundations. This was evidenced through internal assessment and public comment on the success of the AUSMIN outcomes, positive developments within the PMSP and FPI planning and announcements of Australia’s ongoing commitments to Afghanistan and Iraq.



**Photo 2.6** Troops in Iraq with the Prime Minister in January 2016. Photographed by Sergeant Hamish Paterson, courtesy of the Department of Defence.

PM&C also provided leadership and coordination within the national security community to anticipate evolving Defence issues for consideration by the Prime Minister and the NSC. Working closely with other agencies, the department provided analysis and practical advice to support Government decisions on the development of the 2016 Defence White Paper, as well as acquiring and sustaining Defence capabilities, including the future submarines, naval surface vessels and other major projects. The department also helped progress projects related to the Defence Estate and ICT capabilities.

The department supported whole of government consideration of the national security risks posed by foreign involvement in critical infrastructure. This included the assessment of approximately 120 Foreign Investment Review Board (FIRB) applications to determine where national security

mitigations may be required. The department's work ensured the necessary consultation occurred with appropriate national security agencies.

The department's central position in government was used to promote effective collaboration between agencies in the national security community on legal, diplomatic and policy aspects of the Government's efforts to counter people smuggling, irregular arrivals and the resettlement of refugees. The department ensured that the Government had strong contingency plans in place to respond to legal challenges impacting border policy.

The department supported the Prime Minister's attendance at major commemorative events, and worked with the Australian War Memorial to review the *Official History of Australian peacekeeping, humanitarian and post-Cold War operations, Volume VI*.

<b>Key performance indicator</b>
<i>Coordination and support for COAG meetings</i>
<b>Result</b>
Met

The department supported the Prime Minister at the COAG meetings of 23 July 2015, 11 December 2015 and 1 April 2016. The department also supported seven Senior Officials Meetings chaired by the Secretary of PM&C. Feedback provided by state and territory counterparts at all levels was that these meetings were well organised and smoothly run.

<b>Key performance indicator</b>
<i>Regular, timely and collaborative communication and cooperation with other central agencies, portfolio departments and other key stakeholders</i>
<b>Result</b>
Met

The department engaged regularly and collaboratively with other central agencies and departments to coordinate policy across government. This ensured policy objectives were best aligned across departments and agencies, and were supportive of government direction. The department established dedicated taskforces to:

- ◆ deliver a Prime Ministerial Statement and National Innovation and Science Agenda announced by the Prime Minister on 7 December 2015. The department participated in the Implementation Steering Committee and provided high quality and timely advice to the Prime Minister and the Cabinet Secretary for meetings of the Innovation and Science Committee of Cabinet
- ◆ deliver a whole of government approach to setting Australia's post-2020 emissions reduction target. The Taskforce undertook extensive public consultation and worked closely with the departments of Foreign Affairs and Trade, Environment, Industry and Science and The Treasury. PM&C supported the Prime Minister's participation at the 2015 United Nations Framework Convention on Climate Change (UNFCCC) Conference, at which he affirmed Australia's 2030 emissions reduction target and membership of the Mission Innovation initiative to increase clean energy research investment
- ◆ coordinate the development of the Agricultural Competitiveness White Paper. The white paper, which was released on 4 July 2015, responds to the ideas, feedback and comments from thousands of interested parties—including farmers, industry, business and the community—about how we can ensure the agriculture sector remains a significant contributor to the economy and local communities. It sets out the Government's \$4 billion plan to grow Australian agriculture and strengthen the farming sector

- ◆ coordinate a whole of government response to the growing challenges of methylamphetamine ('Ice') use in Australia, supporting the work of the National Ice Taskforce. The Taskforce, chaired by Mr Ken Lay APM, examined existing efforts to address Ice and identified ways to systematically improve education, health and law enforcement. The final report of the National Ice Taskforce was published in December 2015. A National Ice Action Strategy was subsequently agreed by the Council of Australian Governments (COAG) in December 2015. The secretariat to the Taskforce comprised representatives from five departments, and ran extensive consultations for the Taskforce around Australia.

The department also established the Behavioural Economics Team of the Australian Government (BETA), a joint initiative of 15 agencies across the APS. It is the Australian Government's first central unit applying behavioural economics to improve public policy. BETA began work on 1 February 2016 and is headed by Harvard Professor Michael Hiscox. As at 30 June 2016, almost 400 APS officials had been trained in applications of behavioural insights and randomised controlled trials to public policy, with almost all participants advising that the training was valuable.

The department also worked with state and territory governments and policy agencies to:

- ◆ identify opportunities for federation reform across a range of policy areas including health, education (including preschool, schools, vocational education and training and higher education), housing and homelessness, COAG and federal financial relations. This involved consulting with stakeholders and supporting a Leaders' Retreat on 23 July 2015, where leaders discussed ways in which the Commonwealth and states and territories could cooperate more effectively to improve services for all Australians
- ◆ secure two new national partnerships on early childhood education - the National Partnership Agreement on Universal Access to Early Childhood Education (2016 and 2017) and the National Partnership on the National Quality Agenda for Early Childhood Education and Care (2015-16 to 2017-18). All states and territories signed both national partnerships and the arrangements have now taken effect
- ◆ develop a Heads of Agreement for public hospitals funding from 1 July 2017 to 30 June 2020, which was signed by First Ministers at the 1 April 2016 COAG meeting. PM&C continued to work closely with the Department of Health, The Treasury and state and territory officials to implement the agreement



- ◆ develop policy and settle arrangements for the national roll-out of the National Disability Insurance Scheme (NDIS). As a result the Prime Minister signed agreements for full scheme roll-out with all states and territories except for the ACT, which had already transitioned to full scheme, and Western Australia, which has signed an agreement to work towards full roll-out starting from 1 July 2017. The department also organised a workshop for Commonwealth and state and territory government officials on the critical issue of quality and safety in the NDIS
- ◆ coordinate a whole of government submission to the South Australian Nuclear Fuel Cycle Royal Commission (SANFCRC). The submission was provided on time and provided a factual basis for the SANFCRC to understand the Commonwealth's role and the international implications of Australia potentially increasing its work in the nuclear fuel cycle
- ◆ support the delivery of country of origin labelling reforms by convening an interdepartmental committee to work through and resolve policy and implementation issues with agencies across the Australian Government.

## Status of Women

**Deliverable: Leadership, policy coordination, and communicating measures and benefits for women including reducing violence against women, women's economic empowerment and opportunity and women's leadership and status**

### Key performance indicator

*Provide timely advice and funding to external stakeholders that provide programmes and support to promote women's economic empowerment and opportunity, reducing violence against women, and women's leadership and status.*

### Result

Met

During 2015-16, the Office for Women coordinated the delivery of a range of policies and programmes to increase the safety of women and their children, strengthen women's economic security, and support more women into work and leadership roles.

The Women's Safety Taskforce provided guidance to the Prime Minister and the Minister for Women on the COAG agenda on reducing violence against women, the \$30 million national awareness campaign on violence against women, *Stop it at the Start* launched in April 2016, and the development and implementation of the \$100 million Women's Safety Package, launched in September 2015. The Taskforce also provided secretariat support for the COAG Advisory Panel



**Photo 2.7** The Minister for Women, Senator the Hon Michaelia Cash, at the launch of a joint project in Perth with Lin Hatfield Dodds, the then National Director of UnitingCare Australia.

on Violence against Women, led by Mr Ken Lay APM, which presented its third and final report to COAG in April 2016. The Office for Women continued to support the development of the Third Action Plan (2016–2019) of the National Plan to Reduce Violence against Women and their Children 2010–2022, including ensuring that Indigenous women are recognised in the Plan’s priorities and actions.

The Office for Women also supported the Government to launch the new target for women to hold 50 per cent of Government board positions overall, and men and women to each hold at least 40 per cent of positions on individual boards. This reflected a recommendation of the COAG Advisory Panel on Reducing Violence Against Women and their Children.

The Office for Women also worked with the Australian Public Service Commission

to develop the Balancing the Future: Australian Public Service Gender Equality Strategy 2016–19, and coordinated four roundtables with Australian business leaders to discuss how Government and business can work together to support more women to work and succeed in Australian workplaces.

In March 2016, the Minister for Women, Senator the Hon Michaelia Cash, launched a demonstration project developed in collaboration between the Office for Women, the Department of Employment and UnitingCare. The project selects, trains and mentors women experiencing disadvantage and provides them with employment and future career pathways within the community and aged care services of the UnitingCare network. The project also seeks to build on the G20 commitment to reduce the gender gap in workforce participation of women by 25 per cent by 2025.

On the international level, the Office for Women coordinated and monitored several whole of government policies and strategic priorities, including the Australian National Action Plan on Women, Peace and Security 2012-2018 and the G20 Leaders' commitment to reduce the workforce participation gap.

The department supported Australian delegates at key international forums to progress gender equality domestically and internationally including the United Nations' Commission on the Status of Women, APEC, the World Shelters Conference and the World Assembly for Women.

The department also funded external stakeholders to promote women's economic empowerment and opportunity, reduce violence against women, and promote women's leadership and status. This enabled over 180 women's organisations to bring forward the views, voices and issues of Australian women to government.

## Regulatory reform

**Deliverable: Development of more efficient regulation and effective regulatory management**

**Key performance indicator**

*Lead the implementation of Government deregulation reforms including delivering on the Government's \$1 billion net portfolio targets for reduction in the burden of regulation, repeal days and the regulator performance framework*

**Result**

Met

The department continued to oversee implementation and ongoing development of the Government's Regulatory Reform Agenda. The OECD has listed Australia as one of four countries recognised for their advanced approaches to regulatory policy and governance, based on their use of key regulatory policy tools (regulatory impact analysis, ex post evaluation and stakeholder engagement). Because of our strong regulatory environment, Australia scores better than the OECD average in 18 out of 22 sectors measured under the OECD Services Trade Restrictiveness Index.

For the second year running, the Government exceeded its commitment to reduce red tape for businesses and individuals. Decisions were taken in 2015 across Commonwealth portfolios to reduce the net cost of complying with regulations by \$2.5 billion, more than double the Government's annual

net \$1 billion target. This brings the total of Government decisions taken to reduce red tape to \$4.8 billion between September 2013 and the end of December 2015.

This early achievement of the Government’s red tape reduction target provided a platform to identify opportunities to enhance the Government’s existing agenda. This assessment supported the Government’s 2015 Spring Repeal Day announcement on 12 November 2015 that from 1 July 2016 a strengthened Regulatory Reform Agenda would integrate red tape reduction more closely with regulatory reforms that encourage innovation and competition and improve productivity and economic growth. There would also be a focus on regulatory review to ensure that frameworks remain fit for purpose.

The department continued its work with the Office of Parliamentary Counsel and Commonwealth portfolios to coordinate development of Omnibus Bills to amend or repeal unnecessary regulation. In May 2016, the *Omnibus Repeal Day (Autumn 2015) Act 2016* repealed 14 Acts and amended a further 20 Acts, implementing a wide range of regulatory reforms.

The department contributed to ongoing improvement in the delivery of regulation by overseeing implementation of the Australian Government Regulator Performance Framework. PM&C also worked with portfolios to develop the first three-year programme of external reviews of regulators to provide an independent perspective of regulator performance.

PM&C continued to support regulatory policy and practice competency by delivering events for regulators and regulatory policy officers to share ideas and experiences while building professional networks. Two community of practice events for regulators and a forum for regulatory policy officers were held over 2015–16 and were well received by participants.

Key performance indicator
<i>High quality and timely advice to departments and agencies on best practice regulation making, consistent with the requirements of the Australian Government Guide to Regulation and the COAG’s Best Practice Regulation Guide</i>
Result
Met

Over 2015–16 the department’s Office of Best Practice Regulation (OBPR) promoted evidence-based analysis of the impacts of regulation through administering the Commonwealth Government’s best practice regulation requirements and COAG’s best practice regulation requirements.

The department conducted final assessment of regulation impact statements (RISs) prepared by agencies within the prescribed five-day limit in 52 of 54 cases in 2015–16. For COAG proposals, our average response time was nine business days, coming in under our target key performance indicator of 10 days.

The department also released a free Massive Open Online Course (MOOC) on 1 December 2015. The MOOC, which is available at [riamooc.com](http://riamooc.com), develops participants' understanding of the principles of regulatory impact analysis and RIS processes and has attracted over 500 enrolments from both Australia and overseas.

The Summit was live-streamed by the Australian Broadcasting Corporation and Sky News and generated strong interest within print and social media.

**Deliverable: Develop and release a discussion paper on the cities agenda for public consultation by March 2016**

## Cities

**Deliverable: Host a national summit on cities agenda by April 2016**

The Commonwealth Government's Smart Cities Summit (the Summit) was held on 29 April 2016 in Melbourne. The Prime Minister, the Ministers for the Environment, Major Projects, Territories and Local Government, and Assistant Minister for Cities and Digital Transformation addressed the Summit's 117 registered participants, representing Commonwealth, state and local governments, academia, businesses and non-government organisations.

The Summit was an opportunity for leading stakeholders and experts to help shape a shared vision for Australia's cities. Ministers led a series of roundtables to elicit the best city-shaping ideas, including on ways the Commonwealth can work in partnership with all levels of government, leading experts, the private sector and the community to ensure our cities remain productive, accessible and liveable.

The Smart Cities Plan was released for public consultation at the Smart Cities Summit on 29 April 2016. The Plan outlines the Australian Government's vision for cities—metropolitan and regional—and how smart policy, smart investment and smart technology can deliver integrated long-term planning, targeted investment and urban policy reform.

The Australian Government has invited feedback on the Smart Cities Plan, and as of 30 June 2016, there have been 8,188 downloads of the Smart Cities Plan, and the department has received 109 public submissions from a diverse range of industries, research organisations, local councils and individuals.

City Deals are the primary tools for delivering the Smart Cities Plan, and represent a new approach to coordinating investment, planning and reform across the three levels of government in partnership with business and communities.

**Deliverable: Develop a framework for measuring the performance of Australia’s urban areas by December 2016**

A framework to measure the performance of Australia’s urban areas is due for completion by December 2016. The performance framework will provide a mechanism for reporting on both the national performance of Australia’s major cities and the measurable success of City Deals.

**Key performance indicators**

*Bilateral agreements are in place with willing jurisdictions by December 2016*

**Result**

On track

The Government intends to enter into streamlined memoranda of understanding (MoUs) with willing jurisdictions during 2016–17 and beyond. The MoUs will identify the principles for inter-governmental collaboration and areas for action to be prioritised through City Deals. The department has commenced engagement with New South Wales, Queensland and Tasmanian Government officials.

## Public data

**Deliverable: Development of policies, standards and coordinated approaches to public data sets, including geocoded national address data, to support initiatives such as the commitment to open data principles**

The Australian Government’s open data platforms, data.gov.au and the NationalMap, provide an easy way to find, access and reuse public data. PM&C works across governments to publish data and improve functionality based on user feedback. Guidance on integrating and publishing data is provided through toolkit.data.gov.au, as well as information on improving published data.

The department undertook several policies and initiatives to help guide and coordinate whole of government approaches to public data including:

- ◆ the Public Sector Data Management Implementation Report, 3 December 2015
- ◆ the Australian Government Public Data Policy Statement, 7 December 2015
- ◆ guidance on Data Sharing for Australian Government Entities, 29 April 2016
- ◆ DataStart, late 2015 to early 2016
- ◆ Geocoded National Address File (G-NAF), 26 February 2016.

PM&C oversaw the implementation of the Public Sector Data Management Report, the roadmap of actions to

address identified barriers and improve data-related practices across the Australian Public Service. This was achieved through the Secretaries Data Group and Deputy Secretaries Data Group which are the governance mechanisms for public data initiatives across Australian Government entities.

PM&C provided secretariat support for ANZLIC – the Spatial Information Council, the peak intergovernmental organisation responsible for developing policies and strategies to promote accessibility and usability of spatial information. ANZLIC’s Foundation Spatial Data Framework provided a common reference for the assembly and maintenance of Australian and New Zealand foundation level spatial data.

Key performance indicators
<i>Progress on the increased number of Government data sets accessible online</i>
Result
Met

The department succeeded in increasing the number of government datasets accessible online through data.gov.au and the NationalMap. As at June 2015, 6,877 datasets were accessible on data.gov.au. As at 30 June 2016, there were over 8,200 datasets accessible through data.gov.au, with over 4,400 Application Programming Interface (API) enabled resources, an increase of approximately 1,400 datasets. Progress on this KPI was previously reported through the Department of Communications Annual Report 2014-15.

## Support to the Cabinet and the Federal Executive Council

**Deliverable: Provision of secretariat and support services for the Cabinet, its committees and the Federal Executive Council**

The department provided secretariat and support services for the Cabinet, its nine committees and the Federal Executive Council. In 2015-16 the department provided direct support to 162 Cabinet and Committee meetings. Work involved programming Cabinet business, reviewing and providing advice on Cabinet submissions, facilitating meetings, preparing minutes, and coordinating the consideration of appointments by the Cabinet. In doing this, the department recorded 926 Cabinet minutes (including appointments) and lodged 493 Cabinet documents. Reports to the Prime Minister and the Cabinet on the progress of key decisions of the Government were also provided.

The department also supported the Cabinet in updating its templates and streamlining processes, including publication of a revised Cabinet Handbook on 15 March 2016. In addition, the department improved the timeliness of the release of minutes for the Cabinet and most of its committees, supported the delivery of high quality and timely departmental briefs to the Prime Minister ahead of Cabinet meetings, and continued to explore options to improve the quality of Cabinet submissions.

The department coordinated 12 meetings of the Secretaries' Committee on National Security. The department provided timely administrative support to the Governor-General through 26 meetings of the Federal Executive Council at which 500 papers were considered. Further, the department assisted the National Archives of Australia in preparing the release of Cabinet documents up to 1991. We also provided advice on applications made to public service departments and agencies under the *Freedom of Information Act 1982* (FOI Act) which captured Cabinet-related documentation.

All outcomes delivered by the Cabinet Division were of a high quality as evidenced by the successful running of the Cabinet process.

## Services for the Prime Minister, Portfolio Ministers and Assistant Ministers

**Deliverable: Provision of services for the Prime Minister, Portfolio Ministers, Parliamentary Secretaries [Assistant Ministers] and their ministerial offices**

The department continued to facilitate and coordinate all correspondence, briefings and parliamentary items between its Portfolio Ministers' Offices and the department.

In 2015–16, the department processed 297,374 items of correspondence, 354 Parliamentary Questions on Notice, and 722 Senate Estimates questions on notice including 226 items for Additional Estimates, 235 items for Budget Estimates and 261 for Supplementary Budget Estimates.

The department supported the Prime Minister, the Cabinet, Cabinet committees and its Portfolio Ministers by:

- ◆ supporting the appointment of the Honourable Malcolm Turnbull MP as the Prime Minister of Australia on 15 September 2015
- ◆ supporting changes to the Administrative Arrangements Orders made on 9 July 2015, 21 and 30 September 2015 and on 18 February 2016
- ◆ supporting the changes to the Ministry on 21 and 30 September 2015 and on 18 February 2016
- ◆ coordinating the Government's legislation programme involving the preparation of over 230 briefs to the Assistant Minister responsible for legislation and minor policy matters, as well as issuing 16 legislation circulars to departments and agencies
- ◆ drafting 244 speeches and remarks, 562 written messages, and 197 video messages for the Prime Minister and Portfolio Ministers.

Internal monitoring and feedback processes indicate satisfactory delivery of speeches, correspondence, briefing materials and parliamentary items.



## Official establishments

**Deliverable: Provision of support for the operations of the Prime Minister's official residences and related matters and provision of entitlements to former Governors-General**

### Key performance indicators

*Advice and support for key stakeholders for state occasions, official visits, operations of the Prime Minister's official establishments and former Governors-General that is timely, relevant and of high quality*

### Result

Met

During 2015-16, the department provided administrative services including procurement, account payments, subscriptions, asset management, coordination of access to the department's ICT Network and ICT equipment, and human resource support for the staff of the Official Residences, portfolio ministerial offices and office staff to the former Governors-General. In addition to these business as usual operational activities, the department played a lead role in establishing and supporting the new Prime Minister's Office, seven new portfolio ministerial offices and transitioning the Prime Minister into The Lodge following completion of its refurbishment.

## Improving the lives of Indigenous Australians

The third purpose from the 2015-19 Corporate Plan for the department is *Improving the lives of Indigenous Australians*. This is the overarching goal of the five Indigenous Advancement Strategy (IAS) programmes<sup>2</sup> referenced below. The department funds providers to deliver projects and activities that meet the objectives of the IAS. During 2015-16, the department in consultation with communities, service providers and other stakeholders revised the IAS Grant Guidelines to improve outcomes for Aboriginal and Torres Strait Islander people and communities. Further information on the IAS, the grant guidelines and the department's role in partnering with Aboriginal and Torres Strait Islander people and communities and other stakeholders to develop and implement tailored and innovative local solutions is available on the department's website at: <https://www.dpmc.gov.au/indigenous-affairs/grants-and-funding/funding-under-ias>.

<sup>2</sup> KPIs shown are those where data is available. Areas such as social participation, organisational effectiveness and enhanced environmental outcomes are under consideration. Indicators regarding employment, education and community safety will be disaggregated by remoteness where data is available.



**Photo 2.8** Mr Edward Puruntatameri from Melville Island in the Tiwi Islands, a participant in the Community Development Programme, undertakes skills-building activities.

## Jobs, land and economy

**Deliverable: Increased Indigenous employment, business and economic development**

The Jobs, Land and Economy Programme increased Indigenous employment, business and economic development opportunities, supporting a further 13,694 Indigenous employment placements in 2015–16. Increased employment, business and economic development were achieved through initiatives such as:

- ◆ the Community Development Programme (CDP), which helps job seekers to gain employment in remote Australia by participating in work-like activities that build their skills and benefit local communities. Under CDP, the proportion of eligible job seekers placed in work like activities increased from 45.3 per cent (at the end of the Remote Jobs and Communities Programme) to 82.4 per cent. Reported attendance in these activities has grown from under 5 per cent in July 2015 to almost 35 per cent

- ◆ the Indigenous Procurement Policy, implemented on 1 July 2015. In the first 11 months of the policy, the Australian Government had awarded 1,070 contracts valued at \$229 million to Indigenous businesses. This is around 37 times more than the Government's total spending on Indigenous procurement in 2012-13 (\$6.2 million)
- ◆ the Government's commitment to provide up to 5,000 Aboriginal and Torres Strait Islander people with practical training for a guaranteed job through Vocational Training and Employment Centres (VTECs). This year saw 2,488 Aboriginal and Torres Strait Islander people enter into a job through this initiative, and given this success, the number of VTEC places was increased by 2,500
- ◆ the Employment Parity Initiative, which aims to provide an additional 20,000 jobs for unemployed Aboriginal and Torres Strait Islander people by 2020 and now has 11 agreements in place. To date, the employers who have signed up to the initiative have committed to 7,265 jobs for Aboriginal and Torres Strait Islander people. In 2015-16, 523 Indigenous Australians received jobs through the Employment Parity Initiative
- ◆ 240 new Indigenous cadetships, which commenced with more than 50 employers in 2015-16. This represented an investment of more than \$3 million to support Indigenous Australians to complete their first undergraduate degree
- ◆ a commitment of \$84.3 million to support 777 full-time equivalent ranger positions in 109 Indigenous ranger groups, together with 72 declared and 18 consultation Indigenous Protected Area projects to develop and implement environmental management plans. These plans supported Indigenous land and sea management, Indigenous employment and sustainable enterprise development in Indigenous communities
- ◆ the Indigenous Enterprise Development Programme, which provided \$1.3 million to Indigenous businesses in 2015-16, leveraging private sector funding of \$4.6 million. This funding supported the development of start-up ideas into enterprises and allowed existing businesses to take advantage of commercial opportunities.

<b>Key performance indicator</b>
<i>Increase in the Indigenous employment and participation rates</i>
<b>Result</b>
On track

Data necessary to assess performance against this KPI for 2015-16 will not be available until late 2017 when data becomes available from the 2016 Australian Bureau of Statistics (ABS) Census of Population and Housing.

The latest available survey data to inform progress against this KPI is the 2014-15 National Aboriginal and Torres Strait Islander Social Survey (NATSISS)<sup>3</sup>. This data shows the employment rate for Aboriginal and Torres Strait Islander people of working age increased slightly from 47.5 per cent to 48.4 per cent between 2012-13 and 2014-15. The data also shows a small increase in the participation rate, which rose from 60.1 per cent to 61.1 per cent over the same period<sup>4</sup>. While the NATSISS data shows that this KPI was met for 2014-15, it should be noted that the slight improvement in the employment and participation rates follow a period of decline between 2008 and 2012-13.

The department continued to work closely with mainstream departments and agencies to ensure relevant policies and programmes are appropriately focused on the Closing the Gap employment target.

<sup>3</sup> Note that due to the complexity of national data collections there is a lag between the outcome being recorded (as part of a survey or administrative collection) and publication of the data.

<sup>4</sup> Note that this data should be treated with caution as both the employment and participation rate increases were not statistically significant. The 2012-13 Indigenous employment rate included participants in the Community Development Employment Projects (CDEP) programme. As this programme has now ceased, numbers in the programme were negligible in 2014-15. There was a non-significant increase in the Indigenous non-CDEP employment rate from 45.6 per cent in 2012-13 to 48.4 per cent in 2014-15.

Key performance indicator
<i>Number of employment places filled with assistance by the Indigenous Advancement Strategy - Jobs, Land and the Economy programme and proportion retained to 26 weeks</i>
Result
Met

In 2015-16 the Jobs, Land and Economy Programme (JLEP) supported 16,053 employment placements. This included 8,399 job placements for remote job seekers, both Indigenous and non-Indigenous, through the Community Development Programme (CDP) and 2,488 job placements through Vocational Training and Employment Centres (VTECs).

Tailored Assistance Employment Grants are available through the Indigenous Advancement Strategy to connect working age Aboriginal and Torres Strait Islander peoples with real and sustainable jobs, as well as support Indigenous school students' transition from education to sustainable employment. Through both Tailored Assistance Employment Grants and employment projects funded through the 2015 Grant Round there were 3,502 job commencements for Indigenous Australians in 2015-16.

Employment placements remained steady compared to 2014-15. There was an apparent drop in overall placements, however this is accounted by:



**Photo 2.9** Crocodile Islands Rangers, Amelia Bulpulnga, Shantel Djunmuguntja, Doreen Collins and Chloe Rings conducting a shorebird survey at Rocky Point, on Mililingimbi Island, Arnhem Land, Northern Territory.

- ◆ the cessation of Indigenous Wage Subsidy as a discrete programme, which represents the bulk of the decline. Wage subsidies and other support for employers of Indigenous job seekers in non-remote areas are now supported through jobactive, which is administered by the Department of Employment
- ◆ fluctuations in the labour market
- ◆ a focus on providing funding for projects that support Indigenous Australians into real and sustainable jobs.

In spite of labour market fluctuations, the achievement of 26 week job outcomes has increased slightly over the last two years. Job outcomes as a proportion of employment placements increased from 44 per cent in 2014-15 to 47 per cent in 2015-16.

Key performance indicator
<i>Proportion of job seekers in employment, education or training three months following participating in the Indigenous Advancement – Jobs, Land and the Economy programme</i>
Result
Met

There has been an increase in the proportion of job seekers in employment, education or training three months following participating in IAS funded activities, up from 72.1 per cent in 2014-15 to 72.7 per cent in 2015-16. This was verified through post programme monitoring, surveying participants, and reporting on outcomes achieved for each project.

<b>Key performance indicator</b>
<i>Number of Indigenous ranger jobs contracted</i>
<b>Result</b>
Met

The department funded 777 full-time equivalent Indigenous ranger positions in 109 ranger groups. In addition, we funded approximately 645 full-time, part-time and casual ranger positions in Indigenous Protected Areas.

The Indigenous Ranger programme and Indigenous Protected Areas provide employment for around 2,628 Indigenous persons through 461 full-time, 494 part-time and 1,673 casual jobs. The ranger groups are coordinated by host organisations that are predominantly Indigenous entities, such as Aboriginal Corporations and Land Councils.

The funding for the rangers includes support for nationally accredited training and career pathways in land and sea management. Training is an important component of the ranger programme and is a major contributing factor to the high retention rate of Indigenous rangers.

<b>Key performance indicator</b>
<i>Number of Native Title claims finalised</i> <sup>5</sup>
<b>Result</b>
On track

National Native Title Tribunal figures indicate there were 39 native title determinations in 2015-16: 29 determinations of native title existing in part of the area and ten determinations of native title existing in the entire area.

This compares to 21 determinations in 2014-15: 10 determinations where native title was found in the entire determination area, nine determinations where native title exists in parts of the determination area, and two determinations that native title did not exist.

The department provided support for native title through funding of Native Title Representative Bodies and Service Providers and capacity building of Prescribed Bodies Corporate (PBC), who hold native title. A total of \$100.94 million was available for land, native title and PBC capacity building in 2015-16. This includes funding provided under the Developing Northern Australia White Paper for PBC capacity building.

In close consultation with native title representative bodies and service providers, we developed an outcomes-based funding framework focusing on the efficient and effective performance of statutory native title functions, the development of capable and sustainable Prescribed Bodies Corporate to hold and manage native title rights and interests, and increased transparency and accountability. Outcomes-based funding will apply to native title funding agreements from 2016-17.

<sup>5</sup> Progress on Native Title claims is influenced by the activities of various parties in the Native Title system, including the Federal Court of Australia and State and Territory Governments. Some parts of the system are funded by AGD.

<b>Key performance indicator</b>
<i>Number of land claims being progressed or finalised under Commonwealth land rights legislation and number of township leases being negotiated, agreed or in place</i>
<b>Result</b>
On track

The Kenbi Land Claim, lodged in 1979, has been settled with over eighty per cent of the land (approximately 52,000 hectares) being granted as Aboriginal land under the *Aboriginal Land Rights Act (Northern Territory) 1976* (Land Rights Act). The balance of the land will be transferred as Territory Freehold for the benefit of the claimants. The Kenbi Land Claim has been one of the most complex land claims in the history of the Land Rights Act with two extensive hearings, three Federal Court reviews and two High Court appeals over the claim’s lifespan.

On 21 June 2016, the Prime Minister handed the title deeds for the Aboriginal land to the traditional Aboriginal owners on behalf of the Kenbi Aboriginal Land Trust. Settlement of the land claim will realise the land’s usability, capitalising on the economic development opportunities of Territory Freehold title and its proximity to Darwin.

The Wickham River Land Claim was finalised in June 2016 when the Minister for Indigenous Affairs delivered a deed of grant for approximately 50,000 hectares of Aboriginal land.

There are 42 unresolved land claims submitted under the Land Rights Act which are currently being progressed in partnership with the Aboriginal Land Commissioner, the Northern Territory Government and the Land Councils representing the claimants.

There are currently three township leases over six communities in place—three communities are on the Tiwi Islands at Wurrumiyanga, Milikapiti and Wurankuwu, and three are on the Groote Eylandt Archipelago at Angurugu, Umbakumba and Milyakburra. The department is negotiating four additional township leases using a new township leasing model, in Gunyangara, Mutitjulu, Pirlangimpi and Yarralin. The first three have been agreed in principle.

Negotiations are advanced and execution of leases is expected in late 2016 and early 2017. The new model of township leasing further empowers traditional owners and community members through stronger localised decision making about their land.

The White Paper on Developing Northern Australia was launched on 18 June 2015 by the then Prime Minister, the Hon Tony Abbott MP. The White Paper announced additional funding including for further support to native title corporations; negotiation of 99 year township leases with interested traditional owners over communities on Aboriginal land in the Northern Territory; and support for pilot reforms that broaden economic activity on land.

In the year since the announcement, the Government has announced support for five pilots across the three jurisdictions. This includes support for traditional owners to consider options for land reform in the Kimberley, East Arnhem Land and the Torres Strait. The pilot funding has also supported Austrade to develop a business-friendly guide about land tenure in the north and to work with Indigenous proponents on investment opportunities. Negotiations with a number of communities are also well under way for 99 year township leases in the Northern Territory, and the Northern Territory Government is also developing a new Remote Minor Community Planning Scheme, through which community-led land use plans for 50 minor communities in the Northern Territory will be developed.

## Children and schooling

**Deliverable: Increased Indigenous school attendance and improved educational outcomes**

Through the Indigenous Advancement Strategy (IAS), the department has continued to support a wide range of activities to improve school attendance and educational outcomes for Aboriginal and Torres Strait Islander children. In 2015-16, the department continued to roll out the Remote School Attendance Strategy (RSAS) and to provide tailored training to support more than 450 local employees to perform their duties effectively. The attendance strategy is

now operating in 77 schools across the Northern Territory (NT), New South Wales (NSW), Queensland, South Australia and Western Australia (up from 73 schools in 2015).

The department has supported delivery of Indigenous early childhood, parenting and family support and early learning programmes, and complementary programmes for Aboriginal and Torres Strait Islander children attending school, including nutrition programmes and homework clubs. A key aim of these activities is to improve school readiness and build positive school engagement from an early age. We have also supported young people to stay engaged with and complete school by funding scholarships, mentoring and school-based academy programmes.

The department has also supported the Prime Minister to work with states and territories on improving school attendance and attainment for Aboriginal and Torres Strait Islander students as part of the COAG standing item on Indigenous Affairs.

Key performance indicator
<i>Indigenous school attendance rates in remote areas</i>
Result
Met

Between 2013 and June 2016, the RSAS has achieved gains in average school attendance rates of approximately two percentage points across all schools where the strategy was delivered.



- ◆ The 2015 attendance rate data from the MySchool website shows that of the 73 schools where the RSAS was delivered, 49 schools had a rise in attendance rate, 21 schools experienced a fall and three schools had no change in their attendance rate from Semester 1, 2013 to Semester 1, 2015.
- ◆ The 2015 attendance data from the MySchool website for Northern Territory and Queensland Government schools shows that of the 41 schools where the RSAS was delivered, 26 schools saw their attendance rate rise and 15 schools experienced a fall in their attendance rate from Term 3, 2013 to Term 3, 2015.

Key performance indicator
<i>Year 12 or equivalent attainment – number and proportion of Indigenous young people (aged 20-24) with Year 12 or equivalent Australian Qualifications Framework (AQF) Certificate II level (or above)</i>
Result
On track

The latest available survey data to inform progress against this KPI is the 2014-15 National Aboriginal and Torres Strait Islander Social Survey (NATSISS). Nationally, the proportion of Aboriginal and Torres Strait Islander people aged 20-24 who achieved Year 12 or equivalent increased from 45.4 per cent in 2008 to 61.5 per cent (39,900 people) in 2014-15. This indicator is used to assess progress against the COAG target to halve the gap in Year 12 attainment by 2020.

Key performance indicator
<i>Higher education – number and proportion of Indigenous 20-64 year olds with or working towards post school qualification in AQF Certificate III level or above</i>
Result
On track

The latest available survey data to inform progress against this KPI is the 2014-15 NATSISS. In 2014-15, 44.2 per cent of Aboriginal and Torres Strait Islander people aged 20-64 years (152,500) had or were currently studying a non-school qualification of Certificate Level III or above. This proportion has significantly increased from 40.3 per cent in 2012-13. There were a range of activities funded through the Jobs, Land and Economy Programme that supported the attainment of post school educational qualification in AQF Certificate III level or above. These activities included support for Aboriginal and Torres Strait Islander cadets, vocational training graduates (including apprentices) and school based traineeship participants. For example, in the 2015-16 financial year, 240 Indigenous Australians commenced their first undergraduate degree through the Indigenous Cadetship Support Programme.

Reforms to supplementary programmes assisting Aboriginal and Torres Strait Islander university students were developed during 2015-16. The department worked closely with universities to simplify administration and support a clearer focus on outcomes, building on the recommendations of the

2012 *Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander people*. The *Indigenous Student Success in Higher Education* measure was announced in the 2016–17 Budget. The measure combines funding for the Indigenous Support Programme, Commonwealth Scholarship Programme, and tutorial assistance offered under the Indigenous Advancement Strategy into a single flexible programme. From 1 January 2017 universities will have more capacity to design their scholarships, tutorial support and other assistance to ensure Aboriginal and Torres Strait Islander students are enrolling, progressing and completing their studies in greater numbers.

Key performance indicator
<i>Percentage of Indigenous students meeting National Minimum Standards in National Assessment Programme - Literacy and Numeracy (NAPLAN)</i>
Result
On track

In 2015, across reading and numeracy for Years 3, 5, 7 and 9, the proportion of Aboriginal and Torres Strait Islander students achieving national minimum standards was on track in four areas (Year 7 reading, and Years 5, 7 and 9 numeracy). These results were not on track for Years 3, 5 and 9 reading and Year 3 numeracy, but were more positive than the 2014 results.

Figure 2.2 **Proportion of Indigenous students at or above National Minimum Standards, 2015 NAPLAN**

	Reading	Numeracy
Year 3	78.7%	78.2%
Year 5	73.6%	78.6%
Year 7	80.8%	82.8%
Year 9	71.7%	82.8%

Notes:  
KPIs shown are those where data is available. Areas such as social participation, organisational effectiveness and enhanced environmental outcomes are under consideration. Indicators regarding employment, education and community safety will be disaggregated by remoteness where data is available.

## Safety and wellbeing

**Deliverable: Reduced levels of offending, violence and substance abuse**<sup>6</sup>

Under the Government’s Indigenous Advancement Strategy (IAS), the Safety and Wellbeing Programme has focused efforts on five key outcome areas:

- ◆ reduced substance misuse and harm
- ◆ improved individual and community health, wellbeing and resilience
- ◆ crime prevention, diversion and rehabilitation

- ◆ violence reduction and victim support
- ◆ safe and functional environments.

In 2015-16, over 480 activities were funded across these five outcome areas. Funded activities include alcohol and other drug treatment services, the rollout of low aromatic fuel, social and emotional wellbeing, community night patrols, intensive case management for offenders and at-risk youth, family violence prevention legal services and other family safety activities.

Key performance indicator
<i>Number of initiatives implemented in Indigenous communities to reduce violence</i>
Result
Met

The department supported more than 140 activities to help reduce violence funded in 2015-16. Support for services aiming to address the underlying causes of criminal behaviour, prevent crime and divert Australians away from the criminal justice system, as well as services to help ensure Aboriginal and Torres Strait Islander victims of violence are given support to lead safe lives, have continued in 2015-16. Services funded include:

- ◆ prisoner rehabilitation, Indigenous justice activities, family violence prevention legal services, community night patrols, legal services, family safety, community links and policing
- ◆ the continuation of eight Community Engagement Police Officer positions in the NT, in partnership with the NT Police, with a ninth position established in response to need on Groote Eylandt
- ◆ the construction of a new and expanded police station in Wadeye, a new station in Angurugu and airstrip upgrades in the Torres Strait to support better remote policing.

Key performance indicator
<i>Number of organisations providing Indigenous specific alcohol and other drug treatment services and activities</i>
Result
Met

In 2015-16, 85 organisations across Australia were funded to provide 95 culturally safe treatment, prevention, rehabilitation, education and aftercare activities for Aboriginal and Torres Strait Islander people. The department also worked with the NT Government to support remote Aboriginal communities to tackle alcohol abuse.

<sup>6</sup> KPIs shown are those where data is available. Areas such as social participation, organisational effectiveness and enhanced environmental outcomes are under consideration. Indicators regarding employment, education and community safety will be disaggregated by remoteness where data is available.

Key performance indicator
<i>Number of sites providing low aromatic fuel</i>
Result
Met

Around 170 sites are currently stocking low aromatic fuel in parts of Queensland, Western Australia, and South Australia.

The rollout of low aromatic fuel to identified sites across Australia has continued in 2015–16. Additional fuel outlets are now stocking low aromatic fuel through voluntary conversion. The *Low Aromatic Fuel Act 2013* has also been used to prohibit the sale, transport and supply of regular unleaded fuel and promote the use of low aromatic fuel in mandated areas including Katherine (and surrounding areas), Tennant Creek and Palm Island.

## Culture and capability

**Deliverable: Progress towards a referendum on constitutional recognition**

On 7 December 2015, the Prime Minister, the Hon Malcolm Turnbull MP, and the Leader of the Opposition, the Hon Bill Shorten MP, announced the formation of the Referendum Council to conduct a national consultation process on constitutional recognition of Indigenous peoples and advise on next steps toward a referendum, including options for a referendum proposal.

The newly established Referendum Council agreed to a thorough and inclusive consultation process about recognising Indigenous peoples in the Constitution. This comprehensive process recognises the importance of taking the time to give Aboriginal and Torres Strait Islander peoples an opportunity to share their views. Consultations commenced with three significant meetings with Aboriginal and Torres Strait Islander leaders, including traditional owners and representatives of peak bodies.

The Council also progressed the framework for consulting more broadly, announcing that a concurrent series of Indigenous consultations and community-wide consultations would occur in the second half of 2016 and early 2017. The Council began work on a digital platform that will give all Australians the chance to have their say.

Separately, the department provided funding of \$5 million for Reconciliation Australia's 'Recognise' campaign, to continue building awareness of the importance of recognising Aboriginal and Torres Strait Islanders in the Constitution.

Key performance indicator
<i>Release of a draft proposal for a constitutional amendment to recognise Indigenous peoples and completion of a review under the Aboriginal and Torres Strait Islander Peoples Recognition Act 2013</i>
Result
On track

The review under the *Aboriginal and Torres Strait Islander Peoples Recognition Act 2013* was completed in September 2014. The Referendum Council will deliver its Final Report to the Prime Minister and the Leader of the Opposition following the conclusion of consultations.

**Deliverable: Increase the participation of Indigenous people in Australian society through cultural activities and events, Interpreting, Healing and Broadcasting services**

Seven Indigenous cultural festivals received support during 2015-16, including the Garma Festival of Traditional Culture in East Arnhem Land, NT, which received \$400,000 in funding from the department. The festival attracted more than 2,500 people.

In addition to supporting major festivals, NAIDOC events, healing, and Indigenous broadcasting, the Culture and Capability programme also supported Indigenous interpreter activities. This included the National Accreditation Authority for Translators and Interpreters (NAATI). NAATI convened an Indigenous interpreter accreditation workshop in Cairns resulting in the accreditation of nine participants in a number of languages including Torres Strait Creole (Yumplatok), Kalaw Kawaw Ya (KKY) and the Meriam Mir languages. Accreditation creates employment opportunities for Aboriginal and Torres Strait Islander people as professional interpreters and supports the maintenance and use of valuable Indigenous languages.

The department also provided the Australian Rural Leadership Foundation with \$1.25 million to support emerging and established leaders from remote and rural areas across Australia.

Key performance indicator
<i>Number of cultural, broadcasting and healing projects and activities supported</i>
Result
Met

The department supported 1,095 cultural, healing and broadcasting activities. The 2015 NAIDOC theme “We all Stand on Sacred Ground – Learn, Respect and Celebrate” emphasised Aboriginal and Torres Strait Islander peoples’ strong and continuous spiritual and cultural connection to land and sea and was chosen to highlight and celebrate the 30th anniversary of the ‘Handback’ of Uluru to its traditional owners. NAIDOC grants were provided to 463 projects. The Culture and Capability programme supported 330 discrete healing activities and projects, primarily through the Healing Foundation.

In 2015-16, the department provided \$21 million to the Indigenous broadcasting sector, supporting 51 organisations and 121 licensed broadcasting services (including Remote Indigenous Broadcasting Services, Indigenous radio stations and ICTV). Two-thirds of this funding is for remote and very remote broadcasting services.

**Deliverable: Strengthen the capability of Indigenous organisations**

The department implemented the Government’s Strengthening Organisational Governance policy to build the governance capability of organisations. Under the policy, organisations receiving grants of \$500,000 or more (GST exclusive) in a single financial year through Outcome 2 are required to incorporate under Commonwealth legislation.

The Registrar of Indigenous Corporations, an independent statutory office holder, continued to register and regulate Indigenous organisations under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act). The Registrar works with Aboriginal and Torres Strait Islander people to strengthen the capability and governance of corporations and to empower members and directors to take an active role in the management of their corporations. The Annual Report of the Registrar of Indigenous Corporations is at Appendix C.

**Key performance indicator**

*Increased proportion of Indigenous organisations receiving significant funding from the Australian Government under this outcome which are registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006*

**Result**

Met

The proportion of Indigenous organisations that receive significant grant funding (\$500,000 or more GST exclusive) that are now registered under the CATSI Act increased to 57 per cent in 2015–16. The CATSI Act provides a robust regulatory framework and access to specialist assistance that helps improve public confidence in the security and delivery of programmes that those organisations are funded to deliver.

**Remote Australia strategies**

**Deliverable: Invest in local, flexible solutions based on community priorities**

Through the Remote Australia Strategies Programme, the department is refocussing remote funding by devolving responsibility for the programme budgets to the Regional Network. This will assist in creating genuine partnerships between government and Aboriginal and Torres Strait Islander peoples and assist with tailoring solutions to local circumstances to address the multiple dimensions of disadvantage faced by many remote Aboriginal and Torres Strait Islander communities.

Specific measures under the Remote Australia Strategies Programme to address Indigenous community investment included:

- ◆ supporting the Murdi Paaki Regional Assembly in regional and sub-regional planning to align local investment priorities with the Indigenous Advancement Strategy and other Commonwealth and NSW Government priorities
- ◆ providing a solar powered pump to the Seisia Community Torres Strait Islander Corporation to pump ground water from a bore. The installation of the solar pump has assisted the community to produce cattle feed and provide alternative employment opportunities in cattle handling, irrigation techniques, water infrastructure, sales and horticulture
- ◆ building two group homes to provide accommodation to enable 12 female students to attend Tiwi College on Melville Island.

themselves. The Prime Minister wrote to the Co-Chairs of the Empowered Communities Indigenous Leadership Group on 7 December 2015, strongly supporting the place-based, whole of government approach outlined in the Empowered Communities report.

This support includes allocating \$14.787 million to June 2019 under the Culture and Capability programme for Empowered Communities backbone organisations that will provide critical capability for regional implementation of this initiative. The Government is progressing the regional response for Empowered Communities before considering the institutional governance or legislative reforms also recommended in the report.

**Deliverable: Invest in remote housing**

Key performance indicator
<i>Number of community based Indigenous Advancement Strategies developed</i>
Result
Met

Indigenous leaders from eight regions across Australia provided an Empowered Communities design report for Australian Government consideration in March 2015. The purpose of the Empowered Communities model is to rebalance the power between government and Indigenous Australians and empower individuals, families and communities to create better lives for

The National Partnership Agreement on Remote Indigenous Housing (NPARIH) is a ten-year programme to help fix significant overcrowding, homelessness, poor housing conditions and serious housing shortages in remote Indigenous communities. Under NPARIH, the states and the Northern Territory build and upgrade remote housing, improve the management of the houses and create job opportunities for Aboriginal and Torres Strait Islander people within the NPARIH building programme.

A new Remote Housing Strategy was negotiated to replace the last two years of the NPARIH. The Remote Housing Strategy, which commenced on 1 July 2016 and will cease on 30 June 2018, provides \$774 million to

Queensland, Western Australia, South Australia and the Northern Territory to build new houses and refurbish existing houses.

The deliverables for NPARIH as set by the Council of Australian Governments (COAG) in 2008 were:

- ◆ 4,200 new houses to be delivered by 2018 with a cumulative total as at 30 June 2016 of 3,233 new builds completed
- ◆ 4,800 refurbishments to be delivered by 2014 this target was met in 2012-13, and the cumulative total as at 30 June 2016 stood at 7,350 refurbishments completed.

Funds under the Remote Housing Strategy are also for the delivery of specific outcomes set for each jurisdiction for improved property and tenancy management outcomes and engagement of Aboriginal and Torres Strait Islander employees and businesses, including through the Community Development Programme. Jurisdictions are also funded to deliver outcomes which assist Aboriginal and Torres Strait Islander people from remote communities into home ownership or to move for employment and education opportunities.

<b>Key performance indicator</b>
<i>Number of standardised tenancy agreements in place in relation to houses located on Indigenous land</i>
<b>Result</b>
Met

The states and the Northern Territory have advised the Commonwealth they have 10,382 standardised tenancy agreements in place at 30 June 2016.

This number represents the total number of new builds and refurbishments completed over the life of the NPARIH. Each new and refurbished house has a tenancy agreement negotiated with the new tenants upon commencing their tenancy. Jurisdictions have between four and eight weeks from the completion of works to have the tenancy agreement in place.

<b>Key performance indicator</b>
<i>KPI: Number of new home owners on Indigenous land</i>
<b>Result</b>
Met

During 2015-16, IBA approved 20 Remote Indigenous Home loans in remote communities, including two on Indigenous leasehold land.

Substantial policy work has been undertaken over 2015-16 to consider the effectiveness of the Indigenous Home Ownership Programme (IHOP). This included taking into account findings of the Australian National Audit Office's assessment of the programme, which revealed various shortcomings including a lack of support for low income earners.