



Australian Government



Reconciliation Action Plan

Department of Families, Housing,
Community Services and
Indigenous Affairs

**Progress Report
for 2009 - 2011**





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The document must be attributed as the Department of Families, Housing, Community Services and Indigenous Affairs Reconciliation Action Plan Progress Report for 2009 - 2011.

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FAHCSIA11745

Please be aware that this report may contain the images and names of Aboriginal and Torres Strait Islander people who have passed away.

Design: Michelle Tyhuis, Carbon Media www.carbon-media.com.au
Printer: Print Junction www.printjunction.com.au

FaHCSIA is a member of the Australian Indigenous Minority Supplier Council.

Artwork description:
'Waves of Reconciliation'



This artwork is an original creation by accomplished Indigenous artist Michelle Tyhuis that captures the spirit of reconciliation through the media.

In FaHCSIA's RAP Progress Report 2009-2011 we see that the Department's Indigenous radio program and Indigenous magazine have made an impact in promoting, encouraging and embracing reconciliation. In this artwork, transmission waves and communication routes wrap around the two people, at centre, who are forging a 'ring of mutual respect and understanding between the two cultures'.

Overall, the artwork is about respect, trust and cooperation, and how the media plays an important role in sharing the message and spirit of reconciliation.

Message from the Secretary

Since joining the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) in April 2011, I have had the opportunity to participate in a number of activities throughout the Department which proudly contributes to reconciliation between Aboriginal, Torres Strait Islander and non-Indigenous peoples.

We have worked together, taking strong steps towards building a culture of mutually respectful relationships, an understanding and respect for Indigenous culture, and improving career opportunities for our Indigenous employees.

We have continued to customise our Cultural Appreciation Program to assist staff to understand the reasons why FaHCSIA promotes, encourages and embraces reconciliation internally and externally with our Indigenous stakeholders in all aspects of our work.

We have implemented a weekly Indigenous radio program and the publication of the *Indigenous Newlines* magazine to highlight inspiring stories of Aboriginal and Torres Strait Islander

peoples across the nation, as well as providing information about Australian Government services and programs.

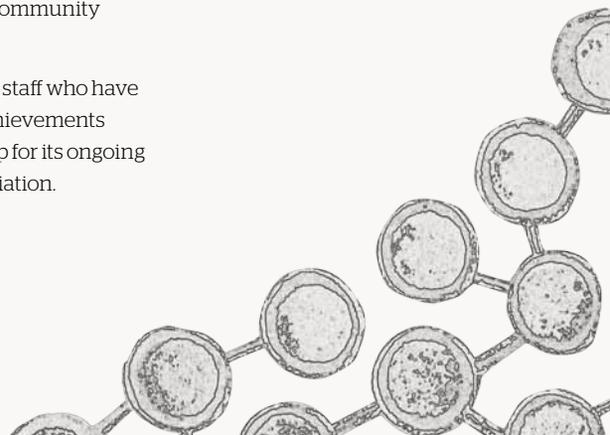
Having recognised the benefits of culturally sensitive engagement with Aboriginal and Torres Strait Islander communities, we are now helping to educate and empower other Government departments to do the same through the development of a Framework for Engagement. We will continue to enhance the Framework and implement new strategies in our refreshed Reconciliation Action Plan (RAP).

At times, we experienced challenges while trying to deliver on our RAP action items. We experienced delays in some areas and in others we saw the desired outcomes changed. Yet, despite these challenges, we accomplished our goals and, as the lead agency for Indigenous Affairs, we continue to drive reconciliation amongst our staff and the wider Australian community through our RAP.

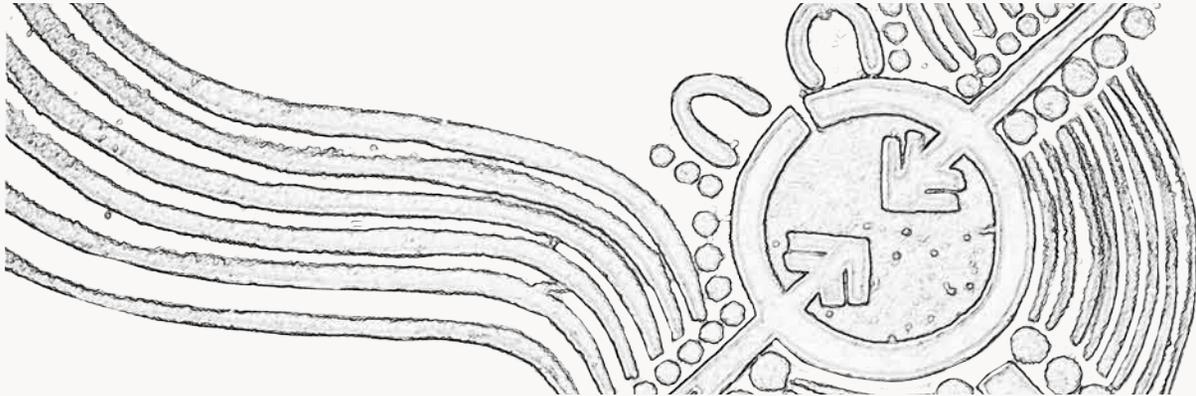
I extend my gratitude to all staff who have contributed to our RAP achievements and the RAP working group for its ongoing efforts to promote reconciliation.



Finn Pratt PSM
Secretary



Our Vision for Reconciliation



The Department's vision is that Aboriginal and Torres Strait Islander peoples, wherever they live, will have the same opportunities as other Australians to make informed choices about their lives, realise their full potential, and take responsibility for managing their own affairs.

Our Reconciliation Action Plan for 2009 - 2011

This RAP is FaHCSIA's third, and was developed by a working group comprised of Indigenous and non-Indigenous staff from across the Department. Feedback on ideas for action in this RAP was sought from staff, and suggestions were either incorporated or referred for inclusion in other Departmental business plans.

Our RAP for 2009 - 2011 had a number of prioritised actions that focused on how we operated as an organisation to achieve our vision of reconciliation. It addressed how we planned to work together to continue building a culture of mutually respectful relationships, an understanding and respect for Indigenous culture, and to create improved opportunities for our Indigenous employees.

The working group wanted this RAP to achieve, in a culturally appreciative workforce, a Department that valued, acknowledged and respected diversity and actively used life experience, skills and knowledge as a source of advice on policy and delivery. It was intended that the elements of this RAP would be incorporated into and become integral to individual business plans across the organisation. This information would be fed into a range of governance bodies including the Executive Management Group, the Research and Evaluation Committee and the People and Culture Committee.

The Department is firmly of the view that reconciliation is a process between groups of people, rather than an end point.



Summary and Key Learnings

A key learning from the implementation of the present RAP is that the process and the relationship building to achieve the desired outcomes is a very important aspect of the whole exercise.

The journey in some ways is more important than the destination. It should also be acknowledged that a thorough risk analysis needs to be carried out on the RAP as it is subject to many influences including the political environment, changing stakeholders and cultural nuances. Action items that were not achieved should not be seen as a risk but more as an opportunity to recognise that Indigenous business is FaHCSIA's business and resetting relationships through action items in the RAP is as important as gaining an "Achieved" status.

One of the most rewarding changes was commencing a weekly radio program and publishing five editions annually of the *Indigenous Newlines* magazine. A direct outcome of this action was improved communication and information resources that were readily available to Indigenous and non-Indigenous people.

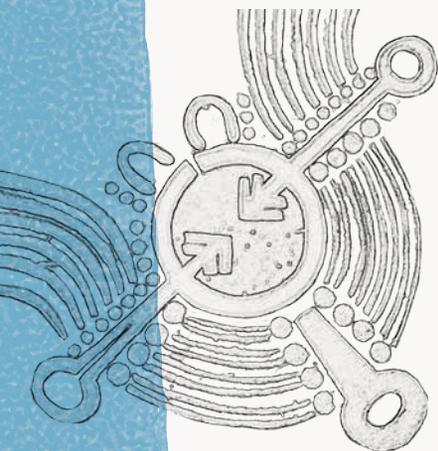
Another outstanding accomplishment for the Department was the development of *Engaging Today, Building Tomorrow - A Framework for Engaging with Aboriginal and Torres Strait Islander Australians*. This Framework, released in May 2011, is available for use by all Australian Public Service (APS) agencies.



Angela Ninnal, interpreters Mark Ninnal and May Melpi talk with WA State Manager Richard Aspinall (second from right) following the *Wadeye Stronger Futures* community meeting held in July 2011.

| Relationships

As a Department, we aim to build mutually respectful relationships to ensure that our programs and policies address the real needs and aspirations of Indigenous Australians and to reflect the Government's commitment of closing the gap in Indigenous disadvantage.



Focus area: engagement, leadership and results

Action 1:

Pilot an intensive, sustainable, site-specific engagement model between the Indigenous Leadership and Engagement Group and the Perth Indigenous Coordination Centre.

Relationships - Action 1.

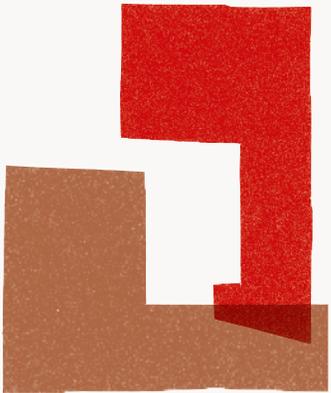
| Target | Actual Progress | Lessons Learned |
|---|---|---|
| Target communities identified. | Target communities were identified by the Perth Indigenous Coordination Centre. These included Narrogin, Moora and the City of Swan. | Building effective community relationships is key to successful engagement. Partnering with the Perth Indigenous Coordination Centre and utilising and developing relationships contributed to success.  |
| Staff Pilot Program developed and delivered. | An engagement workshop was developed with the Perth Indigenous Coordination Centre and piloted in March 2010 for staff working with and in target communities. | Participants benefited from content and the opportunity to network.  |
| Implementation of the Staff Pilot Program for targeted communities delivered. | Two highly successful leadership workshops were held in the Swan Valley and Katanning. The workshop model was well received by participants and the Perth Indigenous Coordination Centre staff. | Learnings from the workshop will be used in the ongoing development and delivery of additional workshops for government staff working with Aboriginal and Torres Strait Islander communities.  |
| Pilot Community Program concluded. Evaluation of Pilot Community Program completed. | Completed. |  |

Action 2:

Promote Aboriginal and Torres Strait Islander peoples' input into policy development, program implementation and service delivery by making the Indigenous Leadership Program database available to FaHCSIA staff.

Relationships - Action 2.

| Target | Actual Progress | Lessons Learned | |
|---|---|---|---|
| Database complete and accessible. | Past participant details have been distributed to FaHCSIA Managers, providing details of who has attended the program within their jurisdiction. | Review of the participant information available in the database has prompted the limiting of access to specific requests. |  |
| Consent obtained from interested Indigenous Leadership Program participants. | The Department sought permission on an individual basis from participants to be involved in a range of planning and consultation directly related to the Indigenous Leadership Program. | |  |
| Availability of database promoted to FaHCSIA staff through the intranet. | Information on participants as well as biographical details were sent to each state and territory Manager. | |  |
| Use of database as measured by number of times Indigenous Leadership Program participants are contacted by FaHCSIA staff for input. | The Indigenous Leadership Program database contains personal information about Aboriginal and Torres Strait Islander people who participated in events. Due to privacy restrictions, broader FaHCSIA staff are unable to access the database. | Although this target was developed with good intentions it was unable to be completed due to privacy restrictions. |  |
| Analyse successes and challenges of database use from participants' and FaHCSIA perspectives. | Due to privacy issues, FaHCSIA experienced constraints in using the database. | While it was planned for users across the Department to tap into the database, issues arose around privacy restrictions. Therefore, alternative mechanisms for reporting need to be considered when developing databases containing personal information. |  |



Stop Light Outcomes Key

   
 Exceeded | Achieved | On Track | Not Achieved

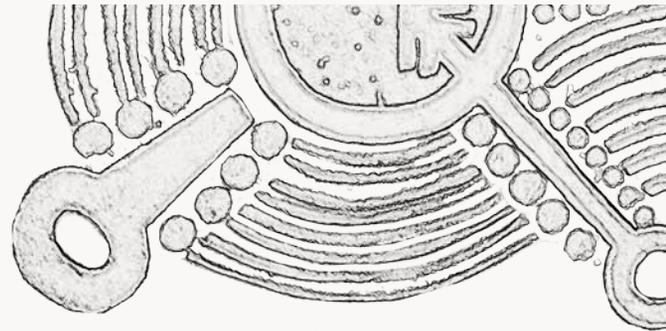
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Action 3:

Each program and payment area will incorporate appropriate consultation processes into their Indigenous access strategies as part of the development of the Mainstream Framework.

Relationships - Action 3.

| Target | Actual Progress | Lessons Learned |
|--|---|---|
| <p>Action plans in place for the introduction of consultation mechanisms.</p> <p>Action plans implemented.</p> | <p>Action plans in each of the FaHCSIA program and payment areas have been implemented.</p> | <p>FaHCSIA has a diverse range of mainstream program and payment areas. These areas have developed action plans some of which identify gaps in service delivery and the need for specific measurable strategies to address them. Work across the Department to strengthen and build on consultation and engagement mechanisms is progressing in line with the APS <i>Engaging Today, Building Tomorrow - A Framework for Engaging with Aboriginal and Torres Strait Islander Australians</i>.</p> |
| <p>100 per cent of program and payment areas have consultation mechanisms in place.</p> | <p>All program and payment areas have consultation mechanisms in place.</p> | |



Stop Light Outcomes Key Exceeded | Achieved | On Track | Not Achieved

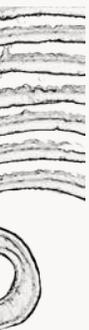
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Journalists Trevor Ellis and Danika Nayna in the *Newslines* radio studio.

Action 4:

Inform, promote good news and share learnings through a whole-of-government publication and radio program for Indigenous communities.



Relationships - Action 4

| Target | Actual Progress |
|---|---|
| Five editions of the newspaper published in each year. | <p><i>Indigenous Newslines</i> magazine is in full production. Due to popular demand 20,000 magazines are now printed and distributed to around 6,500 organisations and some 2,000 individuals (double the number of original subscribers).</p> <p>The recipients include the FaHCSIA network, most Indigenous organisations around Australia and all peak bodies including the National Congress, land and local councils and legal and health organisations. Other recipients include all Australian Government departments with an interest in Indigenous affairs, public libraries and many schools with high numbers of Indigenous students.</p> <p><i>Indigenous Newslines</i> magazine is available online at indigenous.gov.au</p> |
| Weekly radio program operates over the two year period. | A weekly radio program is in full production and provided to 150 Indigenous broadcasters across the country. The radio program is available online at indigenous.gov.au |
| Publication and radio program to be reviewed annually. | A strategy for conducting the evaluation has been designed and preliminary surveys have been carried out. |



Stop Light Outcomes Key Exceeded | Achieved | On Track | Not Achieved

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| Respect

Our staff understand and respect Aboriginal and Torres Strait Islander peoples, cultures, histories and relationships to ensure that our programs and policies address their real needs and aspirations.

Focus area: Celebrating and expanding FaHCSIA's Cultural Appreciation Program success and promoting artistic recognition.

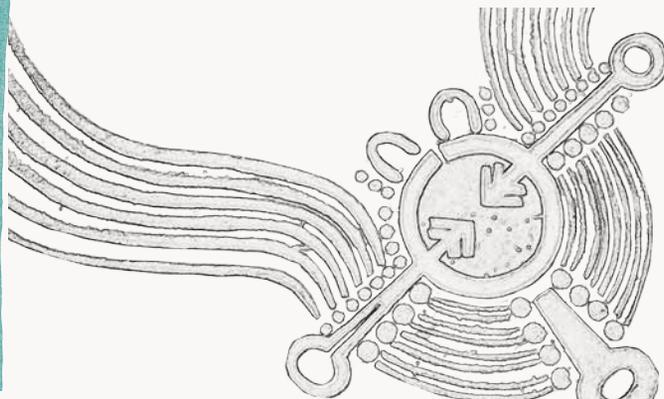
Action 5:

Phase 2 of the Cultural Appreciation Program.

Include more comprehensive Cultural Appreciation Programs; give priority to new and existing staff working in programs and payments relevant to Indigenous people, and; increase staff awareness of FaHCSIA's work (eg. policies and programs) with Indigenous communities.

Respect - Action 5A.

| Target | Actual Progress | Lessons Learned |
|--|--|---|
| Development of Phase 2 of the Cultural Appreciation Program finalised (within first year). | A total of 19 Cultural Appreciation Programs were run between December 2009 and June 2010. | Revision of the modules identified a more detailed and informative program is required to target more experienced staff to further enhance employees' knowledge and understanding of Aboriginal and Torres Strait Islander issues in the workplace and in Indigenous communities. |
| | | Continue to look for opportunities to include Indigenous issues in relevant training programs. |
| | | Including Cultural Appreciation Programs on the induction checklist for new staff is an effective measure. Attendance is strongly encouraged to ensure new staff undertake the appropriate training. |



Stop Light Outcomes Key



Exceeded | Achieved | On Track | Not Achieved

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Action 5:
Phase 2 of the Cultural
Appreciation Program.
(Continued...)

Respect - Action 5B.

| Target | Actual Progress | Lessons Learned |
|---|---|---|
| Implementation of Phase 2 of the Cultural Appreciation Program. | Improvements were made to Phase 1 of the Cultural Appreciation Program. However, further development is now required for Phase 2 to align with <i>Engaging Today, Building Tomorrow – A Framework for Engaging with Aboriginal and Torres Strait Islander Australians</i> . |  |
| 70 per cent of staff attend. | Since the Cultural Appreciation Program began in November 2008 the following number of staff have completed the course: November 2008 to June 2009 - 405 staff July 2009 to June 2010 - 580 staff July 2010 to June 2011 – 290 staff. |  |

FaHCSIA's Cultural Appreciation Program is delivered by Aboriginal and Torres Strait Islander staff members. Project Manager Joanne Kerr, Sydney Indigenous Coordination Centre, is one of the presenters.



Stop Light Outcomes Key



Exceeded | Achieved | On Track | Not Achieved

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Action 6:

- a) FaHCSIA will use best endeavours to ensure all Indigenous art displayed in FaHCSIA will include educative material about the artist and community/location.
- b) Develop guidelines for displaying new Indigenous art, including educative material about the artist, the community or location and story.
- c) Indigenous artwork and educative material more readily accessible to FaHCSIA staff, and used as part of the FaHCSIA environment (eg. in meeting/conference rooms).

Respect - Action 6.

| Target | Actual Progress | Lessons Learned |
|---|---|--|
| All Indigenous acquisitions/gifts displayed in FaHCSIA that are on the asset register will include educative material about the artist, the community/location and story. | Acquisitions/gifts policy guidelines developed to include educative material about the artist, the community/location and story. | Assets register compiled for all FaHCSIA purchased items and educative material about the particular item accompanies all FaHCSIA assets. It has been difficult keeping an asset register up to date as on occasions, staff have brought in personal items for display without informing the relevant section that manages the program. |
| Acquisition/gifts policy guidelines developed to include educative material about the artist, the community/location and story. | The FaHCSIA policy on assets (including artwork) covers acquisitions and disposals including gifting. FaHCSIA Asset Procedure Manual states that FaHCSIA must record all Indigenous art and artefacts and ensure that any specific or general conditions attached to the artworks or artefacts are identified in writing. | |
| Indigenous artwork and educative material more readily accessible to staff. | Departmental staff can access a database that is available on FaHCSIA's Intranet. | |



Action 7:

Develop guidelines for culturally appropriate, accessible policy and program design and implementation (mainstream and Indigenous specific) in line with resetting the relationship principles of consultation, engagement and partnership.

Respect - Action 7.

| Target | Actual Progress | Lessons Learned |
|--|---|---|
| Guidelines are developed, disseminated and promoted. | <p>The document <i>Engaging Today, Building Tomorrow – A Framework for Engaging with Aboriginal and Torres Strait Islander Australians</i> has been developed for use by APS agencies.</p> <hr/> <p>A Remote Service Delivery National Partnership Engagement Strategy that provides advice and guidance on engagement principles, practice and planning in the context of the Remote Service Delivery has been distributed to all Remote Service Delivery Boards of Management, which include Commonwealth, state, territory and local government representatives.</p> <p>A series of information sheets on engagement have also been finalised and are available as a resource on the Department’s Mainstream Framework intranet site. These have also been distributed to all program branches and linked to action plans.</p> | <p>Seeking input from Aboriginal and Torres Strait Islander Australians about what does and does not work in engagement has helped inform and shape the document.</p> |
| 70 per cent of staff are aware of guidelines as measured by staff survey. | <p>Due to the delay in releasing the document <i>Engaging Today, Building Tomorrow – A Framework for Engaging with Aboriginal and Torres Strait Islander Australians</i> this milestone was not achieved by the due date.</p> | |
| Guidelines are reviewed annually, including assessment of how they are used/implemented. | <p>As the guidelines <i>Engaging Today, Building Tomorrow – A Framework for Engaging with Aboriginal and Torres Strait Islander Australians</i> was released in May 2011, dates to conduct the planned review are yet to be set.</p> | |

FaHCSIA produces a range of communication products to promote policy, programs and services for Indigenous Australians.



Stop Light Outcomes Key Exceeded | Achieved | On Track | Not Achieved

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Section Manager Michelle McLinden accepts her 2011 NAIDOC Week Award for her commitment to ensuring Aboriginal and Torres Strait Islander peoples are financially included which resulted in 23 Money Management outlets being established.

Action 8:

Naming protocol - FaHCSIA buildings and significant meeting/conference rooms to be attributed to Aboriginal and Torres Strait Islander leader/place names.

Respect - Action 8.

| Target | Actual Progress | Lessons Learned |
|------------------------------------|--|---|
| Policy and guidelines developed. | In FaHCSIA national offices, Aboriginal and Torres Strait Islander leader place names have been identified and are awaiting approval from necessary stakeholders and peak bodies. There has been difficulty in meeting this action due to complexities involved in obtaining consensus and approval from Aboriginal and Torres Strait Islander leaders and communities. | Future programs of this nature will require more extensive liaison and research with stakeholders and peak bodies, eg. the Federation of Aboriginal and Torres Strait Islander Languages, to ensure correct protocols and permissions are adhered to. |
| Policy and guidelines implemented. | Refer to comments above. | |



Stop Light Outcomes Key Exceeded | Achieved | On Track | Not Achieved

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| Opportunities

As an employer and the lead agency in Indigenous Affairs, we value our Aboriginal and Torres Strait Islander staff and encourage them to contribute to all areas of Departmental management and policy. We aim to continue our proactive recruitment and development of Indigenous staff by reducing barriers to employment, maximising support and providing opportunities for them to advance their careers in the Department and in the APS generally. In particular, FaHCSIA values innovative strategies to improve Indigenous peoples' access to mainstream programs and capitalise on success.

Focus area: evaluation, evidence, employment innovation and accessibility

Action 9:

Undertake an evaluation of actions completed in the RAP including exploring potential for qualitative and quantitative data sources such as information accessible through the current or future staff surveys.

Opportunities - Action 9.

| Target | Actual Progress | Lessons Learned |
|--|---|--|
| Review of potential data sources completed. | Potential data sources reviewed. Identified the most appropriate data sources to best capture data for the purposes of the RAP, eg. the <i>Australian and Torres Strait Islander Workforce Strategy</i> . Additional data sources are continually being investigated for the delivery of the revised strategy. These include point in time staff employment rates, participation rates in Indigenous programs as well as the events and comparative analysis of data including between Indigenous and non-Indigenous Australians as well as against data from other agencies. | It is important to recognise that FaHCSIA will need to continue researching all data sources to ensure all relevant information is captured. |
| Evaluation of 2008-09 actions submitted to RAP Steering Committee. | Evaluation of actions is a continuous process throughout the life of the RAP. | |
| Evaluation of 2009-10 actions submitted to RAP Steering Committee. | Evaluation of actions is a continuous process throughout the life of the RAP. | |





Public Affairs Officer Amy Williams is instrumental in organising National NAIDOC Week celebrations.

Action 10:

Develop a new Aboriginal and Torres Strait Islander Workforce Strategy that will focus on career development, leadership and recruitment, especially towards entry level and school-based opportunities.

Evaluative processes are embedded in the new Workforce Strategy. Evaluation of initiatives will include, but not be limited to, the use of workforce data from quarterly human resource metrics reports and the annual APS State of the Service report.

Opportunities - Action 10.

| Target | Actual Progress | Lessons Learned |
|---|--|---|
| New Aboriginal and Torres Strait Islander Workforce Strategy launched. | The new <i>Aboriginal and Torres Strait Islander Workforce Strategy 2010 - 2012</i> was developed and then approved in August 2010. The launch of the <i>Aboriginal and Torres Strait Islander Workforce Strategy 2010 - 2012</i> was delayed due to the extensive consultation process undertaken. FaHCSIA consulted with the Department of Education, Employment and Workplace Relations (DEEWR) on their National Partnership Agreement on Indigenous Economic Participation. It was through this Agreement that Indigenous employment targets were provided. These were then factored into the <i>Aboriginal and Torres Strait Islander Workforce Strategy 2010 - 2012</i> . Launched on 30 November 2010. | FaHCSIA's <i>Aboriginal and Torres Strait Islander Workforce Strategy 2010 - 2012</i> will also incorporate a revised Identified Positions and Special Measures Policy to enhance employment opportunities for Aboriginal and Torres Strait Islander staff within the Department. |
| Aboriginal and Torres Strait Islander Workforce milestones are met and regularly reported. | Being regularly reported. | |
| Maintain our current lead position in the APS in the employment of Aboriginal and Torres Strait Islander staff in the Department. | FaHCSIA has maintained a lead position in the APS for employment of Aboriginal and Torres Strait Islander staff. | |



Action 11:

Target entry level and school-based opportunities in promoting our Department as an employer of choice to universities and high schools with a high population of Indigenous students.

Evaluation processes are embedded in the new Workforce Strategy.

Opportunities - Action 11.

| Target | Actual Progress | Lessons Learned |
|---|---|---|
| Develop and implement a communication strategy that complements the FaHCSIA Graduate Program. | <p>The development and implementation of a communication strategy that complements the delivery of the FaHCSIA Graduate Program is incorporated in FaHCSIA's <i>Aboriginal and Torres Strait Islander Workforce Strategy 2010 – 2012</i>.</p> <p>FaHCSIA continues to partner with the Australian Public Service Commission and DEEWR on a range of entry level programs.</p> <p>FaHCSIA participated in the Earn.Learn. Legend! Program in 2010 and had 20 school-based students come to the Department as part of the program. In 2011 FaHCSIA will again participate in the program to include further information relating to entry level employment opportunities with the Department.</p> | <p>FaHCSIA will conduct research and use existing data to identify schools/ universities with an above average percentage of Indigenous students. This will assist in the ongoing review of FaHCSIA's Indigenous employment promotional material.</p> |
| Offer up to 10 positions in our 2010 Entry Level Program. | <p>Sixteen entry-level positions have been offered to Aboriginal and Torres Strait Islander people in 2010. This includes graduates, trainees and cadets. Further work is progressing to promote FaHCSIA as an employer of choice for Aboriginal and Torres Strait Islander peoples at career and graduate promotional days.</p> | <p>In future FaHCSIA will consider not placing a cap on the number of positions that we offer, as this may limit the pool of prospective employees.</p> |
| Offer up to 12 school based traineeships each year | | |



Stop Light Outcomes Key Exceeded | Achieved | On Track | Not Achieved

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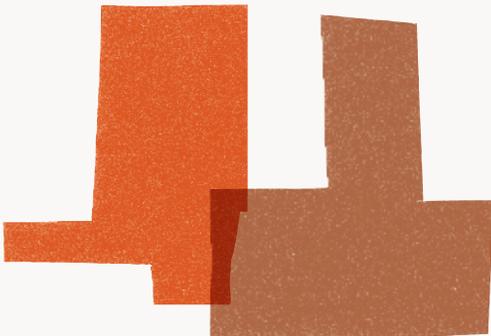


Action 12:

Improve access to our mainstream programs and payments by Indigenous people through development, endorsement and promotion of the Indigenous Mainstream Framework, supported by a suite of implementation, planning and reporting tools.

Opportunities - Action 12.

| Target | Actual Progress | Lessons Learned |
|--|---|---|
| Indigenous Mainstream Framework promoted widely. | <p>The Toolkit for Indigenous Service Provision is available on the FaHCSIA website.</p> <p>The Toolkit is a practical resource that consolidates information and resources into a single package that any FaHCSIA mainstream service provider can use to:</p> <ul style="list-style-type: none"> - review their current practices - build their knowledge and relationships - develop and implement evaluation strategies. <p>The Toolkit is designed to increase the consistency of knowledge and practices supporting staff and organisations, funded by FaHCSIA, to achieve a high standard of service delivery.</p> | <p>The Toolkit is a new initiative and review is ongoing.</p>  |
| Tools promoted and accessible. | <p>Tools developed with initial promotion completed. Further work is being done within the Department to embed the Mainstream Framework through the Department's Urban and Regional Steering Committee.</p> |  |



Stop Light Outcomes Key



Exceeded | Achieved | On Track | Not Achieved

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