

DEVELOPING IMPLEMENTATION PLANS FOR NATIONAL PARTNERSHIPS

SUMMARY

This circular has been developed by Commonwealth, state and territory agencies to provide guidance to officers developing Implementation Plans for National Partnerships signed under the Intergovernmental Agreement on Federal Financial Relations. It outlines when an Implementation Plan is necessary and what it may include.

Implementation Plans are not required for all National Partnerships, but may be required where there are material differences in jurisdictional context or approach, jurisdictions agree that the complexity and risks inherent in the reform or project warrant additional transparency, or there is not sufficient detail in the National Partnership.

Where they are appropriate, they should be succinct high-level documents that allow states and territories to deliver National Partnership outcomes in a flexible and self-determined way, with a primary emphasis on accountability to the public. Implementation Plans are bilateral agreements intended to provide additional detail as to how an individual jurisdiction intends to achieve the outcomes specified in the overarching National Partnership.

Implementation Plans wherever possible should be developed in conjunction with the overarching National Partnership.

Implementation Plans are the responsibility of portfolio ministers on behalf of their governments. State and territory central agencies are available to provide assistance to state and territory portfolio agencies. The Department of the Prime Minister and Cabinet and the Commonwealth Treasury are able to provide similar assistance and advice to Commonwealth portfolio agencies. Central agency advice should always be sought early in the development of Implementation Plans.

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INTRODUCTION

1. This circular provides advice on developing Implementation Plans under National Partnership agreements. Like National Partnership agreements, Implementation Plans should adhere to the fullest extent possible to the principles set out for National Agreements in the *Intergovernmental Agreement on Federal Financial Relations* (the Intergovernmental Agreement).
2. This circular has been developed to formalise and improve the way Implementation Plans are developed and to ensure that they meet the objectives of the federal financial relations framework. Development of Implementation Plans should impose a minimal administrative burden on jurisdictions because they should, other things being equal, mirror planning already undertaken or soon to be undertaken at the jurisdiction level.
3. As schedules to National Partnerships, Implementation Plans are an element of the public accountability framework. Like the National Partnerships to which they refer, they will be published on the Standing Council on Federal Financial Relations website in the form they are agreed. Implementation Plans should therefore avoid, wherever possible, the inclusion of sensitive or commercial-in-confidence material. Like National Partnerships, Implementation Plans are not legal or contractual documents.
4. This circular is not a standalone document and should be read in conjunction with the Intergovernmental Agreement and related Federal Finances Circulars 2011/02, *Developing National Partnerships under the Federal Financial Relations Framework*, and 2011/03, *Process for Drafting, Negotiating, Finalising and Varying Agreements under the Federal Financial Relations Framework, and Related Estimates and Payments Processes*.

A. WHAT IS THE PURPOSE OF AN IMPLEMENTATION PLAN

5. Implementation Plans are public transparency documents and should provide the public with confidence that there is a strategy in place for implementation. Implementation Plans should not place additional obligations on the states. They provide information on *how* each party to the National Partnership proposes to achieve the outcomes and outputs of the National Partnership, but are not to constrain states' flexibility in implementation.

B. WHEN SHOULD AN IMPLEMENTATION PLAN BE PREPARED

6. Implementation Plans are not a default requirement. The need for, and level of detail in, an Implementation Plan should be discussed and agreed at the negotiation stage for a National Partnership. An Implementation Plan may be required when:
 - § there are material differences in jurisdictional context or jurisdictions' approach to the implementation of the National Partnership;
 - § jurisdictions agree that the complexity, significance and risks inherent in the underlying reform or project warrant additional public transparency and accountability regarding how the agreed outcomes or outputs in the National Partnership are proposed to be achieved; or
 - § there is not sufficient detail in the National Partnership specific to each jurisdiction concerning performance and reporting arrangements (note that these details should be in the National Partnership, it is only in exceptional circumstances that they should be required in the Implementation Plan).

Implementation Plans should not be drafted for Project Agreements. Project Agreements are intended to be used for low-value and/or low-risk projects, and should constitute the entirety of the agreement. More information on Project Agreements can be found in Federal Finances Circular 2011/02, *Developing National Partnerships under the Federal Financial Relations Framework*.

7. While there will be practical limitations, where possible, Implementation Plans should be developed in conjunction with the National Partnership. Where this is not possible, the Implementation Plan should be developed *within six months* of the National Partnership being signed. This means they can be designed in a complementary way, so the National Partnership is realistic in its goals, and thinking and planning for implementation will be taking place at the same time as the formulation of the National Partnership.

8. As they are high-level documents, Implementation Plans should be drafted to cover the life of the National Partnership, rather than being annual documents. If necessary, there can be periodic reviews, but note this could divert resources from actual implementation. Implementation Plan reviews would normally be expected to be undertaken during the reviews of the overarching National Partnership.

C. ROLES AND RESPONSIBILITIES

All jurisdictions

9. All jurisdictions are responsible for working collaboratively to ensure that Implementation Plans are consistent with the intent of the National Partnership to which they are a schedule. State and Territory and Commonwealth central agencies should be involved early in the development of Implementation Plans to ensure consistency with the design principles of the Intergovernmental Agreement and prevent unnecessary delays at a later stage (central agency contact details are listed at Appendix 3).

States and Territories (the States)

10. The States are normally responsible for most aspects of implementation. For Implementation Plans, State responsibilities include:

- § drafting the Implementation Plan (by a portfolio agency in consultation with central agencies and the relevant Commonwealth portfolio agency), any changes to the proposed approach must be supported by best practice evidence;
- § ensuring Implementation Plans complement existing State programs/reforms (where possible);
- § securing the agreement of the relevant State Minister to the Implementation Plan;
- § delivering the project or reform in accordance with the conditions of the National Partnership; and
- § raising any significant risks and concerns with the implementation of the project or reform as soon as possible.

Commonwealth

11. The Commonwealth has a role to play in coordinating the development of Implementation Plans – not to provide direction or prescribe how the outcomes should be pursued.

12. In particular, this role includes:
- § coordinating the drafting of Implementation Plans;
 - § ensuring Implementation Plans complement existing Commonwealth programs/reforms (where appropriate);
 - § securing the endorsement of the relevant Commonwealth Minister to the Implementation Plan once the Commonwealth is satisfied that the relevant jurisdiction (through the Implementation Plan) has provided the public with appropriate assurances that it has strategies in place to deliver on the agreed outcomes/outputs; and
 - § drafting those parts of Implementation Plans detailing Commonwealth payments to States, including the amount and conditions for payment release (generally speaking, these matters should be covered in the overarching National Partnership and should only be included in Implementation Plans in exceptional circumstances).

D. HOW SHOULD AN IMPLEMENTATION PLAN BE PREPARED

Design principles

13. All design principles applying to National Partnerships apply equally to Implementation Plans, including compliance with *Schedule E — National Policy and Reform Objectives* of the Intergovernmental Agreement. Implementation Plans must be forward looking, and not expand the reforms or the scope of the projects defined in the National Partnership. While it is anticipated that comprehensive planning would be undertaken in relation to a reform, Implementation Plans are to contain a high-level overview of that planning rather than low-level details and line by line inputs. Similarly, *where details are already specified in the National Partnership agreement they should not be duplicated in the Implementation Plan.*

14. The process for developing Implementation Plans is included in Federal Finances Circular 2011/03, *Process for Drafting, Negotiating, Finalising and Varying Agreements under the Federal Financial Relations Framework, and Related Estimates and Payments Processes.*

15. As all agreements under the umbrella of the Intergovernmental Agreement are intended to be consistent and mutually reinforcing, drafters need to be aware of the COAG commitments in other agreements. Central agency advice should always be sought in this respect. For example, under the National Partnership Agreement on Indigenous Economic Participation, there is a commitment that all new major COAG reforms should incorporate Indigenous workforce strategies that contribute to Closing the Gap targets — where appropriate, these strategies should form part of the performance benchmarks and reporting in the National Partnership or Implementation Plans. Central agency contact details are listed at Appendix 3.

16. Implementation Plans should:
- § be drafted in ‘plain English’;
 - § seek to minimise the administrative burden on States;
 - § act as tools to assist in tracking progress that support public reporting, the making of payments, reviews and evaluations; and

§ meet public accountability requirements by summarising how activities will lead to the agreed improvement in outcomes.

17. Agreement in writing from portfolio ministers to Implementation Plans is necessary. For transparency and accountability reasons, an Implementation Plan should include the date on which it was agreed by Ministers.

E. WHAT SHOULD BE CONTAINED IN AN IMPLEMENTATION PLAN

18. An Implementation Plan should explain how a jurisdiction intends to achieve the outcomes set out in the National Partnership agreement. By producing a plan, the jurisdictions inform the public and each other about how they intend to deliver projects and reforms under the National Partnership, where there are state-specific differences. The core of an Implementation Plan is a concise outline of what will be done and when it will be done, and, if not detailed in the National Partnership, what the payment arrangements are. Input controls should be avoided. Guidance on financial and other input controls is included in Federal Finances Circular 2011/02, *Developing National Partnerships under the Federal Financial Relations Framework*.

19. Appendix 1 provides guidance on the format and possible content of an Implementation Plan. The level of detail in the Implementation Plan will be agreed in principle at the negotiation of the National Partnership agreement and should reflect the comprehensiveness of the National Partnership agreement and the risk, significance and complexity of the reform or project that is being delivered. An Implementation Plan only needs to synthesise and summarise those processes that have been undertaken at the jurisdictional level so that the public and all parties have confidence that delivery will be successful. Implementation Plans that include a disproportionately large amount of detail or inappropriately high reporting requirements may be less transparent and less useful to the public.

Elements of an Implementation Plan

20. Where details exist in the National Partnership, they should not be repeated or the scope of the National Partnership expanded in the Implementation Plan. Potential elements to include in an Implementation Plan could include:

- § project information – including the list of project elements and, in more detailed plans, their target timescales, and the dependency network showing the dependencies between project elements;
- § estimated costs;
- § program logic – showing how a jurisdiction’s project elements are intended to contribute to the outcomes set out in the National Partnership;
- § risk management – noting that a risk management plan is in place; and
- § links with existing reforms or projects.

The following sections should be included in the National Partnership and thus should not be in the Implementation Plan. In the event that they are not adequately detailed in the National Partnership agreement, Implementation Plans might include (without expanding the scope intended in the agreement):

- § roles and responsibilities; and
- § performance and reporting arrangements.

F. MONITORING OF AN IMPLEMENTATION PLAN

21. Ongoing monitoring of implementation is the responsibility of the implementing jurisdiction. This can be informed by agreed reporting, as per the overarching National Partnership to provide confidence that delivery is progressing.

Review and Evaluation

22. Implementation Plans should be included in the review and evaluation of the overarching National Partnership. Consideration of matters of review and evaluation needs to be done on a shared basis and begin in the policy development phase. Minimising the reporting burden needs to be considered in developing the evaluation strategy.

Amendment and renegotiation

23. Amendments to Implementation Plans should be required infrequently as Implementation Plans will be drafted at a sufficiently high level to allow jurisdictions flexibility in their implementation approach. There may, however, be limited situations when it may be appropriate to revise or suspend an Implementation Plan.

24. Where Implementation Plans are amended, they must remain consistent with the overarching National Partnership, which may also need to be amended where there has been a change in policy or scope. The process for amending Implementation Plans is included in Federal Finances Circular 2011/03, *Process for Drafting, Negotiating, Finalising and Varying Agreements under the Federal Financial Relations Framework, and Related Estimates and Payments Processes*.

[Jurisdiction] Implementation Plan

NATIONAL PARTNERSHIP AGREEMENT ON [TITLE OF NATIONAL PARTNERSHIP]

[Notes: The aim of an Implementation Plan is to increase accountability and transparency to the public and to provide assurance that the implementing jurisdiction has the capacity to deliver the agreed outcomes. Implementation Plans need to clearly and succinctly articulate how the outputs will deliver against the agreed outcomes and objectives outlined in the National Partnership.]

Implementation Plans are not intended to be instruments of compliance or to create an audit trail. Therefore, Implementation Plans will provide high-level succinct information on 1. a jurisdiction's strategy for implementation (see Part 3); and 2. in some limited situations roles and responsibilities, and performance and reporting arrangements where these are not specified in the overarching National Partnership agreement (see Parts 4 and 5).

This template is to be used in the development of an Implementation Plan. The template provides all potential sections for an Implementation Plan, with guidance on what each section might include. The information provided, and the level of detail, in an Implementation Plan will be agreed at the negotiation of the overarching National Partnership. Different levels of detail can be specified in the different sections.

Implementation Plans should be sufficiently high level that in most cases jurisdictions have flexibility to alter their approaches without requiring amendment to the plan.]

Part 1: Preliminaries

1. This Implementation Plan is a schedule to the National Partnership Agreement on [name of National Partnership] and should be read in conjunction with that Agreement. The objective in the National Partnership is [include the objective to create a link to the National Partnership and so that readers understand how the project objective in this IP relates to the overall objective].
2. [Include a brief summary of the initiative]

Part 2: Terms of this Implementation Plan

3. This Implementation Plan will commence as soon as it is agreed between the Commonwealth of Australia, represented by [the Minister for XXX], and the [State] of [name of state or territory], represented by [the Minister for XXX].
4. As a schedule to the National Partnership agreement on [XXX], the purpose of this Implementation Plan is to provide the public with an indication of how the [reform or project] is intended to be delivered and demonstrate [name of state or territory]'s capacity to achieve the outcomes of the National Partnership.

5. This Implementation Plan will cease on completion or termination of the National Partnership, including the acceptance of final performance reporting and processing of final payments against performance benchmarks or milestones.
6. This Implementation Plan may be varied by written agreement between the Commonwealth and State Ministers responsible for it under the overarching National Partnership.
7. The Parties to this Implementation Plan do not intend any of the provisions to be legally enforceable. However, that does not lessen the Parties' commitment to the plan and its full implementation.

Part 3: Strategy for [jurisdiction] implementation

Project information

[Note: Minimal project information sections will just include the list of project elements. More detailed project information sections will include a short description of the project elements, their target timescales, and the dependency network showing the dependencies between projects.]

8. The project elements planned are [option: shown in table 1 as follows:
 - (a) ;
 - (b) ; and
 - (c)]

Table 1: Project elements [*example*]

No.	Title	Short description	Planned start date	Planned end date	Dependent on projects
1					-
2					1
3					-
4					2,3
5					4

Estimated costs

[Note: This section provides estimated costs broken down by project element and year. This is important to show how the program is designed and will be delivered.]

9. The maximum financial contribution to be provided by the Commonwealth for the project to the jurisdiction is [maximum funding allocated] payable in accordance with [milestones/ performance benchmarks] set out in [Part 5 / the National Partnership]. All payments are exclusive of GST.
10. The estimated overall budget (exclusive of GST) is set out in Table 2. The budget is indicative only and [state or territory] retains the flexibility to move funds between components and/or years, as long as outcomes are not affected. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.

Table 2: Estimated financial contributions

(\$ million)	Year 1	Year 2	Year 3	Total
Element 1	1.0	–	–	1.0
Element 2	2.0	2.0	–	4.0
Element 3	–	2.0	3.0	5.0
Element 4	–	1.0	4.0	5.0
Element 5	1.0	1.0	2.0	4.0
Total estimated budget	4.0	6.0	9.0	19.0
less estimated Commonwealth contribution	1.0	3.5	4.0	8.5
equals estimated balance of non-Commonwealth contributions	3.0	2.5	5.0	10.5
Commonwealth own purpose expense	1.2	1.4	1.5	4.1
Total Commonwealth contribution	2.2	4.9	5.5	12.6

Program logic

[Note: Program logic sets out how a jurisdiction's various project elements are intended to contribute to the objectives and outcomes specified in the National Partnership. The program or reform logic can be summarised as in Table 2. Overall program logic would be expected to be in the National Partnership document, the purpose of this section is to link the proposed activities/projects to that logic model.]

A minimal program logic section just consists of a statement detailing how the planned project elements will result in the outcomes and objectives noted in the National Partnership. A more detailed program logic section will show the links between the projects and the objectives.]

11. *[Option for minimal program logic sections]* The project elements detailed in this Implementation Plan will achieve the outcomes and objectives stated in the National Partnership by *[complete as appropriate]*.
12. *[Option for detailed program logic section]* The way in which these project elements will achieve the outcomes and objectives set out in the National Partnership is detailed in Table 3 below.

Table 3: Program logic (example)

Project elements	Outputs (for example services delivered, buildings constructed)	Outcomes	Reform/ Project Objectives	Responsibilities
Element 1	Output 1	Outcome 1	Objectives	State or Territory
Element 2				

Element 3	Output 2	Outcome 2	Objectives	Commonwealth
Element 4				State or Territory
Element 5				State or Territory

Risk management

[Note: the purpose of this component is to demonstrate that a risk assessment has been undertaken, any identified risks considered and a risk management plan has been developed].

13. A risk management plan is in place. Risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood.
14. *[This clause is to be used only when it is not in the National Partnership and the National Partnership is not demand-driven]* Having regard to the estimated costs of project elements specified in the overall project budget, [name of state or territory] will not be required to pay a refund to the Commonwealth if the actual cost of the project is less than the agreed estimated cost of the project. Similarly, [name of state or territory] bears all risk should the costs of a project exceed the estimated costs. The Parties acknowledge that this arrangement provides the maximum incentive for the State to deliver projects cost-effectively and efficiently.

Relevant State or Territory Context

[Note: This section should provide a brief statement on the particular state or territory's unique circumstances as context for the approach taken to deliver on the National Partnership's outcomes and objectives.]

15. In developing this Implementation Plan consideration has been given to relevant state or territory context. Key factors that have influenced the proposed direction are [listed below / set out in Table 4].
[insert list of contextual factors which may include:
 - a. *existing projects or reforms that complement the Implementation Plan projects/reforms, including jurisdiction-level initiatives that have influenced the chosen direction;*
 - b. *demographic or geographic circumstances;*
 - c. *historical context; or*
 - d. *any other information that the drafting state or territory agree is relevant and in the interest of aiding public understanding.]*

Table 4: Links with existing reforms or projects [*example*]

Proposed project elements	Existing reforms or projects	Complementary nature of activities
Element 1		
Element 2		
Element 3		
Element 4		
Element 5		

[Note: Sections highlighted in grey should form part of the National Partnership and only be included in Implementation Plans in exceptional circumstances.]

Part 4: Roles and responsibilities

[Note: Roles and responsibilities should be outlined in the overarching National Partnership agreement. This section is only required under exceptional circumstances where the roles and responsibilities have not been adequately reflected in the National Partnership agreement. If this Implementation Plan is being drafted concurrently with the National Partnership, drafters should ensure this Part is included in the National Partnership rather than this document.]

Part 5: Performance and reporting arrangements

[Note: It is expected that the performance and reporting arrangements will be included in the National Partnership agreement and will not need to be in the Implementation Plan. Where this is not the case this section will need to be included. If this Implementation Plan is being drafted concurrently with the National Partnership, drafters should ensure this Part is included in the National Partnership rather than this document.]

If conditions for payments are not fully specified in the National Partnership then they will need to be specified in the Milestones section and/or the Performance benchmarks section.]

Milestones

[Note: the Milestones section describes conditions for making payments, listing the payment amount and the projected date for each milestone.]

16. To qualify for the associated payment, [name of state or territory] must meet the following milestones:

Table 5: Milestones: project (or output based) and implementation

Milestones	Due date	Payment
Milestone 1		\$
Milestone 2		\$
Milestone 3		\$
Milestone 4		\$
Milestone 5		\$

Performance benchmarks

[Note: the performance benchmarks section describes conditions for making payments. It lists the key performance indicators with their associated benchmarks and payment amounts. Baseline data should be included and the methodology for payment of partial achievement detailed (where partial payments are going to be available). Further, it should be clear in what direction movement of the indicator represents progress. Ideally, the Implementation Plan should indicate the expected improvements in performance.]

17. Funding will reward States upon meeting performance targets as set out in Table 6 below

Table 6: Performance Indicators and Benchmarks [example]

Performance indicators	Baseline Data (Year = [XXXX or XXXX-XX])	Performance Benchmarks			Maximum payment		
		[XXXX or XXXX-XX]	[XXXX or XXXX-XX]	[XXXX or XXXX-XX]	[XXXX or XXXX-XX]	[XXXX or XXXX-XX]	[XXXX or XXXX-XX]
Measure 1					\$	\$	\$
Measure 2					\$	\$	\$
Measure 3					\$	\$	\$
Measure 4					\$	\$	\$
Measure 5					\$	\$	\$

Reporting

[Note: The reporting framework should generally be outlined in the overarching National Partnership agreement. If not, this section will describe the type, content and frequency of the reporting program. It is important to only include a level of reporting necessary to demonstrate the achievement of outcomes.]

Timing of reporting should take into consideration the timing of milestones. Annual or six monthly reporting would generally be sufficient although in some circumstances quarterly reporting may be required. The costs and benefits should be considered when developing reporting requirements.

In limited circumstances, reporting requirements may change over time. Reviews of the overarching National Partnership should consider reporting needs to ensure a sufficient level of transparency and accountability to the public is maintained.

Where possible, reporting should be drawn from existing data sets and reporting processes.]

18. The States [and Commonwealth] will report [against the agreed performance indicators every 6/12 months / upon achievement of project milestones] during the operation of the Agreement. Reports are expected by [agreed dates] each year.
19. Circumstances may give rise to additional reporting being sought from jurisdictions. Such requests should be kept to the minimum necessary for the effective assessment of the project or reform. Requests should not place an undue reporting burden on jurisdictions and portfolio agencies.

Review and Evaluation

[Note: reviews of Implementation Plans will be undertaken in line with reviews of the overarching National Partnership.]

Where there has been no review scheduled in the National Partnership, provision will need to be made for it in this section. To assist consideration of the appropriate treatment of expiring National Partnerships and inform the public about the degree to which the objectives and outcomes in this Agreement have been met, where the National Partnership is of a multi-year nature, a review should be scheduled to report 12 months prior to the expiry date for the agreement. These reviews could be supplemented by mid-term reviews, where the National Partnership is of sufficient duration.]

20. The Implementation Plan will be reviewed [*options: in conjunction with the review of the National Partnership / by 30 June 20XX with regard to progress made by the Parties in respect of achieving the agreed outcomes*].

[Note: This review is separate to the role of the COAG Reform Council in assessing performance benchmarks and reporting on the extent to which National Partnerships support the objectives of any related National Agreements.]

Sign off

The Parties have confirmed their commitment to this agreement as follows:

Signature

Date

[By state/territory Minister]

Signature

Date

[By Commonwealth Minister]

APPENDIX 2 - GLOSSARY

Name	Term
Implementation Plan	A bilateral schedule to a National Partnership agreement agreed between the Commonwealth and a state or territory that provides additional detail as to how an individual jurisdiction intends to achieve the outcomes specified in the overarching National Partnership.
Intergovernmental Agreement on Federal Financial Relations (Intergovernmental Agreement)	An agreement by the Council of Australian Governments (COAG) which implements a new framework for federal financial relations to improve the well-being of all Australians through government collaboration on policy development and service delivery. The framework established by the Intergovernmental Agreement clarifies the roles and responsibilities of the Commonwealth and State and Territory governments, reduces Commonwealth prescriptions on service delivery by the States and Territories, and provides for simpler, standardised and more transparent public performance reporting for all governments.
Milestone	A scheduled event indicating a major deliverable of a project has been achieved; measurable and observable, milestones are progress markers (flags) but are moments in time, not processes or activities.
National Partnership	National Partnerships are a mechanism to enable policy or project collaboration and, in most cases, provide for financial transfers between the Commonwealth and the States to support that collaboration. They are designed to allow flexibility around how objectives are achieved, while ensuring that all parties to the agreement are accountable to the public for achieving the objectives, outcomes and outputs specified in a National Partnership.
Objectives	Describe the mutually-agreed, overarching aspirations.
Outcomes	Describe the impact a government activity is expected to have on particular individuals, groups or community well-being. Outcomes should be strategic, high-level and measurable goals expressed in clear terms.
Outputs (Deliverables)	Describe the services being delivered by governments to achieve outcomes. Alternatively they may be used as a proxy for outcomes where outcomes are not readily observable. Outputs /deliverables should be high level as detailed outputs run the risk of constraining state and territory responses to changing demand, cost drivers, priorities and service delivery models.

Performance benchmarks	A quantifiable indicator or standard used to measure performance. Performance benchmarks should be few in number, high level and reflect the highest order, most challenging goals toward attainment of outcomes.
Performance indicators	Data to inform the community about how governments are progressing towards the achievement of objectives, outcomes and outputs. These are often proportions or ratios with a stated or implied trend to improve or sustain performance. The required characteristics of performance indicators are set out in Schedule C of the Intergovernmental Agreement (C6-C8).
Program logic	Describes how a jurisdiction's various projects will contribute to the objectives and outcomes specified in the National Partnership. Program logic should provide the line of sight between the projects to be pursued and the jurisdictional outcomes/outputs from these projects to the outcomes and objectives expected under the National Partnership.
Project Agreements	An agreement between portfolio Ministers from the Commonwealth and participating States and Territories to implement a discrete project that is low-value and/or low-risk. Project Agreements do not require Implementation Plans.
Project elements	Planned activities, initiatives, components, reforms, interventions, strategies or programs required to produce outputs (deliverables).

APPENDIX 3 – CENTRAL AGENCY CONTACT DETAILS

JURISDICTION	FIRST MINISTER'S AGENCY	TREASURY
COMMONWEALTH	csrs@pmc.gov.au	FederalRelationsSecretariat@treasury.gov.au
NSW		national.reform@treasury.nsw.gov.au
VICTORIA	federalism@dpc.vic.gov.au	
QUEENSLAND	QCOAG@premiers.qld.gov.au	QIGR@treasury.qld.gov.au
WESTERN AUSTRALIA		igr@treasury.wa.gov.au
SOUTH AUSTRALIA	DPCSAIGR@sa.gov.au	SADTFIGR@sa.gov.au
TASMANIA	Tas.IGR@dpac.tas.gov.au	intergovernment.relations@treasury.tas.gov.au
ACT	ACTIGR@act.gov.au	
NORTHERN TERRITORY	Coagnt.dcm@nt.gov.au	Intergovernmentalrelations@ntt.gov.au