



Australian Government

**Australian Government Response
to the
Joint Committee of Public Accounts and Audit Report No. 427
*Inquiry into National Funding Agreements***

August 2012

General Comments

The Australian Government agrees with the broad thrust of the report. The Intergovernmental Agreement on Federal Financial Relations (IGA FFR), which commenced in 2009 and establishes the framework for the Commonwealth's financial relations with the States and Territories (the States), represents the single most significant shift in Commonwealth-State financial arrangements in decades.

Previously, federal financial relations were characterised by the Commonwealth placing a high degree of prescription on a large number of payments to the States, which constrained flexibility and innovation in service delivery. The new federal financial relations framework (FFR framework) provides States with flexibility to deliver quality services where they are most needed. It also increases governments' accountability to the public through a focus on the achievement of outcomes, clearer specification of roles and responsibilities, and enhanced public performance reporting. The Council of Australian Governments (COAG) Reform Council's 2011 report on the progress of the COAG reform agenda found that governments have made significant progress in realising many of the institutional features of the IGA FFR.

The Commonwealth has taken a range of steps to support the realisation of the IGA FFR. In 2010 the Commonwealth led, in conjunction with the States, a major review of agreements under the IGA FFR (the 'Heads of Treasuries Review'). Following the review, the Commonwealth has led work to improve performance frameworks in the National Agreements, to ensure that progress is measured and all jurisdictions are clearly accountable to the public and COAG for their efforts. To ensure the necessary cultural change to embed the FFR framework occurs across Commonwealth agencies, Commonwealth central agencies developed comprehensive guidance material (the 'Drafters' Toolkit') to assist portfolio agencies in drafting new agreements under the IGA FFR.

Further information is provided in response to the recommendations.

Response to the Recommendations

Recommendation No. 1

The Committee recommends that the Department of Finance and Deregulation examine the interaction between the new grants framework and grant payments delivered under the Intergovernmental Agreement on Federal Financial Relations. The report should propose options to remove inconsistencies and improve governance arrangements for all grants provided to States and Territories (States).

A copy of the report should be provided to the Joint Committee of Public Accounts and Audit (JCPAA), with the Government's Response to this recommendation - and both should be made publicly available.

Response

The Government disagrees with the recommendation. The interaction between the *Financial Management and Accountability Act 1997* (FMA Act) and the IGA FFR has already been examined as part of the Heads of Treasuries (HoTs) Review, in consultation with the Australian National Audit Office (ANAO) and the Department of Finance and Deregulation. The Treasury has used this Review to develop and disseminate new guidance to Commonwealth line agencies.

Both frameworks contain accountability requirements which reflect the nature of the funding provided. The IGA FFR framework is focussed on giving the States flexibility in the achievement of outcomes for which funding is provided by the Commonwealth. On the other hand, the range of programs that fall under the Commonwealth grants framework is diverse and their administration requires the careful exercise of judgement in applying the key principles for grants administration, as articulated in the Commonwealth Grant Guidelines (CGGs). This results in different accountability requirements depending on the nature, size and purpose of the granting activity.

The Commonwealth grants policy framework is underpinned by the CGGs, which were introduced from 1 July 2009. The CGGs contain mandatory requirements and better practice guidance designed to promote transparency and establish a robust accountability framework around grants administration in the Commonwealth. Payments made under the IGA FFR have been specifically excluded from the definition of "grant" under the Financial Management and Accountability Regulations 1997 and, as a result, from the CGGs, on the basis that separate accountability mechanisms exist under that framework to manage those payments effectively in the context of Commonwealth-State relations.

Where States obtain Commonwealth grant funding through programs that are not covered by the IGA FFR, for example, through competitive or targeted grant processes, it is appropriate that they are subject to the same accountability requirements as other grant recipients. While this may result in different accountability requirements for the States depending on whether funding is received through the IGA FFR process or from grant programs covered by the CGGs, this appropriately reflects the different nature of program funding and the level of autonomy and discretion involved.

The Department of Finance and Deregulation is currently undertaking the Commonwealth Financial Accountability Review (CFAR), a multi-year review of the operation of the Commonwealth's financial framework from first principles. A discussion paper was released publicly on 27 March 2012 and is available at <http://cfar.finance.gov.au>. The objective of the discussion paper was to facilitate consultation and broad public discussion on the Commonwealth financial framework. The discussion paper noted the interaction of the CGGs with the *Federal Financial Relations Act 2009* and sought feedback from stakeholders to assist in determining what reforms might be considered when the Department of Finance and Deregulation puts forward options to the Government later in 2012.

Recommendation No. 2

The Committee recommends that the Commonwealth Government makes the recommendations and a summary of the findings of the Heads of Treasuries Review public, along with the associated Government response and implementation strategies.

Response

The Government notes the recommendation.

The Government also notes that in response to the review, COAG established in February 2011 a steering group, led by Senior Officials from First Ministers' and Treasury agencies, to take forward the key and related recommendations arising from the HoTs Review, to consider improvements to the governance and performance reporting framework and to tackle deficiencies in the design of current agreements identified by the HoTs Review and reports of the COAG Reform Council (CRC), to reinforce COAG's commitment to performance and public accountability.

As part of this process, the performance frameworks of each of the six National Agreements (NAs) and select National Partnership (NP) Agreements were reviewed to ensure that progress is being measured and that all jurisdictions are clearly accountable to the public and COAG for their efforts. The reviews were conducted by working groups comprising officials from Commonwealth, State and Territory treasuries, First Ministers' departments and portfolio agencies. The reviews were conducted in consultation with Standing Council data groups, the CRC and the Secretariat to the Steering Committee for the Review of Government Service Provision.

The reviews addressed aspects of the performance reporting frameworks identified as requiring attention in the HoTs Review and in reports by the CRC and the Steering Committee for the Review of Government Service Provision. The outcomes of the reviews provided the basis of recommendations to COAG on improvements to each agreement's performance framework. All reviews have now been completed. COAG agreed on 13 April 2012 to a revised National Agreement on Skills and Workforce Development and a revised NP on Homelessness. COAG also endorsed a report on the completion of improvements to the NP on Indigenous Economic Participation. On 25 July 2012, COAG agreed a revised National Disability Agreement (NDA), National Affordable Housing Agreement (NAHA), National Education Agreement and National Healthcare Agreement. COAG also agreed the review of the performance framework of the National Indigenous Reform Agreement out-of-session. These documents are available from the COAG website: www.coag.gov.au. Further work will be done in 2012 to develop provisional benchmarks with quantifiable targets for the NDA and NAHA.

Recommendation No. 3

The Committee recommends that the Department of the Prime Minister and Cabinet and central agencies investigate whether additional measures are needed to encourage and enforce the application of the Intergovernmental Agreement on Federal Financial Relations' principles and associated guidelines, and that the findings of the investigation be publicly released and provided to the Committee.

Response

The Government notes the recommendation. The Department of the Prime Minister and Cabinet and other central agencies continue to pursue a range of measures to promote the application of the IGA FFR principles and associated guidelines. This includes the development and promulgation of the Drafters' Toolkit which incorporates:

- an updated Federal Finances Circular on Developing National Partnership (NP) Agreements under the FFR framework, and an updated NP template;
- a new Federal Finances Circular on the Processes for drafting, negotiating and varying agreements, and related estimates and payments processes;
- a new Federal Finances Circular on Developing Implementation Plans (IPs) for NPs, and an updated IP template;
- a Conceptual Framework for performance reporting; and
- two short guides: one on the IGA FFR and another on payments that fall within the FFR framework.

This information is available on the website of the Standing Council on Federal Financial Relations: www.federalfinancialrelations.gov.au

The Drafters' Toolkit and other aspects of HoTs Review implementation were the subject of correspondence from the Secretary of the Commonwealth Treasury to relevant portfolio agency secretaries on 23 December 2011, which was later copied to relevant departmental Chief Financial Officers.

Recommendation No. 4

The Committee recommends that the Department of the Prime Minister and Cabinet and central agencies, in consultation with appropriate experts, develop a set of agreed definitions for assurance requirements to be used in NAs, NPs and IPs.

Response

The Government notes the recommendation. The IGA FFR and the Drafters' Toolkit set out the requirements for NAs, NPs and IPs.

The IGA FFR specifies that NPs must focus on outcomes and outputs rather than inputs. Consequently, it provides for a reduction in Commonwealth prescriptions on service delivery by the States, and states that agreements will not include financial or other input controls, giving the States more flexibility in how services are provided to achieve the outcomes for which they are responsible.

Recommendation No. 5

The Committee recommends that a structured approach be developed and implemented by the Department of the Prime Minister and Cabinet and other central agencies to ensure relevant staff receive specific training to enhance understanding of the Intergovernmental Agreement on Federal Financial Relations and develop the skills required to meet outcomes focused performance reporting requirements.

Response

The Government agrees with the recommendation. In addition to the development and dissemination of the Drafters' Toolkit (see response to Recommendation 3), Commonwealth central agencies continue to pursue a range of measures to enhance understanding of the IGA FFR and develop the skills required to meet outcomes-focussed performance reporting requirements.

Following COAG's agreement to the HoTs Review, Treasury held two forums to discuss the findings and recommendations of the review with officials of all relevant portfolio agencies. The Department of the Prime Minister and Cabinet holds regular meetings with other Commonwealth central agencies and relevant portfolio agencies to discuss COAG and IGA FFR related issues. Commonwealth central agencies also engage with relevant portfolio agencies on a routine basis, providing advice on IGA FFR matters and draft agreements, as well as overseeing formal clearance processes for the development and agreement of NPs, IPs and Project Agreements (PAs). The Department of the Prime Minister and Cabinet is also developing a presentation on the IGA FFR and how to develop agreements under the FFR framework. The presentation will be delivered jointly with Treasury to Commonwealth portfolio agencies on a targeted basis.

The Department of Finance and Deregulation is currently reviewing its financial management education strategy including the most effective way to meet education needs across the Commonwealth. This includes working with the Australian Public Service Commission (APSC) to develop and deliver base level financial management framework training to officers new to the Senior Executive Service. Commonwealth central agencies are exploring opportunities to leverage the Department of Finance and Deregulation's work in this area to develop and deliver education products to enhance the awareness and understanding of the requirements of the FFR framework.

Recommendation No. 6

The Committee recommends that the Department of the Prime Minister and Cabinet, in consultation with other central agencies, establish processes to ensure that there is clarity of the outcomes to be achieved and these are clearly reflected in national funding agreements. The committee asserts that to underpin the achievement of outcomes, mutual understanding of the end goal must drive the cultural change, the training and skill development, and the quality and timeliness of data collection and publication. At all times, outcomes should be the focus in the development of all NAs.

Response

The Government notes the recommendation. As outlined in the response to Recommendation 2, on 13 February 2011 COAG agreed, in response to the HoTs Review, to review the performance frameworks of each of the six NAs and select NPs to ensure that progress is being measured and that all jurisdictions are clearly accountable to the public and COAG for their efforts.

In addition to the work to implement the HoTs Review, the Department of the Prime Minister and Cabinet and the Treasury work continuously with relevant portfolio agencies to develop NPs and IPs under the IGA FFR that have a strong focus on specifying outcomes and identifying robust performance measures and data to assess progress in achieving outcomes over time.

Recommendation No. 7

The Committee recommends that the Department of the Prime Minister and Cabinet, in collaboration with agencies such as the Australian Public Service Commission, should lead a process to provide training across the broader Australian Public Service which incorporates information on the Intergovernmental Agreement on Federal Financial Relations to explain the importance of the Agreement and its principles.

Response

The Government agrees with the recommendation. As mentioned in response to Recommendation 3, guidance materials have been developed for relevant staff in affected agencies. The Department of the Prime Minister and Cabinet is developing a presentation on the IGA FFR and how to develop agreements under the FFR framework. The presentation will be delivered jointly with Treasury to Commonwealth portfolio agencies on a targeted basis. An improved COAG website has also been launched.

As mentioned in response to Recommendation 5, Commonwealth central agencies are also exploring opportunities to leverage the Department of Finance and Deregulation's work with the APSC, to develop and deliver education products to enhance the awareness and understanding of the requirements of the FFR framework.

Recommendation No. 8

The Committee recommends that the Commonwealth works through the Council of Australian Governments to ensure that States develop and implement a similarly structured approach to foster cultural change throughout departments and agencies and ensure all staff receive relevant training to enhance understanding of the framework and develop the skills required to meet outcomes focused performance reporting requirements.

Response

The Government notes the recommendation. The Drafters' Toolkit (see response to Recommendation 3) was developed and agreed in consultation with State and Territory central agencies. At their meeting of 9 December 2011, HoTs agreed to disseminate and promote the Drafters' Toolkit to its respective portfolio agency secretaries or equivalents. The Secretary of the Commonwealth Treasury wrote to relevant portfolio agency secretaries on 23 December 2011.

States have also undertaken a range of measures to foster cultural change to ensure all staff receive relevant training to understand the IGA FFR and to develop the skills required to meet outcomes-focussed performance reporting requirements. More information provided by the States is available at [Attachment A](#).

Recommendation No. 9

The Committee recommends that the Department of the Prime Minister and Cabinet and central agencies report back to the Committee within six months on work undertaken to move towards the 'single report to multiple agencies' ideal and the potential to develop a set of standard data requirements for areas of national interest.

Response

The Government agrees with the recommendation. The Government supports streamlining reporting requirements and consolidating data collections wherever possible to reduce the reporting burden. This objective will always be balanced with the need to have data that are fit-for-purpose, timely and robust.

In response to the Committee's request to report back, significant progress has already been made to move towards the 'single report to multiple agencies' ideal. In particular, agencies like the Productivity Commission and the CRC already draw almost entirely on secondary information sources rather than approaching providers and States directly for the same information. There are several areas of work underway to consolidate data collections, including:

- a) the development of National Minimum datasets to improve performance reporting against NAs and NPs;
- b) the National Centre for Vocational Education Research (NCVER) data collations;
- c) Australian Curriculum, Assessment and Reporting Authority (ACARA) and National Assessment Program – Literacy and Numeracy (NAPLAN) data collections; and
- d) the Australian Bureau of Statistics 'Measuring Wellbeing' framework.

Additionally, METeOR, the Australian Institute for Health and Welfare's (AIHW's) Metadata Online Registry, is a repository for national metadata standards for health, housing and community services statistics and information. The catalogue of holdings of AIHW data is an online searchable catalogue of a selection of data held by the Institute for statistical purposes.

Recommendation No. 10

The Committee recommends that the Prime Minister through the Council of Australian Governments, take steps to respond to the reports and recommendations of the Council of Australian Governments' Reform Council within three months.

Response

The Government agrees with the recommendation. COAG has already undertaken to respond to CRC reports and recommendations within three months.

Recommendation No. 11

The Committee recommends that the Prime Minister table COAG Reform Council reports in the Commonwealth Parliament one month after submission to COAG, and that relevant Productivity Commission reports are tabled as soon as practical. Once tabled, these reports should be automatically referred to an appropriate Joint Standing Committee for review.

Response

The Government notes the recommendation. The CRC releases publicly its NA performance and NP assessment reports, and Productivity Commission reports are already tabled in Parliament within 25 sitting days of being received by the Treasurer. However, in some instances neither the CRC nor COAG release certain reports. This occurs, for example, when the contents are commercial-in-confidence. Consequently, COAG reserves the right to withhold certain reports if there is a compelling reason to do so.

Recommendation No. 12

The Committee recommends that signed National Partnerships are tabled in Parliament, along with a complementary Ministerial Statement.

Response

The Government disagrees with the recommendation. All agreements under the IGA FFR are available publicly on the website of the Standing Council on Federal Financial Relations.

Recommendation No. 13

The Committee recommends that the Prime Minister deliver an annual Statement to the House:

- outlining the Commonwealth Government's perspective on the contribution of national funding agreements to the improvement of the well-being of Australians; and
- summarising the number of current, new, upcoming and expired NAs and NPs.

Response

The Government notes the recommendation, but considers that the recommendation's objective is delivered through other existing avenues. COAG's contribution to the improved well-being of Australians is already canvassed by a range of agencies through a number of different reports by the CRC, the Productivity Commission and indirectly through the measures of Australia's wellbeing reported by the Australian Bureau of Statistics.

For example, the CRC produces an annual report, *COAG Reform Agenda: Report on Progress*, and a number of reports on progress under the NAs and certain NPs. Similarly, the Productivity Commission reports on the 'Impacts and Benefits of COAG reforms' and provides COAG with information on progress through its Report on Government Services. Finally, COAG itself reports on its progress through the communiqué published after each meeting and published on its website.

All NAs, NPs, IPs and PAs are available publicly on the SCFFR website which is updated regularly. Information on upcoming and expired agreements is published in Budget Paper 3 and Part 3, Attachment D of the Mid-Year Economic and Fiscal Outlook, which are public documents tabled in Parliament.

Recommendation No. 14

The Committee recommends that the Department of the Prime Minister and Cabinet and central agencies investigate steps so that Portfolio Budget Statements and annual reporting requirements provide a more comprehensive picture of the performance and outcomes of programs under National Partnerships across government.

Response

The Government notes the recommendation. The CRC already reports on progress against those NPs that support the objectives of an NA, much of which is summarised in its annual *COAG Reform Agenda: Report on Progress* and in its annual NA performance reports. The CRC also reports on whether performance benchmarks have been achieved in NPs with reward payments. For other NPs, Commonwealth agencies may publish progress or final program reports on their websites.

The Department of Finance and Deregulation is already taking steps to improve the guidance it provides to agencies on performance reporting in the Portfolio Budget Statements as part of its response to a recent ANAO Performance Audit Report (No.5) 2011-12: *Development and Implementation of Key Performance Indicators to Support*

the Outcomes and Programs Framework. The Department is also considering the inclusion of further guidance on how to reference performance reporting for programs delivered through NAs.

States and Territories are responsible for delivering the majority of outcomes and outputs under NPs. The primary purpose of Commonwealth agency annual reports, on the other hand, is to report on the performance of the Commonwealth agency in relation to services provided.

Recommendation No. 15

The Committee recommends that, in light of the range of review activity currently underway, the Commonwealth Government take this opportunity to institute and deliver on the Intergovernmental Agreement on Federal Financial Relations' full potential. With these changes Australia will be well positioned to continue on the reform pathway in the coming decade.

Response

The Government agrees with the recommendation.

Attachment A**STATE AND TERRITORY ACTIVITIES TO FOSTER CULTURE CHANGE WITH RESPECT TO THE INTERGOVERNMENTAL AGREEMENT ON FEDERAL FINANCIAL RELATIONS**

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
NSW	Development and dissemination of explanatory documentation such as Premier's Memorandum M2011-19 and the related NSW Protocol for the Intergovernmental Agreement on Federal Financial Relations.	All agencies	To promote understanding of the IGAFRR's principles and aspirations including a focus on outcomes with flexibility for States to determine their own priorities and tailor programs to their own contexts.
	Regular contact between DPC policy officers, Treasury and line agency officers.	All agencies	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Dissemination of information relevant to COAG and national reform to intergovernmental contact officers in line agencies.	All agencies	To promote understanding of the IGAFRR and issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Using the templates and guidance material developed by the HoTs Review Implementation Working Group, NSW DPC will consider a further strategy for the implementation of the IGAFRR.	All agencies	To improve NSW agencies' understanding of the IGAFRR and their roles in its implementation.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
Victoria	<p>Following the 2008-2009 reform implementation period, in 2010 DPC and DTF developed a strategic communications plan (based on external expert advice) that incorporates both:</p> <ul style="list-style-type: none"> • mechanisms for ongoing leadership and engagement from the Victorian Government and senior public servants, through regular items on the agendas of relevant decision-making and coordination/oversight fora (including the State Coordination and Management Council of heads of departments, a dedicated intergovernmental relations network for senior executives and a FFR manager-level group); and • a proactive capability-building program for relevant departmental managers and officers (including “principles and processes” guidance material, “basic training” and “FFR expert” workshops, and a dedicated VPS intranet resources page). 	All departments	<p>To promote high-level VPS awareness and ongoing implementation of the federal financial relations (FFR) framework, including an appreciation of how underlying reform principles are consistent with both good strategic policy disciplines and the Government’s own innovation and accountability agenda.</p> <p>Implementation of this plan is ongoing.</p>
	Ongoing inter-departmental forum on performance reporting issues.	All departments	Share experience and insights on current issues in performance reporting and related developments in outcomes-based performance reporting.
	Central agency co-ordination of Victoria’s engagement with CRC reporting processes.	Portfolio departments with associated performance reporting responsibilities.	To assist Victorian portfolio departments in providing high-quality and robust information to the public through the CRC reporting process; this outward-looking work reinforces the importance of underlying reform principles such as enhanced outcomes-based public

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
			accountability, clearer roles and responsibilities and reduced administration and compliance overheads.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
Queensland	Information sessions on the IGAFRR, its intent and implementation, conducted in 2010.	Agencies most affected by national reform agenda	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Monthly meetings between DPC, Treasury and line agencies.	Key agencies e.g. Health, Education, Communities, Public Works	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Periodic cross-agency meetings to discuss COAG related matters generally and IGAFRR related matters specifically.	Agencies most affected by national reform agenda (e.g. health, education, transport, housing, Indigenous affairs, business regulation, disability services)	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Regular contact between DPC and Treasury officials and line agencies.	All	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Under Treasurer advice to key stakeholders of changes to the IGAFRR.	All	To ensure that key stakeholders have a current understanding of IGAFRR issues.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
Western Australia	Monthly meetings between DPC, Treasury and line agencies.	Key agencies e.g. health, education	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Periodic cross-agency meetings to discuss COAG related matters generally and IGAFRR related matters specifically.	Agencies most affected by national reform agenda e.g. health, education, transport, child protection, housing, Indigenous affairs, commerce, disability services	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Regular daily contact between DPC and Treasury officials and line agencies.	All	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Information sessions on the IGAFRR, its intent and implementation, conducted in 2010.	Agencies most affected by national reform agenda	To promote understanding of the IGAFRR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
	Meetings with Deputy Directors General immediately prior to COAG meetings.	Key agencies e.g. health, education	To discuss issues on COAG agenda including issues relating to negotiating and/or implementing NAs, NPs and IPs.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
South Australia	Meetings of the chief-executives level COAG Implementation, Reporting and Evaluation Group (CIREG), chaired by the chief executive of the Department of the Premier and Cabinet.	Treasury and agencies relevant to key COAG areas: health; education; further	CIREG provides oversight of South Australia's implementation of its obligations under NAs and NPs. In particular, CIREG discusses issues arising

	education, employment, skills and training; and communities and social inclusion.	from the negotiation and/or implementation of NAs, NPs and IPs; the implications for South Australia of the performance reports that are published by the CRC; and oversees an internal system of monitoring South Australia's progress with NPs.
Meetings of Policy Reference Groups, comprised of officers from Cabinet Office, Treasury and relevant line agencies.	Agencies relevant to key COAG areas	To promote understanding of the IGAFFR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
Regular contact between Cabinet policy officers, Treasury and line agency officers.	All agencies	To promote understanding of the IGAFFR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs.
Development and dissemination of explanatory documentation such as South Australian Guidelines for Developing NPs.	All agencies	To promote understanding of the IGAFFR and issues arising from the negotiation and/or implementation of NPs.
Dissemination of information relevant to COAG and national reform to intergovernmental contact officers in line agencies.	All agencies	To promote understanding of the IGAFFR and issues arising from the negotiation and/or implementation of NAs, NPs and IPs.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
Tasmania	Cabinet agreed a process for line agencies to consult with Treasury and the Department of Premier and Cabinet (DPAC) early in the development of NAs, NPs, IPs and PAs. All prospective NPs must go through the Cabinet process.	Cabinet/All Departments	To promote an understanding of the IGA FFR such that NPs and IPs align with the principles of the IGA FFR.
	Information sessions on the IGAFFR, its intent, implementation and agency responsibilities conducted regularly beginning 2009.	Most affected departments	To promote understanding of the IGAFFR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs
	Regular contact between DPAC, Treasury and line agencies in relation to individual agreements.	All Departments	To promote understanding of the IGAFFR, discuss issues arising from the negotiation and/or implementation of NAs, NPs and IPs
	Joint letters from Treasury and DPAC advising/updating all agencies of relevant guidance material for developing NPs and IPs such as the HoTs Review circulars and the Toolkit for Drafters of New Agreements.	All Departments	To promote an understanding of the IGA FFR such that NPs and IPs align with the principles of the IGA FFR.
	Treasury and DPAC to submit a Cabinet Briefing advising of relevant guidance material for developing NP agreements.	Cabinet	To promote Cabinet's understanding of the IGA FFR and the potential implications of tied funding on the State Budget.
	Maintaining Treasury and DPAC's involvement in developing and negotiating intergovernmental agreements, providing advice and education to agencies as required.	All Departments	To promote an understanding of the IGA FFR such that NPs and IPs align with the principles of the IGA FFR and streamline negotiations involving intergovernmental agreements.

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
ACT	Chief Minister and Cabinet Directorate took a paper to Strategic Board, the meeting of all heads of ACT agencies, highlighting the need for close co-operation between line agencies and central agencies in the development and implementation of NPs, and seeking senior contact points in those agencies.	All agencies	To communicate the roles of line and central agencies in development and implementation of partnership agreements
	In late 2011, CMCD held meetings with middle managers from all agencies to explain the IGA FFR and protocols for its implementation.	All agencies	To raise awareness with middle managers of protocols for the implementation of the IGA on FFR.
	Now that templates and guidance material for the IGA on FFR have been finalised, ACT Government will now develop a further strategy for the implementation of the IGA.	All agencies	To improve ACT agencies' understanding of the IGA and their roles in its implementation

Jurisdiction	Activity	Departments and agencies targeted	Aims of activity
Northern Territory	Issuing of a Treasurers Direction on NPs, PAs and IPs. Treasurers Directions provide Accountable Officers with the principles, practices and procedures to be observed in the administration of the financial affairs of the Territory and Agencies.	All Agencies	To provide direction to Northern Territory agencies in the development, negotiation and implementation of agreements established under the IGA, including ensuring the focus of the agreements remains on the achievement of the agreed outcomes and outputs, adequacy of funding arrangements and streamlined performance reporting.

	<p>Agency information sessions</p> <p>Networking with State and Commonwealth colleagues to promulgate effective implementation of the IGA including the use of the drafters' tool kit resources and identification of key cultural change issues and solutions.</p>	<p>All relevant Agencies</p> <p>Central Agencies</p>	<p>To provide agencies with advice as to the design and negotiation of NPs, PAs and IPs to enable consistency of agreements with IGA principles and Northern Territory Government policy and appropriate performance reporting.</p> <p>To enhance compliance with IGA including the development of appropriate resource materials.</p>
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