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**Australian Government**

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**Department of the Prime Minister and Cabinet**

# **BRIEF TO THE INCOMING SECRETARY**

**Dr Ian Watt AO**

**VOLUME 1**

**25 AUGUST 2011**

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## **PART I**

### **INTRODUCTION**



**Australian Government**

**Department of the Prime Minister and Cabinet**

ONE NATIONAL  
CIRCUIT  
BARTON

Dr Ian Watt AO  
Secretary  
Department of the Prime Minister and Cabinet  
One National Circuit  
BARTON ACT 2600

Dear Dr Watt

On behalf of my colleagues, welcome to the department.

The enclosed brief provides information about the key strategic and policy issues with which the department is dealing, as well as material on the structure, functions and resources of the department.

Most of the material is current as at 24 August 2011, other than material that is indicated as having been prepared on an earlier occasion and which is provided here as relevant background.

As a blanket security classification has been applied to the entirety of this document, please consult the responsible division should you have any questions on the classification of any individual item.

The department looks forward to working with you on the issues outlined in this brief, and more generally on the wide range of matters that are within the remit of the department.

Yours sincerely

Renee Leon  
Deputy Secretary  
Governance  
25 August 2011

## INTRODUCTION

### 1A Overview

This brief highlights the major priorities and activities for PM&C over the next six to 12 months. These fall under five broad categories:

- responding to economic challenges
- advancing key domestic policy priorities
- addressing national security and international issues
- supporting implementation
- other key priorities.

[REDACTED]

In the coming session of Parliament, legislation is expected on carbon pricing, the Minerals Resource Rent Tax and National Health Reform.

The Prime Minister has referred to 2011 as a 'year of delivery and decision'.

[REDACTED]

[REDACTED]

[REDACTED]

- 1. [REDACTED]
- 2. [REDACTED]

[REDACTED]

### Responding to economic challenges

[REDACTED]

The Australian economy was one of the world's most resilient during the global financial crisis (GFC) and is well placed to confront the challenges of global financial and economic instability.

[REDACTED]

[REDACTED]

[REDACTED]

Work underway or in prospect in this area for PM&C includes:

- *Briefings for the Prime Minister:* [REDACTED]  
[REDACTED]
- *Strategy for business and boosting productivity:* [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- *Developing a concrete productivity policy agenda:* [REDACTED]  
[REDACTED]  
[REDACTED]



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- *Developing proposals for increasing financing available for infrastructure:* Australia has significant infrastructure needs, both in cities and across regions. section 34(3)

[REDACTED]

- *National Security Risk Framework:* [REDACTED]

- *Implications for the Australian economy:* [REDACTED]

- *Skills reform:* [REDACTED]

**Advancing key domestic priorities**

[REDACTED]

PM&C is closely involved in each of these areas:

- *Returning the Budget to surplus in 2012–13:* [REDACTED]

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- *The delivery of water reform in the Murray-Darling Basin:* The Murray-Darling Basin Authority has delayed the release of the proposed Basin Plan until November 2011.

section 34(3)

- *Response to the Gonski Review of Funding for Schooling:* The Gonski Review is due to report to the government by December 2011 on options to raise student achievement and narrow gaps in achievement through reform of the distribution of school funding. The government has committed that no schools will lose a dollar of funding, in the sense that the school budget per student will not reduce in dollar terms.

section 34(3)

- *Disability care and support:* The final Productivity Commission report into long-term disability care and support was released in July 2011, recommending a National Disability Insurance Scheme (NDIS) and a federated National Injury Insurance Scheme. In its proposed form, the NDIS will cost approximately \$6.5 billion per year above current spending, though this is yet to be formally costed. COAG agreed in August on the need for "major reform... through a National Disability Insurance Scheme" and asked that the COAG Senior Officials Meeting develop high-level principles for reform by the end of 2011.

section 34(3)

- *Problem gambling:* The government has committed to Mr Wilkie that legislation will be passed before the 2012 Budget to introduce full pre-commitment technology on electronic gaming machines by 2014. Should the states not agree, the government has also agreed to unilaterally legislate for these reforms

- *Service Systems Reform:*

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[REDACTED]

**Addressing national security and international issues**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

PM&C is currently working on the following international and security priorities:

- *Policy framework of Australia's commitment to Afghanistan:* [REDACTED]

[REDACTED]

- [REDACTED]
- *Broader policy engagement on Afghanistan:* [REDACTED]

- *Defence White Paper:* [REDACTED]

- *National security strategic policy:* [REDACTED]

- *Prime Minister's international engagement:* PM&C supports the Prime Minister in her international engagements, including overseas visits, leader level meetings, regional and multilateral meetings, and visits to Australia by heads of government and state. The coming months contain a number of major international meetings [REDACTED]

- [REDACTED]
- *Cyber White Paper*: PM&C, through the Cyber Policy Coordinator, is responsible for the strategic leadership and coordination of cyber policy across the broad 'spectrum' of issues from consumer protection to cyber defence. PM&C is also leading an inter-agency team to develop a Cyber White Paper that will shape the future role of government and industry in helping Australians to make better choices about staying safe and secure online, to ensure the social and economic benefits of the internet are optimised for Australia.
  - *Crisis management arrangements*: Following a major crisis, PM&C has a role in leading and ensuring whole-of-government coordination of the response across Australian Government agencies. To do this the Deputy National Security Adviser chairs the Australian Government Crisis Committee (in the case of domestic incidents) or participates in the DFAT-led Interdepartmental Emergency Taskforce (for overseas incidents).
- [REDACTED]

#### Supporting implementation

[REDACTED]

[REDACTED] PM&C is continuing to work closely with departments to advise on and support their implementation strategies.

- *Climate change*: Legislation is due to be introduced in September 2011 to support the comprehensive Clean Energy Package announced in July 2011. The package includes a carbon price to commence on 1 July 2012, assistance for households and industries, and a range of complementary measures.
- [REDACTED]

[REDACTED]

- *National Health Reform:* With all jurisdictions now signed up to the National Health Reform Agreement, PM&C's focus is turning to implementation. Major priorities include the introduction of a nationally consistent Activity-Based Funding system on 1 July 2012, and legislation to establish the National Health Performance Authority, which is currently before Parliament. Legislation is also required at the Commonwealth, state and territory levels to establish the National Health Funding Body and National Health Funding Pool.
- *Workforce participation:* The Building Australia's Future Workforce Package in the 2011-12 Budget seeks to boost productivity through a \$3 billion investment. [REDACTED]

[REDACTED]

- *National Broadband Network:* [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] the Joint Parliamentary Committee on the NBN, chaired by Mr Oakeshott, will not release its first report until later this year. [REDACTED]

[REDACTED]

- *Implementation of regional and domestic arrangements relating to IMAs:*

[REDACTED]

- [REDACTED]
- *Implementation of the Independent Review of the Intelligence Community (IRIC):* [REDACTED]  
[REDACTED]  
[REDACTED]

#### Other key issues

[REDACTED]  
[REDACTED]  
[REDACTED] These include:

- *Tax Summit 2011:* The government will convene a forum for around 150 participants as part of its agreement with Mr Windsor and Mr Oakeshott. [REDACTED]  
[REDACTED]  
[REDACTED].
- *Dental health:* The 2011-12 Budget contained \$53 million for a dental internship scheme and a National Advisory Council on Dental Health, [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- *Caring for older Australians:* The final Productivity Commission report on Caring for Older Australians, released in August 2011, outlines options to redesign Australia's aged care system. [REDACTED]  
[REDACTED]  
[REDACTED]
- *National Cultural Policy:* The development of a National Cultural Policy was forecast in the government's first term, was a key focus of the 2020 Summit and was an election commitment in 2010. [REDACTED]  
[REDACTED]

[REDACTED]

- *Review of Private Support of the Arts:* Mr Harold Mitchell has been engaged to undertake a review into private sector support for the arts to be finalised in October.

[REDACTED]

- *Soccer:* [REDACTED]

- *FFA funding:* [REDACTED]

- *2022 FIFA World Cup:* [REDACTED]

## Conclusion

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

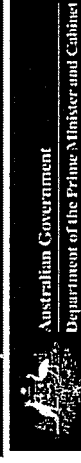


## **PART II**

### **CORE REFERENCE MATERIAL**

## CORE REFERENCE MATERIAL

## 2A Department of the Prime Minister and Cabinet – Organisational Structure



Secretary - Terry Moran

Executive Officer	Rosanna Toth
Policy Officer	Emma Truswell
Administration Officer	Trudie Reid

Deputy Secretary (Arts & Sports Group) for Richard Toles	EA Rebecca Fleming
--	-----------------------

Office for the Arts	FAS Sally Raiser
Strategic & Whole of Government Policy	Celia Street *
Indigenous Culture Branch	Suey Crompton
Regional, Participation & National Collections	Kim Allen
Governance & Information	Paul McInnes
Creative Industries and Sector Development	Stephen Arnott
National Portrait Gallery	Luise Doyle

Office for Sport	FAS Bill Rowe *
Sport Development	Natasha Cole
Sport Events and Support	Jaye Smith

Associate Secretary (National Security & International Policy) (National Security Adviser) for Duncan Lewis	EA Ella Ray
Deputy National Security Adviser	ED Tom Nichols
Deputy National Security Adviser	EA Laura Florence

National Security Policy Information Office (NSPIO) for David Gonsky	FAS Rachel Noble / Rupert Hollin *
Deputy - Rupert Hollin	

Asia, Americas & Trade	FAS Dave Sharma *
Regional & Global	Richard Johnson *
Border, Counter-Terrorism and Strategic Planning	FAS Suei Whinner
Emergency Management and Proliferation Issues	Michelle Price *

Defence Policy	FAS Richard Sullivan / Graham Swell *
Intelligence Policy	Steve McFarlane
National Security Science & Technology	Marina Tirlas

Deputy Secretary (Governance) Ms Kerrie Leon	EA Kathryn Mollay
--	----------------------

People, Capability & Performance	FAS Bernadette Walsh
Executive Coordinator	Matthew King
Portfolio CEO and Head of Information Services	Peter Dacosta

Awards & Culture	FAS Philip Lynch
Legal Policy	Alex Anderson
Parliamentary & Government	Philly & TCH Policy
PLD - House of Reps	Joan Sheehy / Janine Ward *
PLD - Senate	John Prastakopoulos *

Cabinet Division	FAS Chris Angus *
Cabinet Secretary	Kylie Bryant *

Ministerial Support Division	FAS Kim Terrell *
Ministerial Liaison, Communications and Governance Branch	Frank Lowett
Myra Crooks	

Operations Manager - Aaron Verlin *	FAS Terry Crane
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Deputy Secretary (Strategic Policy & Implementation) Dr Paul Schneider	EA Jill Mizans
Executive Coordinator Strategic Policy and Implementation	Andrew Hockley

Strategic and Delivery Division	FAS Dominic English
Project Directors	Brenda Lee Jones
Nick Morgan	Kelly Fisher
Principal Writer and Adviser	Robert Garman

Implementation Division	FAS Rachel Bacon *
Cabinet Implementation Unit	PIP Division
Brigitte Bill	

Associate Secretary (Domestic Policy) Dr Gordon de Brouwer	EA Jane Ferguson
Deputy Secretary (Social Policy) Ms Rebecca Cross	EA Ann McDowell
Executive Coordinator (Domestic Policy)	Paul Funnell

Industry, Infrastructure & Environment Division	FAS Mark Taylor *
Infrastructure, Regulation and Competition Policy	Glen Kiese
Agriculture, Customs & Environment	Mark Ledziba
Climate Change, Energy and Industry	Tim Pyne

Economic Division	FAS David Halsehurst
Economic Policy (including housing)	David Tunney
COAG	John Yarmann
Financial, GDP and Global Economy	Jason Russo

Social Policy Division	FAS Tim Bernsford
Health Programs, Ageing & Sport	Joe Castellino
Health Systems & Governance	Joy Savage
Garth Seabro *	

Office of Work and Family	FAS Paul Reynolds
Workforce Participation & Education	Madonna Morton
Families and Social Support (including National Disaster Recovery)	Robert McMahon
Social Inclusion Unit	Helen McDowell - SB66

As at 25 August 2011

Please email changes to:  
Trudie.Reid@pmc.gov.au

\* denotes acting

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[REDACTED]

[REDACTED]

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## CORE REFERENCE MATERIAL

### 2B

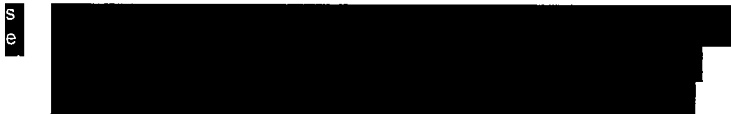
### Portfolio overview

#### Overview

The Prime Minister and Cabinet portfolio has a diverse range of responsibilities and legislation. It currently has 12 portfolio ministers and parliamentary secretaries, comprises 27 separate agencies and administers 49 Acts of Parliament.

#### Portfolio Ministers and Parliamentary Secretaries

The portfolio includes the following ministers and parliamentary secretaries:

- The Hon Julia Gillard MP, Prime Minister
- Senator the Hon Stephen Conroy, Minister Assisting the Prime Minister on Digital Productivity
- The Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government and Minister for the Arts
- The Hon Tanya Plibersek MP, Minister for Social Inclusion
- The Hon Brendan O'Connor MP, Minister for Privacy and Freedom of Information
- Senator the Hon Mark Arbib, Minister for Sport
- The Hon Warren Snowdon MP, Minister Assisting the Prime Minister on the Centenary of ANZAC
- The Hon Mark Butler MP, Minister Assisting the Prime Minister for Mental Health Reform
- 
- The Hon Gary Gray AO MP, Special Minister of State for the Public Service and Integrity
- The Hon Mark Dreyfus QC MP, Cabinet Secretary
- Senator the Hon Kate Lundy, Parliamentary Secretary to the Prime Minister

#### Principal Responsibilities

The principal responsibilities of the Prime Minister and Cabinet portfolio are described in the Administrative Arrangements Order (AAO) of 14 September 2010, amended 14 October 2010, and comprise:

- advice to the Prime Minister across government on policy and implementation
- assistance to the Prime Minister in managing the Cabinet program
- work and family policy coordination
- national security policy coordination
- counter terrorism policy coordination
- cyber policy coordination
- intergovernmental relations and communications with state and territory governments

- social inclusion, non-profit sector and volunteering
- coordination of government administration
- cultural affairs, including movable cultural heritage and support for the arts
- Old Parliament House
- Australian Government employment workplace relations policy, including equal employment opportunity and administration of the framework for agreement making and remuneration and conditions
- privacy
- freedom of information
- management of government records
- sport and recreation
- Australian honours and symbols policy
- government ceremonial and hospitality

**Legislation**

The legislation administered by the portfolio includes:

- *Administrative Arrangements Act 1987*
- *Archives Act 1983*
- *Auditor-General Act 1997*
- *Australia Council Act 1975*
- *Australian Capital Territory Government Service (Consequential Provisions) Act 1994*
- *Australian Film, Television and Radio School Act 1973*
- *Australian Information Commissioner Act 2010*
- *Australian National Maritime Museum Act 1990*
- *Australian Sports Anti-Doping Authority Act 2006*
- *Australian Sports Anti-Doping Authority (Consequential and Transitional Provisions) Act 2006*
- *Australian Sports Commission Act 1989*
- *Defence Act 1903*, Part IIIAAA insofar as it relates to the powers or functions of the Prime Minister as an authorising minister and sections 58F to 58Q, 61, 61A, 61B, 61C, 118A and 118B
- *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*
- *Family Law Act 1975*, Part XIVA
- *Film Licensed Investment Company Act 2005*
- *Film Licensed Investment Company (Consequential Provisions) Act 2005*
- *Flags Act 1953*
- *Freedom of Information Act 1982*
- *Governor-General Act 1974*, except to the extent administered by the Minister for Finance and Deregulation
- *House of Representatives (Quorum) Act 1989*
- *Independent National Security Legislation Monitor Act 2010*
- *Inspector-General of Intelligence and Security Act 1986*

- *Judicial and Statutory Officers (Remuneration and Allowances) Act 1984*
- *Long Service Leave (Commonwealth Employees) Act 1976*
- *Maternity Leave (Commonwealth Employees) Act 1973*
- *National Film and Sound Archive Act 2008*
- *National Gallery Act 1975*
- *National Library Act 1960*
- *National Museum of Australia Act 1980*
- *Office of National Assessments Act 1977*
- *Ombudsman Act 1976*
- *Parliamentary Commission of Inquiry (Repeal) Act 1986*
- *Parliamentary Presiding Officers Act 1965*
- *Privacy Act 1988*, except to the extent administered by the Attorney-General
- *Protection of Movable Cultural Heritage Act 1986*
- *Public Lending Right Act 1985*
- *Public Service Act 1999*
- *Remuneration and Allowances Act 1990*
- *Remuneration and Allowances Alteration Act 1986*
- *Remuneration Tribunal Act 1973*
- *Resale Royalty Right for Visual Artists Act 2009*
- *Resource Assessment Commission Act 1989*
- *Royal Commissions Act 1902*
- *Royal Powers Act 1953*
- *Royal Style and Titles Act 1973*
- *Screen Australia Act 2008*
- *Screen Australia and National Film and Sound Archive (Consequential and Transitional Provisions) Act 2008*
- *Screen Australia (Transfer of Assets) Act 2011*
- *Senate (Quorum) Act 1991*

**Portfolio  
Agencies**

The portfolio comprises two Departments of State, 12 prescribed agencies, nine Commonwealth authorities and four Commonwealth companies.

*Departments of State*

- Department of the Prime Minister and Cabinet
- Department of Regional Australia, Regional Development and Local Government

*Prescribed agencies*

- Australian Institute of Family Studies
- Australian National Audit Office
- Australian Public Service Commission
- Australian Sports Anti-Doping Authority
- National Archives of Australia
- Office of National Assessments
- Office of the Australian Information Commissioner



- Office of the Commonwealth Ombudsman
- Office of the Inspector-General of Intelligence and Security
- Office of the Official Secretary to the Governor-General
- Old Parliament House
- National Capital Authority

*Commonwealth authorities*

- Australia Council
- Australian Film, Television and Radio School
- Australian National Maritime Museum
- Australian Sports Commission (Australian Institute of Sport)
- National Film and Sound Archive of Australia
- National Gallery of Australia
- National Library of Australia
- National Museum of Australia
- Screen Australia

*Commonwealth companies*

- Australia Business Arts Foundation Limited
- Australian Sports Foundation Limited
- Bundanon Trust
- National Australia Day Council Limited.

## CORE REFERENCE MATERIAL

### 2C

### Portfolio ministers

#### Overview

The department supports 10 portfolio ministers – soon to be 11 – and parliamentary secretaries, including three assisting ministers.

The Minister for Regional Australia, Regional Development and Local Government also sits within the portfolio but is supported by the Department of Regional Australia, Regional Development and Local Government.

#### Ministers



**The Hon Julia Gillard MP**

*Prime Minister*

Julia Gillard was sworn in as the 27th Prime Minister of Australia on 24 June 2010 and re-sworn in as Prime Minister on 14 September 2010 following the 2010 Federal Election.

Ms Gillard was born in Barry, Wales in 1961. She is the daughter of a nurse and aged care worker. Her family migrated to Australia in 1966 and she grew up in Adelaide. Ms Gillard became an Australian citizen in 1974 along with the rest of her family, and renounced her British citizenship before entering parliament.

Ms Gillard was educated at Mitcham Demonstration School and Unley High School in South Australia.

Ms Gillard started her Arts and Law degrees at the University of Adelaide. In 1983 she was elected national Education Vice-President of the Australian Union of Students (AUS) and moved to Melbourne to complete her degree at Melbourne University. Later that year, she was elected President of the AUS.

After graduating, Ms Gillard began work as a solicitor in Melbourne with the law firm Slater and Gordon and became a partner in 1990. Ms Gillard's work at the firm focused on employment law, where she worked on securing fairer treatment for workers and fought for clothing trades outworkers who had been underpaid.

From 1996 to 1998, Ms Gillard served as Chief-of-Staff to the then Opposition Leader of the State of Victoria, John Brumby.

Ms Gillard first contested the federal seat of Lalor for the Australian Labor Party in 1998 and was elected that year.

From 1998 to 2001, Ms Gillard served on the House of Representatives Standing Committee on Employment, Education and Workplace Relations. In 2001, Ms Gillard was appointed Shadow Minister for

Population and Immigration and subsequently took on responsibilities for Reconciliation and Indigenous Affairs in 2003.

From 2003 to 2006, Ms Gillard served as Shadow Minister for Health. On 4 December 2006, Ms Gillard was appointed Deputy Leader of the Australian Labor Party and served as Shadow Minister for Employment and Industrial Relations and Social Inclusion.

Following the Australian Labor Party's victory at the 2007 Federal Election, Ms Gillard was sworn in as Deputy Prime Minister and Minister for Education, Employment and Workplace Relations and Social Inclusion.

Ms Gillard lives at The Lodge in Canberra with her partner, Tim Mathieson.



**Senator the Hon Stephen Conroy**

*Minister Assisting the Prime Minister  
on Digital Productivity*

Stephen Conroy is the Minister for Broadband, Communications and the Digital Economy and Minister Assisting the Prime Minister on Digital Productivity. He is also Deputy Leader of the Government in the Senate. He was first elected to represent Victoria in the Senate in 1996.

Prior to entering the Senate, Mr Conroy was an industrial officer and superannuation officer for the Transport Workers Union Victorian Branch from 1992 to 1996, a ministerial adviser to Victoria's Minister for Industry from 1990 to 1992 and an assistant adviser to the Speaker of the House of Representatives from 1988 to 1990.

Senator Conroy has also been an electorate officer for the federal Member for Canberra, a consultant to the Minister for Science and electorate officer for the Minister for Home Affairs.



**The Hon Simon Crean MP**

*Minister for the Arts*

Simon Crean is Minister for the Arts and Minister for Regional Australia, Regional Development and Local Government. He has held the seat of Hotham since 1990.

Prior to his appointment to these portfolios in September 2010, Mr Crean was Minister for Education, Employment and Workplace Relations from June 2010 to September 2010 and Minister for Trade from December 2007 to June 2010.

Before entering Parliament, Mr Crean was President of the Australian Council of Trade Unions (ACTU) from 1985 to 1990. From 1970 to 1985, Mr Crean was a full-time trade union official with the Federated Storemen and Packers Union of Australia.

Mr Crean was born in Melbourne in 1949. He was educated at Melbourne High School and Monash University, obtaining degrees in Economics and Law.

Mr Crean is married to Carole Lamb. They have two daughters, Sarah and Emma, and live in Melbourne.

Mr Crean is the Patron of the North Melbourne Football Club.



**The Hon Tanya Plibersek MP**

*Minister for Social Inclusion*

Tanya Plibersek is the Minister for Human Services and Minister for Social Inclusion. She has been the member for Sydney since 1998.

Ms Plibersek grew up in the southern suburbs of Sydney before completing a Bachelor of Arts degree in Communications (Hons) from the University of Technology and a Master of Politics and Public Policy at Macquarie University.

Ms Plibersek is married to Michael Coutts-Trotter, who has worked as a key adviser to the NSW state government and as Director-General of the NSW Education Department. They have three children: Anna, Joseph and Louis.



**The Hon Brendan O'Connor MP**

*Minister for Privacy and Freedom of Information*

Brendan O'Connor is the Minister for Justice, Minister for Home Affairs and Minister for Privacy and Freedom of Information. He has held the seat of Gorton since 2004 following a redistribution, having previously held the seat of Burke since 2001.

Prior to entering the parliament, Mr O'Connor was a union official from 1986 to 2001, and most recently Assistant National Secretary of the Australian Services Union from 1993 to 2001.

Mr O'Connor holds a BA and a LLB from Monash University and a Diploma in Industrial Relations from Harvard University.



**Senator the Hon Mark Arbib**

*Minister for Sport*

Mark Arbib is the Minister for Sport, Minister for Indigenous Employment and Economic Development and Minister for Social Housing and Homelessness. He was elected as a senator for New South Wales at the 2007 federal election and commenced his term on 1 July 2008.

Senator Arbib previously served as Minister for Employment Participation and Minister Assisting the Prime Minister for Government Service Delivery.

Prior to that, Senator Arbib worked as, among other things, a metal trades assistant, beach inspector, trade union official and restaurant cook and was elected General Secretary of the Australian Labor Party (NSW Branch) in June 2004, having served as Assistant General Secretary from 1999 and ALP State Organiser between 1996 and 1999.

Senator Arbib was also the Campaign Director for Morris Iemma's successful 2007 state election campaign.

Senator Arbib has a Master of Arts in Political Science and Economic History from the University of New South Wales.

Senator Arbib is married with two daughters and lives in Sydney.



**The Hon Warren Snowdon MP**

*Minister Assisting the Prime Minister  
on the Centenary of ANZAC*

Warren Snowdon is the Minister Assisting the Prime Minister on the Centenary of ANZAC, Minister for Veterans' Affairs, Minister for Defence Science and Personnel and Minister for Indigenous Health. He is the federal member for Lingiari and was previously the member for Northern Territory, and has held these seats from 1987 to 1996 and from 1998 to the present.

Mr Snowdon first moved to Darwin to work as a teacher in 1976 after gaining a Diploma of Education from Murdoch University. He has also worked as a researcher at ANU and a policy officer at the Central Land Council. Mr Snowdon lives in Alice Springs with his partner, Elizabeth Verstappen. They have raised four children: Frances, Tom, Tessa and Jack. Mr Snowdon is a sports and fitness enthusiast and a lifetime supporter of the Geelong Cats.



**The Hon Mark Butler MP**

*Minister Assisting the Prime Minister  
for Mental Health Reform*

Mark Butler is the Minister for Mental Health and Ageing and expected to be appointed as Minister Assisting the Prime Minister for Mental Health Reform shortly. He was elected to federal parliament in 2007, representing the electorate of Port Adelaide.

Before entering parliament, Mr Butler served as the youngest ever President of the South Australian branch of the ALP in 1997–98. He was also active in the Liquor, Hospitality and Miscellaneous Union (LHMU), leading campaigns in such varied industries as hospitals, cleaning, child care, aged care, the wine industry and hotels.

Mr Butler was awarded the Centenary Medal in 2003 for services to the trade union movement and holds a Bachelor of Arts, a first class honours law degree and a masters degree in international relations.

Mr Butler lives in Woodville Park with his wife and two children, and is a keen supporter of AFL team, Port Power.

section 34(3)



**The Hon Gary Gray AO MP**

*Special Minister of State  
for the Public Service and Integrity*

Gary Gray is the Special Minister of State and Special Minister of State for the Public Service and Integrity. He has held the seat of Brand since 2007, when he took over the seat from retiring MP and former Labor leader Kim Beazley.

Mr Gray began his working life in the BHP Steelworks, before working in banking and graduating from the ANU with a degree in economics. Mr Gray moved to Western Australia in 1983 to study education, and began working with the Labor Party in the Northern Territory and the UK. Engaged as an adviser to guard the Australian company Woodside Energy against a Shell takeover, Mr Gray eventually became their Director of Corporate Affairs and a member of the company executive team, before he entered federal parliament.

In 2000, Mr Gray was awarded the high civil award of Officer in the Order of Australia (AO) and an Australia Medal. Mr Gray is married with three children.

**Parliamentary  
Secretaries**



**The Hon Mark Dreyfus QC MP**

*Cabinet Secretary*

Mark Dreyfus is the Cabinet Secretary and the Parliamentary Secretary for Climate Change and Energy Efficiency. He has held the seat of Isaacs since 2007.

Prior to entering politics, Mr Dreyfus was a well-known Melbourne barrister and Queen's Counsel, having worked on several prominent cases in the High Court, among them the Stolen Generation litigation. He was also a former Director of the Law Council of Australia and has served on the Victorian Bar Ethics Committee and Victorian Bar Council.

Mr Dreyfus has previously worked as Research Fellow at the National Research Institute of Gerontology and Geriatric Medicine as well as at the Australian Institute of Aboriginal Studies.

A member of the St Kilda football club, Mr Dreyfus is married with three children.



**Senator the Hon Kate Lundy**

*Parliamentary Secretary to the Prime Minister*

Kate Lundy is Parliamentary Secretary to the Prime Minister (includes responsibility for national security science and innovation managed by the department) and Parliamentary Secretary for Immigration and Multicultural Affairs. She was first elected to the Senate for the Australian Capital Territory in 1996.

Prior to entering the parliament, Senator Lundy worked as a labourer in the construction industry, becoming involved in the Building Workers Industrial Union (now the CFMEU), and later becoming a workplace delegate and a full-time union organiser. In 1987, Senator Lundy was elected Vice-President of the ACT branch of the BWIU and in 1993 she became the first woman to be elected as President of the ACT Trades and Labour Council. She was also a foundation member of Emily's List, established by Labor women to support the election of more Labor women to parliament.

Senator Lundy lives in Canberra with her husband and children.

An avid sportswoman, Senator Lundy is a member and patron of the Canberra Rowing Club.

## CORE REFERENCE MATERIAL

### 2D Calendar of key dates

#### September

1 Community Cabinet meeting (Qld)

1-3 Visit by United Nations Secretary-General

[REDACTED]

4-6 Visit by President of the European Commission

[REDACTED]

[REDACTED]

[REDACTED]

6-9 Pacific Islands Forum (PIF) Leaders Meeting (Auckland, NZ)

7 Secretaries Committee on Social Policy

Secretaries Committee on Referendums Coordination (TBC)

8 Defence Strategic Review Advisory Board Meeting

[REDACTED]

[REDACTED]

[REDACTED]

16-25 Parliament sitting

[REDACTED]

21 Meeting with Skills Australia on VET Reform

[REDACTED]

[REDACTED]

29-30 G20 Sherpas Meeting (Paris, France)

[REDACTED]



October

[REDACTED]  
4-5 Tax Forum

5 Community Cabinet  
[REDACTED]  
[REDACTED]  
[REDACTED]

11-13 Parliament sitting  
[REDACTED]  
[REDACTED]  
[REDACTED]

19-29 Royal Visit

21-23 ASEAN Leaders Summit (Bali, Indonesia)

24-30 CHOGM and associated bilateral meetings (Perth)  
[REDACTED]

28-30 CHOGM, including Foreign Ministers Meeting, Caricom,  
Small Island States meeting and Leaders (Perth)  
[REDACTED]  
[REDACTED]

31 Oct – Parliament sitting

2 Nov

November

[REDACTED]  
[REDACTED]  
1-2 G20 Sherpas Meeting (Cannes, France)

2 Secretaries Committee on Social Policy

3-4 G20 Leaders Summit (Cannes, France)  
[REDACTED]

8 [REDACTED]

[REDACTED]  
Not-for-Profit Reform Council

12-13 APEC Economic Leaders' Meeting

[REDACTED]  
[REDACTED]

15-17 Certain major visit (TBC)

16 Australian Social Inclusion Board

17 Community Cabinet

17-19 East Asia Summit

19-26 Visit by the Crown Prince and Princess of Denmark

21-30 Parliament sitting

[REDACTED]

23 Prime Minister's reception for PM&C SES officers and partners

24 Prime Minister's reception for members of the press gallery

[REDACTED]

[REDACTED]

**December**

[REDACTED]

5 Prime Minister's reception for APS senior executives

[REDACTED]

[REDACTED]

[REDACTED]

7 Secretaries Group on Indigenous Affairs

8 Defence Strategic Reform Advisory Board

## CORE REFERENCE MATERIAL

### 2E Committees

<b>Expenditure Review Committee (ERC)</b>	<p>The <b>Expenditure Review Committee</b> considers matters of detail regarding expenditure and revenue during and between the Budget. Decisions by the Committee must be endorsed by the Cabinet.</p> <p>Members: Ms Gillard, Mr Swan (Chair), Senator Wong (Deputy Chair), Mr Shorten, Mr Crean, Ms Macklin, Mr Smith</p>
<b>Regional Australia and Regional Development Committee (RARDC)</b>	<p>The <b>Regional Australia and Regional Development Committee</b> provides strategic direction and advice on the identification of local and community priorities, the consultation and decision making structures needed to enable regional development and regional delivery of services, development of policies that enable regional economic development, investment in physical and social infrastructure and the delivery of services to ensure Government adequately meets the needs of Australia's regions, both in urban areas and regional Australia.</p> <p>Members: Ms Gillard, Mr Swan, Senator Evans, Senator Conroy , Mr Crean (Chair), Ms Roxon, Mr Burke (Deputy Chair), Ms Macklin, Senator Wong, Mr Garrett, Senator Carr, Senator Ludwig, Mr Ferguson, Mr Albanese, Mr Snowdon</p> <p><i>Note: Mr Shorten and Mr McClelland are advised of the meetings and invited to attend if available.</i></p>
<b>Climate Change Committee</b>	<p>The <b>Climate Change Committee</b> provides strategic direction and coordination of the development of policy and delivery of programs across the climate change policy.</p> <p>Members: Ms Gillard (Chair), Mr Swan, Mr Burke, Senator Carr, Senator Ludwig, Mr Ferguson , Senator Wong and Mr Combet (Deputy Chair)</p>
<b>Productivity Committee</b>	<p>The <b>Productivity Committee</b> provides strategic direction on the Government's microeconomic reform and productivity agenda and coordination of the development of policy and delivery of programs across the following broad areas:</p> <ul style="list-style-type: none"><li>• sectoral issues including interactions between the resources sector and other industry sectors</li><li>• productivity</li><li>• innovation policy</li><li>• workforce skills development</li><li>• trade</li><li>• industrial relations</li></ul>

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

- agriculture/rural industry policy
- tourism
- infrastructure

Members: Ms Gillard, Mr Swan, Senator Evans (Chair), Senator Conroy, Mr Bowen, Mr Albanese, Senator Carr, Senator Wong, Mr Ferguson, Mr Emerson (Deputy Chair), Mr Combet, Mr Clare , Mr Gray and Senator Sherry

**Parliamentary Business Committee**

The **Parliamentary Business Committee** considers priorities for the Australian Government's legislation program.

Members: Senator Evans, Mr Smith, Mr Albanese (Chair), Mr McClelland, Senator Ludwig and Senator Lundy

**Social Policy and Social Inclusion Committee**

The **Social Policy and Social Inclusion Committee** provides strategic direction and coordination of the development of policy and delivery of programs across the following broad areas:

- Indigenous affairs
- social inclusion agenda
- health
- ageing
- education and life skills
- early Childhood and youth
- employment participation
- social housing and homelessness.

Members: Ms Gillard, Mr Swan, Senator Evans, Ms Roxon, Ms Macklin (Chair), Mr Garrett, Ms Plibersek (Deputy Chair), Ms Ellis, Senator Arbib, Mr Snowden, Mr Butler

**Problem Gambling Committee**

The **Problem Gambling Committee** will assist in the coordination of policies that impact on problem gambling across the following broad areas:

- national response to the Productivity Commission's report into gambling
- inquiries from the Parliamentary Joint Select Committee on Gambling
- mandatory pre-commitment for electronic gaming machines
- dynamic warnings and cost of play displays
- ATM withdrawal limits
- review of the *Interactive Gambling Act 2001*
- advertising of gambling services, including the reduction of live odds promotion in sports coverage.

Members: Ms Gillard, Mr Swan, Ms Macklin (Chair), Senator Conroy,  
Mr Shorten

**National  
Security  
Committee**

The **National Security Committee** focuses on major international security issues of strategic importance to Australia, border protection policy, national responses to developing situations (either domestic or international) and classified matters relating to aspects of operations and activities of the Australian Intelligence Community.

Members: Ms Gillard (Chair), Mr Swan (Deputy Chair), Mr Rudd,  
Mr Smith, Mr Bowen, Mr McClelland, Mr O'Connor  
Senator Wong for items with financial implications  
Mr Clare for Defence capability items

**Secretaries  
Group on  
Indigenous  
Affairs**

The Secretaries Group on Indigenous Affairs will:

1. support the Indigenous Affairs Committee of Cabinet (the Committee) by providing advice, as appropriate, on matters before the Committee or that it considers should be put to the Committee, including:
  - a) meeting the six targets agreed by the Council of Australian Governments (in December 2007 and March 2008) to close the gap;
  - b) investment and expenditure decisions through:
    - i. a coordinated and strategically focused Single Indigenous Budget process for the 2009-10 Budget and beyond that targets initiatives and strategies to close the gap; and
    - ii. reformed Commonwealth / State funding arrangements, consistent with the "building blocks";
  - c) emerging priorities before the government;
2. deliver clear direction across government agencies in the development of policy advice and implementation of programs;
3. review these terms of reference on an ongoing basis in accordance with any requirements of future Cabinet decisions.

Members: Ian Watt (PM&C), Finn Pratt (FaHCSIA), Lisa Paul (DEEWR), Jane Halton (DHA), Paul Grimes (SEWPaC), Martin Parkinson (Treasury), David Tune (DoFD), Kathryn Campbell (DHS), Glenys Beauchamp (RARDLG), Roger Wilkins (AGD), Brian Gleeson (Coordinator General for Remote Indigenous Services)

**Defence  
Strategic  
Reform  
Advisory Board  
(DSRAB)**

The **Defence Strategic Reform Advisory Board**'s primary function is to provide advice to government, through the Minister for Defence, on implementation of the Strategic Reform Program (SRP), and to assist in ensuring that the reforms are being implemented in the way intended by government. This includes, but is not limited to, advice on:

- the overall architecture of the SRP;
- SRP planning and implementation;
- planning and implementation for particular streams within the SRP;
- significant risks or obstacles that have potential to endanger delivery of the SRP;
- organisational change management and communication; and
- performance monitoring, reporting and evaluation systems.

Members: George Pappas (Chair), David Mortimer (Private Sector Member), John Fletcher (Private Sector Member), Linda Nicholls (Private Sector Member), Ian Watt (PM&C), Martin Parkinson (Treasury), David Tune (DoFD), Duncan Lewis (Defence), General David Hurley (CDF), Warren King (DMO), Paul Rizzo (Defence Audit and Risk Committee), Jennifer Clark (Material Audit and Risk Committee)

**CORE REFERENCE MATERIAL**

**2F Secretary's Policy Update (SPU)**

Secretary

**Secretary's Policy Update**

section 34(3)

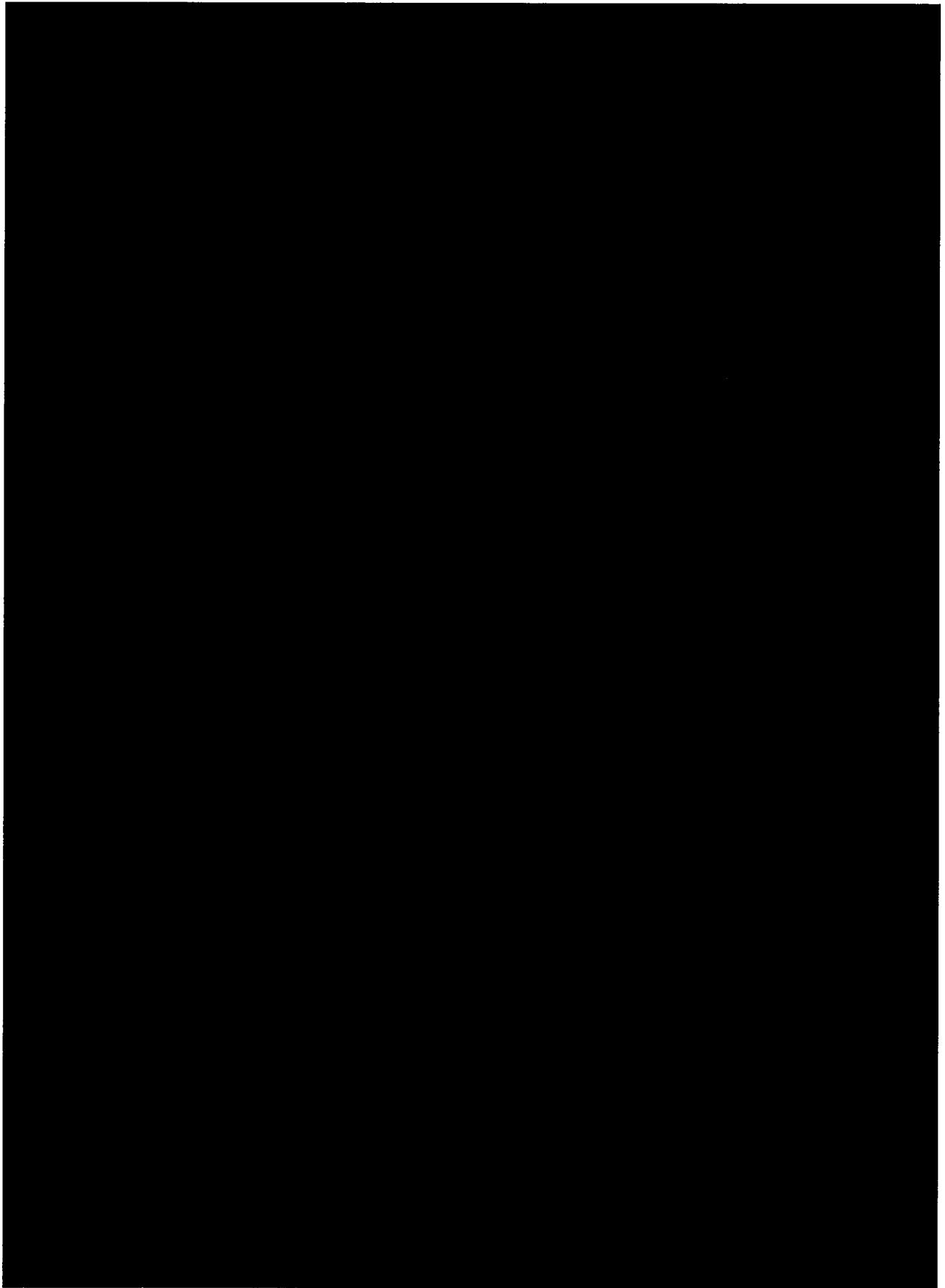
Many thanks

Kim Terrell

A/g First Assistant Secretary

Ministerial Support Division

[REDACTED]





## CORE REFERENCE MATERIAL

### **2G Strategic projects and priorities register**

The document below identifies the updated list of specific projects and key priorities that are being managed by the department and are important to the Prime Minister, reflect the government's highest priorities and require greater departmental leadership, coordination and resources than the normal business of government.

The projects and priorities include targeted research, support and advice on signature initiatives, oversight of progress on critical and portfolio initiatives, benchmark and other briefs and developmental work on new strategic opportunities. These projects also include the ongoing scrutiny or management of activities that are critical to the government's standing.

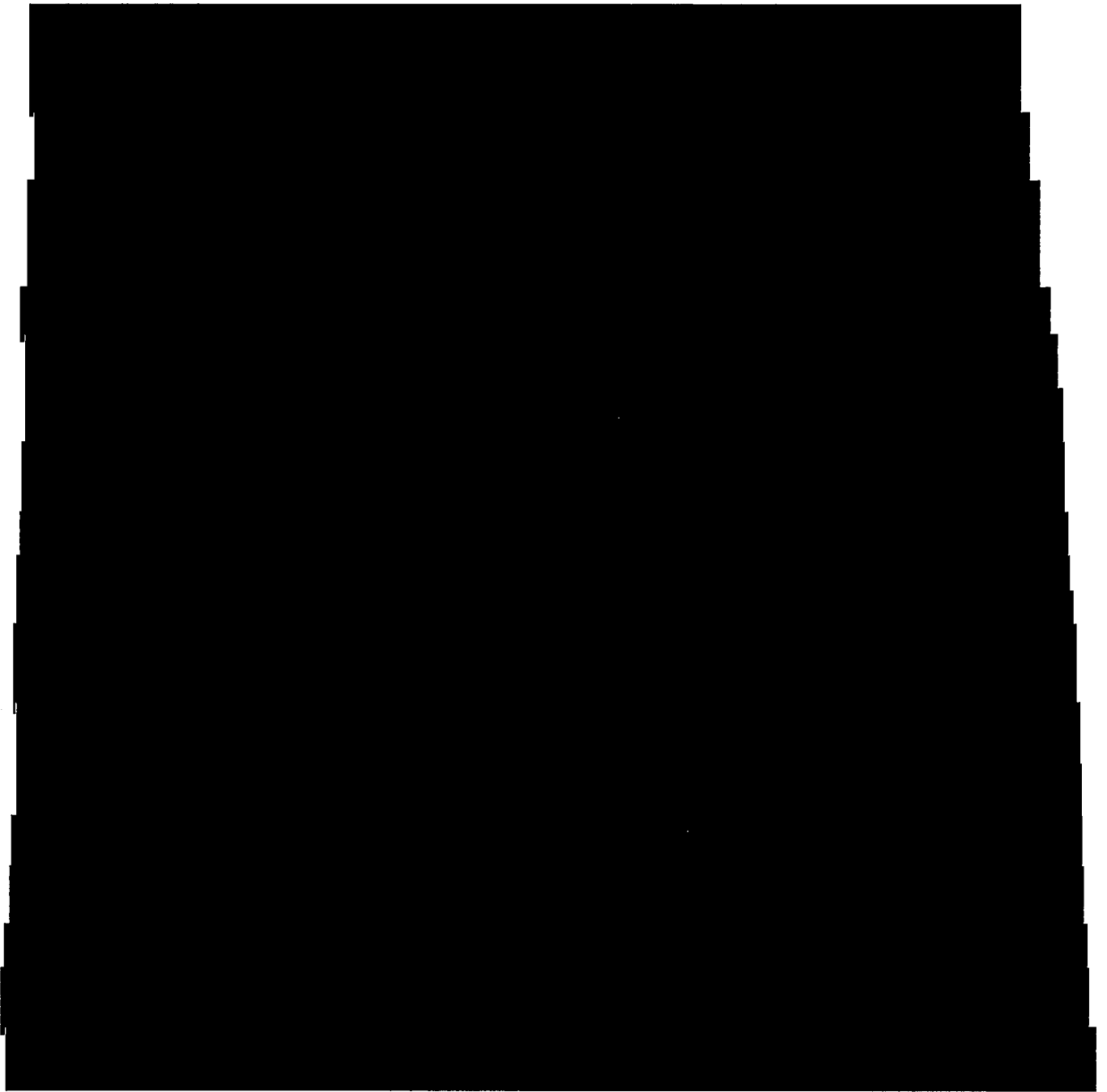
These matters are in addition to a large amount of other important work undertaken within the department – for instance, supporting Cabinet business, briefing the Prime Minister and ministers, coordinating Australia's national security community, co-ordination of departments in support of the government's agenda, management of the APS, or the handling of Prime Ministerial correspondence.





**PM&C – Strategic Projects and Priorities Register (as at 3 August 2011)**





**CORE REFERENCE MATERIAL**

**2H Delivery of the Australian Government's Strategic Priorities**

Secretary

**Delivery of the Australian Government's Strategic Priorities**

Attached for your information is a copy of the most recent quarterly report on the delivery of the Australian Government's Strategic Priorities. Produced by the Cabinet Implementation Unit, Implementation Division, the report tracks the progress of delivery of the government's top 30 strategic priorities.

Many thanks

Kim Terrell

A/g First Assistant Secretary

Ministerial Support Division





[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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## **PART III**

### **MAJOR POLICY ISSUES**

## MAJOR POLICY ISSUES

### 3A 2011–12 MYEFO and 2012–13 Budget strategy

The government, through its fiscal strategy, has committed to return the Budget to surplus in 2012–13. [REDACTED]

- The fiscal strategy also states that government spending will be limited to real growth of 2 per cent a year, on average, until the budget surplus is at least 1 per cent of GDP and while the economy is growing at or above trend.
- Further, the level of tax receipts will be allowed to recover naturally as the economy grows, while maintaining the government's commitment to keep taxation as a share of GDP below the 2007–08 level of 23.5 per cent, on average.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

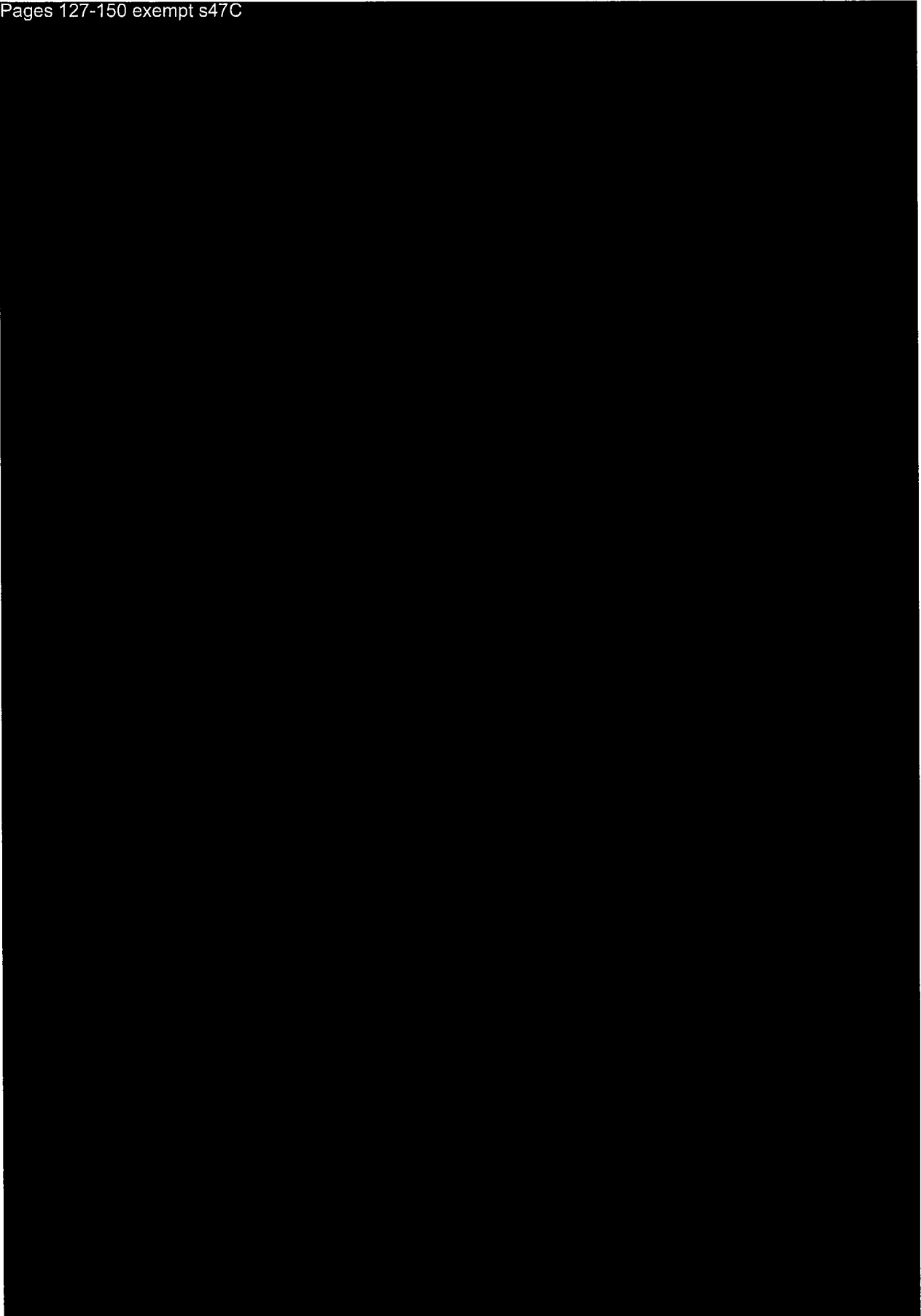
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Pages 127-150 exempt s47C



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## MAJOR POLICY ISSUES

### **3B** International economic and financial developments

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

I [REDACTED]

I [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

**Contact** David Turvey, AS, Economic Policy Branch, Economic Division  
[REDACTED]  
Jason Russo, AS, Financial, G20 and Global Economy Branch,  
Economic Division, [REDACTED]

**Follow-up**      Noted ☐      Please discuss ☐      Please brief ☐

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

Pages 153-173 exempt s34



~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

## MAJOR POLICY ISSUES

**3C**

### **Murray-Darling Basin – Next steps**

#### **Current status**

The Murray-Darling Basin Authority (MDBA) announced on 3 August that the release of the proposed Basin Plan would be delayed from midyear until November 2011.

- Reasons cited for the delay included the need to further shape how the Basin Plan will be implemented in the transition period of 2012–19 and develop solutions to address constraints to move water around the Basin effectively.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[illegible]

## PM&C role

PM&C is actively engaged at a senior level with the MDBA, the Department of Sustainability, Environment, Water, Population and Communities (SEWPAC), and other Commonwealth agencies on the implementation of MDB reforms. From March to July 2011 PM&C (SDD and II&E) was part of a multiagency taskforce to help coordinate policy and communications on the Basin Plan. [REDACTED]

PM&C continues to participate in a number of senior officials committees established to support the development of the Government's response to the proposed Basin Plan.

## Background

### Overview of water reform in the MDB

The MDB is one of Australia's most important environmental, economic and social

resources. It accounts for around 50 per cent of the nation's irrigated agricultural water consumption. From 2000–06, the gross value of irrigated agricultural production in the MDB was \$4.6 billion per annum or 38 per cent of the annual national income from irrigated agricultural production (ABS 2008). The MDB supports a vast range of plants, animals and ecosystems that are nationally and internationally significant including 16 wetlands of international importance and critical habitat for endangered and migratory species.

The Australian Government legislated in 2007 to establish the MDBA to plan and govern the management of the Basin's water resources. It also established a Commonwealth Environmental Water Holder to manage the Commonwealth's environmental water.

In April 2008 the Australian Government announced a ten year \$12.9 billion investment in a suite of programs under the overarching Water for the Future (WFTF) initiative. More than 75 per cent of the funding is directed towards projects located within the MDB.

In July 2008 the Prime Minister and first ministers of the Basin jurisdictions signed the Intergovernmental Agreement on Murray-Darling Basin Reform (MDB IGA) to implement the reforms necessary to meet the current needs of the Basin and in the long term to protect and enhance its social, environmental and economic values. The MDB IGA included a commitment to fund 15 State Priority Projects totalling \$3.2 billion.

In October 2010 the MDBA released its *Guide to the Proposed Basin Plan* to strong negative reaction by stakeholders. The MDBA was criticised for its lack of engagement and consultation in the development of the guide, particularly on the socioeconomic impacts of the proposed. The science underpinning the determination of the reduction required (3,000 to 7,000GL) was also heavily criticised by non-environmental groups.

#### *Sustainable Diversion Limits (SDL)*

The Basin Plan will set Sustainable Diversion Limits on diversions from the Basin. The diagram below illustrates the likely proposed SDL reduction of 2,800GL from a 2009 baseline.



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**Contact**

Mark Laduzko, AS, Agriculture, Customs and Environment Branch



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**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## MAJOR POLICY ISSUES

### 3D National Health Reform – Implementation

## Background

Following successful negotiations with states and territories (states), the Prime Minister announced the Council of Australian Government's (COAG) agreement to the National Health Reform Agreement (NHRA) on 2 August 2011. [REDACTED]

## Immediate challenges

The nationally consistent Activity Based Funding (ABF) system is due to commence by 1 July 2012. [REDACTED]

## Governance mechanisms to oversee NHRA implementation

**I** [REDACTED]

**I** [REDACTED]

**Key milestones**

The table below sets out the key implementation milestones for the remainder of 2011. A set of high level key milestones spanning the next three years is at Attachment A.



**Other critical issues**

*Financing*

The Commonwealth will increase its contribution to efficient growth funding for public hospital services to 45 per cent in 1 July 2014, increasing to 50 per cent from 1 July 2017.

Efficient growth is:

- the national efficient price for any changes in the volume of services provided
- the growth in the national efficient price of providing the existing volume of services.

[REDACTED]

Through this commitment, the Commonwealth will increase its additional funding for public hospital services to at least \$16.4 billion between 2014-15 and 2019-20.

[REDACTED]

[REDACTED]

*National Partnership Agreement on Improving Public Hospital Services (NP)*

The NP provides up to \$3.4 billion to states over the period 2009–10 to 2016–17 to reduce emergency department waiting times, elective surgery waiting times and at least 1,316 new sub-acute beds.

[REDACTED]

**Other issues**

[REDACTED]  
section 34(3) [REDACTED]  
[REDACTED]

The NHRA commits states to maintain their efforts in hospital activity through to 2014-15 (when the Commonwealth's 45 per cent growth funding commitment kicks in), with benchmarks for assessing maintenance of effort. The NHRA contains a Heads of Treasuries (HoTs) process to monitor this. The maintenance of effort provision broadly requires states to meet their forward estimate of health expenditure; however, it does also recognise that states may need to make cuts to their health systems in the wider context of state budgetary constraints.

[REDACTED]  
[REDACTED] States' expenditure and service volumes will be looked at through the established HoTs process in the lead up to 2013-14.

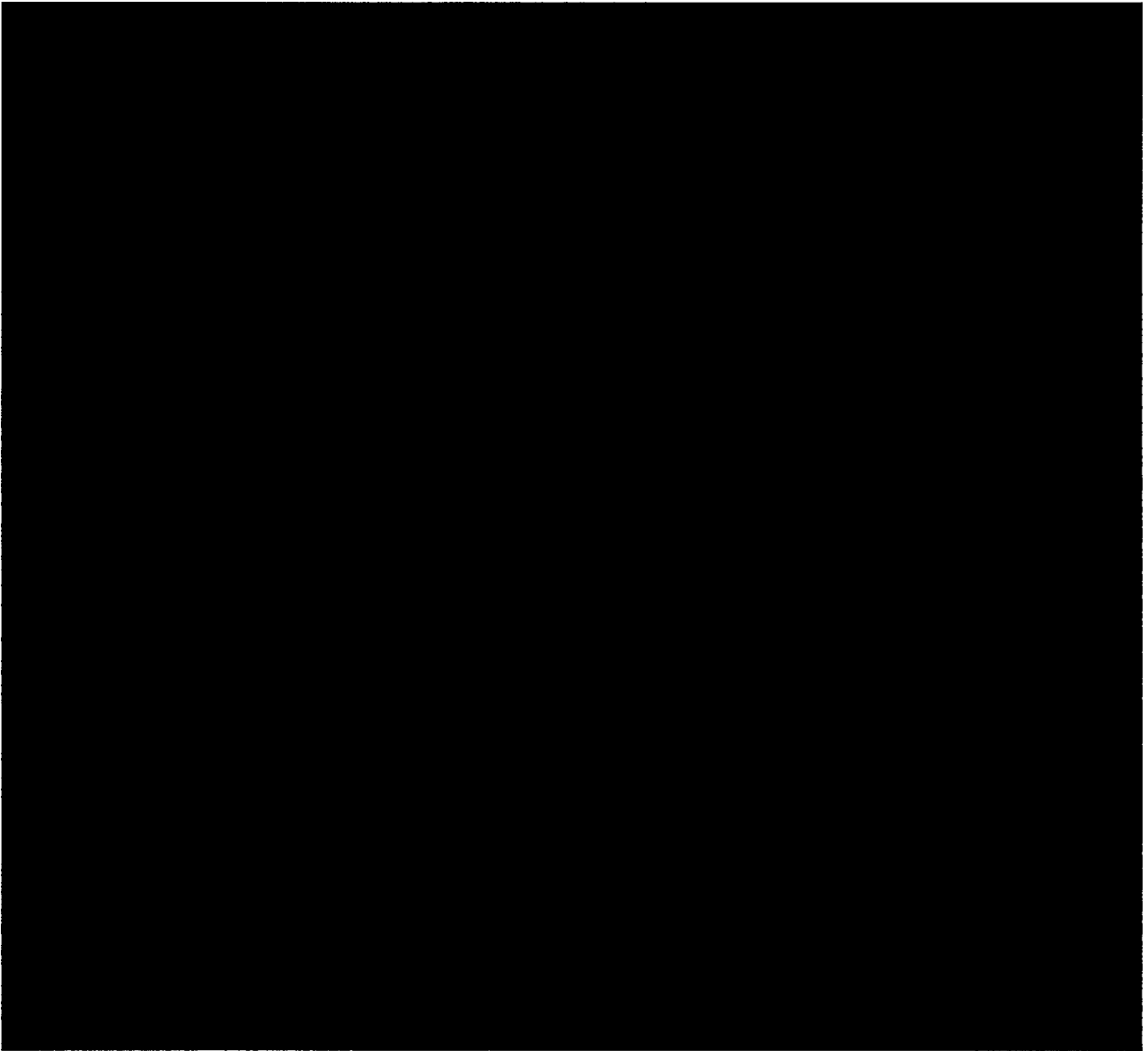
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<b>Contact</b>	Tim Beresford, FAS, Social Policy Division [REDACTED] Gareth Sebar, A/g AS, Health Systems and Governance Branch, Social Policy Division [REDACTED]
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<b>Follow-up</b>	Noted <input type="checkbox"/>	Please discuss <input type="checkbox"/>	Please brief <input type="checkbox"/>
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**Attachment A: High-level key milestones for the next three years**





## MAJOR POLICY ISSUES

### **3E**                      The year of delivery and the agenda ahead

[REDACTED]

The Prime Minister has declared 2011 ‘a year of delivery and decision’.

PM&C plays an integral role in progressing the government’s immediate and longer term strategic priorities. [REDACTED]

[REDACTED]

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- I [REDACTED]
- I [REDACTED]

#### **PM&C’s role in delivering on government priorities**

PM&C assists the Prime Minister and the government by:

- I [REDACTED]

[REDACTED]

- Providing leadership across the APS on cross-portfolio and complex implementation challenges [REDACTED]

[REDACTED]

- Building delivery capability [REDACTED]

- [REDACTED]

- [REDACTED]

- Ensuring the Prime Minister and the Cabinet receive the highest quality advice on implementation and delivery issues [REDACTED]

[REDACTED]

**Examples illustrating PM&C's role in delivery**

[REDACTED]

- Establishing the APS Policy Implementation Network – PM&C supports this Deputy Secretary-level network which brings together expert implementers to share best practice information and experience. [REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

section 34(3)

[REDACTED]

section 34(3)

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

- the development of a Cyber White Paper, which will articulate a long-term strategy for Australia's engagement in cyberspace and help ensure Australians can take full advantage of the social and economic opportunities on the internet

[REDACTED]

[REDACTED]

[REDACTED]

SDD was created in 2008 to support the Secretary and Executive [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**Contact** Dom English, Executive Director, Strategy and Delivery Division

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**Follow-up** Noted ☐ Please discuss ☐ Please brief ☐



## **PART IV**

### **OTHER KEY ISSUES**

## OTHER KEY ISSUES

**4A**

### Business strategy

**Current status**

[REDACTED]

[REDACTED]

[REDACTED]

**PM&C role**

[REDACTED]

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

[REDACTED]

**Contact**

David Turvey, Economic Division, [REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

<b>4B</b>	<b>Prosecuting Australia's priorities in the G20</b>
<b>Current status</b>	<div>[REDACTED]</div> <div>[REDACTED] G20 agenda in 2011 covers: the G20 Framework for strong, sustainable and balanced growth; international monetary system reform; financial regulation; commodity price volatility and energy security; jobs and social protection; anticorruption; trade; development; climate change financing; global governance reform; and G20 outreach.</div> <div>[REDACTED]</div>
<b>PM&amp;C role</b>	Leading/coordinating
<b>PM&amp;C action</b>	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
<b>Urgency/Timing</b>	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
<b>Stakeholders</b>	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
<b>Contact</b>	Dr Gordon de Brouwer, Associate Secretary (and Australian G20 sherpa), Domestic Policy Group, [REDACTED]
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>



## OTHER KEY ISSUES

4C

### Tax Forum – 4-5 October 2011

**Current status**

The Government has committed to convene the Tax Forum as part of its agreement with Tony Windsor MP and Rob Oakeshott MP.

The Treasurer recently released a framing paper for the Tax Forum, covering the six session topics (personal, transfers, business, state, social and environmental, and system governance), and the initial invitation list.

There will be approximately 150 participants, including the Secretary of PM&C (and one observer).

**PM&C role**

Advice to the Prime Minister and Cabinet on the Forum and tax reform options; Forum steering committee (chaired by Treasury) member.

**PM&C action**

**Urgency/Timing**

**Stakeholders**

**Contact**

Luke Yeaman, Assistant Secretary, Fiscal and Taxation Branch, Economic Division

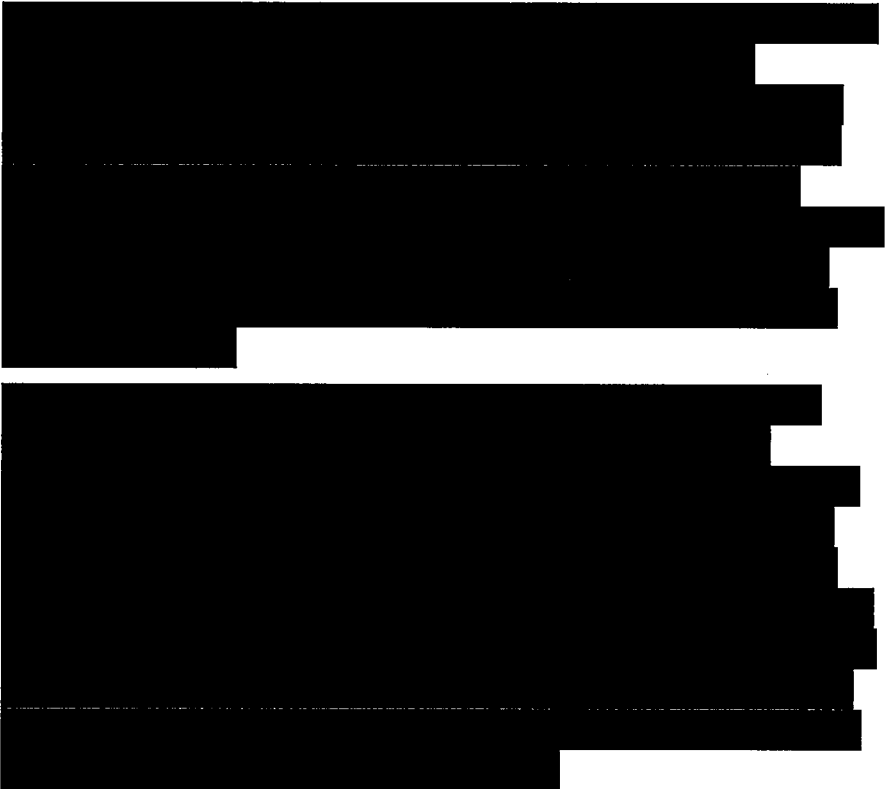

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

<b>4D</b>	<b>Australia's military and civilian engagement in Afghanistan</b>		
<b>Current status</b>	Ongoing		
<b>PM&amp;C role</b>	PM&C leads the coordination of whole-of-government policy for Afghanistan		
<b>PM&amp;C action</b>			
<b>Urgency/Timing</b>	Ongoing		
<b>Stakeholders</b>	<p>Key ministers include the Minister for Defence, the Minister for Foreign Affairs, the Minister for Home Affairs and the Attorney-General.</p> <p>Key departments and agencies include Defence, DFAT, AusAID, ASIS, AFP, AGD and ONA.</p>		
<b>Contact</b>	Rodd McGibbon, AS, Asia, Americas and Trade Branch, International Division 		
<b>Follow-up</b>	Noted <input type="checkbox"/>	Please discuss <input type="checkbox"/>	Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

### **4E**      **Regional transfer arrangements for Irregular Maritime Arrivals (IMAs)**

**Current status**      The Regional Cooperation Framework (RCF) was endorsed by Ministers at the 30 March 2011 Bali Process Ministerial Conference.

[REDACTED]

The Australia-Malaysia Transfer and Resettlement Arrangement (the Malaysia Arrangement) was signed on 25 July 2011 and provides for 800 IMAs to be transferred to Malaysia with 4,000 resettled in Australia over four years.

[REDACTED]

[REDACTED]

**PM&C role**      Coordinating.

Homeland and Border Security Division (HBS) coordinates whole-of-government approaches to counter people smuggling.

Social Policy Division (SPD) coordinates arrivals management issues, including the immigration detention network.

**PM&C action**      The National Security Adviser (NSA) chairs the Border Protection Taskforce (BPT), a deputy secretary level IDC responsible for leading and coordinating policy advice, operational activity and public messaging to counter people smuggling.

[REDACTED]

[REDACTED]

**Urgency/Timing**

[REDACTED]

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

**Stakeholders**      Ministers and portfolio agencies responsible include Immigration, Customs and Border Protection, Foreign Affairs, Attorney-General's, AFP and intelligence agencies. External stakeholders include regional partner governments, UNHCR; the International Organization for Migration and domestic refugee advocates.

**Contact**            Sachi Wimmer, FAS HBS, [REDACTED]

**Follow-up**          Noted ☐                      Please discuss ☐                      Please brief ☐

## OTHER KEY ISSUES

## 4F

## Climate Change

## Current status

A comprehensive package including a carbon price, assistance for households and industries, and a range of complementary measures has been developed, and agreed by the Multi-Party Climate Change Committee and subsequently the government. The details of the Clean Energy Package were announced on 10 July 2011. The legislation implementing the package is currently at exposure draft stage and was released for public comment on 28 July 2011. Following the consultation process, the legislation will be introduced into parliament in September and, subject to the legislation passing both houses, the carbon price will commence on 1 July 2012.

## PM&C role

PM&C is paying particular attention to ensuring effective, coordinated and timely implementation of the entire Clean Energy Package. ■

## PM&C action

PM&C will continue to work closely with DCCEE and other relevant agencies to develop a coordinated approach to implementation that will ensure the success and timely delivery of each component of the package.

### Urgency/Timing

## Stakeholders

DCCEE, DRET, DIISR, DRET, DSEWPAC, Treasury, FHCSIA,  
DAFF, DEEWR, DRARDLG.

## Contact

Tim Pyne, Assistant Secretary, IIE

## Follow-up

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

4G	Live animal exports
<b>Current status</b>	<p>The suspension of live cattle exports to Indonesia was lifted on 6 July 2011 and exports have resumed under a new framework. Exporters have to demonstrate that they have control of the supply chain, which has been independently audited, and that they can track animals through the system to the point of slaughter.</p> <p>[REDACTED]</p> <p>Mr Bill Farmer AO, is conducting an independent review of Australia's live export trade from paddock to point of slaughter for all markets that receive Australian live stock. [REDACTED] he final report is due by the end of August 2011.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>PM&amp;C role</b>	<p>Initially under the National Security Adviser, PM&amp;C lead the early work with DAFF to progress whole-of-government efforts to reopen trade to Indonesia under a new regulatory framework.</p> <p>PM&amp;C maintains an ongoing role in the interagency working group and briefing the PM as required.</p>
<b>PM&amp;C action</b>	Ongoing engagement through IDCs and the Cabinet process
<b>Urgency/Timing</b>	[REDACTED]
<b>Stakeholders</b>	DAFF, DFAT, Minister for Agriculture, Fisheries and Forestry, the Minister for Foreign Affairs and the Minister for Trade
<b>Contact</b>	Mark Laduzko, AS, II&E [REDACTED]
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

### 4H Tasmanian Forests Intergovernmental Agreement (IGA)

**Current status** The Prime Minister signed the Tasmanian Forests IGA on 7 August 2011 with the Tasmanian Premier. The IGA commits \$276 million, including \$15 million from the Tasmanian Government, to support displaced workers, ensure a sustainable forestry industry and protect high-value conservation forests in Tasmania (following completion of an independent verification process by the end of 2011).

[REDACTED]

**PM&C role**

[REDACTED]

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

The Prime Minister and Ministers Burke, Crean, Ludwig, Evans, Carr and Ferguson have a direct interest in this matter. Minister Combet has an interest due to the associated carbon offset issues. Key agencies involved in this process include: PM&C, SEWPAC, DAFF, DEEWR, DIISR and DHS

[REDACTED]

**Contact**

Mark Laduzko, AS, Agriculture, Customs & Enviro, II&E

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

**4I**

### **Schools Funding Review**

**Current status** The panel undertaking the Review of Funding for Schooling, led by Mr David Gonski AC, will release its second emerging issues paper in late August 2011 and the four research reports it commissioned from external consultants for a four-week public submission process.

[REDACTED]

**PM&C role**

[REDACTED]

[REDACTED]

[REDACTED]

**PM&C action**

[REDACTED]

**Urgency/Timing** The panel is scheduled to deliver its final report by the end of the year

[REDACTED]

**Stakeholders**

Minister Garret has portfolio responsibility for the review; DEEWR is responsible for leading on the government's response and also provides the secretariat to the review.

There are a number of stakeholders, including unions, non-government school peak bodies, and state and territory education departments.





**Contact**

Paul Ronalds, Office of Work and Family, [REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

4J	Vocational education and training (VET) funding reform
<b>Current status</b>	<p>In 2011, COAG endorsed a new national framework of objectives and principles for a reformed VET system to guide the development of specific reform directions, outcomes and progress measures. Work will be undertaken through a working group of state senior officials to revise the National Agreement for Skills and Workforce Development (NASWD) and develop a new reform-focused National Partnership (NP) Agreement on skills. <sup>section 34(3)</sup></p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>PM&amp;C role</b>	<p>[REDACTED]</p>
<b>PM&amp;C action</b>	<p>[REDACTED]</p>
<b>Urgency/Timing</b>	<p>The new deal is to be agreed at the first COAG meeting in 2012, with the revised NASWD and the new NP to commence on 1 July 2012.</p>
<b>Stakeholders</b>	<p>[REDACTED]</p> <p>[REDACTED]</p>
<b>Contact</b>	<p>Peta Furnell, Executive Coordinator Domestic Policy, [REDACTED]</p>
<b>Follow-up</b>	<p>Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/></p>

## OTHER KEY ISSUES

**4K**

### Aged care reform

**Current status** The government released the Productivity Commission Report *Caring for Older Australians* (the report) on 8 August 2011.

The report recommended sweeping deregulation of the aged care sector, with the phased removal of controls on supply and the introduction of user charging. This would include, for the first time, counting the value of the family home when assessing capacity to pay.

[REDACTED]

**PM&C role** Coordinating

**PM&C action** PM&C is represented [REDACTED] on the Inter-Departmental Committee (IDC) on Aged Care Reform, which is supporting the development of a government response.

**Urgency/Timing** The Prime Minister has indicated publicly that the government will ensure there is a proper process of review, discussion and analysis of the Commission's recommendations before responding to them. The Prime Minister further indicated that aged care reform will commence during this term of government, but has not committed to precise timelines.

[REDACTED]

**Stakeholders** The Minister for Mental Health and Ageing, Mr Mark Butler MP, will be engaging in conversations with consumers, industry and the broader community over coming months.

**Contact**

[REDACTED]

**Follow-up** Noted ☐ Please discuss ☐ Please brief ☐

## OTHER KEY ISSUES

4L	Disability reform
<b>Current status</b>	<p><b>National Disability Insurance Scheme (NDIS)</b></p> <p>The Commonwealth announced on 10 August 2011 that it will start work on an NDIS, consistent with the Productivity Commission's report on disability care and support. The NDIS, which would cost approximately \$6.5 billion above current spending, will be conditional on the states and territories delivering on their obligations under the National Disability Agreement and the National Health Reform Agreement. [REDACTED]</p> <p>[REDACTED] On 19 August 2011 COAG agreed on the need for major reform of disability through an NDIS, with high-level principles to be developed by Senior Officials for report back to COAG by the end of 2011. COAG also agreed to the establishment of a Select Council on Disability Reform, to progress the foundation reforms required for any Scheme.</p> <p><b>National Disability Agreement (NDA)</b></p> <p>COAG agreed to undertake a review of the NDA in February 2011 to address performance reporting issues. [REDACTED]</p> <p>[REDACTED]</p> <p><b>National Disability Strategy (NDS)</b></p> <p>COAG endorsed the NDS in February 2011 and work is underway on implementation plans which are due to COAG in February 2012.</p> <p><b>Vision for Supported Employment</b></p> <p>[REDACTED]</p> <p><b>Other initiatives</b></p> <p>There are a number of other initiatives that relate to disability reform, such as the election commitment A Better Start for Children with Disability Program and reforms to the Disability Support Pension. [REDACTED]</p>
<b>PM&amp;C role</b>	<p>Whole-of-government coordination and advice on the implementation of the NDIS and the broad disability reform agenda. PM&amp;C will also contribute resources to the FaHCSIA NDIS Taskforce. [REDACTED]</p> <p>[REDACTED]</p>

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

**PM&C action**

**Urgency/Timing**

**Stakeholders**

~~FaHCSIA — lead agency on disability policy~~

~~Treasury — lead role on specific initiatives, with particular focus on the NDIS.~~

**Contact**

~~Paul Ronalds, FAS, Office of Work & Family,~~

**Follow-up**

~~Noted ☐~~

~~Please discuss ☐~~

~~Please brief ☐~~

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

## OTHER KEY ISSUES

4M	Gambling
<b>Current status</b>	<p data-bbox="448 349 694 383"><b>Wilkie Agreement</b></p> <p data-bbox="448 405 1353 640">Negotiations are continuing with the states and territories to seek their agreement to implement the reforms in the Wilkie Agreement, which includes the introduction of full pre-commitment technology on electronic gaming machines by 2014. The Commonwealth also agreed to legislate unilaterally to bring in these reforms should the states not agree [REDACTED]</p> <p data-bbox="448 779 587 813"><b>Live Odds</b></p> <p data-bbox="448 831 1353 1021">In May 2011, the COAG Select Council on Gambling Reform announced additional measures to address problem gambling including that the government would work with industry to eliminate commentary promotion of live odds. Consultation will be undertaken with industry on this initiative.</p> <p data-bbox="448 1375 1002 1408"><b>Problem Gambling Committee of Cabinet</b></p> <p data-bbox="448 1426 1353 1503">This Committee was recently established to provide strategic direction on policies to reduce problem gambling [REDACTED]</p> <p data-bbox="188 1648 352 1682"><b>PM&amp;C role</b></p> <p data-bbox="448 1648 1353 1715">Monitoring, coordinating and providing advice on the implementation of initiatives to address problem gambling.</p> <p data-bbox="188 1749 379 1783"><b>PM&amp;C action</b></p> <p data-bbox="448 1749 1353 1850">Provide whole-of-government coordination and advice on the multi-agency initiatives that have been established to address problem gambling.</p> <p data-bbox="188 1883 411 1917"><b>Urgency/Timing</b></p> <p data-bbox="448 1872 1353 1948">[REDACTED]</p>

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**Stakeholders** FaHCSIA – lead agency on gambling policy  
Treasury – lead role on industry and regulatory issues  
DBCDE – lead agency on online gambling reform  
Mr Andrew Wilkie MP – reforms under the Wilkie Agreement  
[REDACTED]

**Contact** Paul Ronalds, FAS, Office of Work & Family, [REDACTED]

**Follow-up** Noted ☐ Please discuss ☐ Please brief ☐

~~RESTRICTED-PROTECTED-CABINET-IN-CONFIDENCE~~

## OTHER KEY ISSUES

4N	Housing
Current status	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
PM&C role	Leadership and coordination, including as chair of the Housing IDC. <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
PM&C action	Supporting high quality and timely delivery of reports and submissions.
Urgency/Timing	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>
Stakeholders	FaHCSIA, Treasury, SEWPaC, DoIT, DRADLG and DFD; states and territories, particularly for HSAR, NAHA and homelessness
Contact	Paul Ronalds, FAS, OWF [REDACTED]; David Hazlehurst, FAS, Eco [REDACTED]
Follow-up	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>



**OTHER KEY ISSUES**

**40**

**Current status**

[REDACTED]

**PM&C role**

[REDACTED]

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

[REDACTED]

**Contact**

[REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

**OTHER KEY ISSUES**

4P

**Current status**

[REDACTED]

**PM&C role**

[REDACTED]

**PM&C action**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

[REDACTED]

**Contact**

[REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

4Q	CHOGM 2011
<b>Current status</b>	CHOGM 2011 and associated events will be held the week commencing 23 October and conclude on Sunday 30 October. The Leaders' meeting will be held from 28 to 30 October.
<b>PM&amp;C role</b>	The CHOGM 2011 Taskforce is responsible for all operational and administrative arrangements for the event. This includes security, accreditation, venues, media, delegate relations, accommodation, transport, airports and corporate services. PM&C International Division and the DFAT CHOGM Taskforce are responsible for the policy and meeting content.
<b>PM&amp;C action</b>	<p>Planning for CHOGM 2011 is well progressed. The Prime Minister has written to the Heads of Government inviting them to attend the meeting.</p> <p>On Tuesday 13 September at 3 pm, you will address the Canberra based Commonwealth High Commissioners. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED] On Wednesday 14 September at 11.30 am, you will chair the CHOGM 2011 Steering Committee meeting. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>Urgency/Timing</b>	Refer above, PM&C action
<b>Stakeholders</b>	The Prime Minister is the chair of CHOGM 2011. The Commonwealth Secretary-General, Mr Kamalesh Sharma, has overall responsibility for the meeting. Other key stakeholders include the Commonwealth diplomatic community, WA Government, all Australian Government security agencies, DFAT (policy, meeting agenda and the Foreign Ministers' program), Australian Government agencies and departments, Commonwealth Games Federation (sports breakfast) and the parallel event organisations (Commonwealth Business Council, Commonwealth Youth Exchange, Commonwealth Foundation).

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~

**Contact**

Terry Crane, A/g FAS, CHOGM [REDACTED]  
[REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~



## CHOGM 2011 PERTH AUSTRALIA

### About CHOGM 2011

- Australia is a committed and active member of the Commonwealth and takes great pride in being the first nation to host CHOGM three times, with Melbourne hosting in 1981, Coobera in 2002 and now Perth in 2011.
- CHOGM 2011 will be the largest gathering of world leaders in Australia and is an opportunity to showcase Perth and Western Australia as a modern and world-class destination, economy and community.
- Held every two years, Commonwealth leaders meet at CHOGM to discuss global and Commonwealth issues and to agree on collective policies and initiatives.
- CHOGM is the highest consultative and policy-making mechanism of the Commonwealth.

### Dates

- CHOGM 2011 will be held from Friday 28 October to Sunday 30 October in Perth, Western Australia. The dates for CHOGM 2011 were determined following consultation with the Commonwealth Secretariat (London), member countries and Buckingham Palace.

### Attendance

- Prime Minister of Australia Julia Gillard has invited more than 50 Commonwealth leaders to attend CHOGM in October.
- Based on attendance at previous CHOGMs as many as 3,000 delegates may attend CHOGM 2011 including Leaders, Foreign Ministers, delegates, senior officials, domestic and support staff.
- Up to 1,000 domestic and international media are also expected to attend the event providing coverage to up to two billion citizens spanning six continents and oceans from Africa to Asia, the Americas, the Caribbean, Europe and the South Pacific.
- CHOGM will bring together over 50 world leaders representing around one quarter of the world's countries, and one third of the world's population.
- Buckingham Palace has confirmed that the Queen will attend CHOGM 2011.

### Retreat

- Each CHOGM traditionally consists of an opening ceremony, executive session meetings and Retreat sessions; with the Retreat forming the centerpiece of the Leaders Meeting.
- The Australian Government worked closely with the Western Australian Government to identify the best possible venue for the Retreat.
- Kings Park is a magnificent location which offers visiting Commonwealth leaders a valuable opportunity for private discussion and exchange of ideas.
- Construction is being undertaken by the Western Australian Government to expand existing facilities at Kings Park to cater for CHOGM 2011. These are anticipated to be completed well in advance of the scheduled October meeting with minimal impact to the Perth community. The cost of construction is a matter for the Western Australian Government.

FOR INFORMATION – <http://www.chogm2011.org>



**CHOGM 2011**  
PERTH, AUSTRALIA

**Parallel events**

- A number of Parallel Events will be taking place in the lead up to, and during the CHOGM meeting which include the Commonwealth Business Forum, the Commonwealth Peoples Forum and the Commonwealth Youth Forum.

**Commonwealth Business Forum**

- The Commonwealth Business Forum will be held at the Burswood Entertainment Complex from the 25th to 27th October.
- The Forum, organised by the Commonwealth Business Council in collaboration with and supported by the Australian Government and Western Australia Government, is the premier business event on the Commonwealth calendar.
- The Forum will bring together more than 1,000 business and government leaders to capitalise on business and investment opportunities in the 54 nations of the Commonwealth and beyond.

**Commonwealth Peoples Forum**

- The Commonwealth People's Forum will be held at the Hilton Farmelia in the Perth CBD from the 25th to 27th October.
- The Commonwealth People's Forum is organised by the Commonwealth Foundation, together with civil society partners and the Australian Government.
- The People's Forum will aim to raise the profile of civil society organisations and to strengthen links between them and the private and public sectors, as well as youth. It will also seek to create opportunities for dialogue between civil society and government ministers on priority issues in the Commonwealth.
- Inputs from the People's Forum will be presented for discussion at the Round Table with Foreign Ministers.

**Commonwealth Youth Forum**

- A Commonwealth Youth Forum will be held at The Esplanade Hotel in Fremantle from the 23th to 27th October.
- The Commonwealth Youth Forum will be organised by the Australian Government in association with the Commonwealth Youth Exchange Council and the Commonwealth Youth Programme.
- The Youth Forum will aim to develop young people's understanding of the Commonwealth and its values; create a platform for young people to contribute to Commonwealth and CHOGM agendas; and promote networking and interchange between young people and their organisations.
- The Youth Forum will be attended by up to two delegates aged 18-30 from each Commonwealth nation. A group of young Australians will join the overseas delegates in taking part in the Youth Forum.
- In addition to attending the Youth Forum, young Australians will also play an important role in working with the Government to plan and deliver the Youth Forum.

FOR INFORMATION – <http://www.chogm2011.org>



**CHOGM 2011**  
PERTH AUSTRALIA

**Governance arrangements**

- Consistent with practice for previous such events in Australia, a Taskforce has been established within the Department of the Prime Minister and Cabinet to oversee the logistical and administrative arrangements for the event.
- The Taskforce is working closely with its colleagues in Western Australia regarding CHOGM 2011, and preparations for CHOGM are progressing well.

**Security**

- Australia is highly experienced in managing security arrangements for major special events.
- Responsibility for security arrangements for CHOGM 2011 is shared between the Australian government and the Western Australian government in accordance with long standing arrangements.
- In accordance with normal practice, we do not make any comments in relation to specific security arrangements for the event.
- Foreign security personnel accompanying foreign dignitaries attending CHOGM 2011 will not be permitted to import firearms into Australia. This is consistent with the long-standing policy of the Australian Government that foreign security personnel accompanying foreign dignitaries on visits to Australia are not permitted to import and carry firearms.
- Australian security agencies accept full responsibility for the security of visiting foreign dignitaries.

**Road closures and other disruptions**

- There will be some disruption in and around the Perth CBD during CHOGM 2011 however the Australian and Western Australian Governments are working together to minimise the impact.
- During CHOGM this time road closures and limited parking in some side streets will take effect. Individuals with reserved parking in these areas will be offered alternatives by the City of Perth.
- Normal weekday timetables for bus, train and ferry services will apply from the 24 to 27 October 2011.
- CBD Bus Routes will be re-routed (including CAT buses) with no buses in St Georges Terrace and Adelaide Terrace from 28 to 30 October 2011. Train and ferry services will run to normal timetables during this period.
- The Queen's Birthday Public Holiday will change from Friday 3 October to Friday 28 October with business as usual for shops during this period.

**Accommodation**

- The Taskforce has established a close working relationship with the hotel industry in Perth and is confident that sufficient accommodation has been contracted within the Perth CBD for the event.

FOR INFORMATION – <http://www.chogm2011.org>



## OTHER KEY ISSUES

**4R**

### Guest of Government and overseas visits

<b>Current status</b>	<p>The Prime Minister (and therefore the department) faces a particularly heavy schedule of domestic and overseas visits between October and the end of November. We anticipate the following high-level guest of government visits:</p> <ul style="list-style-type: none"><li>• 22–25 Aug President of Seychelles</li><li>• 1–3 Sep <i>United Nations Secretary General</i></li><li>• 4–7 Sep President of the European Commission</li><li>• 21–30 Oct <i>Royal Visit by HM The Queen</i></li><li>• Oct/Nov <i>CHOGM bilateral visits</i> United Kingdom (tbc) Nigeria (tbc) Trinidad and Tobago (tbc) EU Foreign Minister (tbc)</li><li>• 16–17 Nov <i>President of the United States (tbc)</i></li><li>• 19–26 Nov Crown Prince and Princess of Denmark</li></ul> <p>The Prime Minister has also agreed to the following overseas visits:</p> <ul style="list-style-type: none"><li>• 6–9 Sep Pacific Islands Forum, Auckland</li><li>• 23–26 Sep United Arab Emirates (UAE to confirm timing)</li><li>• 1–6 Nov G20 Summit, Cannes (3–4 Nov)</li><li>• 11–15 Nov APEC Leaders Meeting, Honolulu (12–13 Nov)</li><li>• 18–20 Nov East Asia Summit, Bali.</li></ul> <p>All of these visits will require significant planning and logistical support [REDACTED]</p>
<b>PM&amp;C role</b>	CERHOS manages the logistics and International Division provides advice and briefing support for all Guest of Government visits and the Prime Minister's overseas visits.
<b>PM&amp;C action</b>	CERHOS and International Division are liaising with key stakeholders both here and overseas in relation to the visits scheduled for 2011.
<b>Urgency/Timing</b>	Nil
<b>Stakeholders</b>	Governor-General, Prime Minister, ministers, PM&C Executive, International Division, host departments, border agencies, overseas missions, state/territory governments, and foreign governments
<b>Contact</b>	Frank Leverett, AS, CERHOS, Ministerial Support Division [REDACTED] Dave Sharma, FAS, International Division [REDACTED]
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

**4S**

### Departmental workflow management

**Current status**

PM&C delivers some 233 work items to the Prime Minister and portfolio ministers each week. This includes 64 briefs, 30 responses to VIP letters, 90 responses to non-VIP letters, 38 Parliamentary briefs and 11 Cabinet briefs.

The MSD is responsible for coordinating the delivery of this material to ministers and produces a weekly workflow report on key metrics. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**PM&C role**

The department is expected to manage ministerial workflow to the highest possible standards.

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

PM&C divisions, the Prime Minister and other portfolio ministers

**Contact**

Kim Terrell, A/g FAS, Ministerial Support Division [REDACTED]

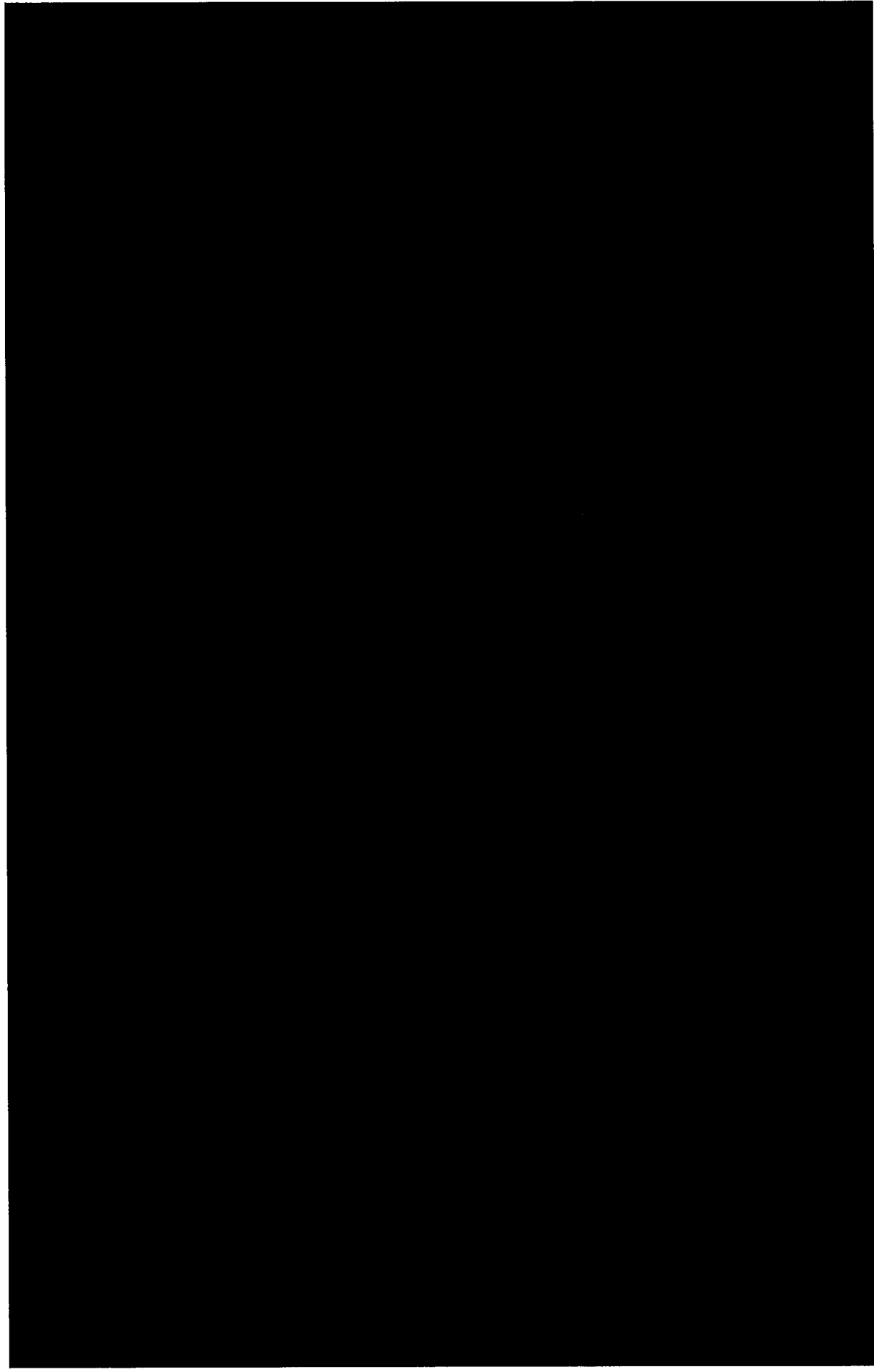
**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

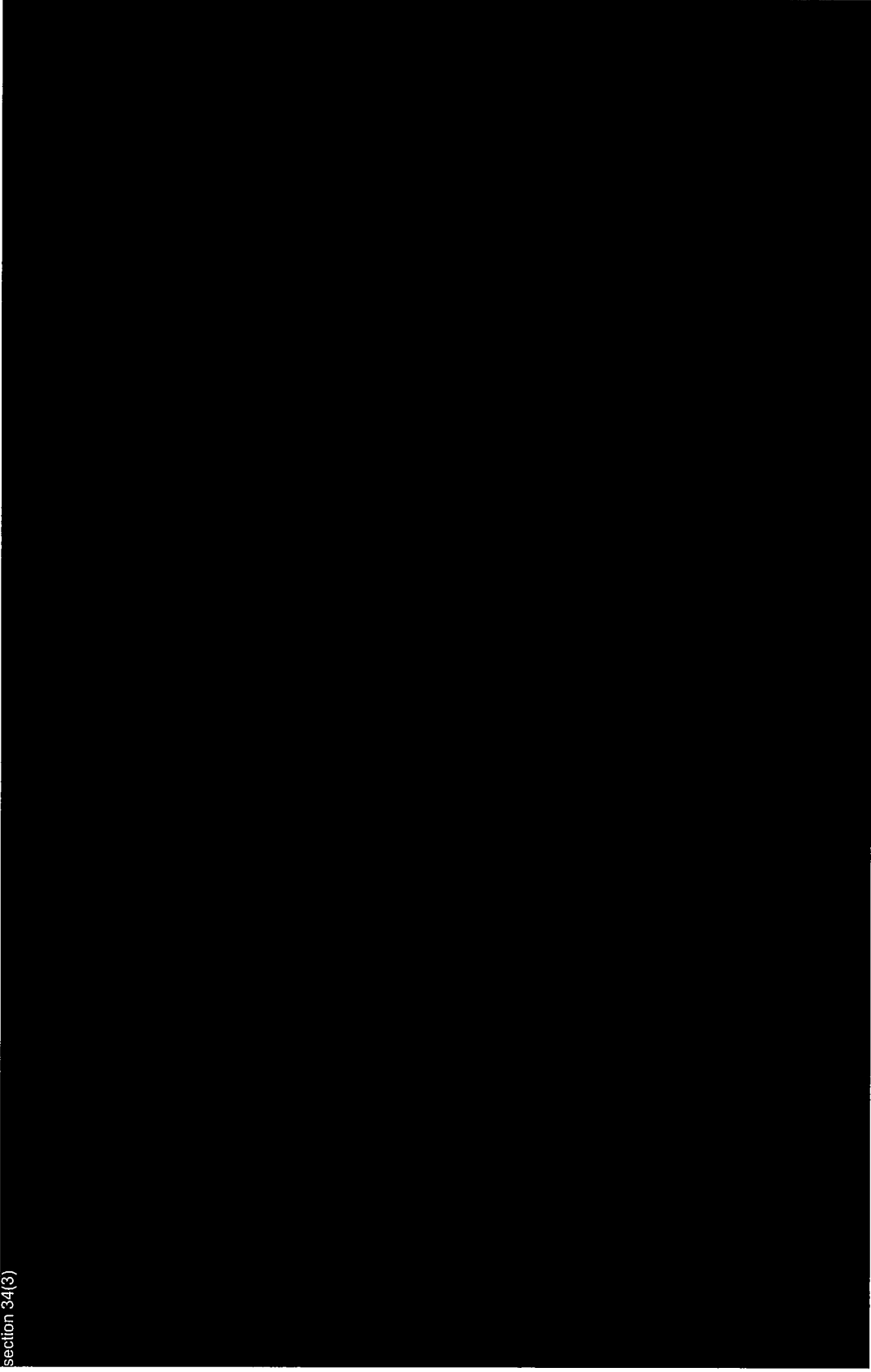
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▪ **Attachment B**

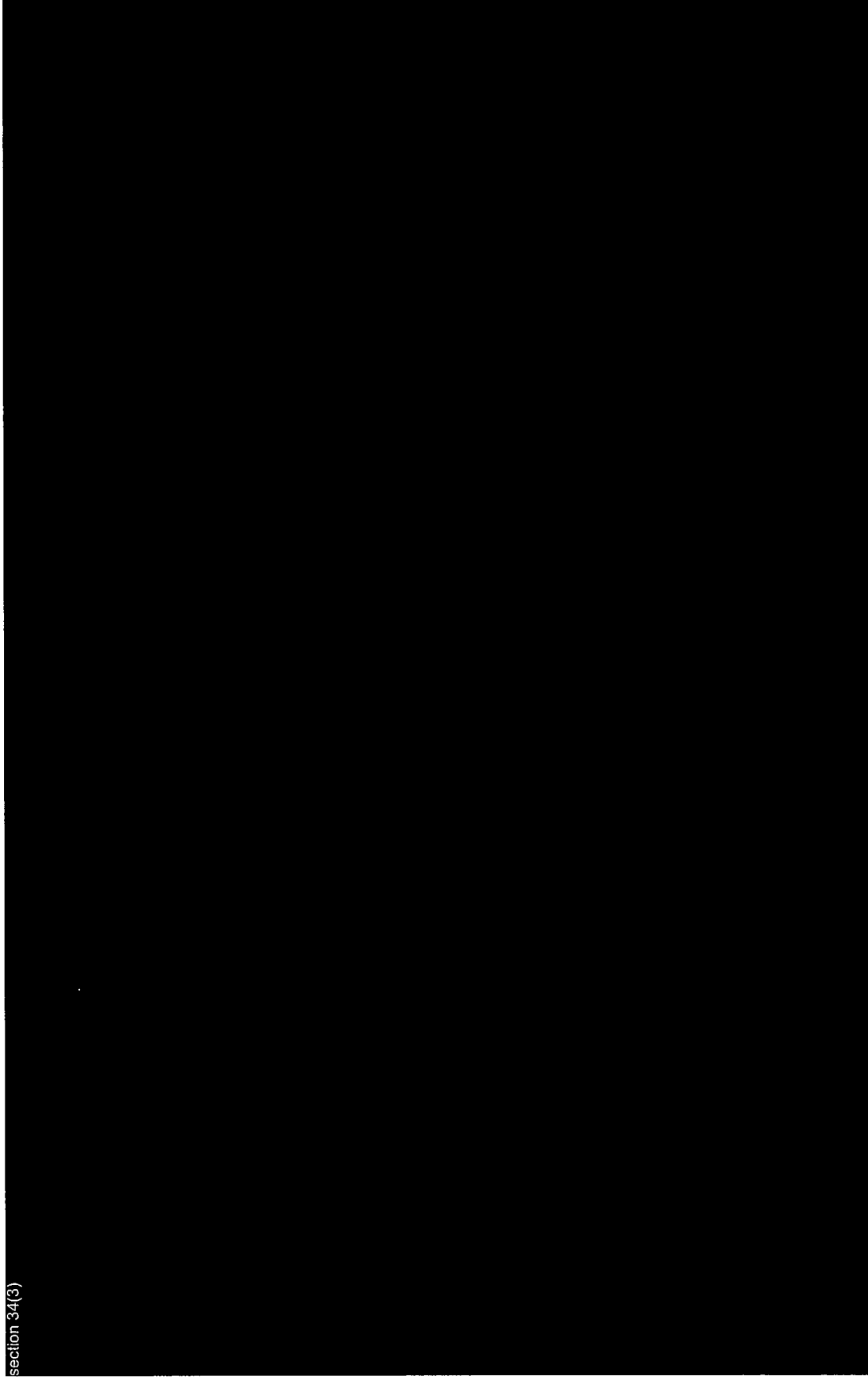
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**CABINET-IN-CONFIDENCE**

Attachment C

section 34(3)



## OTHER KEY ISSUES

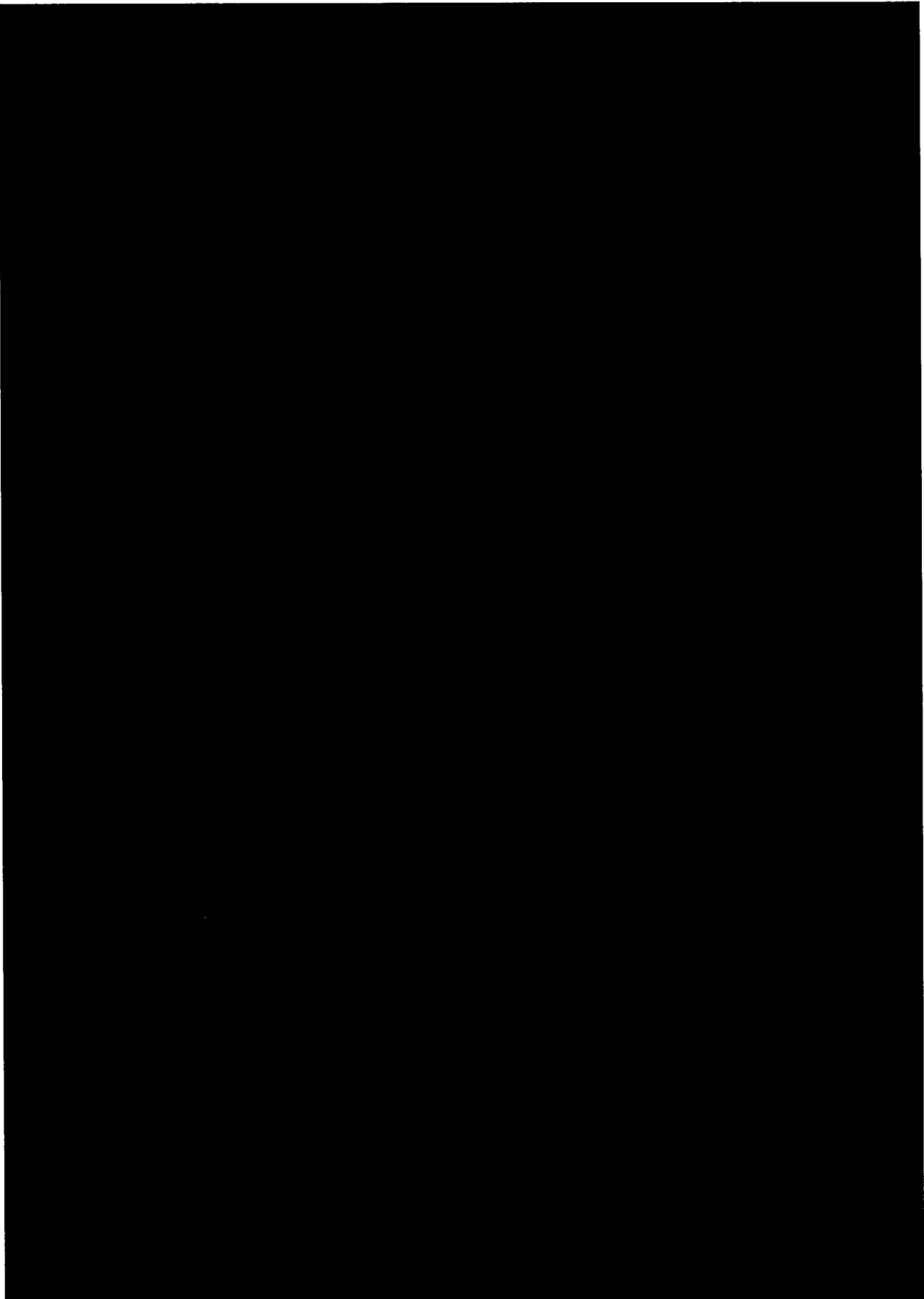
<b>4T</b>	<b>Government advertising and communications</b>
<b>Current status</b>	[REDACTED]
<b>PM&amp;C role</b>	[REDACTED]
<b>PM&amp;C action</b>	[REDACTED]
<b>Urgency/Timing</b>	[REDACTED]
<b>Stakeholders</b>	[REDACTED]
<b>Contact</b>	Mr Andrew Hockley, Executive Coordinator, SPIG [REDACTED]
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

4U Services System Reform	
Current status	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
PM&C role	[REDACTED]
PM&C action	[REDACTED]
Urgency/Timing	[REDACTED]
Stakeholders	[REDACTED]
Contact	Dom English, Executive Director, SDD, [REDACTED]
Follow-up	<p>Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/></p>







## OTHER KEY ISSUES

4W	New Implementation Division
<b>Current status</b>	The Implementation Division (ID) was established on 30 May 2011 to bring together the Cabinet Implementation Unit (CIU), the Community Engagement Team and the APS Reform and Delivery Team. The division is in the early phase of establishment and focusing on recruiting staff, establishing and bedding down new roles and responsibilities, developing new processes and relationships, and developing forward work plans, along with maintaining business-as-usual activities.
<b>PM&amp;C role</b>	The ID was established to strengthen central agency focus on implementation to further drive the effective delivery of government programs and initiatives. We are working closely with Finance, which has established a new Implementation and Performance Improvement Division, to ensure we are pursuing complementary work programs and optimising the contribution we can make as central agencies. With the development of a new division and increased resources, there are increased expectations of PM&C from the Prime Minister and senior stakeholders across the APS.
<b>PM&amp;C action</b>	<p>To meet these, the ID is pursuing a range of strategies to become a hub, linking together implementation expertise throughout the APS. It does this internally by recruiting and seconding implementation experts into key areas, and externally through the APS Policy Implementation Network, linking experts together at a senior executive level.</p> <p>The ID will work with departments and bring APS expertise to bear to ensure proper implementation planning processes are in place which will ensure agencies identify what skills and capacity they require to deliver results such as with the Carbon Package and the Building Australia's Future Workforce Package. The division is also a contact point for queries about implementation issues and will build on existing work to produce comprehensive reference material for all agencies on implementation best practice. The division will also address the need to further drive citizen centred and other reforms coming out of the Blueprint for APS Reform, particularly expanding and strengthening the role of Community Cabinet meetings.</p>
<b>Urgency/Timing</b>	Key challenges over the next three months are ensuring that we become fully operational as quickly as possible and that our key deliverables keep pace with stakeholder expectations and add value in the areas that matter most to government

**Stakeholders** Prime Minister, Executive and policy divisions of PM&C,  
departmental secretaries, deputy secretaries on the APSPIN, Finance,  
APSC and government departments.

**Contact** Rachel Bacon, A/g FAS, Implementation Division, [REDACTED]

**Follow-up** Noted ☐ Please discuss ☐ Please brief ☐

## OTHER KEY ISSUES

4X	Independent Review of the Intelligence Community
Current status	<div>[REDACTED]</div> <div>[REDACTED]</div>
PM&C role	<div>[REDACTED]</div>
PM&C action	<div>[REDACTED]</div>
Urgency/Timing	<div>[REDACTED]</div>
Stakeholders	<div>The Prime Minister announced the Review on 23 December 2010. [REDACTED]</div> <div>[REDACTED]</div>
Contact	Steve McFarlane, AS, Intelligence Policy & Coord, DIRC [REDACTED]
Follow-up	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

### 4Y Implementing the Secretaries' Performance Framework

**Current status**

[REDACTED]

**PM&C role**

The Secretaries performance framework was a recommendation in the *Blueprint for APS Reform*. [REDACTED]

[REDACTED]

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

The Public Service Commissioner, all secretaries, ministers (who are to be consulted on all plans), Minister Gary Gray (who is providing sign-off on final plans on behalf of the Prime Minister) and the Prime Minister.

**Contact**

Dr Paul Schreier, Deputy Secretary, Strategic Policy and Implementation Group [REDACTED]

Bridget Brill, AS, CIU, Implementation Division [REDACTED]

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

4Z	National Cultural Policy
<b>Current status</b>	<p>The Australian Government committed to the development of a National Cultural Policy (NCP) in its first term and was an election commitment in 2010. The NCP is Minister Crean's No. 1 priority for the arts portfolio, and will be the government's first comprehensive cultural policy statement since Creative Nation (1994).</p> <p>The purpose of the NCP is to revitalise the arts in Australia by highlighting the significant role that arts and culture play in the daily lives of all Australians. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Minister Crean released the discussion paper on 11 August 2011, and launched a 10-week consultation period, ending 21 October. [REDACTED]</p> <p>[REDACTED]</p>
<b>PM&amp;C role</b>	OFTA leading
<b>PM&amp;C action</b>	OFTA is managing the consultation phase (receiving submissions, preparing final policy, leading the IDC and developing NPPs)
<b>Urgency/Timing</b>	Consultation ends 21 October 2011. [REDACTED]
<b>Stakeholders</b>	Minister for the Arts, IDC, state/territory governments (through the Meeting of Cultural Ministers), arts sector, general public
<b>Contact</b>	Leonie McGregor, Snr Exec Adviser, NCP Taskforce [REDACTED]
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

**4AA**

### Review of Private Sector Support for the Arts

**Current status**

On 19 March 2011, the Minister for the Arts, the Hon Simon Crean MP, announced that Mr Harold Mitchell AC would chair a review of private sector support for the arts. The review will identify any barriers or impediments to giving and explore ways to increase corporate and philanthropic support. It is also intended to be an important element in the development and implementation of the National Cultural Policy.

[REDACTED]

On 6 June 2011, the Minister for the Arts and Mr Mitchell released a discussion paper about the review. The submission phase formally closed on 8 July 2011. Over 60 submissions have been received from individuals, cultural organisations, peak bodies, government agencies and philanthropic foundations.

[REDACTED]

**PM&C role**

OFTA lead

**PM&C action**

OFTA is providing secretariat services for the review, assisting with consultations, receiving submissions and drafting the final report in consultation with Mr Mitchell.

**Urgency/Timing**

[REDACTED]

**Stakeholders**

Minister for the Arts, Australia Council, Australia Business Arts Foundation, Australian Taxation Office, the Treasury, OFTA, philanthropic organisations and donors, arts sector, general public

**Contact**

Celia Street, A/g AS, Strategic and Whole of Government Policy Branch, OFTA (6210 [REDACTED])

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

### **4AB**      **Administrative efficiencies for the Office for the Arts**

**Current status**      Following the establishment of the Office for the Arts (OFTA) in the Department of the Prime Minister and Cabinet in late 2010, the Hon Warwick Smith undertook an organisational audit of OFTA.

[REDACTED]

[REDACTED]

[REDACTED]

OFTA has streamlined three Indigenous programs (Indigenous culture, languages and visual arts) into a single set of guidelines.

[REDACTED]

**PM&C role**      Policy and administration responsibilities.

**PM&C action**      [REDACTED]

**Urgency/Timing**      [REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

**Stakeholders** Minister for the Arts; existing and future arts program applicants, including the performing arts companies and tour coordinators; national collecting institutions, regional museums and galleries; Australian contemporary musicians; regional bodies conducting arts-related festivals activities; and Indigenous communities

**Contact** Kim Allen, AS, Regional, Participation and National Collections Branch, OFTA (6210 [REDACTED])  
Stacey Campton, AS, Indigenous Culture Branch, OFTA (6210 [REDACTED])

**Follow-up** Noted ☐ Please discuss ☐ Please brief ☐

## OTHER KEY ISSUES

4AC	Reform of performance and financial reporting for the portfolio arts and culture agencies
-----	---

Current status

[REDACTED]

[REDACTED]

OFTA has engaged L.E.K. Consulting to undertake this work

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] in June 2011 OFTA engaged New York based consultancy firm, AEA Consulting, to provide an independent appraisal of the NGA's operations and financial position [REDACTED]

	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
<b>PM&amp;C role</b>	Strategic leadership, oversight, monitoring and coordination
<b>PM&amp;C action</b>	[REDACTED]
	[REDACTED]
	[REDACTED]
<b>Urgency/Timing</b>	[REDACTED]
<b>Stakeholders</b>	Minister for the Arts 11 portfolio agencies: <ul style="list-style-type: none"><li>• Australia Council</li><li>• Australian Film, Television and Radio School</li><li>• Australian National Maritime Museum</li><li>• Bundanon Trust</li><li>• National Film and Sound Archive of Australia</li><li>• National Gallery of Australia</li><li>• National Library of Australia</li><li>• National Museum of Australia</li><li>• National Portrait Gallery</li><li>• Old Parliament House</li><li>• Screen Australia)</li></ul>
<b>Contact</b>	Paul McInnes, AS, Governance and Information, OFTA (6210 [REDACTED])
<b>Follow-up</b>	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

4AD	National Policy on Match-Fixing in Sport
Current status	<p>On 10 June 2011, Australian sports ministers signed off on the National Policy on Match-Fixing in Sport, committing their governments to:</p> <ul style="list-style-type: none"><li>• nationally consistent legislative approach to deterring and dealing with match-fixing in Australia</li><li>• information sharing arrangements and highly efficient networks between governments, major sports, betting operators and law enforcers</li><li>• consistent national code of conduct principles for sports</li><li>• active participation in international efforts to combat corruption in sport including an international code of conduct and an international body</li><li>• a national sports integrity unit to oversee national arrangements.</li></ul> <div data-bbox="464 846 1342 1133" style="background-color: black; height: 128px; width: 550px;"></div>
PM&C role	Coordination and policy leadership within the Commonwealth and across governments on matters relating to sports integrity.
PM&C action	<div data-bbox="464 1272 1303 1397" style="background-color: black; height: 56px; width: 526px;"></div>
Urgency/Timing	<div data-bbox="464 1426 1335 1552" style="background-color: black; height: 56px; width: 546px;"></div>
Stakeholders	Australian sports ministers and attorneys-general, Treasury, DOFD, FAHCSIA, DBCDE, Australian Crime Commission, Australian departments responsible for sport, law and justice and sports gaming, the major Australian sporting organisations and betting agencies.
Contact	Ms Natasha Cole, AS, Sport Development Branch, Office for Sport, (6210 <div data-bbox="544 1809 619 1854" style="background-color: black; width: 47px; height: 20px;"></div> )
Follow-up	Noted <input type="checkbox"/> Please discuss <input type="checkbox"/> Please brief <input type="checkbox"/>

## OTHER KEY ISSUES

**4AE**

### **Governance arrangements and support for staging the 2015 Asian Cup**

**Current status**

Football Federation Australia (FFA) has been awarded the rights to host the 2015 Asian Football Confederation Asian Cup (the Asian Cup). Australian Government support for the event includes provision of executed government guarantees and contributing up to 50 per cent of the identified funding shortfall of up to \$61 million. Participating states and territories will contribute the other 50 per cent. The Commonwealth is currently negotiating a funding agreement with the States and FFA in relation to this funding.

FFA is in the process of establishing its Local Organising Committee (LOC) for the event.

[REDACTED]

**PM&C role**

Coordinating activity within the Commonwealth and across governments

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

Football Federation Australia – FFA has received significant financial assistance from former and current Australian Governments.

Mr Warwick Smith – Mr Smith is reviewing football in Australia and is considering a number of issues relevant to the 2015 Asian Cup.

NSW, Qld, Vic and ACT governments – Host states

**Contact**

Jaye Smith, AS, Sport Support & Events, Office for Sport (6210 [REDACTED])

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

### 4AF Strategic review into football in Australia

**Current status** In April 2011, the Minister for Sport appointed the Australian Sports Commission (ASC) Chairman, the Hon Warwick Smith AM, to lead a review into the structure, governance and administration of football in Australia in the lead-up to the 2015 Asian Cup. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**PM&C role** A team within the Office of Sport is supporting Mr Warwick Smith in undertaking the review. A consultant with sports economic expertise has been assisting with the process.

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders** Minister for Sport, Football Federation Australia, other interested football stakeholders; consultations with key stakeholders commenced in July and are expected to run through to September

**Contact** Jaye Smith, AS, Sport Support & Events, Office for Sport, (6210 [REDACTED])

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐

## OTHER KEY ISSUES

**4AG**

### 2015 ICC Cricket World Cup

**Current status** Cricket Australia has been awarded hosting rights, as joint hosts with New Zealand, to the 2015 ICC Cricket World Cup, [REDACTED]

[REDACTED] This event was awarded in 2006 as part of a bidding process which also resolved the host for the 2011 edition.

[REDACTED]

[REDACTED]

**PM&C role** Coordination of Australian Government support for the event

**PM&C action**

[REDACTED]

**Urgency/Timing**

[REDACTED]

**Stakeholders**

Cricket Australia

Security matters – Attorney-General's Department

Border Control matters – Department of Immigration and Citizenship, Customs and Border Protection, Department of Agriculture, Fisheries and Forestry

**Contact**

Jaye Smith, AS, Sport Support & Events, Office for Sport (6210 [REDACTED])

**Follow-up**

Noted ☐

Please discuss ☐

Please brief ☐



**Australian Government**

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**Department of the Prime Minister and Cabinet**

# **BRIEF TO THE INCOMING SECRETARY**

**Dr Ian Watt AO**

**VOLUME 2**



**25 AUGUST 2011**





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## **PART V**

### **DEPARTMENTAL OVERVIEW**

## DEPARTMENTAL OVERVIEW

### 5A PM&C Executive



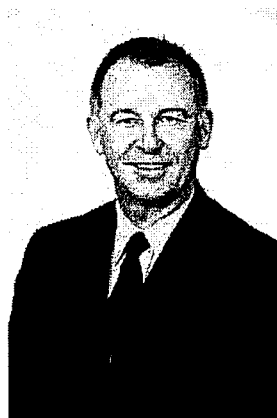
**Duncan Lewis AO DSC CSC**

*National Security Adviser*

*Associate Secretary (National Security & International Policy)*

As the National Security Adviser Mr Lewis is responsible for leading and coordinating Australia's national security community, and providing advice to the Secretary and the Prime Minister on policy matters relating to the nation's security. As Associate Secretary, he leads the National Security and International Policy Group, consisting of:

- Homeland and Border Security Division
- Defence, Intelligence and Research Coordination Division
- National Security Chief Information Office
- International Division



**Gordon de Brouwer PSM**

*Associate Secretary (Domestic Policy)*

Gordon provides leadership at the G20 as Australia's G20 sherpa and is responsible for the Domestic Policy Group, consisting of:

- Deputy Secretary (Social Policy)
- Executive Coordinator (Domestic Policy)
- Industry, Infrastructure and Environment Division
- Economic Division
- Social Policy Division
- Office of Work and Family.



**Margot McCarthy**

*Deputy National Security Adviser*

*Deputy Secretary*

As the Deputy National Security Adviser, Dr McCarthy oversees and leads coordination across a range of national security policy issues and contributes to the leadership of the National Security and International Policy Group, consisting of:

- Homeland and Border Security Division
- Defence, Intelligence and Research Coordination Division
- National Security Chief Information Officer
- International Division.



**Rebecca Cross**

*Deputy Secretary (Social Policy)*

Rebecca is responsible for supporting the Associate Secretary (Domestic Policy) on domestic and social policy issues, including:

- employment, early childhood, education and skills development
- policies designed to assist families and communities
- homelessness, disabilities and service delivery reform
- whole-of-government advice on Indigenous affairs
- social inclusion and the non-profit sector.



**Richard Eccles**

*Deputy Secretary (Arts and Sports)*

Richard joined the department in October 2010, when responsibility for sports policy and programs, and responsibility for arts policy and programs, were transferred into the department as part of broader Machinery of Government changes.

Richard is responsible for the Office for the Arts and the Office for Sport.



**Renée Leon**

*Deputy Secretary (Governance)*

Renée is responsible for the department's Governance Group, including:

- Corporate Services Division
- Government Division
- Cabinet Division
- Ministerial Support Division
- CHOGM Taskforce.



**Paul Schreier**

*Deputy Secretary (Strategic Policy and Implementation)*

Paul is responsible for:

- Executive Coordinator (Strategic Policy and Implementation)
- Strategy and Delivery Division
- Implementation Division.



**Andrew Hockley**

*Executive Coordinator (Strategic Policy and Implementation)*

Andrew is responsible for:

- Providing advice on internal and external communication strategies within PM&C and to other agencies, especially in relation to COAG priorities;
- Working closely with all government agencies on the development of professional communications capability within the commonwealth.



**Peta Furnell**

*Executive Coordinator (Domestic Policy)*

Peta is responsible for a range of domestic policy projects, including coordinating the Commonwealth's contribution to the Council of Australian Governments meetings, and leading work on skills reform and the skills elements of the Building Australia's Workforce budget package.



DEPARTMENTAL OVERVIEW

5B Regular meetings		
Meeting	Timing/Duration/Location	Attendees
Senior Management Group (SMG)		Secretary
		Associate Secretaries
		Deputy Secretaries
		FASes/Division Heads
		AS COAG Unit
Executive Group Meetings / Corporate Management Meetings (CMM)		Secretary's Executive Officer
		Secretary
		Associate Secretaries
		Deputy Secretaries
		Policy Officer
		Executive Group:
		Plus FAS, CSD
		CMM:
		Plus FAS CSD
		Plus CSD Branch Heads

**RESTRICTED PROTECTED CABINET-IN-CONFIDENCE**

Meeting	Secretary	Associate Secretaries	Deputy Secretaries
Regular catch-ups with Associate and Deputy Secretaries			
Secretaries' Board Meetings	Portfolio Secretaries	APS Commissioner	FAS Government Division

**RESTRICTED PROTECTED CABINET-IN-CONFIDENCE**

Meeting	Participants
Portfolio Agency Heads Meetings	<p>Secretary</p> <p>Portfolio Agency Heads</p> <p>FAS CSD</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
Secretaries Committee on Social Policy (SCOSP) / Secretaries Group on Indigenous Affairs (SGIA)	<p>Secretary</p> <p>Portfolio Secretaries with linkages to social policy / Indigenous affairs</p> <p>Deputy Secretary (Social Policy)</p> <p>Deputy Secretary (Strategic Policy and Implementation Group)</p> <p>[Redacted]</p>

## Meeting

## Secretaries Committee on National Security (SCNS)

## Cabinet and Cabinet Committee Meetings

Meeting	[REDACTED]	[REDACTED]
Community Cabinet Meetings	[REDACTED]	[REDACTED]
CHOGM Steering Committee	[REDACTED]	CHOGM Steering Committee
Defence Strategic Review Advisory Board Meetings	[REDACTED]	[REDACTED]
All Staff Meetings	[REDACTED]	[REDACTED]
APS 200 Events	[REDACTED]	[REDACTED]

## Meeting

## APS Catch-Up Meetings

Age Group	Male (%)	Female (%)
18-24	100	100
25-34	100	100
35-44	100	100
45-54	100	100
55-64	100	100
65-74	100	100
75-84	100	100
85-94	100	100
95-104	100	100

## DEPARTMENTAL OVERVIEW

**5C**

### Departmental committees

#### Overview

The department maintains a number of internal committees. These are:

- Executive Group
- Senior Management Group
- Corporate Management Group
- Audit Committee
- Consultative Committee
- Health and Safety Committee
- Security Committee
- Graduate Support Group
- People Committee (being formed).

#### Committees

##### Executive Group

The Executive Group is made up of the Secretary associate secretaries and deputy secretaries and deals with management decisions and issues across PM&C. It considers strategic issues impacting on the department, including any ongoing or emerging risks and monitors our performance in delivering our outcomes.

##### Senior Management Group

The Senior Management Group comprises the Executive Group, division heads and executive coordinators. The group meets weekly to discuss key business issues, including business priorities, key commitments and any ongoing or emerging risks.

##### Corporate Management Group

The Corporate Management Group comprises the Executive Group plus the First Assistant Secretary, Corporate Services Division. The group meets monthly to discuss key issues and priorities affecting corporate services.

##### Audit Committee

The objective of the Audit Committee is to provide independent assurance and assistance to the Secretary and the Executive on PM&C's risk, control and compliance framework, and its external accountability responsibilities.

The Audit Committee comprises:

- Ms Renée Leon, Chair and Deputy Secretary (Governance)
- Mr Tim Beresford, member and First Assistant Secretary, Social Policy Division
- Dr Rachel Noble, member and National Security and Chief

Information Officer

- Mr Paul McInnes, member and Assistant Secretary, Office for the Arts
- Mr Will Laurie, external independent member
- Ms Jenny Morison, external independent member.

**Consultative Committee**

The Consultative Committee represents all employees at PM&C and provides a forum for management and employees to discuss matters affecting the workplace. Employee representatives were elected from each division. Employees were encouraged to contribute their ideas or raise any concerns they may have about the workplace by talking to their divisional representatives.

The membership of the consultative committee comprises the Deputy Secretary (Governance) as the chair, two management representatives, 19 divisional employee representatives and a CPSU representative. The committee met four times during 2010–11.

**Health and Safety Committee**

PM&C's Health and Safety Committee is formed in accordance with the Health and Safety Management Arrangements (HSMA) which meets the requirements of the OHS Act.

The committee is chaired by the Assistant Secretary, People, Capability and Performance Branch. Membership includes management representatives and health and safety representatives from across PM&C. The role of the committee is to facilitate discussion and cooperation between the employer and employees regarding OHS issues in the workplace.

The committee, in conjunction with People, Capability and Performance Branch, is also responsible for assisting in the development of the HSMAs through consultation with all staff. The HSMAs is a document concerning the management of OHS in an organisation which must be developed in consultation with employees and then overseen and governed by the Health & Safety Committee.

The committee meets quarterly.



### **Security Committee**

The Security Committee provides advice to the Secretary on actions to counter or manage security threats. During 2010–11, the Security Committee considered issues including:

- ICT security policy
- password policy changes
- email security classification
- website blocking
- security breaches
- security incidents/investigations

### **Graduate Support Group**

The role of the Graduate Support Group (GSG) is to ensure the Graduate Development Program and graduate recruitment strategies meet the needs of the department. The GSG facilitates communication, consultation, cooperation and input from divisions and graduates on matters that affect the department's graduate program.

The GSG is chaired by Mr Dom English, Executive Director, Strategy and Delivery Division, and the membership comprises one SES officer from each of the five departmental groups, one former graduate, and the Assistant Secretary from the People, Capability and Performance Branch. The GSG met nine times during 2010–11.

## DEPARTMENTAL OVERVIEW

### 5D Budget

This brief is separated into the following sections:

- departmental budget
- administered budget
- capital budget
- emerging portfolio budget pressures (MYEFO and the 2012-13 Budget)
- PM&C staffing overview

#### Departmental Budget

The department will receive \$192.7m<sup>1</sup> in appropriation for 2011–12.

[REDACTED]

[REDACTED]

[REDACTED]

#### *Budget Reprioritisation Exercise*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

~~RESTRICTED-PROTECTED CABINET-IN-CONFIDENCE~~

### Arts and Sports Group

### Forward Estimates

[illegible]

### 2011-12 Administered Budget

Administered budgets have been allocated to the responsible areas in line with the estimates published in the 2011–12 Portfolio Budget Statements. The total PM&C administered budget (excluding capital and CAC Act Body Payments) for 2011–12 totals \$255.5m and is distributed between outcomes as follows:

Outcome	Program	\$'000
Outcome 1	Prime Minister and Cabinet	11,561
	Official and ceremonial support	6,424
Outcome 2	Arts and Cultural Development	199,663
Outcome 3	Sport and Recreation	37,853
Total Administered		255,501

### Capital budget

The department has \$12.7m of capital funding available in 2011-12 reducing to between \$8.5m and \$9.1m over the forward estimates (the table below refers):

Capital available - \$'000	2011-12	2012-13	2013-14	2014-15
Departmental Capital Budget (DCB)	7,682	6,538	6,833	7,160
Equity Injections - available for Capital Projects	3,119	-	-	-
Administered Capital funding	1,905	1,943	1,906	1,947
<b>Total Funding</b>	<b>12,706</b>	<b>8,481</b>	<b>8,739</b>	<b>9,107</b>

[REDACTED]

[REDACTED]

[REDACTED]

### Emerging Portfolio Budget Pressures (at at 18 August 2011)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**PM&C staffing overview**

Over the six year period, the Department of the Prime Minister and Cabinet staffing budget has been directed towards the following functions:

	ASL <sup>3</sup>			% change since 2006-07
	2006-07	2010-11	2011-12	
Core continuing business and new activities	476	502	507	6.5%
Stewardship functions	-	142	332 <sup>4</sup>	N/A
COAG Reform Council and Mental Health Commission	-	30	37	N/A
Portfolio shared responsibilities	6	25	25	316.7%
Major non-ongoing functions	125	79	79	(37.0)%
<b>Total PM&amp;C Average Staffing Level</b>	<b>607</b>	<b>778</b>	<b>980</b>	<b>61.4%</b>
	2006-07	2010-11		
Senior Executive positions as at 30 June (Head Count, not Full Time Equivalent) <sup>5</sup>	52	79 <sup>6</sup>		

**Notes:**

**Core continuing business and new activities** include the National Security Adviser, transferred functions from other agencies, Community Cabinet and COAG activity.

**Stewardship functions** include the Office for the Arts and Office for Sport.

**Portfolio shared responsibilities** include Departmental Liaison Officers, Cabinet Liaison Officers, Parliamentary Liaison Officers and shared service support to other agencies.

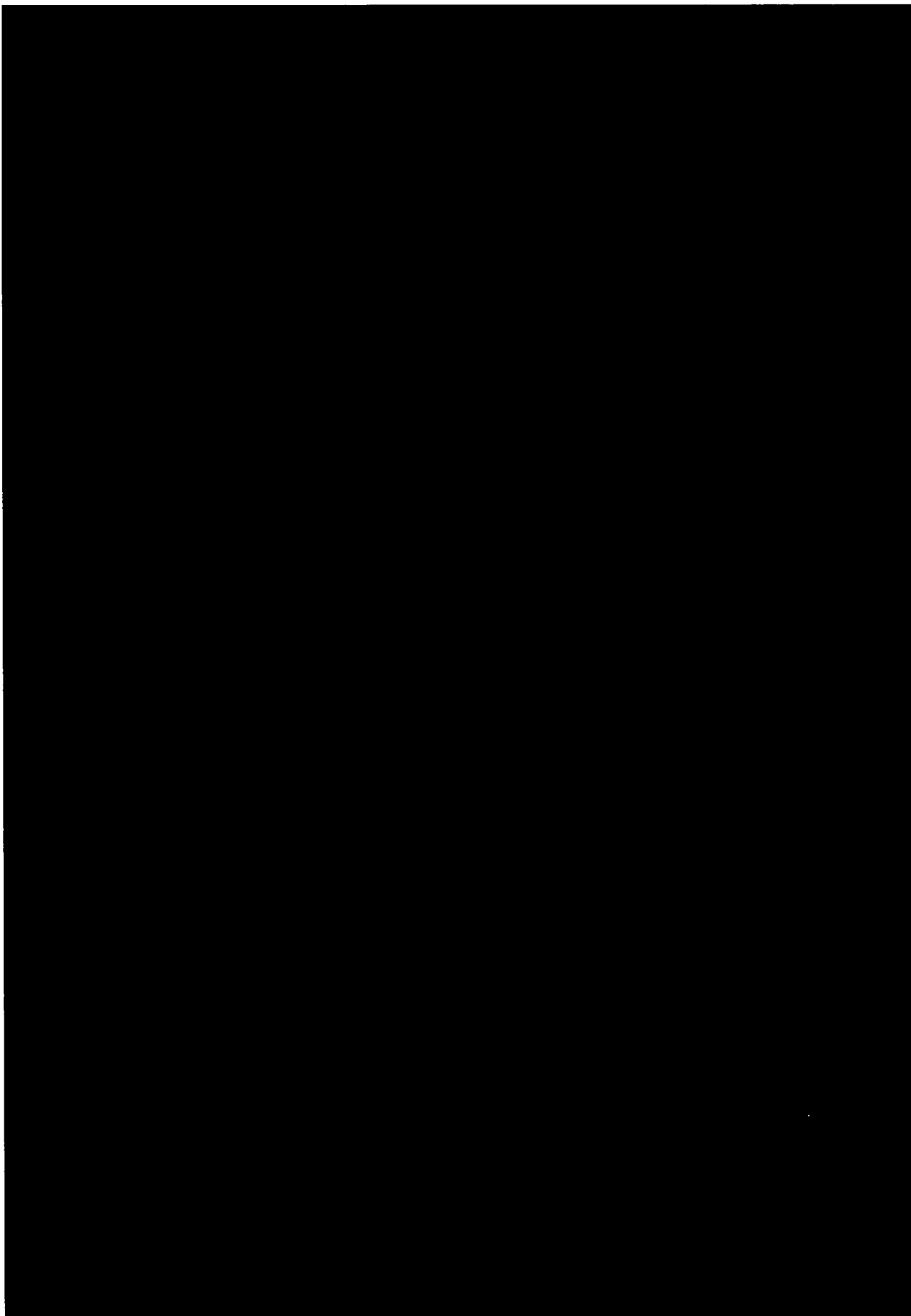
**Major non-ongoing functions** include APEC, the Uranium Mining and Nuclear Technology Taskforce, elements of the COAG Agenda, CHOGM 2011 Taskforce and the Border Protection working group.

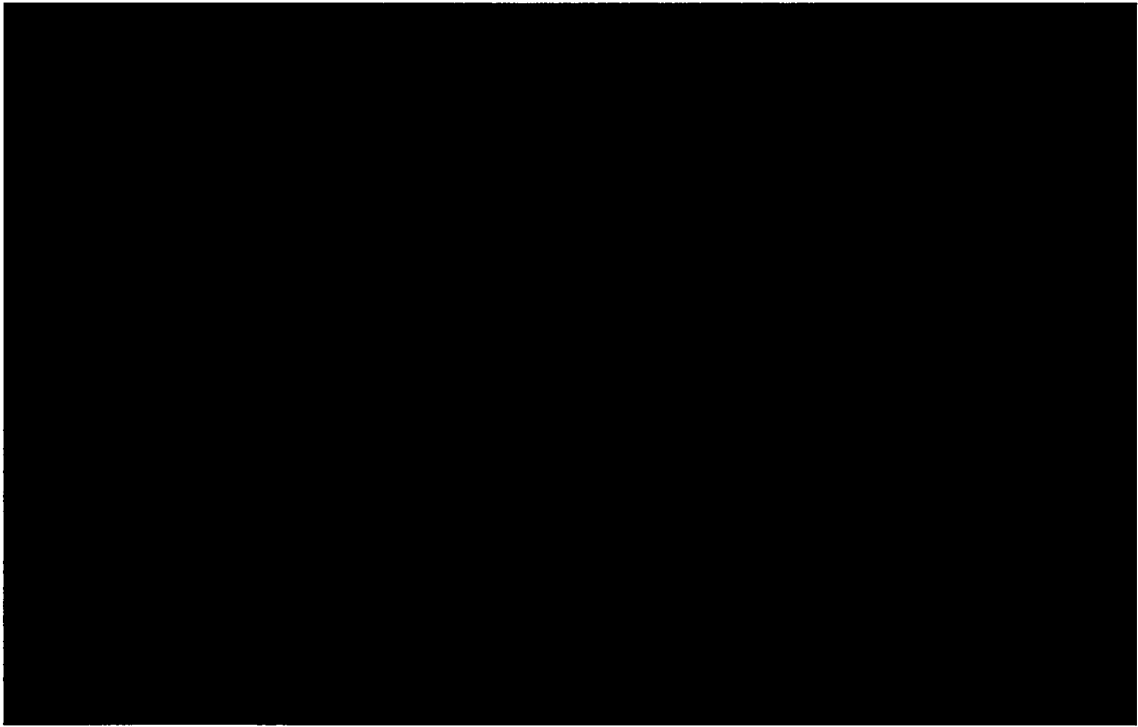
<sup>3</sup> 2006-07 and 2010-11 ASL sourced from the annual report. 2011-12 ASL sourced from the 2011-12 Portfolio Budget Statements.

<sup>4</sup> The increase in ASL from 2010-11 to 2011-12 mainly reflects the full year impact of the Arts and Sports function. The Office for the Arts and the Office for Sport were transferred to PM&C part way through the 2010-11 financial year following the Machinery of Government changes.

<sup>5</sup> Senior executive numbers sourced from the PM&C financial statements.

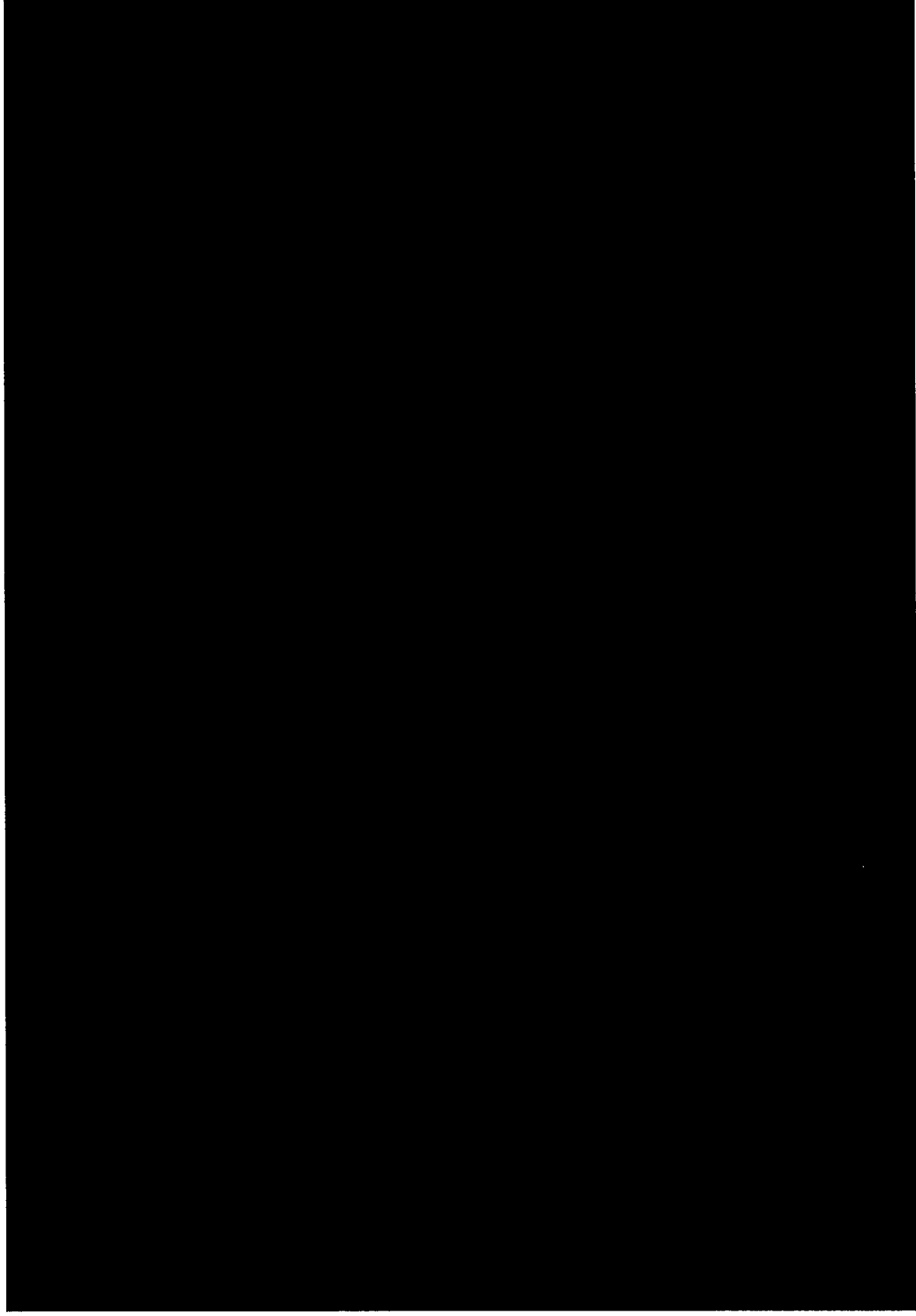
<sup>6</sup> Includes the Special Advisor and the Mental Health Commissioner designate.



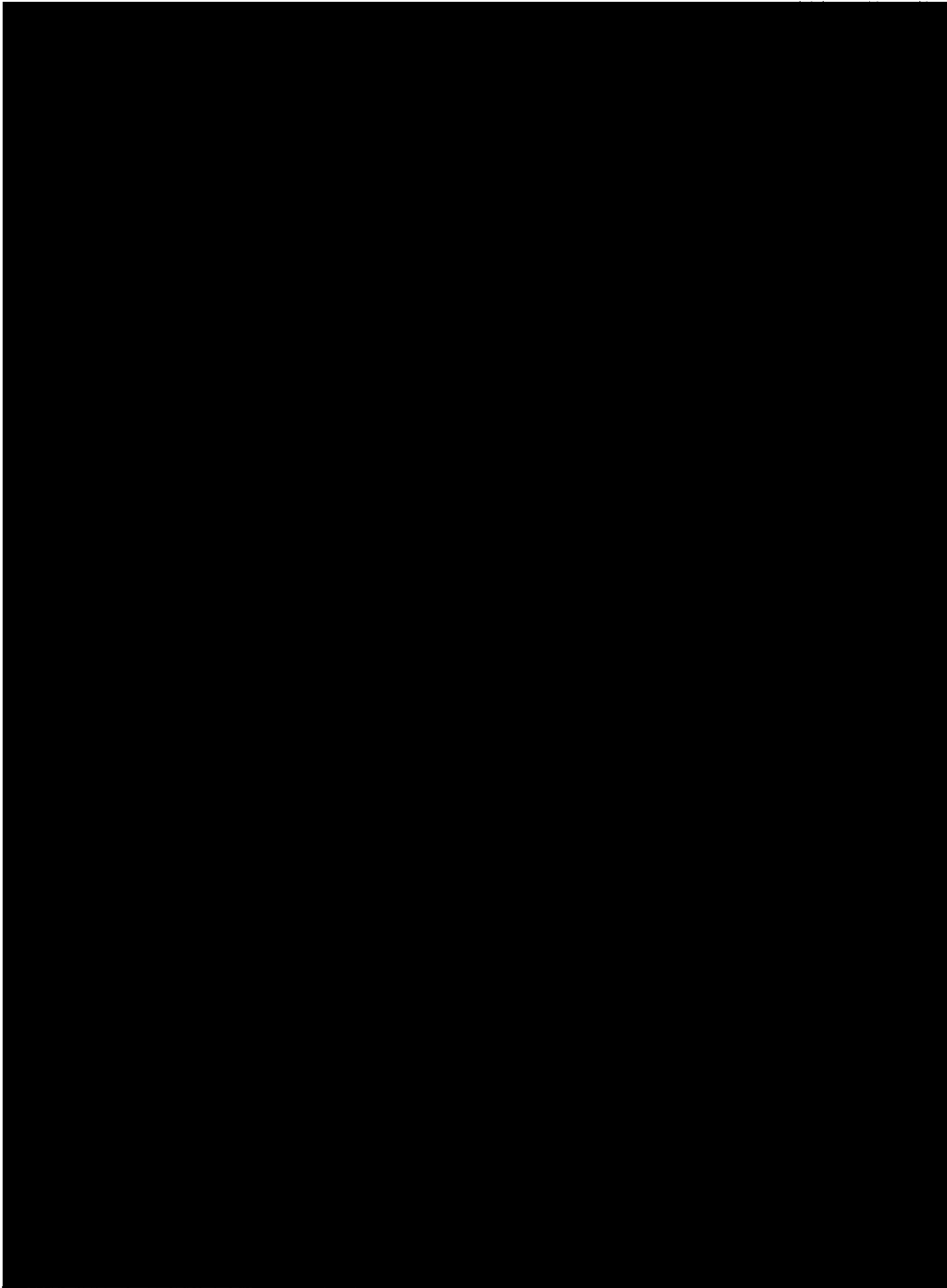




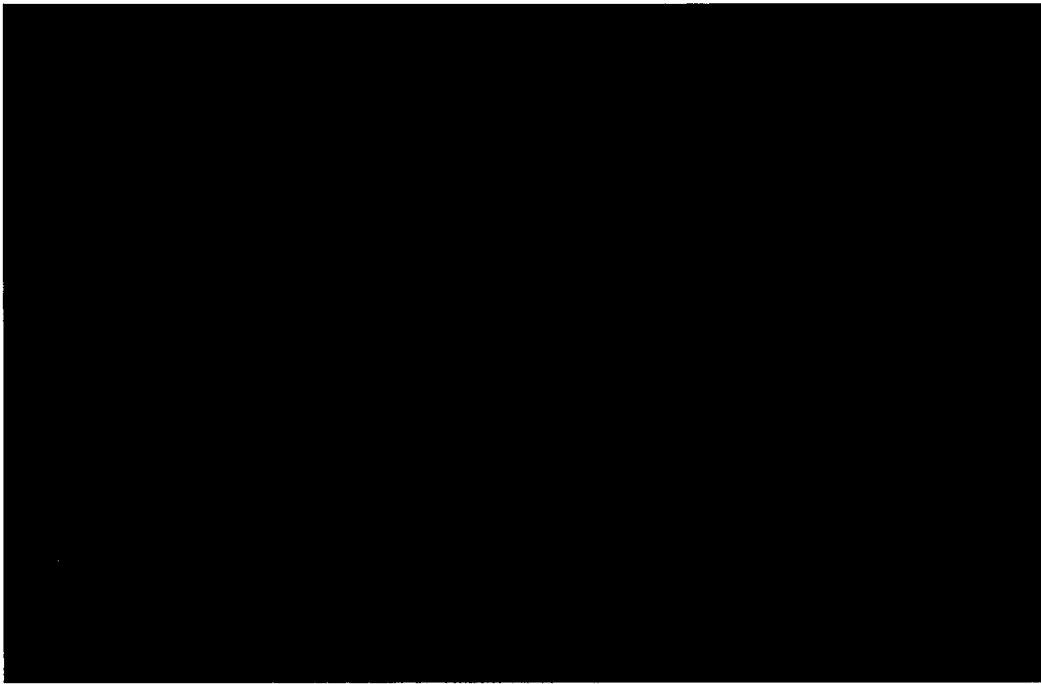
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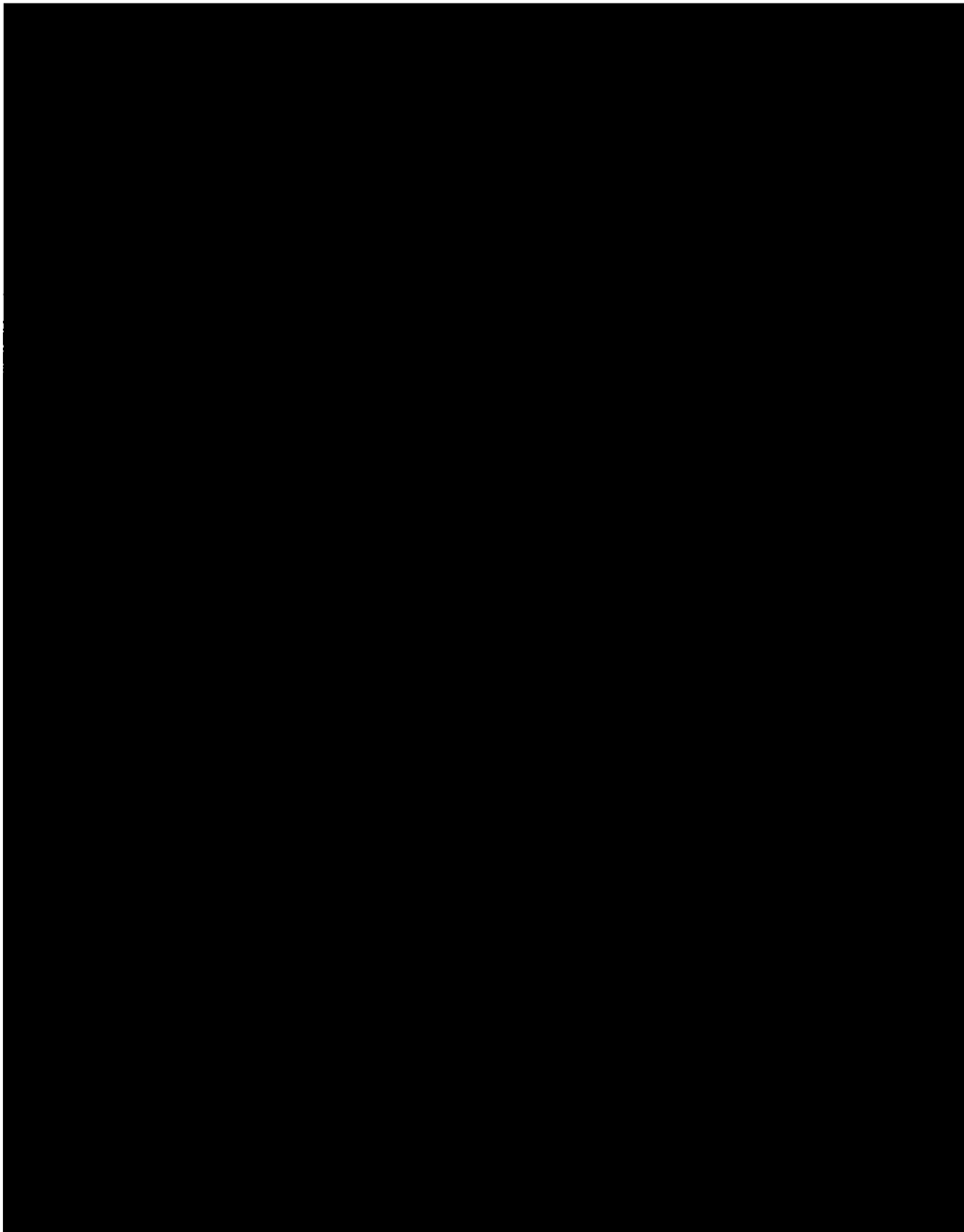


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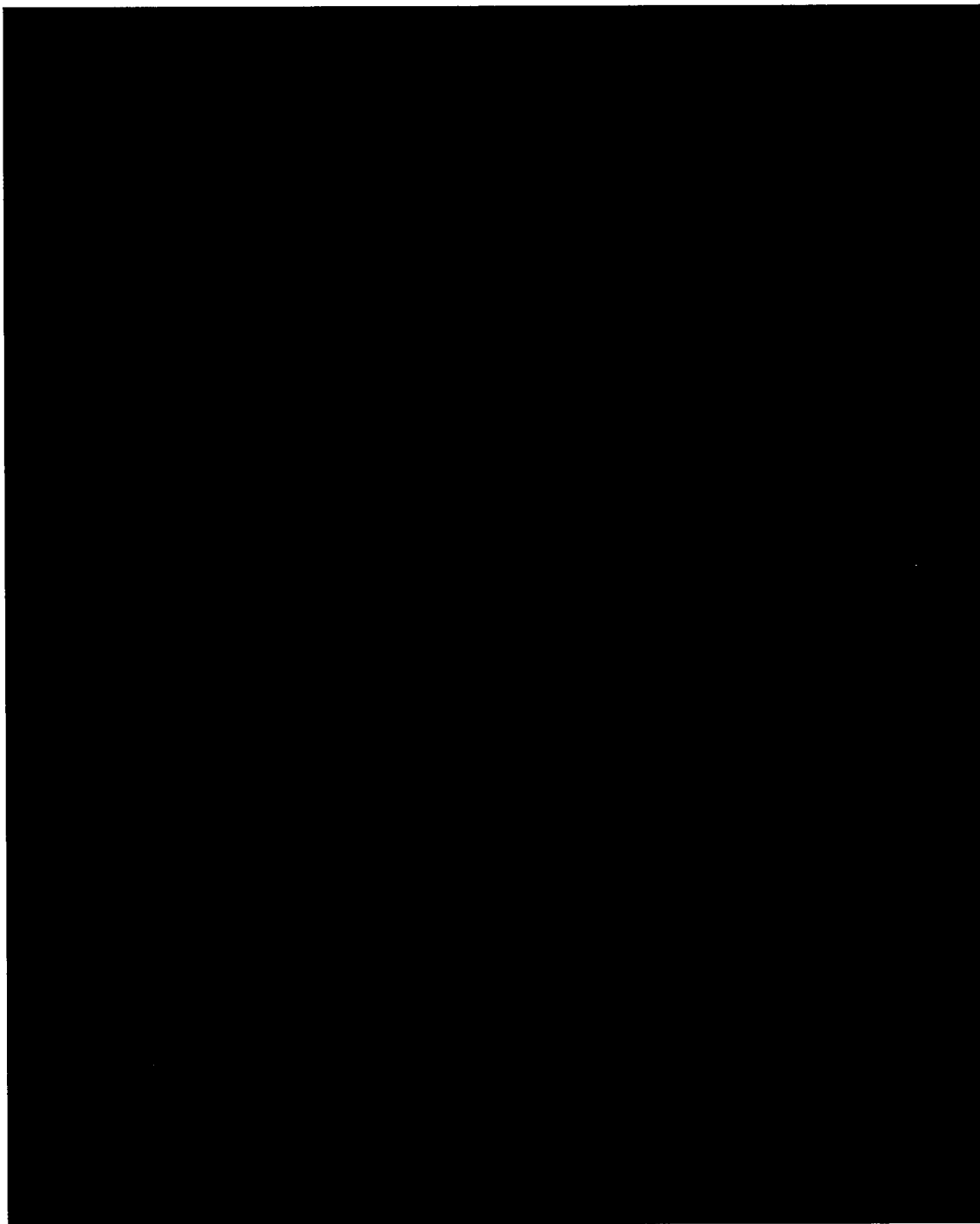
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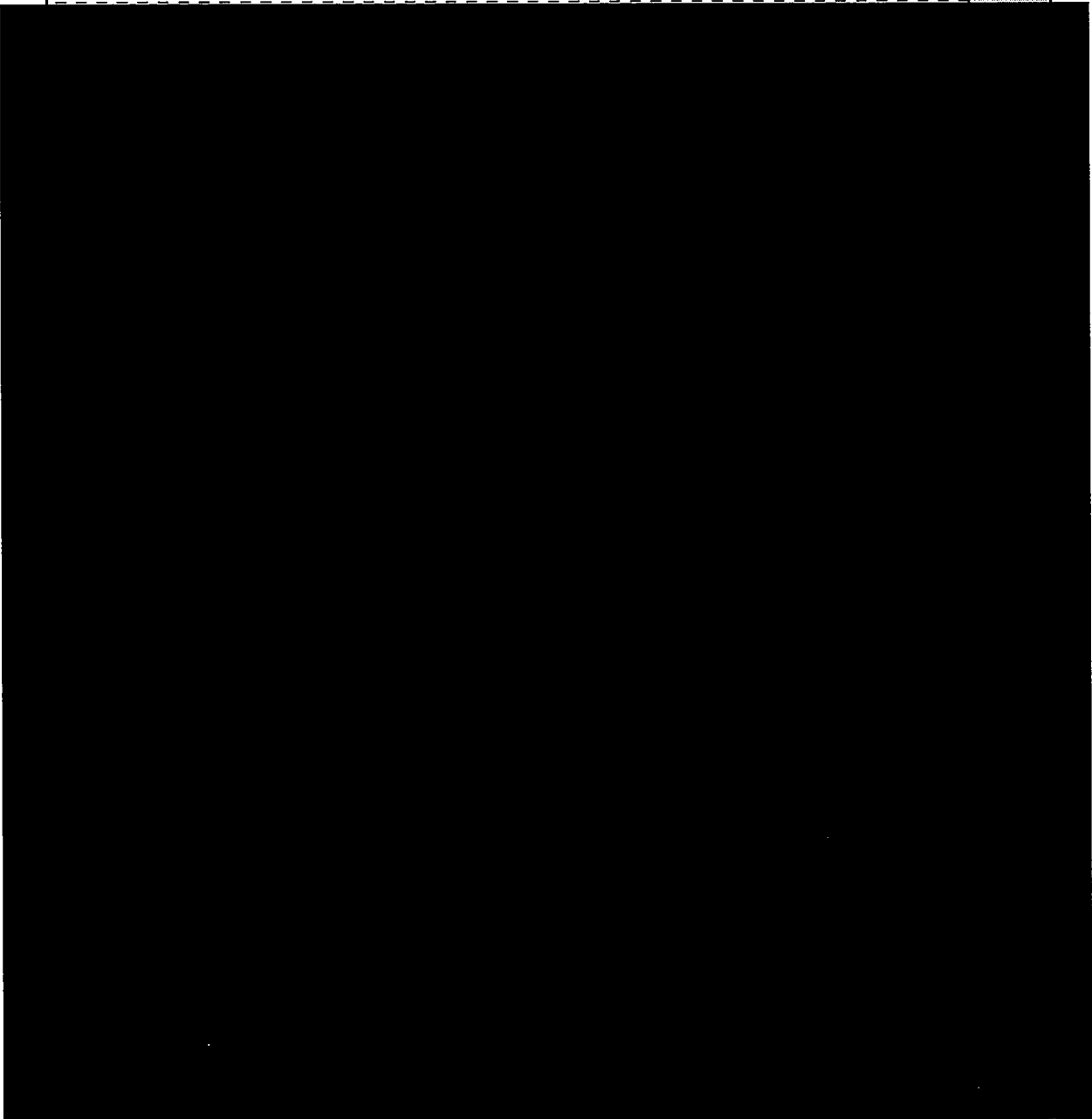


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Administered Appropriations as per Portfolio Budget Statements (PB Statements)		ATTACHMENT E
<b>Outcome 1</b>		
	2011-12	
Compensation and legal expenses	113	
National Australia Day Council	3,388	
National Counter Terrorism Committee Secretariat	111	
Parliament House Briefing Room	417	
National Compact and Volunteering - remainder	6,001	
Mental Health	1,531	
<b>Program - Prime Minister and Cabinet</b>	<b>11,561</b>	
Appropriation as per 2011-12 PB Statements		18,188

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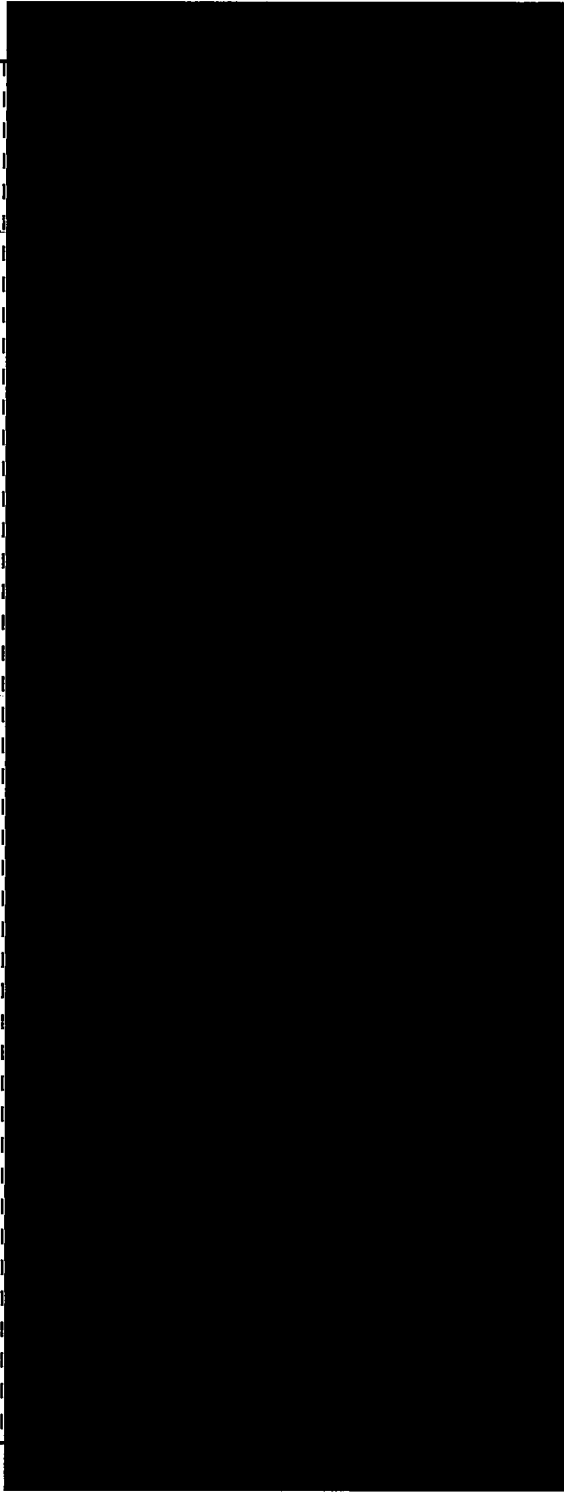
Outcome 2	
	2011-12



Program - Arts & Cultural Development	199,663	
Outcome 2 ACB	1,702	
Appropriation as per 2011-12 PB Statements	201,365	

**RESTRICTED PROTECTED CABINET IN CONFIDENCE**

Outcome 3	
	2011-12

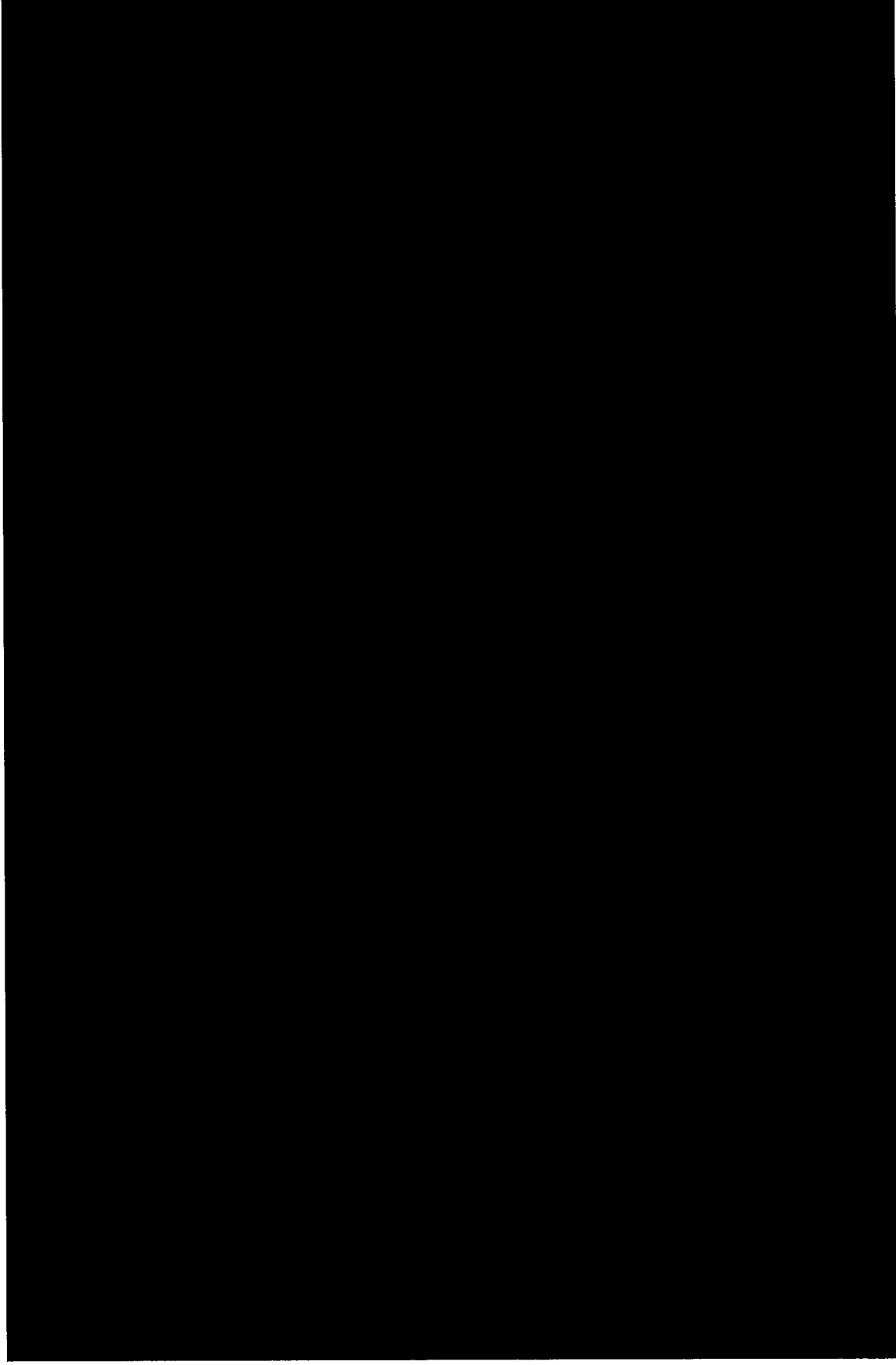


	Total	37,853
	Appropriation as per 2011-12 PB Statements	37,853
Total Administered operating appropriation		
		255,501
Total Administered appropriation for capital works		
		1,905
Total Administered Appropriations		257,406

**RESTRICTED PROTECTED CABINET IN CONFIDENCE**



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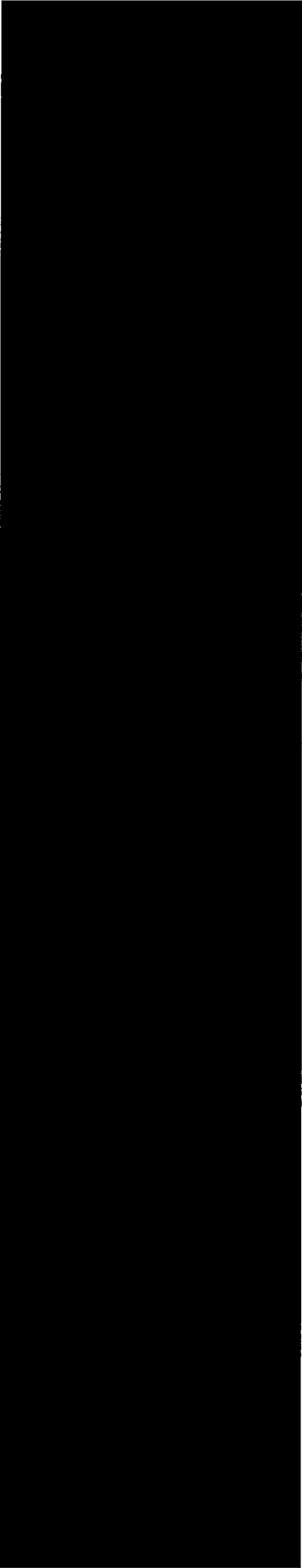
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## DEPARTMENTAL OVERVIEW

### 5E Staffing

<b>Staffing numbers</b>	<p>Total headcount is 1,108 (FTE 1071.72), consisting of:</p> <ul style="list-style-type: none"><li>• 1,009 ongoing employees (FTE 976.17)</li><li>• 99 non-ongoing employees (FTE 99.55).</li></ul>
<b>Age</b>	<p>We have a relatively young workforce, with more than 45 per cent of our employees aged 34 years or less and more than 70 per cent under 45 years. Only 7.5 per cent of our workforce is aged 55 years or over.</p>
<b>Gender</b>	<p>Approximately two thirds (64 per cent) of our workforce is female.</p>
<b>Tenure</b>	<p>Excluding the Arts and Sport employees moved to PM&amp;C under the MoG changes, more than 50 per cent of our employees have been with the department for less than two years.</p>
<b>Turnover</b>	<p>The annualised ongoing turnover rate for 2010–11 was 22 per cent, which is slightly higher than the 21 per cent recorded in 2009–10.</p>
<b>Inoperative</b>	<p>The department has ■■■ inoperative employees consisting of ■■■ SES, ■■■ EL and ■■■ APS employees.</p> <p>Inoperative numbers include employees taking both paid and unpaid leave for reasons such as secondment, temporary transfer to another agency, parental responsibilities, travel, study and other purposes.</p>





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## DEPARTMENTAL OVERVIEW

### **5G PM&C Structure – Diagnostic Audit**

Secretary

#### **PM&C Structure – Diagnostic Audit**

This review was commissioned in 2008 and the thrust of its recommendations were accepted by Mr Moran and subsequently implemented.

We thought it would be useful background material for you regarding the current structure and focus of the department.

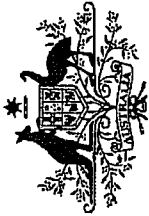
Many thanks

Kim Terrell

A/g First Assistant Secretary

Ministerial Support Division

(x 5552)



Australian Government

Department of the Prime Minister and Cabinet

# PM&C Structure – Diagnostic Audit

## Final Report – 22 April 2008

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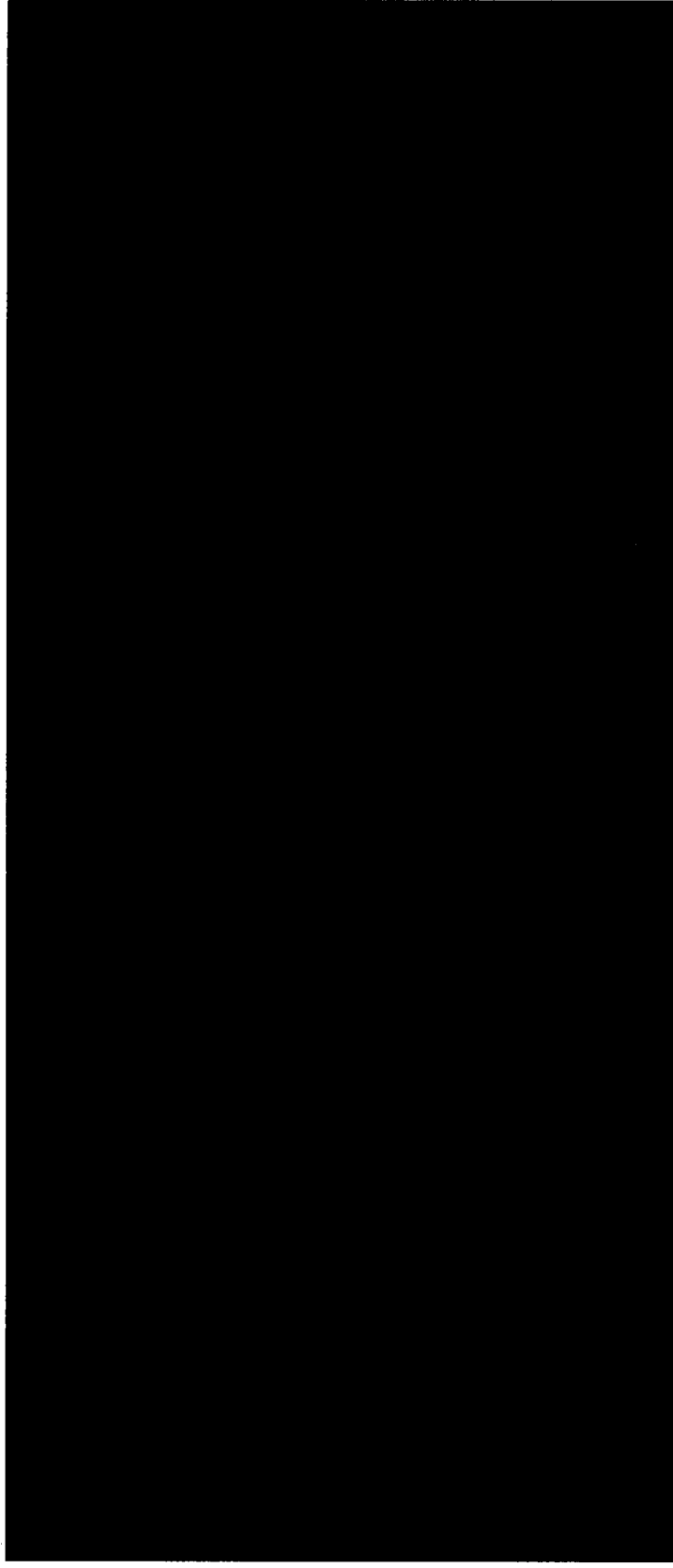
#### Concluding Remarks

# Context and Overview

The Department of the Prime Minister and Cabinet (PM&C) plays a crucial role at the centre of government.

Following the election of a new government the Secretary of the department has requested that we review the department's organisational structure to ensure it is best positioned to deliver the government's priorities.

Our review team is led by former Commonwealth Ombudsman, Mr Ron McLeod AM, and includes Mr Peter Hamburger and Mr Russell Egan. This paper sets out our findings.





# Methodology used for the audit

We have drawn on internal and external expertise in conducting the audit

Internally, we held discussions with the PM&C Executive and SES staff in each division and conducted focus groups with non-SES employees. Discussions concentrated on four key areas:

1. Organisational health – how is PM&C travelling; what are the pressures; etc
2. PM&C's roles and functions – what is its role; what are the current government's priorities; etc
3. Structures – what does not make sense in the current structure; which functions should be performed in other agencies; etc
4. Strategic policy capacity – how much of this work does PM&C do; how could its capacity be bolstered; etc

Externally, we consulted with a selection of academics and other experts on the topic of the development of strategic and forward looking public policy

In particular, we drew on the experience of the United Kingdom in establishing the Strategic Policy Unit in the Cabinet Office and its relationship to the UK Delivery Unit

Following initial consultations we developed our hypothesis and road tested this with key stakeholders which led to some improvements in our initial conclusions.

A list of internal and external consultations is contained at Appendix A.

# The structure must be informed by four key factors

At the highest level, in conducting the Review, we considered how PM&C should be structured in light of four factors

1. Aspiration and role of PM&C
  - \* Including the desire to enhance the department's ability to deliver strategic policy advice to the Prime Minister and the Government
  - \* Continuing to provide high quality and highly responsive support to the Prime Minister and Cabinet
2. Priorities of the Government
3. Changes to Administrative Arrangements Orders
4. Balancing workload to maximise delivery potential

We have based our revised organisation on the existing resources available to the Department, supplemented by the additional bids we have assumed will be endorsed in the 2008-09 Budget. If some, or all, bids are rejected, this structure would need to be modified.

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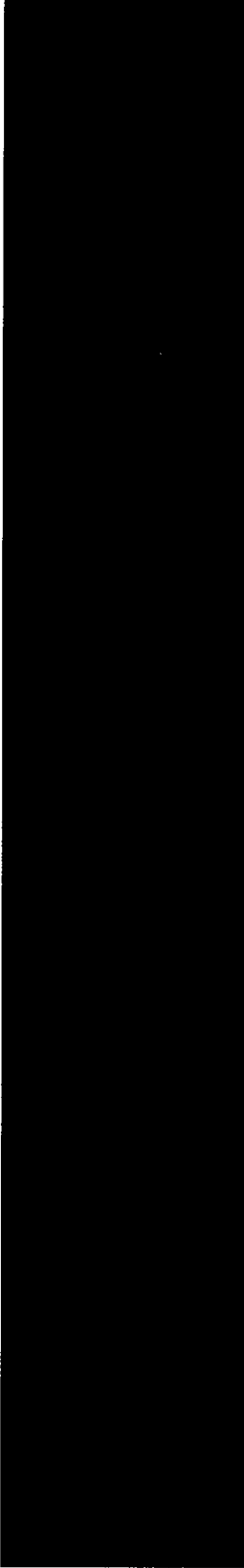
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Currently, PM&C's Mission is:

*To contribute to the good governance of Australia by supporting the Prime Minister and the Cabinet in the effective development and delivery of policy across the whole-of-government. To achieve that goal by demonstrating excellence in leadership in the Australian Public Service (About PM&C – What we do and why we do it – June 2006)*



PM&C's key role is to provide support for the Prime Minister and for the Cabinet. In serving them, the department:

- Aims to provide policy advice that is timely, well-argued, robust and innovative
- Works to achieve good connections in this government and cooperation between the Commonwealth, state and territory governments
- Supports planning and monitors the implementation of key government programmes
- Provides high level support for official visits, ceremonies and state occasions and, on major events, oversight or logistical arrangements
- Supports the operations of the Prime Minister's official residences and staffing and administrative services to former Governors-General
- Provides the information technology, human resource and financial management support, record keeping and physical working environment that enables our people to do a hard job well

(About PM&C – What we do and why we do it – June 2006)

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# PM&C already has a number of mechanisms for delivering strategic policy advice to the Government

1. Ten to twelve taskforces per year, usually drawing on outside expertise (some of which cover strategic issues or themes)
2. Chairing or participating in IDCs (some of which cover strategic issues or themes)
3. Discrete forward-looking pieces of work, either:
  - \* as agreed or directed by the Prime Minister (eg National Security Strategy Statement); or
  - \* proactively delivered to the Prime Minister
4. Regular honing of policy options in the usual course of business (eg advice on COAG negotiations, preparations for international engagements, advice on matters coming to Cabinet)
5. Ad hoc interventions in initiatives or programs experiencing difficulties

This paper does not propose that these mechanisms be replaced, but rather strengthened by adding an enhanced capability across PM&C

# Other jurisdictions have trialled a range of approaches

Background: Weak cabinet coordination, no PM's department, a much larger delivery function than the Commonwealth, a history of highly compartmented departments isolated from outside.

Key Features:

- ❖ Specialist units to give PM strong control over strategy and delivery
- ❖ PM strongly committed to, and involved in, this structure
- ❖ Emphasises methodology and propagates good practice across civil service
- ❖ High profile outsiders established the units
- ❖ Across the board capability reviews by Treasury linked to budget

Academic Comment on Success:

Sceptical and points to well-known difficulties in measuring and targeting

*"To achieve this combination of stronger power and sharper constraint, Blair's successor should, immediately upon becoming Prime Minister, learn a lesson from the Australian Government and establish a Department of the Prime Minister and Cabinet."* Sir Michael Barber, 2007

Background: Relatively weak cabinet coordination, PM's department functions divided, much more equal national-provincial split of power and functions than Australia, forward policy leadership unequivocally lies with political level.

Key Features:

- ❖ Strong emphasis on horizontal coordination (federal-provincial and across agencies)
- ❖ Budget-linked annual performance updates by Treasury Board Secretariat

Academic Comment on Success:

- ❖ Generally pessimistic

*"I hear the conventional stuff about a decline in policy capacity in the Privy Council Office (PCO) and a diminished role for PCO in providing policy advice, given the PM's preference for advice from the PMO or through the PMO from outside",* Professor Peter Aucoin, 2008.

Background: Political system strongly based on consensus with relatively high level of independence of public service agencies. PM's Department effectively a cabinet secretariat.

Key Features:

- ❖ Scientific Council for Government Policy (WRR) advises on future public policy, selecting areas for research in consultation with PM or at request of government, using a scientific approach
- ❖ WRR has statutory independence and government must respond to its recommendations
- ❖ WRR has core staffing of 40 with academic and scientific backgrounds

Academic Comment on Success:

- ❖ Good level of organisational memory, but an occasional lack of expertise in content areas
- ❖ Well networked with external sources

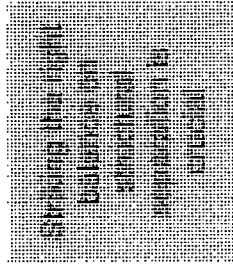
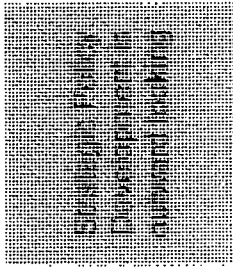
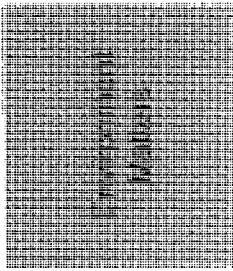
*"Governance needs a non-elected and carefully selected pluralistic body that could be described as a Council of Knowledge and Experience..."* Yehezkel Dror, 2001.



# PM&C's approach must be informed by overseas experience but not compromise its strengths

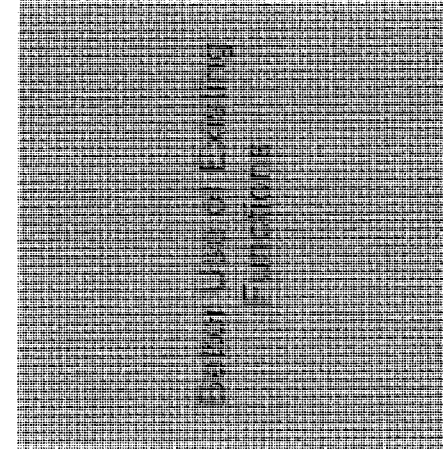
## Key lessons from overseas experience

- The relative strength of Cabinet coordination structures affects the way strategic policy work is done
- PM&C's existing structures and the way PM&C interacts with the rest of the system have to be considered
- Strategic policy development needs to draw on external expertise and knowledge
- Strategic policy development needs to engage the interested public and policy communities
- Longer term thinking has to have enough separation from the day-to-day to allow the important to be considered as well as the urgent
- However, too much separation risks ivory towers developing

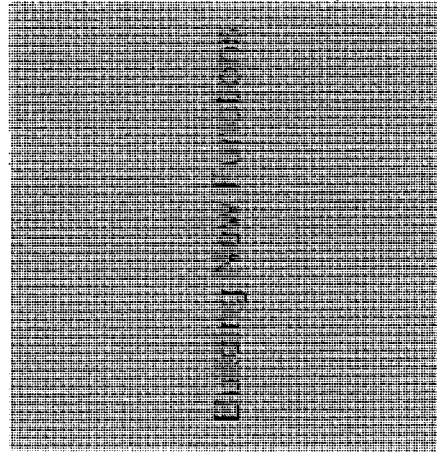


In enhancing capabilities and methodologies needed for an outward looking, longer term focus, we must not sacrifice PM&C's relative strengths, particularly in policy coordination across government

# PM&C can enhance its ability to deliver forward looking strategic advice

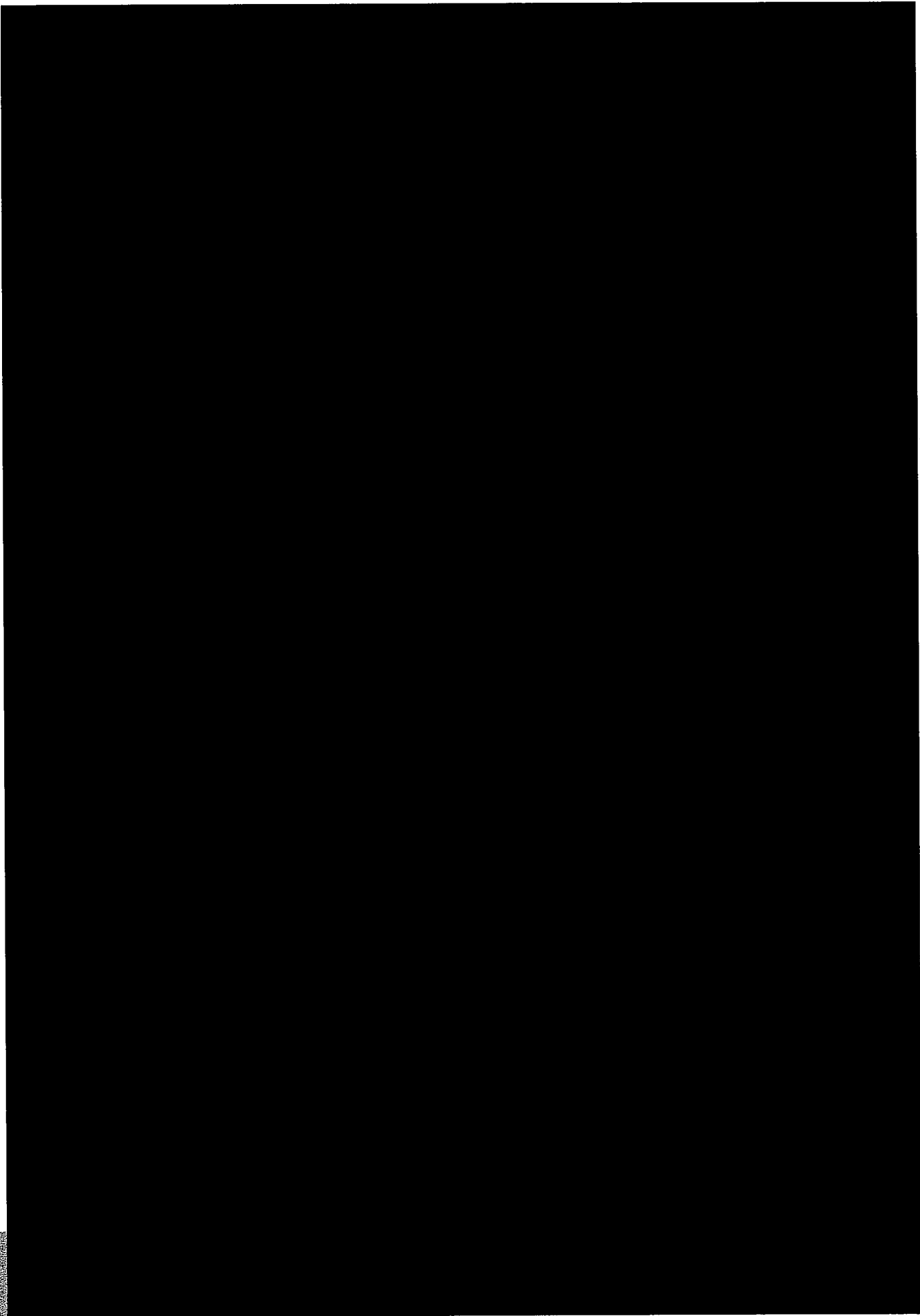


- ❖ Strengthen longer-term focus in PM&C's day-to-day work
- ❖ Make more use of outside expertise (both inside and outside of government)
- ❖ Task research and other expert bodies more often
- ❖ Undertake more strategic work by supplementing the existing structure with more resources
- ❖ Undertake more strategic work by the more flexible use of resources in the existing structure



- ❖ Create a centre of excellence in PM&C providing a focus on the delivery of strategic policy advice and development of specialist methodologies and/or capabilities
- ❖ Promote the strengthening of the capacity of other departments to deliver strategic policy advice by dissemination of strategic policy techniques and knowledge
- ❖ Be more active in engaging with the agendas of external bodies, like think tanks and parliamentary committees

The best solution for PM&C is likely to be a mixture of these mechanisms











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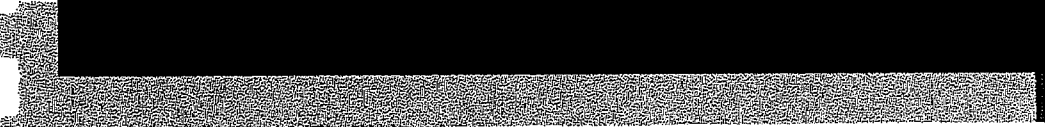
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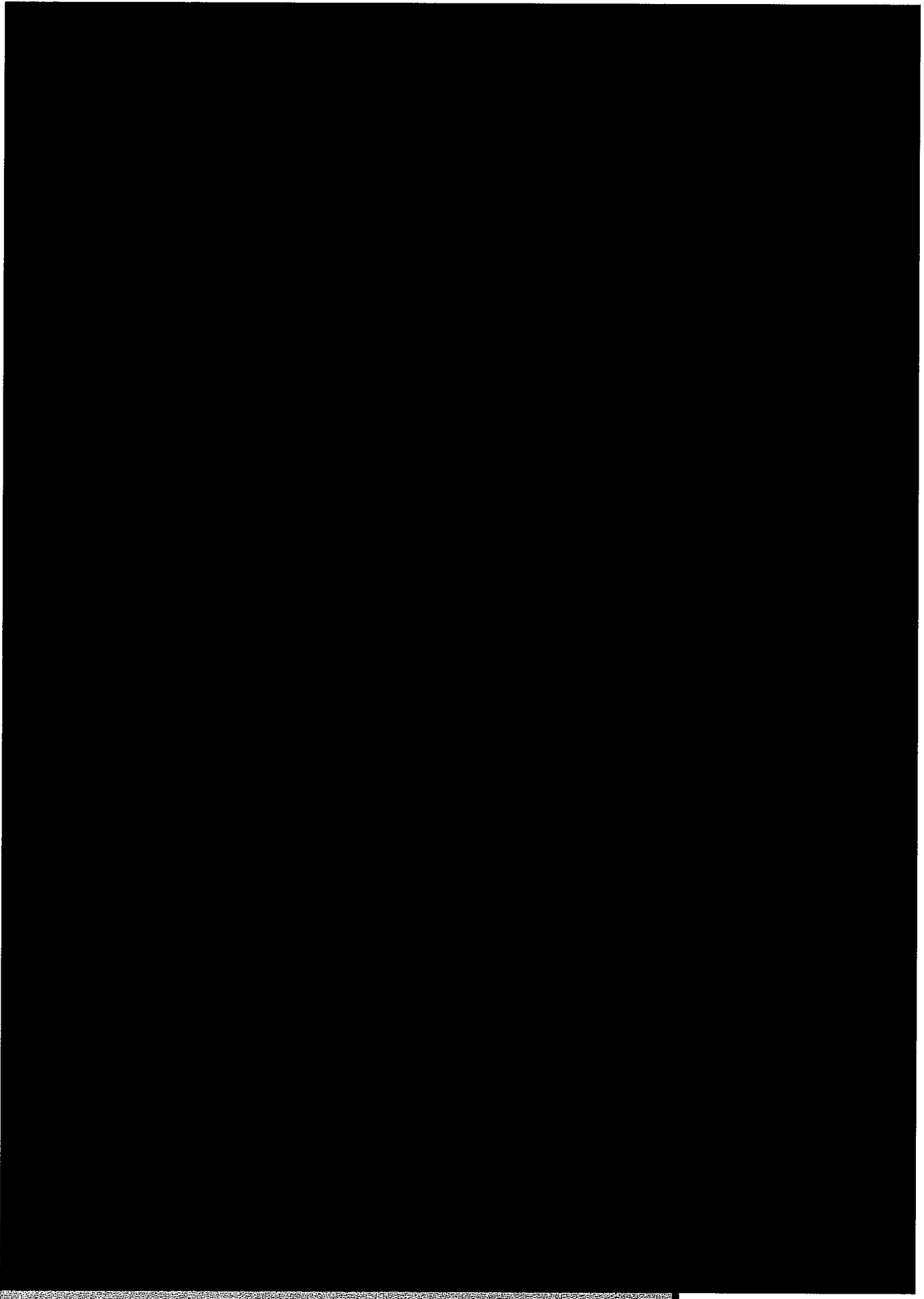
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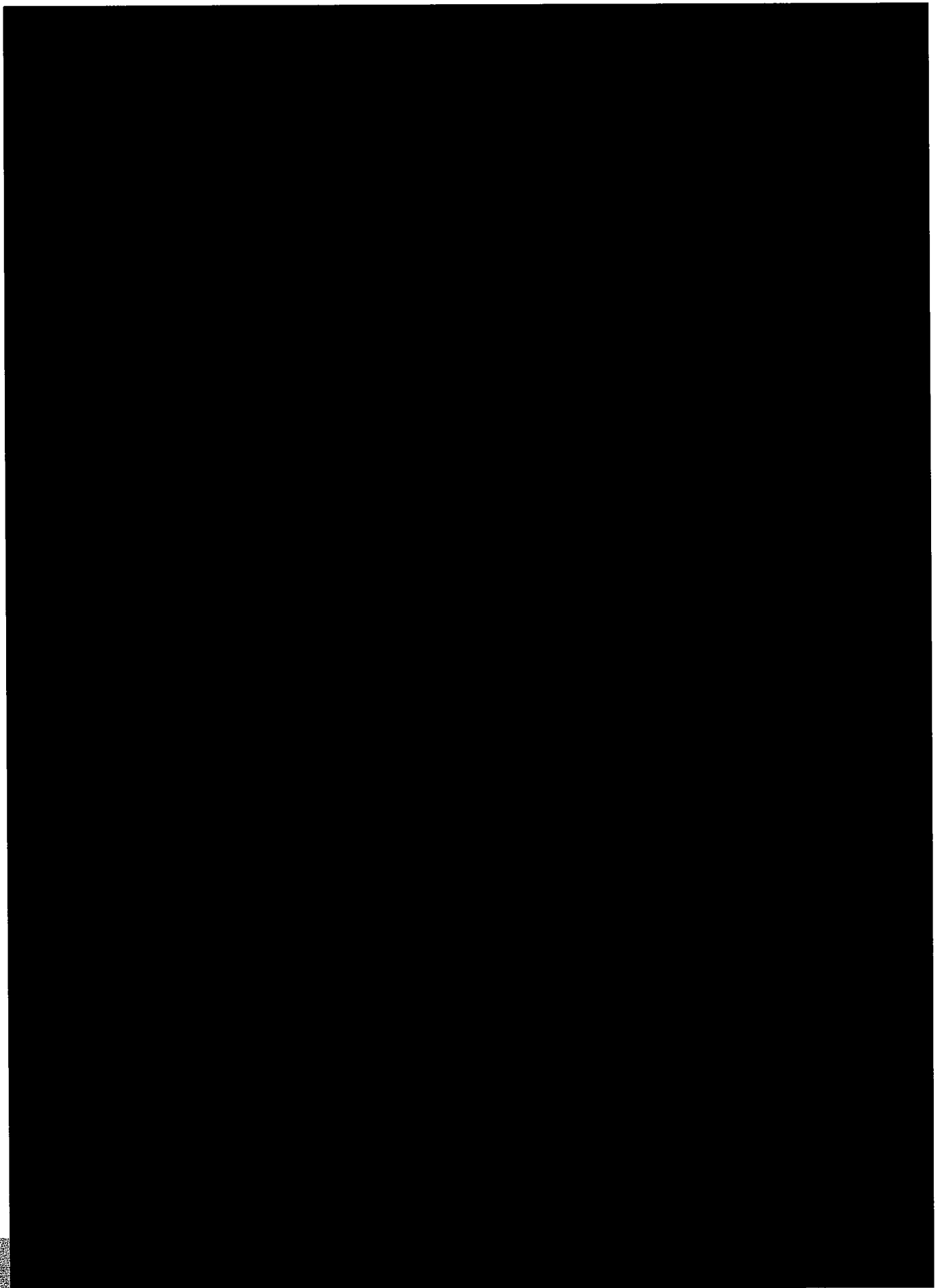
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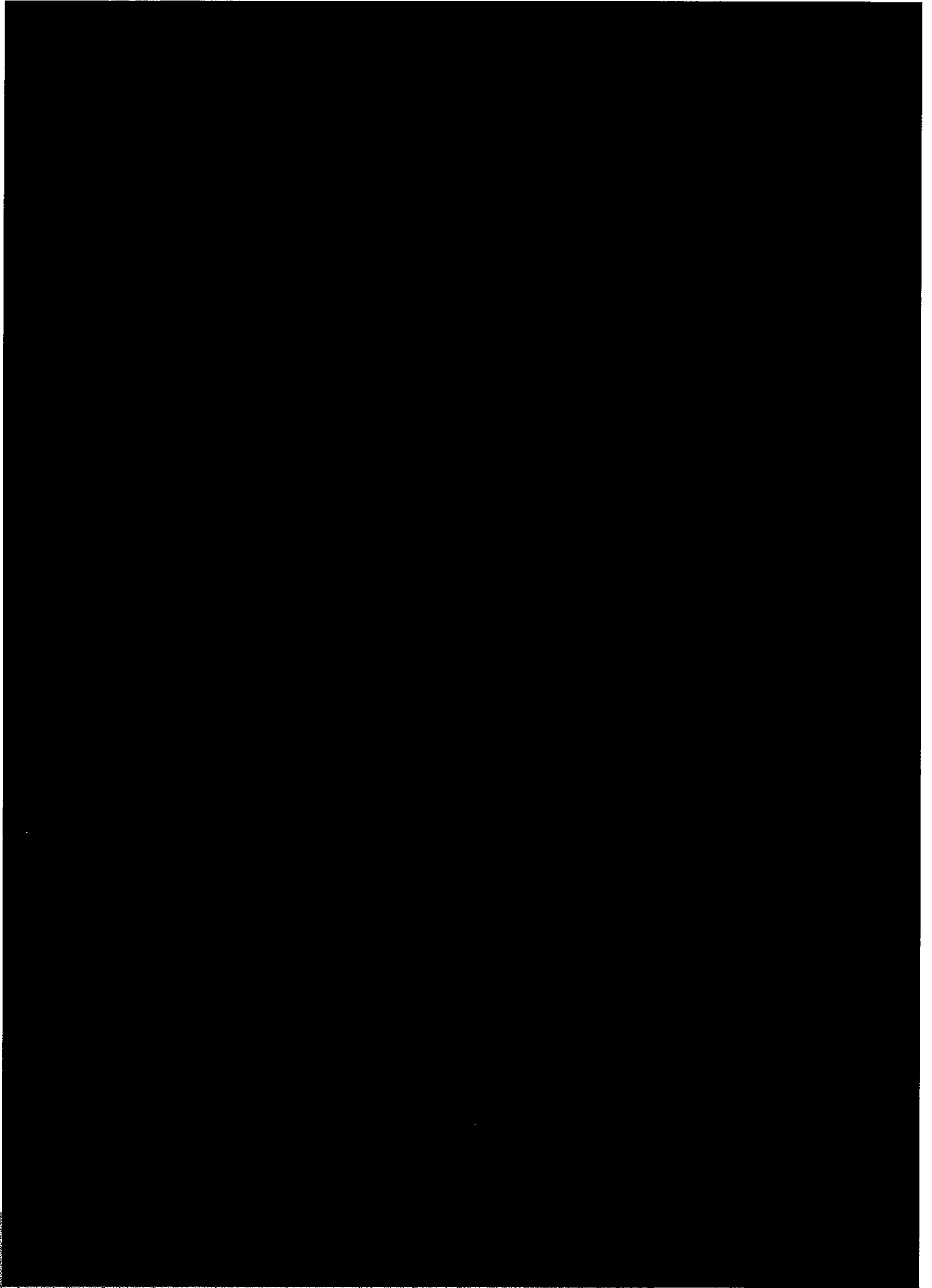
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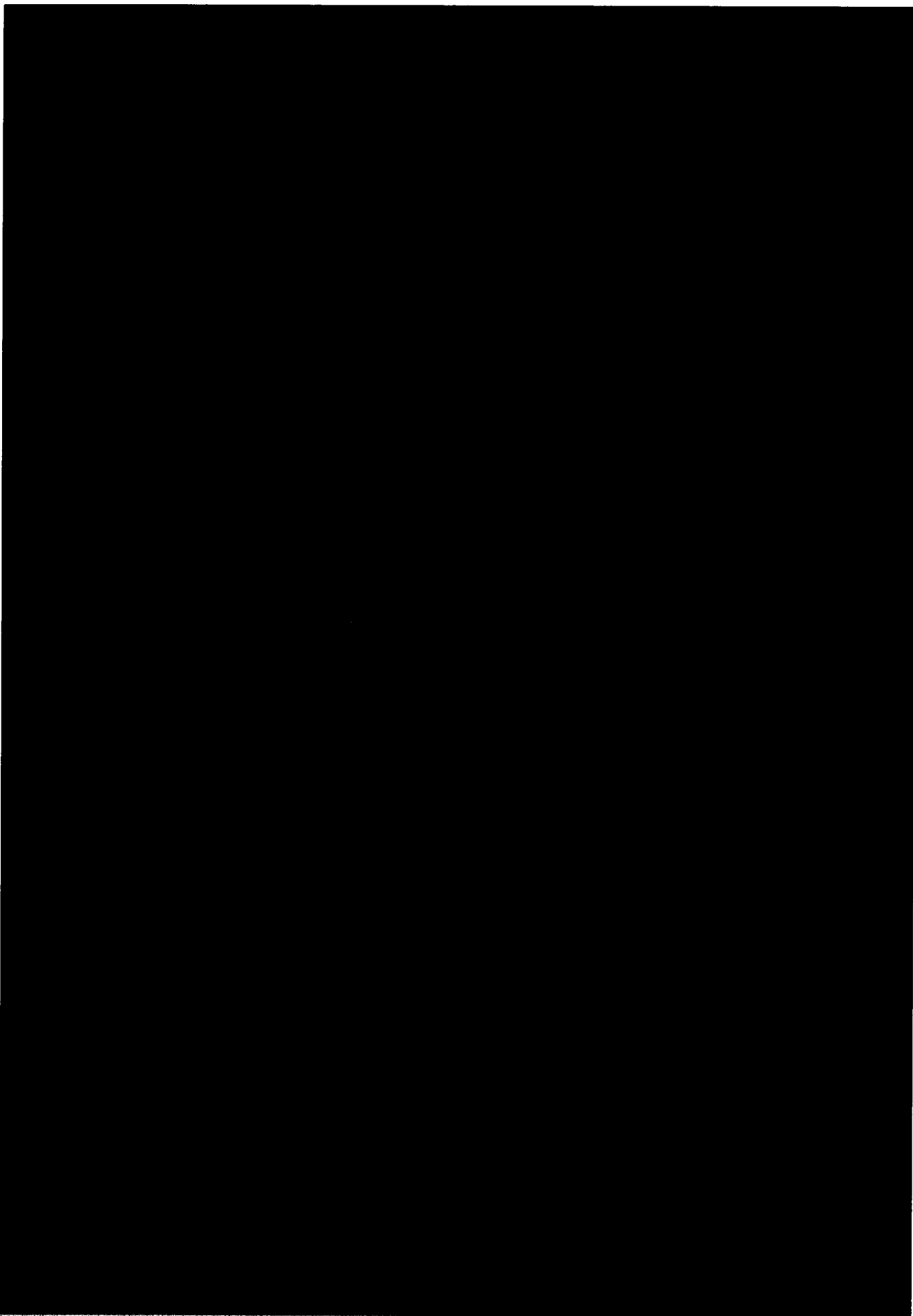
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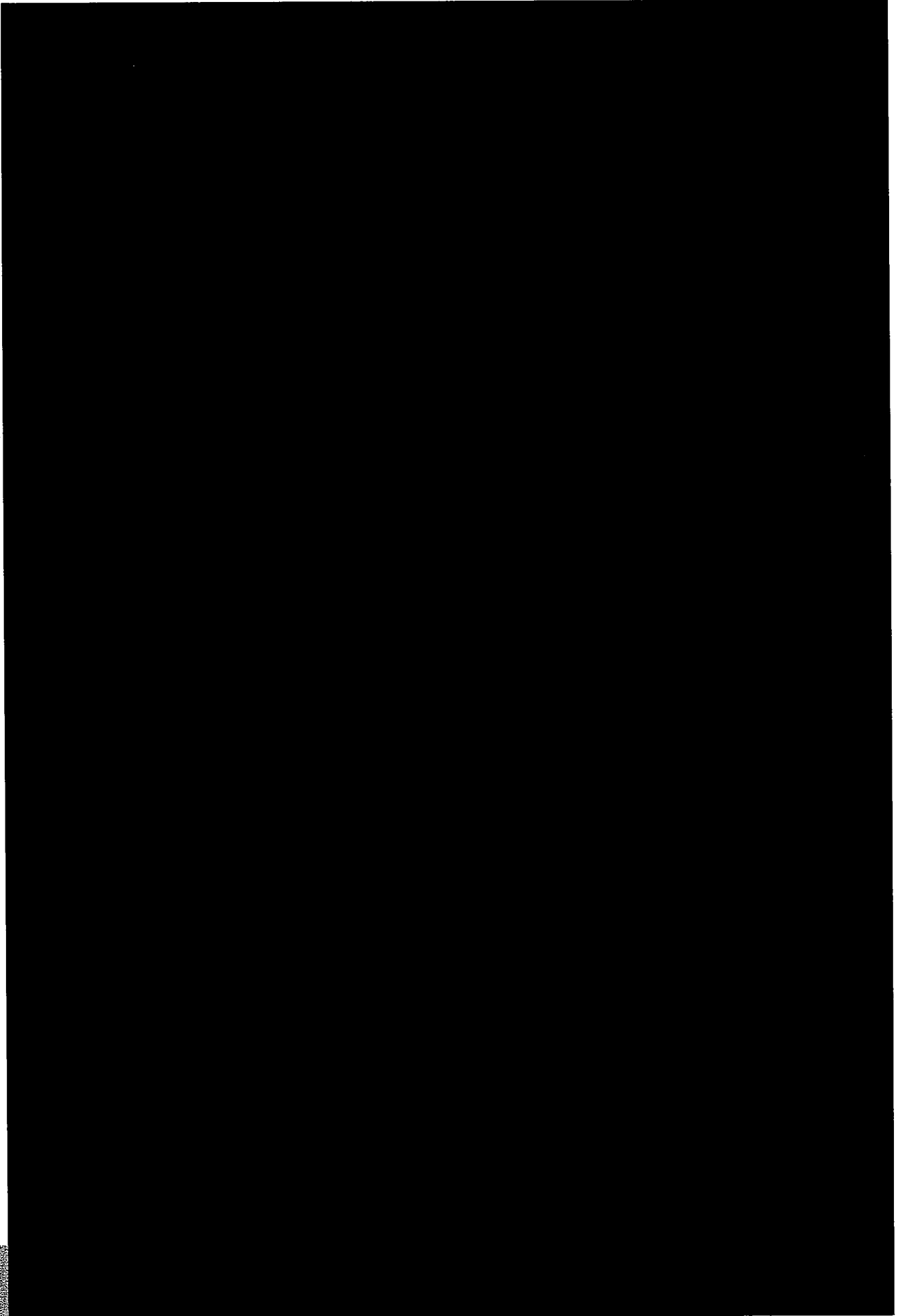
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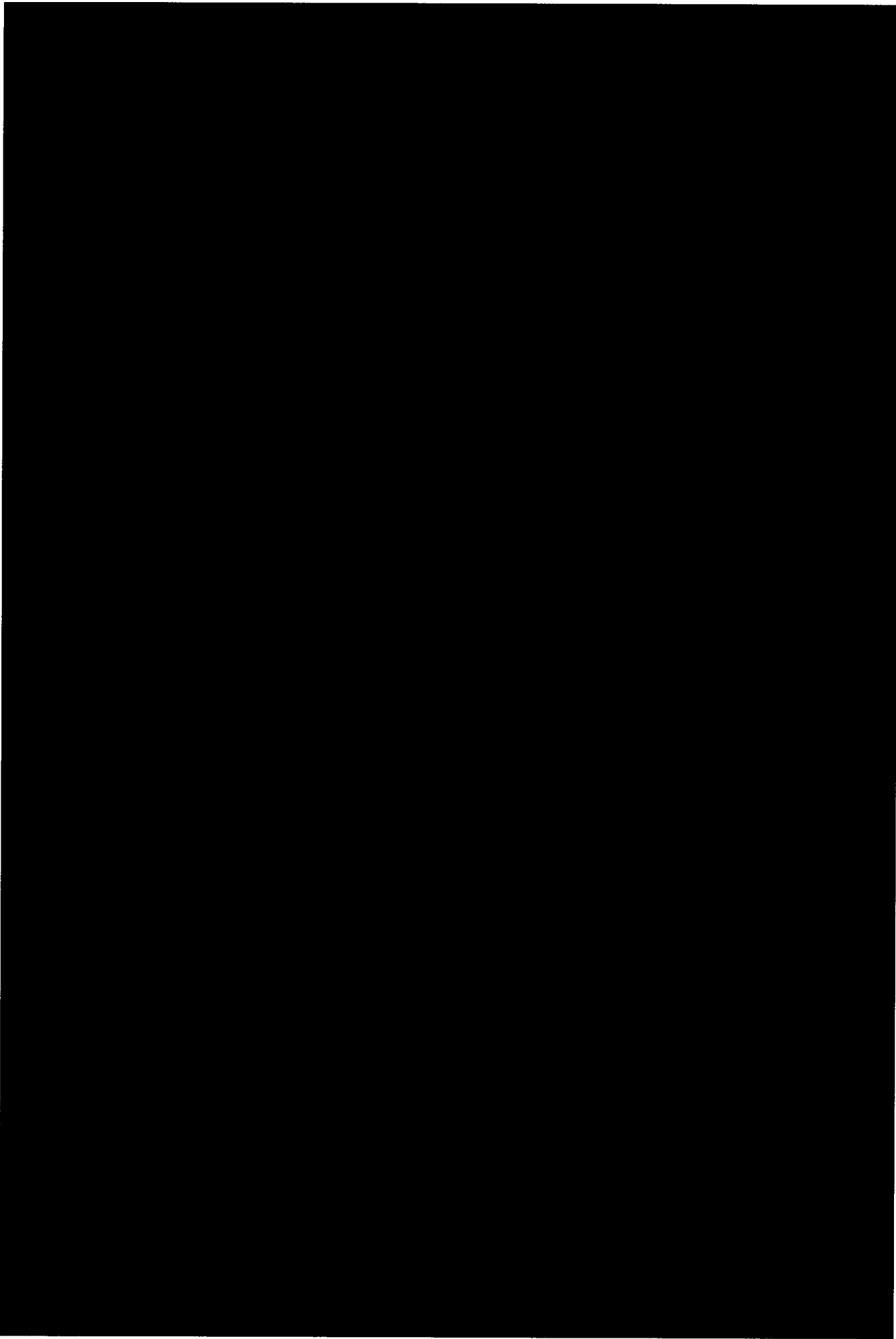
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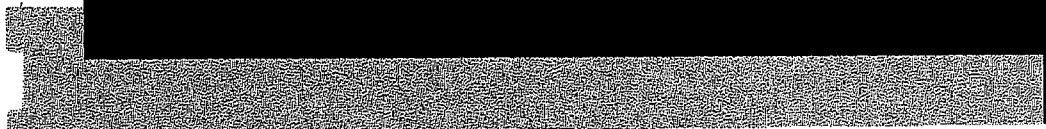
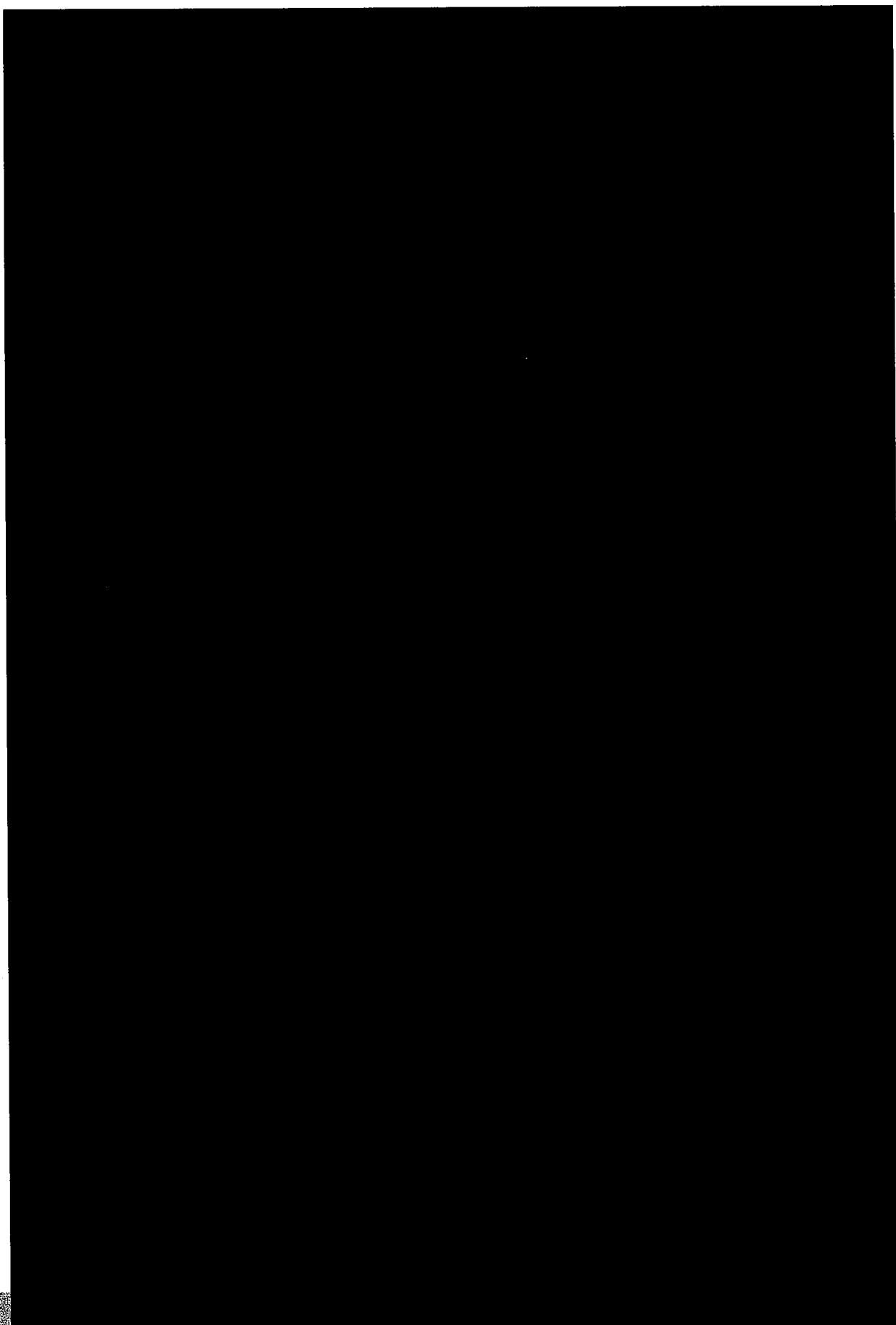


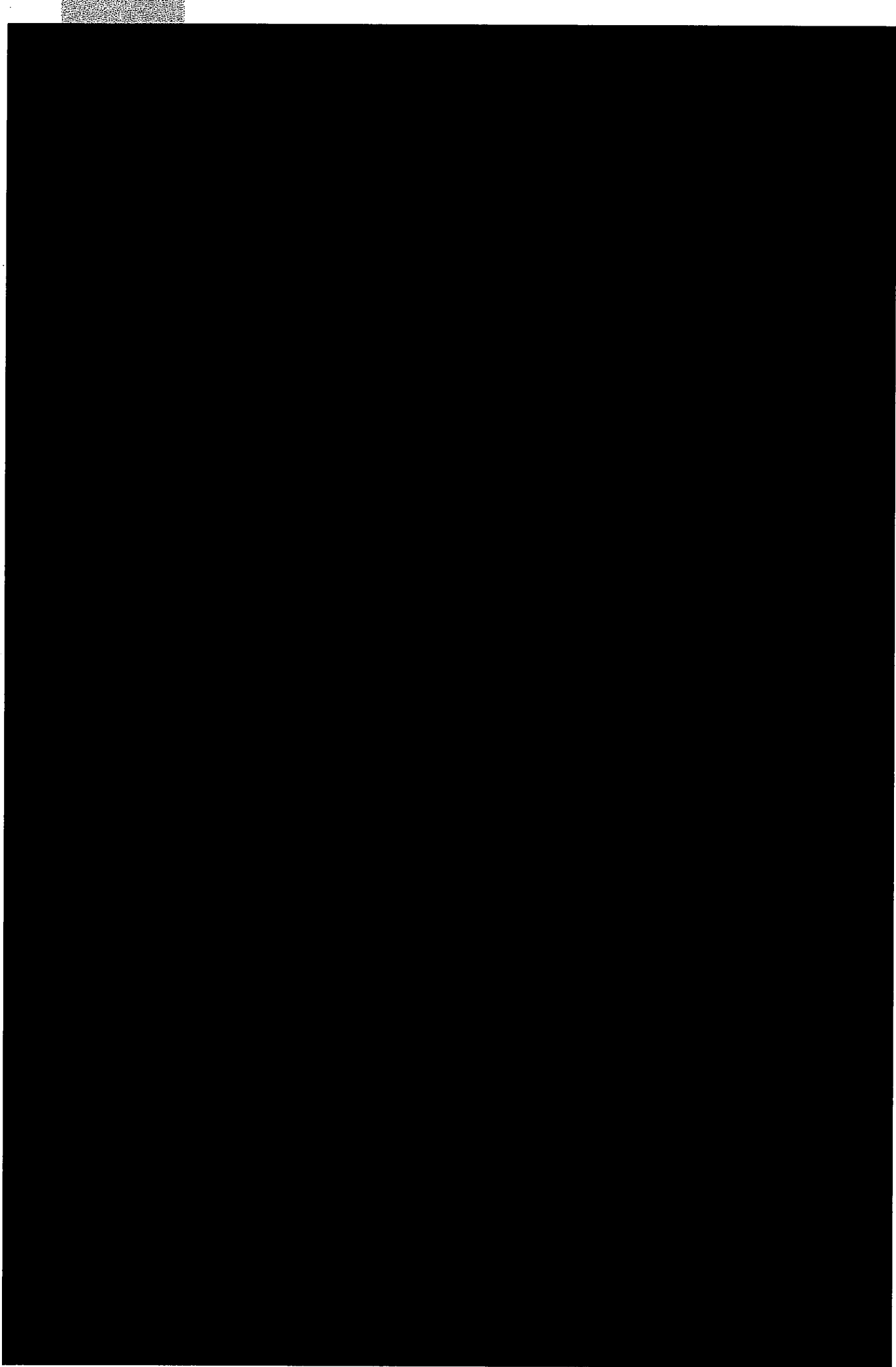














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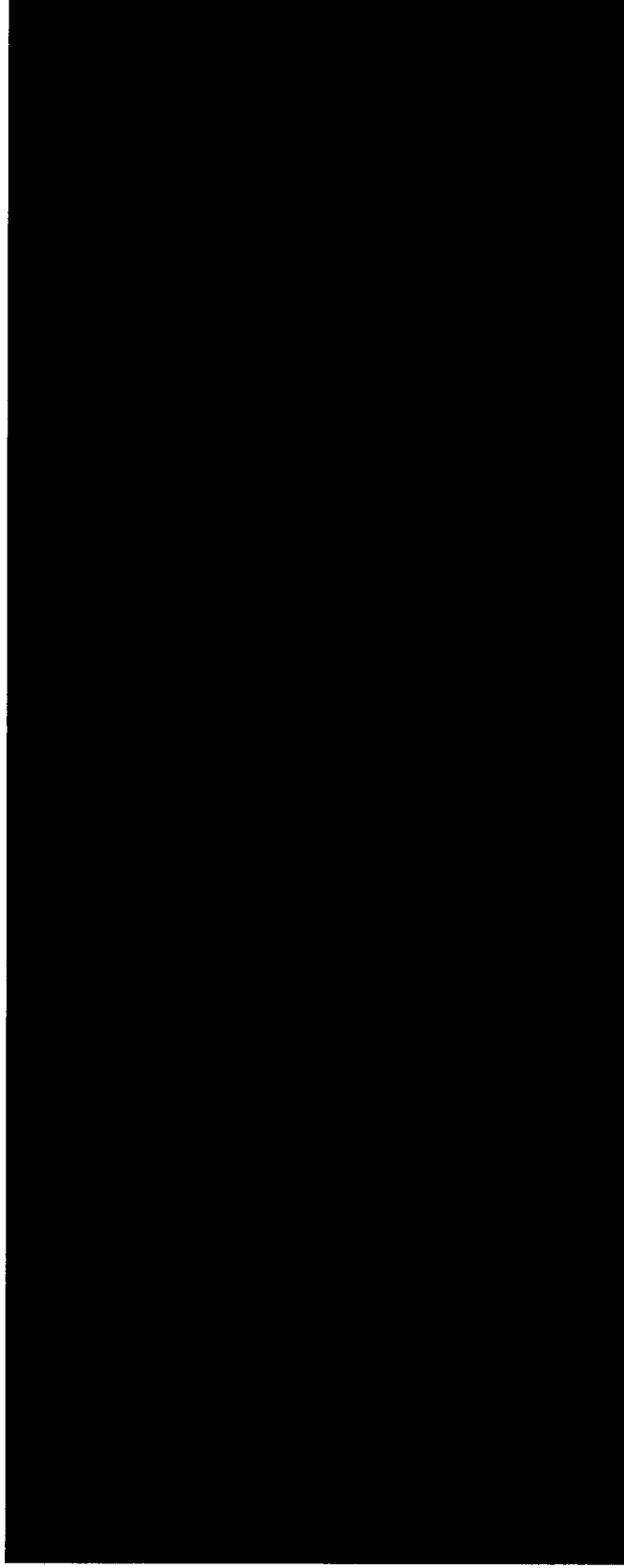
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# Concluding Remarks

Our approach has been to create an organisational framework that:

- builds on the existing strengths of PM&C as a highly competent and committed organisation serving the needs of the Prime Minister and Cabinet;
- takes account of the new Ministerial arrangements with the aim of seeking to harmonise the bureaucratic and political connectivity;
- creates in the Department a centre of excellence for strategic policy analysis and development through the acquisition of new creative skills and techniques; and
- draws on expertise from inside and outside the APS, including the talents of its existing policy staff.



## Further reading

We referred to published material which may be useful for those in the Department charged with implementing change in the directions recommended in this report:

### **Coordination structures and units**

Conference Board of Canada, *Building Policy Research Capacity: Briefing December 2007*, [www.conferenceboard.ca](http://www.conferenceboard.ca).

Lindquist, E, 'Strategy, Capacity, and Horizontal Governance: Perspectives from Australia and Canada', *Optimum Online: The Journal of Public Sector Management*, 34, (4), December 2004, [<http://www.optimumonline.ca>].

-----, 'Organizing for policy implementation: Comparisons, lessons and prospects for cabinet implementation units', *Journal of Comparative Policy Analysis*, 8, (4), December 2006.

Management Advisory Committee, *Connecting Government: Whole of Government Responses to Australia's Priority Challenges*, The Committee, 2004 [[www.apsc.gov.au/publications](http://www.apsc.gov.au/publications)].

Marsh, I., & Yencken, D., *Into the Future: The Neglect of the Long Term in Australian Politics*, The Public Interest Series/Black Inc., 2004.

Wanna, J., 'From afterthought to afterburner: Australia's Cabinet Implementation Unit', in *Journal of Comparative Policy Analysis*, 8, (4), December 2006.

### **UK Strategy and Delivery Units**

Barber, M., *Instruction to Deliver: Tony Blair, Public Service and the Challenge of Achieving Targets*, Politico's, London, 2007.

Boaz, A. & Solesbury, W., 'The example of the United Kingdom' in Fischer, T, Schmitz, G.P. & Seberich, M., *The Strategy of Politics: Results of a Comparative Study*, Bertelsmann Stiftung, Gütersloh, 2007.

United Kingdom Cabinet Office, *Professional Policy Making for the Twenty First Century: Report by the Strategic Policy Making team Cabinet Office*, Cabinet Office, London, 1999.

Richards, D. & Smith, M., 'Central control and policy implementation in the UK: A case study of the Prime Minister's Delivery Unit', in *Journal of Comparative Policy Analysis*, 8, (4), December 2006.

## Further reading (continued)

### ***Experience with past central policy units***

Boston, J. 'High level advisory groups: the case of the Priorities Review Staff' in Weller P. & Jaensch D. (eds), *Responsible Government in Australia*, Drummond, Richmond, 1980, pp. 186-195.

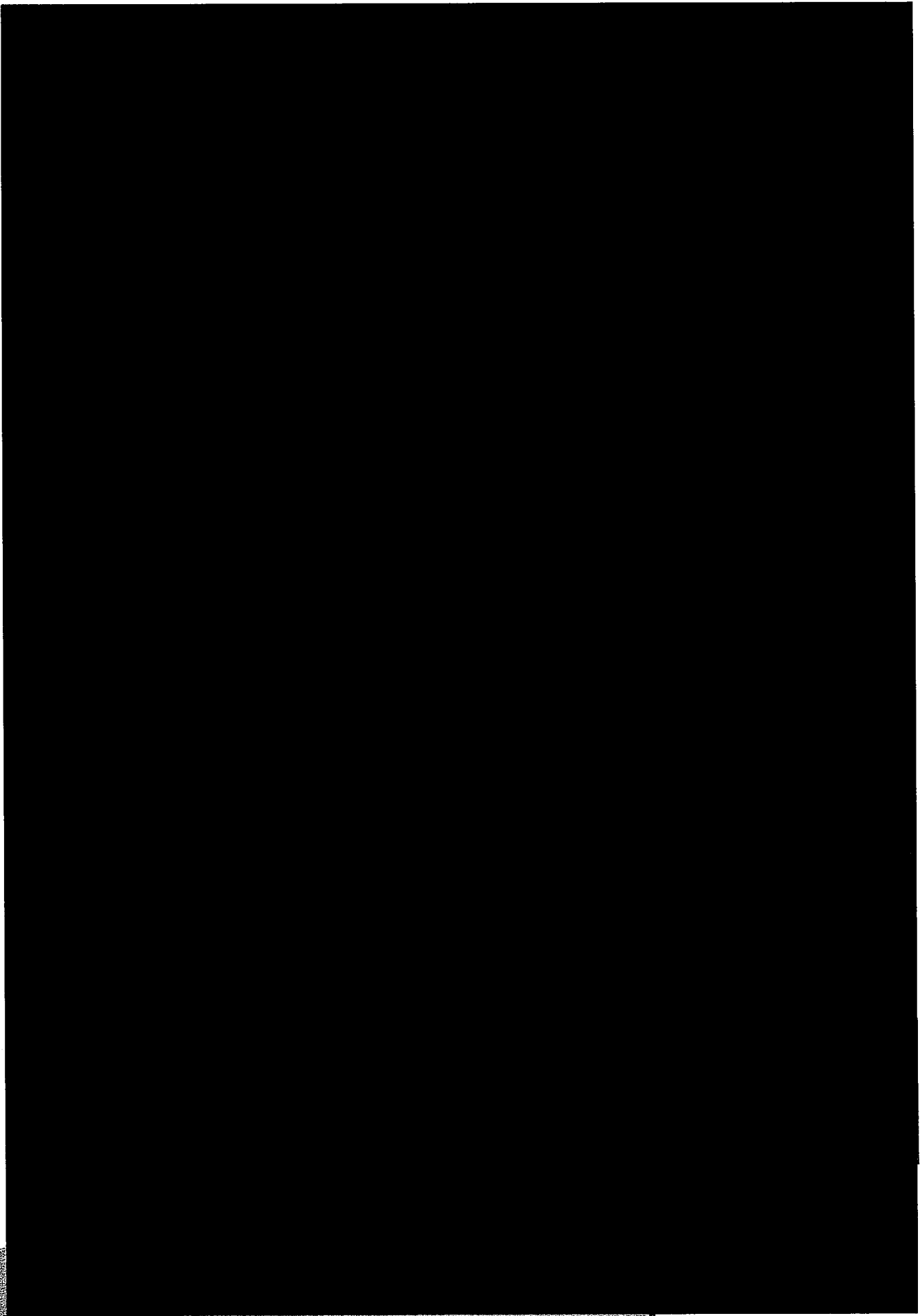
Hennessy, P., *Whitehall*, Fontana, London, 1990, see pp. 221-250 for discussion of Central Policy Review Staff.

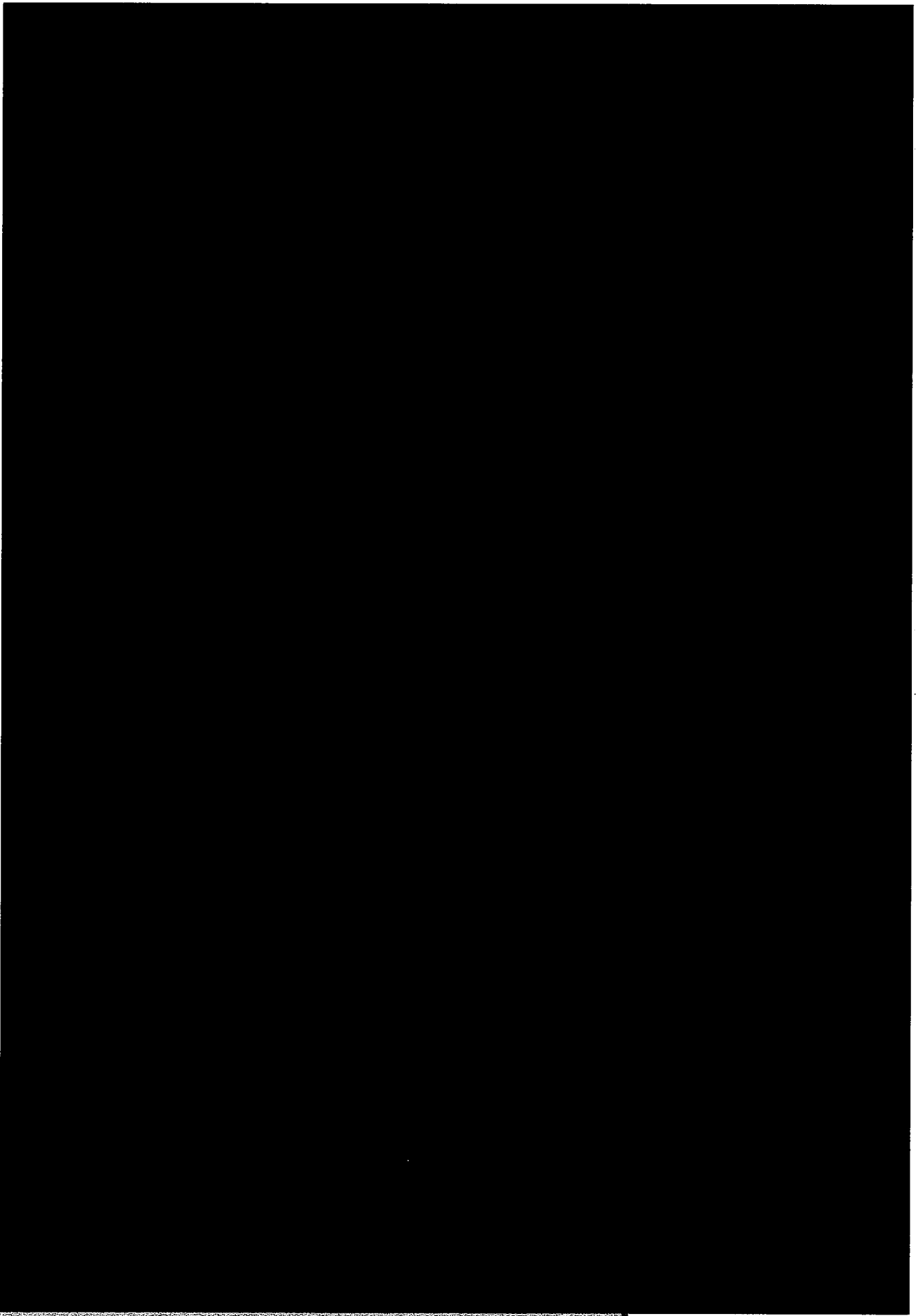
Jonson, P. & Porter, M., 'Austin Holmes's professional career', in Ulyatt, C., (ed), *The Good Fight: Essays in Honour of Austin Stewart Holmes (1924-1986)*, Allen & Unwin, Sydney, 1989.

### ***Websites of central policy units***

[www.cabinetoffice.gov.uk/strategy](http://www.cabinetoffice.gov.uk/strategy), includes copies of published reports as well as information on the Prime Minister's Strategy Unit.

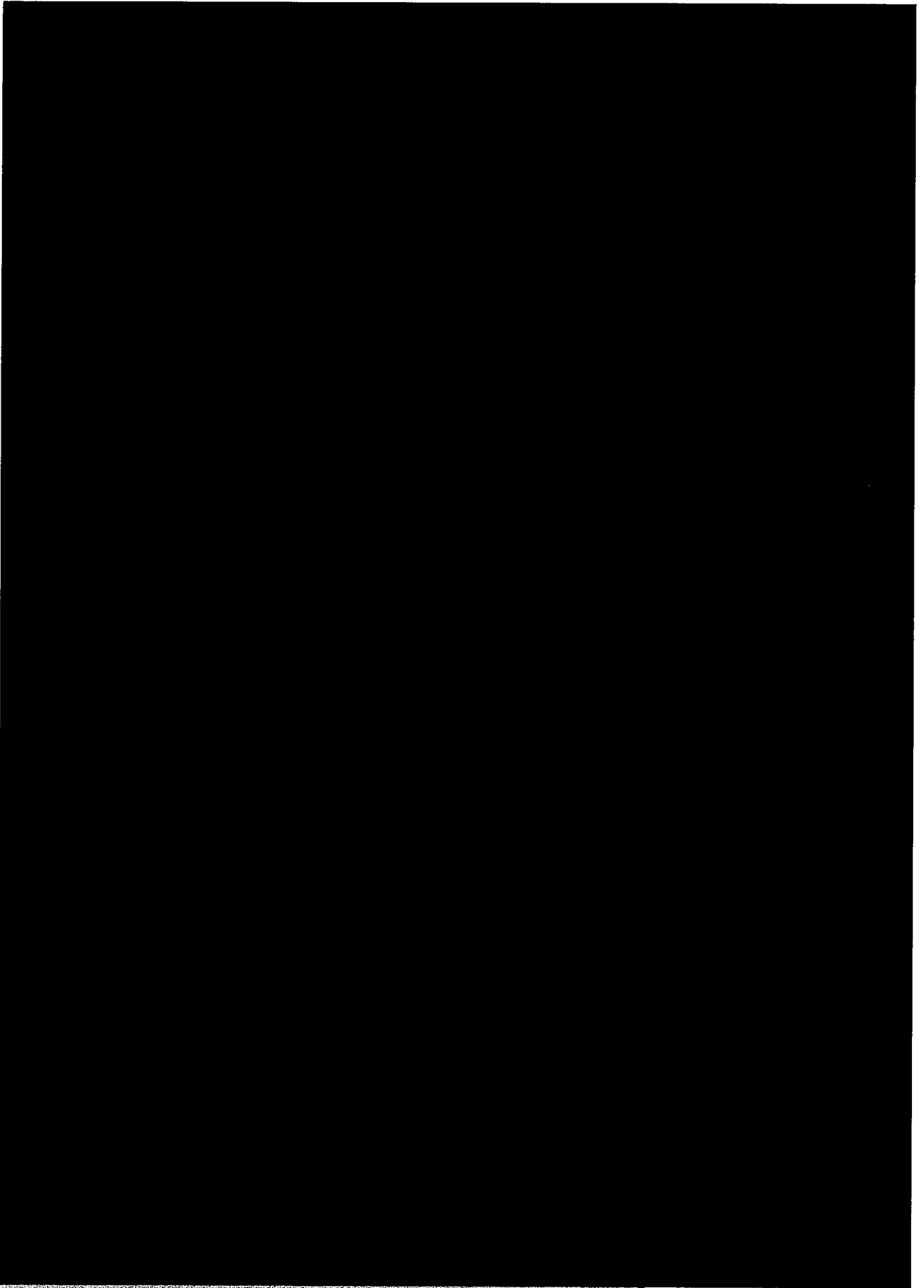
[www.wrr.nl](http://www.wrr.nl) is the website of the Netherlands Scientific Council for Government policy (Wetenschappelijke Raad voor Regeringsbeleid) which contains publications in English, Dutch, French and German on the work of the Council.

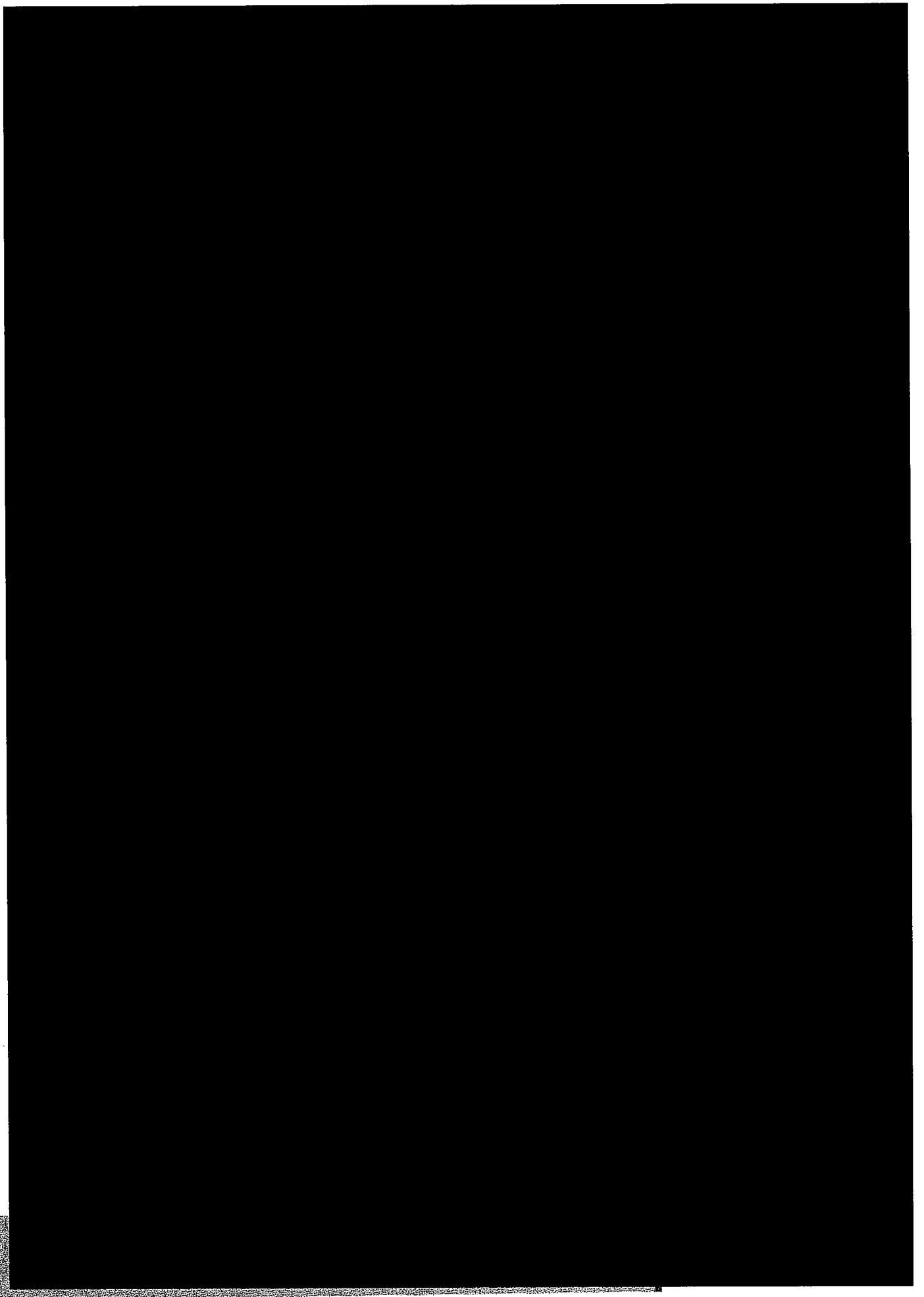


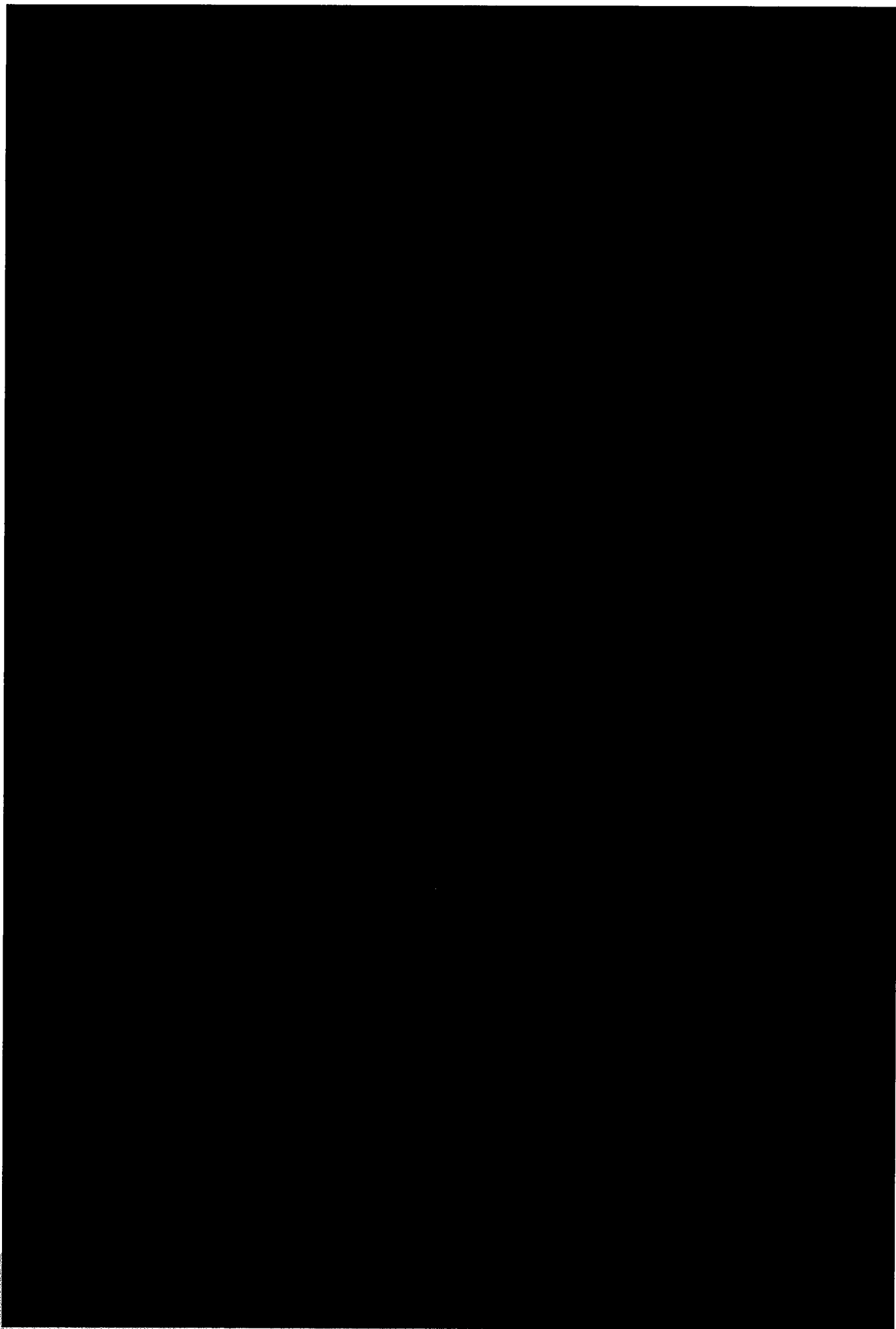












## Appendix F – Terms of Reference

1. The Department of the Prime Minister and Cabinet (PM&C) is required to take on an enhanced and expanded role in order to effectively serve the government.
2. The purpose of the audit is to determine how best to adapt the department's organisational structure to deliver the government's priorities, as well as continuing to provide advice to, and support for the Prime Minister and the Cabinet.
3. The audit will include an assessment of the current functions and structure of the department, as well as identifying additional functions associated with a capacity to deliver enhanced strategic policy advice.
4. In identifying structural options for the department, the audit is to draw on lessons that can be learned from experiences in the United Kingdom in relation to the initial establishment and the subsequent ongoing operation of the Strategic Policy Unit and the Delivery Unit, including the need to be able to engage specialised people on a project basis.
5. One feature of the audit will be an examination of the arrangements for functions currently performed within the department which could be clustered within a new governance group.
6. The review will be undertaken by Mr Ron McLeod, along with Mr Peter Hamburger and Mr Russell Egan for the consideration of the Secretary of PM&C.


## **PART VI**

### **DIVISION PROFILES**

## DIVISION PROFILES

### 6A Industry, Infrastructure and Environment Division (IIE)

#### Overview

 Marie Taylor, A/g First Assistant Secretary, joined PM&C in May 2009 to lead the Climate Change, Energy and Industry Branch. She commenced her current role in June 2011. Marie has previous experience in the portfolios of Resources, Energy and Tourism, and Industry, and in private sector banking roles.

The Industry, Infrastructure and Environment Division is responsible for providing whole-of-government advice to the Prime Minister on issues covering industry, infrastructure, water, heritage, the environment, regional services, transport, climate change, energy and resources, communications, regulatory reform, competition policy, small business and agriculture policy.


Key focus areas for 2011–12 include:

- the implementation of the Clean Energy Future package
- NBN implementation
- live animal exports
- finalisation and release of the Murray-Darling Basin Plan
- reform of environmental regulation
- the establishment of a new framework for business and industry policy.

The division has 32 staff and a budget of \$4.1 million for 2011-12.


#### Branches

##### Agriculture, Customs and Environment Branch

 Mark Laduzko, Assistant Secretary, Agriculture, Customs and Environment Branch, joined PM&C in January 2006 as a Senior Adviser covering education and training in the Social Policy Division (Jan 2006–Feb 2009) and Industry policy in II&E (Feb–May 2009). He commenced in his current role in May 2009. Mark has previously worked in various roles in the transport, communications and regional portfolios.


The Agriculture, Customs and Environment Branch is responsible for oversight of the DAFF and SEPWAC portfolios. Key issues include Murray-Darling Basin reform; reform of environmental regulation, implementation of marine reserves, live animal exports, reform of biosecurity arrangements and Tasmanian forestry issues.

**Climate Change, Energy and Industry Branch**

 **Tim Pyne**, Assistant Secretary, Climate Change, Energy and Industry Branch, joined the division in June following a five-month placement on the Workforce Participation Taskforce. Previously he was Assistant Secretary, Fiscal Policy Branch in Economic Division. Before joining PM&C, Tim worked for three years as a branch head in the Department of Finance and Deregulation.

The Climate Change, Energy and Industry Branch is responsible for advising on policy across the portfolios of Climate Change and Energy Efficiency; Resources, Energy and Tourism; and Innovation, Industry, Science and Research. Key priorities are the implementation of the Clean Energy Future package and industry policy in the context of the two-speed economy.

**Infrastructure, Regulation and Competition Policy Branch**

 **Glen Kierse**, Assistant Secretary, Infrastructure, Regulation and Competition Policy Branch, was appointed to his current role in August 2010, joining the APS after a 20-year career in infrastructure investment and commercial banking in Australia, Asia and the United States. Glen is an Economics/Law graduate of Monash University, with postgraduate qualifications in Law from University College London and Public Policy from the John F. Kennedy School of Government at Harvard University.

The Infrastructure, Regulation and Competition Policy Branch is responsible for policy related to infrastructure and transport, regional policy, regulation and competition policy, including PM&C's involvement in the Seamless National Economy agenda and communications policy, including the National Broadband Network.




## DIVISION PROFILES

**6B**

### **Economic Division (Economic)**


#### **Overview**

 **David Hazlehurst**, First Assistant Secretary, has been in this role since 11 July 2011. Prior to joining PM&C, David was the Group Manager of the Higher Education Group at DEEWR. Prior to that, David was the General Manager of the Tax System Division at the Commonwealth Treasury, and Chief Adviser at the Australia's Future Tax System review secretariat. Before joining the Treasury in July 2008, he spent nearly 20 years in research, policy development and implementation roles across several portfolios, including Immigration and Multicultural Affairs, Prime Minister and Cabinet, Social Security, and Family and Community Services.

Economic Division provides advice on taxation, superannuation, workplace relations, fiscal policy (including all policy proposals with financial implications), Commonwealth/State financial relations, macroeconomic conditions, financial markets and housing.


#### **Branches**

##### **Economic Policy Branch**

 **David Turvey**, Assistant Secretary, Economic Policy Branch, has been in his current role for almost two years. Prior to joining PM&C, David worked in the Economics Department at the Organisation for Economic Co-operation and Development. Prior to that, David worked at the Australian Treasury and Department of Finance.

The Economic Policy Branch provides reports and forecasts for Australian economic and market data. The branch offers analysis of the economic impacts of government policy and general advice to branches on economic issues. In addition, the branch provides advice on financial sector policy and corporations matters.


##### **G20 and Global Economy Branch**

 **Jason Russo**, Assistant Secretary, Financial, G20 and Global Economy Branch, has been in his current role for five months, having previously led the ABS's macroeconomic research area for several years (at the SES B1 level). Jason's previous stint in PM&C (2005–2008) included work on fiscal policy, Commonwealth–state financial relations and economic policy. Prior to this, Jason

worked in Treasury's Macroeconomic Group for six years. His public service career started with FaHCSIA (then DSS) as a graduate, before working on tax reform and the Budget.

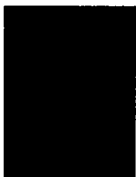
The Financial, G20 and Global Economy Branch supports the Prime Minister and the Australian Sherpa in G20 processes. The branch is responsible for PM&C's input to Foreign Investment Review Board processes and provides advice on Australia's trade policy. The branch is also responsible for financial sector policy (banking, insurance, consumer credit and financial advice) and corporate law.

#### **Fiscal and Taxation Policy Branch**

 **Luke Yeaman**, Assistant Secretary, Fiscal and Taxation Policy Branch, has held his position since March 2011. Prior to this, Luke was the Assistant Secretary, Financial, G20 and Global Economy Branch. Before joining PM&C, Luke worked as a senior analyst in the Office of National Assessments (ONA) and in various roles in the Treasury.

The Fiscal and Taxation Policy Branch provides assistance with Budget processes and the PM&C policy formulation processes more generally, provides assistance on tax issues in the lead up to the Budget, as well as to workplace relations issues.

#### **COAG Unit**

 **Ron Perry**, Assistant Secretary, COAG Unit, has been in his current position for over two years. Ron joined PM&C in August 1990 and has worked in the area of intergovernmental relations for most of his time in the department. Before joining PM&C Ron has worked in the Treasury and the then Department of Finance.

The COAG Unit advises on and coordinates PM&C's involvement in, Commonwealth-state relations. It also acts as the secretariat for the Council of Australian Governments and the associated Senior Official group.

## DIVISION PROFILES

**6C**

### **Social Policy Division (SPD)**

#### **Overview**

 Timothy Beresford, First Assistant Secretary, commenced in his current position in January 2011 after working in Strategic Delivery Division as Acting FAS and an Executive Coordinator. Tim joined PM&C in April 2010. Prior to joining PM&C, Tim worked in the private sector for over 15 years, with senior leadership roles in financial and professional services. Since 2003, Tim has been a Board Member of Plan International Australia.




Social Policy Division provides advice on broad range of social policy issues, including

- health, ageing, sport and arts
- immigration and citizenship
- Indigenous affairs.

SPD supports the development and implementation of the government's social policy agenda by analysing current and emerging issues and consulting with other Commonwealth and state departments and stakeholders.

#### **Branches**

#### **Indigenous Policy and Citizenship Branch**

 Joy Savage, Assistant Secretary, Indigenous Policy and Citizenship Branch, joined PM&C in 2009 following nine years in the Department of Health and Ageing, where she had responsibility for population health strategies and programs for Indigenous Australians, including the implementation of the health elements of the Northern Territory Emergency Response. Joy has policy and applied policy experience in Indigenous affairs, with a unique blend of non-government and government experience that spans more than 20 years. More recently, she has assumed responsibility for immigration and citizenship. Joy has a Masters of Business Administration   


The Indigenous Policy and Citizenship Branch has a significant policy advising and coordination role, providing:

- high-level advice to the Prime Minister and the Executive on the strategic, overarching approach to Indigenous policy issues in the Australian Government, including the Closing the Gap

agenda

- advice on the effectiveness and outcomes of whole-of-government policy development and service delivery arrangements in Indigenous affairs, including the Single Indigenous Budget Submission, the Northern Territory National Emergency Response and Bilateral Agreements on Indigenous Service Delivery
- advice to the Prime Minister on specific Indigenous policy issues such as native title, land rights, reconciliation and repatriation of Indigenous remains
- support to the Secretaries Group on Indigenous Affairs.

#### **Health, Ageing, Sports and Arts Branch**

**Joe Castellino**, Assistant Secretary, Health Programs, Ageing and Sports Branch, joined PM&C as an EL1 in late 2005 and has worked across a range of social policy areas. He was promoted to the position of Assistant Secretary of the branch in September 2009. Prior to joining PM&C, Joe worked for seven years in the Treasury, working on trade practices law and National Competition Policy, budget policy and negotiations, and advice on Commonwealth-State financial relations arising from the GST arrangements.

The Health Programs, Ageing and Sports Branch provides advice across the health and ageing portfolio. From 5 September 2011, the branch will absorb the function of overseeing National Health Reform implementation. Health Programs, Ageing and Sports Branch is responsible for providing advice to the Prime Minister and Executive and whole-of-government coordination on health policy issues including:

- National Health Reform
- primary care
- Pharmaceutical Benefits Scheme
- Medicare
- aged care
- mental health
- medical research.

The branch also provides central agency policy advice and support to the Prime Minister and the Cabinet for the sports and arts portfolios on matters where the Office for Sports or the Office for the Arts have advised line ministers in making submissions to the PM or the Cabinet.

## DIVISION PROFILES

**6D**

### **Office of Work and Family (OWF)**

#### **Overview**

**Paul Ronalds**, First Assistant Secretary, has been in his current role since October 2010 and with PM&C since April 2010. Prior to this, Paul was Deputy CEO of World Vision Australia. Paul has also worked as a corporate lawyer with law firm Freehills and was co-founder of wishlist.com.au, one of Australia's most successful e-commerce companies. He is the author of *The Change Imperative: Creating a Next Generation NGO*, a book that examines the organisational challenges faced by international NGOs in a rapidly evolving global political context. His qualifications include an LLB, Economics (Hons), Grad. Dip. App. Fin. and MA (International Relations).

OWF provides advice and support to the Prime Minister on work and family issues, including education, employment, disability, housing, welfare reform and disaster recovery. OWF also provides advice and support to the Minister for Social Inclusion on social inclusion policy and measurement, not-for-profit reform, volunteering, philanthropy and social investment.

#### **Branches**

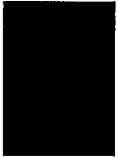
#### **Workforce Participation and Education Branch**

**Madonna Morton**, Assistant Secretary, previously worked at DEEWR, including as the Head of Secretariat, Review of Funding for Schooling responsible to the expert panel leading the funding review (the Gonski review) and as the branch manager in early childhood (National Quality Agenda) and school education (national curriculum and the establishment of the Australian Curriculum Assessment and Reporting Authority). Prior to joining the Australian Public Service, Madonna worked in the United Kingdom at the then Qualifications and Curriculum Authority as the Head of Corporate Development.

The Workforce Participation and Education Branch coordinates a whole-of-government approach to workforce participation and education. It has responsibility for providing advice to the Prime Minister across early childhood, youth, schools, vocational education and training and skills, higher education, international


education, employment and workforce participation.

#### **Families and Social Support Branch**

**Robert McMahon**, Assistant Secretary, was appointed to his current role in July 2011, following 3½ years at  DBCDE, where he was responsible for broadcasting policy and legislation, and then switchover programs. Robert has previously held the positions of Assistant Secretary of the Government Communications Unit in PM&C, senior adviser in PM&C Social Policy Division and policy officer in NSW Government.

The Families and Social Support Branch provides advice on families policy issues, social housing and homelessness, disability and carers, problem gambling, veterans and seniors, child protection, women's issues, disaster relief and general social security.

#### **Social Inclusion Unit and Office for the Not-for-Profit Sector**

**Helen McDevitt**, Assistant Secretary, previously led the Workforce Participation and Education Branch in PM&C for two years, leading COAG reform work in education and training and policy advice and coordination across education, training and employment. She has worked in  Commonwealth departments of education and transport infrastructure. Prior to joining the Australian Public Service, Helen worked in a range of not-for-profit organisations focused on regional economic development, small business assistance, employment and training, disadvantaged youth, and education. Helen's qualifications include a BA (ANU) and a Grad. Dip. (Ed) (CCAEE).

The Social Inclusion Unit drives and coordinates a whole-of-government approach to social inclusion. It aims to develop a shared understanding of social inclusion and coordinate efforts to embed social inclusion in policy design and implementation across agencies and jurisdictions. The unit also provides advice to ministers and secretariat support to the Australian Social Inclusion Board.


The Office for the Not-for-Profit sector was established to drive and coordinate reform of the not-for-profit sector. The office is supported by the Not-for-Profit Sector Reform Council. The office also has responsibility for leading and coordinating social investment, philanthropy and volunteering policy at the Commonwealth level


## DIVISION PROFILES




6E



### National Security Chief Information Officer (NSCIO) Cyber Policy Coordinator (CPC)


#### Overview

 Rachel Noble, National Security Chief Information Officer / Cyber Policy Coordinator, joined PM&C on promotion in 2009 after holding a variety of roles in the Department of Defence, including Assistant Secretary Governance, Assistant Secretary Americas, North and South Asia and Europe and Deputy Chief of Facility at Pine Gap.



The NSCIO was established in April 2009 as a result of a Smith Review recommendation 


 to create a secure, coordinated and effective information environment. The office coordinates  an annual KPI setting and reporting cycle, which ensures progress toward the roadmap's vision. The NSCIO also coordinates a community-wide approach to allied information sharing, 

 The CPC was created in September 2010 to provide strategic leadership and a deliver a whole-of-government approach to cyber policies and activities. The CPC also ensures international engagement on cyber is well coordinated 

 The office is also developing a Cyber White Paper to outline how government, industry and the community can work together to address the challenges and risks that arise from greater digital engagement.

#### Deputy NSCIO/CPC

 Rupert Hollin, Deputy National Security Chief Information Officer / Cyber Policy Coordinator, joined PM&C in 2011 


 Prior to that, Rupert worked for the British Government in a number of positions across defence and intelligence.

## DIVISION PROFILES

**6F**

### **International Division**


#### **Overview**

 **Dave Sharma**, A/g First Assistant Secretary, has been in his role since May 2011. He transferred to PM&C from DFAT in January 2010. Dave has spent the bulk of his career in Foreign Affairs, serving overseas in Bougainville, Port Moresby and Washington and as an adviser to then Foreign Minister Alexander Downer for two years. Dave is married with two children. He has a B.A. and M.A. (with First Class Honours) from the University of Cambridge.

International Division supports the Prime Minister and the departmental executive with policy advice and support on foreign, trade and aid policy issues. It also supports the Prime Minister in her international engagements, including overseas visits, leader level meetings, regional and multilateral meetings, and visits to Australia by heads of government and state. We seek to position Australia internationally and strengthen key relationships and institutions in order to advance Australia's interests, promote stability abroad and prosperity at home, and ensure we are well-placed as a nation to compete and prosper in the Asia-Pacific century.

#### **Branches**

#### **Asia, Americas and Trade Branch**

 **Rodd McGibbon**, Assistant Secretary, headed the Southeast Asia Branch in the Office of National Assessments prior to joining PM&C in April 2011. Before this, Rodd had a diverse career working with the US Agency for International Development (USAID), the United Nations Development Program (UNDP) and the UN's Office for the Co-ordination of Humanitarian Affairs (OCHA). Rodd holds a first class honours degree and PhD in political science from the Australian National University.

The Asia, Americas and Trade Branch advises the Prime Minister on Australia's international relations with the countries of North and South Asia and the Americas, and all aspects of foreign, overseas aid and trade policy, including the World Trade Organisation.

The branch actively engages in shaping regional and global architecture to entrench Australia's position and advance Australian interests in the G20, EAS, APEC and other regional institutions.



**Regional and Global Branch**

**Richard Johnson**, A/g Assistant Secretary, joined the department in March 2009 as Senior Adviser, Europe, Middle East and Africa. He led the Global and Regional Architecture section from August 2010 to April 2011, before becoming acting Assistant Secretary in Regional and Global Branch in May. [REDACTED]

[REDACTED]. Richard has a doctorate in the history of political philosophy. He is married with two children.

The Regional and Global Branch advises the Prime Minister on Australia's relations with Pacific island countries, New Zealand, South East Asia, Europe, Africa and the Middle East and on matters relating to the United Nations, the Commonwealth and other multilateral bodies. The branch also convenes and chairs meetings of the Commonwealth-State Standing Committee on Treaties.

## DIVISION PROFILES

**6G**

### **Homeland and Border Security Division (HBS)**

#### **Overview**

**Sachi Wimmer**, First Assistant Secretary, was promoted to her current role in July 2011. She came to PM&C in June 2010 from the Australian Customs and Border Protection Service (ACBPS). Sachi has previously served at PM&C (2005–2007) [REDACTED]

Homeland and Border Security Division provides advice, coordination and leadership on whole-of-government policy matters, priorities and strategy in the areas of national security policy, critical infrastructure protection, non-proliferation, counter-terrorism, law enforcement, border security, crisis capability, crisis response and emergency management. The division's primary objective is to support the Prime Minister and the Cabinet through the Secretary, the National Security Adviser (NSA) and the Deputy National Security Adviser (DNSA) in their efforts to protect and promote Australia's national security.

#### **Branches**

#### **Strategic Planning and Crisis Response Branch**

**Linda Geddes**, Assistant Secretary, was appointed in June 2011. [REDACTED]

[REDACTED] Linda also served in the Australian Defence Force, at the Department of Defence and at the National Library of Australia. [REDACTED]

The Strategic Planning and Crisis Response Branch is responsible for national security policy and planning; emergency management and infrastructure security; and crisis capability arrangements and counter proliferation. Primary objectives for 2011–12 include:

- delivery of a PM&C Crisis Management Capability
- effective whole-of-government crisis coordination
- leadership of the national security community's development of the National Security Risk Framework
- preparation of an updated National Security Statement for the Prime Minister
- leadership of the national security community's delivery of the 2012–13 Coordinated National Security Budget.

**Border and Counter-Terrorism Policy Branch**

**Michelle Price**, A/g Assistant Secretary, joined PM&C in March 2011 as Senior Adviser, National Security Policy and Planning. She has previously worked at ACBPS, Medicare and Comcare. She has extensive public and private sector experience in risk management, corporate planning and strategy, and governance. Michelle has a BA and Bachelor of Design (Hons).

*Michelle will conclude acting in this role on 26 August. A biography for her successor will be provided in due course.*

The Border and Counter-Terrorism Branch includes the Border Protection Working Group, provides the secretariat to the National Counter-Terrorism Committee, and is responsible for chemical, biological, radiological and nuclear weapons policy, as well as counter-terrorism and border security policy. Primary objectives for 2011-12 include:

- leadership and coordination of the development and delivery of strategies to prevent and deter potential irregular immigrants to Australia
- implementation of the 2011 Triennial Review of the National Counter-Terrorism Arrangements.

## DIVISION PROFILES

<b>6H</b>	<b>Defence, Intelligence and Research Coordination Division (DIRC)</b>
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### Overview

**Graham Eveille**, A/g First Assistant Secretary, joined PM&C 13 months ago to take up the Defence Policy Branch Head role and will be returning to that role in mid-September. His previous positions (over 22 years) have all been in Defence, mostly centred on capability development and materiel acquisition and sustainment. Early in his career Graham worked as a mechanical engineer supporting naval platforms. He has a Bachelor of Engineering and has completed the AICD Company Director's course.

Defence, Intelligence and Research Coordination Division is responsible for advising the Prime Minister and the PM&C Executive on matters relating to defence and intelligence, and coordinating security related science and technology research.

### Branches

#### Defence Policy

**Fiona McSpeerin**, A/g Assistant Secretary, will be returning to her substantive position [REDACTED] and ministerial and executive support. She had a brief secondment to the Department of Foreign Affairs and Trade before moving to the Defence Policy Branch in PM&C in 2006.

The Defence Policy Branch is responsible for supporting the Prime Minister's consideration of all issues relating to Australia's defence, most significantly defence operations and major capability acquisitions. We also advise on major Defence Estate proposals and other high-profile events, such as planning for the centenary of ANZAC. We provide advice to the Executive to support their participation in the Secretaries Committee on National Security and other strategic forums relating to defence. We also lead PM&C's contribution to the development and consideration of complex issues such as space policy, the establishment of the Australian Civilian Corps and the Review of the Woomera Prohibited Area.

### **Intelligence Policy**

**Steve McFarlane**, Assistant Secretary, left the ADF in 2002 and joined the Office of National Assessments as a strategic analyst. In 2006, he moved to National Security Division at PM&C, where he provided policy advice on counter-terrorism, counter proliferation and defence strategic issues. He joined DIO in December 2007 as the Assistant Secretary, South-East Asia and Pacific Branch, and was appointed Deputy Director DIO in December 2009. He returned to PM&C in late April 2011 to take up his current role. Steve holds a BA (UNSW) and a Master of Arts in Strategic Studies (ANU).

The Intelligence Policy Branch is responsible for supporting PM&C's leadership and coordination of the national intelligence community, including through the National Intelligence Coordination Committee (NICC). We support the NSA as Chair of the NICC, and provide the secretariat. We ensure effective whole-of-government responses to major national security related crises or emergencies and provide high-quality advice to government on intelligence-related legislation and regarding intelligence oversight committees. We provided support to the 2011 Independent Review of the Intelligence Community and are working to deliver advice on the recommendations and implementation issues of the review.

### **National Security Science and Technology**

**Marina Tsirbas**, Assistant Secretary, has led the NSST Branch since August 2010. She joined PM&C in 2008

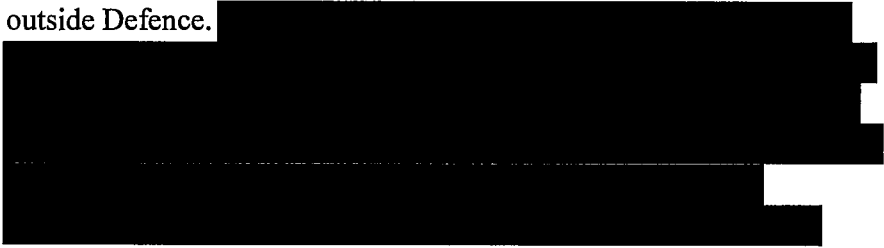
She worked in the Department of Foreign Affairs and Trade for 12 years,

She served as Counsellor/Deputy Head of Mission in the Netherlands (2000–03)

The National Security Science and Technology Branch provides policy leadership and coordination aimed at maximising the benefits

of science and innovation for national security. We develop and implement high-impact domestic and international science and innovation partnerships, including with the United States (managing a Treaty and MOU) and with the UK.

We also deliver a modest Research Support for National Security program. The five-year program, terminating in June 2012, provides the only dedicated support for national security science and innovation outside Defence.




## DIVISION PROFILES

6I


### Strategy and Delivery Division (SDD)


#### Overview


 **Dominic English** has been the Executive Director of the Strategy and Delivery Division since May 2011. Prior to this position, he worked for more than 15 years in PM&C, DoFD and DIAC, advising on a range of economic and social policy issues including education, employment, Indigenous affairs, immigration, refugees, housing, veterans' affairs, aged care and federal financial relations.


Strategy and Delivery Division (SDD) undertakes strategic policy projects on some of the most complex public policy issues the government faces. The division is structured around its project teams (led by SES Band 1 project directors, below) rather than branches.

#### Project Directors

 **Nick Morgan** has worked in the public service for 20 years, including with Finance, FaHCSIA, DHA and AGD, as well as spending time as a freelance photographer. Since March 2009, Nick has worked in SDD on projects spanning health reform, energy efficiency, APS reform, the Murray-Darling Basin and schools funding. He has a degree in economics from the ANU. Nick is currently directing SDD's project on services system reform.

 **Benedikte Jensen** is an economist with 20 years experience in the New Zealand public service, most recently as Director of Tax Policy at the NZ Treasury. Benedikte has also worked in management consulting, and was research director at the New Zealand Institute in 2008–09. Benedikte is currently based at DIISR, directing PM&C's assistance with the Business Statement Taskforce.

 **Kelly Fisher** has worked at PM&C for two years, including 12 months on National Health Reform. She is a former management consultant with The Nous Group, with experience across health, VET and higher education, water and financial services. She is currently undertaking the ANZSOG Executive Masters in Public Administration, sponsored by PM&C. Kelly is currently directing SDD's project on practical place-based approaches.

 Robert Garran, Principal Writer and Adviser, came to PM&C in March 2010 after six years in Defence, where he worked in DIO and International Policy Division. Before that, he was a journalist for 20 years in Canberra, Tokyo and Melbourne, and was senior adviser to then shadow treasurer Bob McMullan. Robert has written three books on international issues. He is currently directing SDD's project analysing drivers of Australian quality of life, in addition to writing and advising on other projects and directing SDD's communication team.

### Role and functions

Strategy and Delivery Division (SDD) was established in 2008 to provide strategic policy advice to the Prime Minister and the Cabinet on difficult problems, using distinctive tools and approaches. SDD was created to give PM&C a capacity focused on delivering both innovative policy outcomes as well as trialling innovative policy development approaches. SDD also plays an important role in identifying future challenges and opportunities for strategic policy development.

SDD's work to date has focused on identifying and analysing complex and cross-cutting public policy issues, using evidence based analysis, a strong communications focus, research and wide-ranging consultation. In addition to strategic policy development, SDD also has a role in analysing the delivery of government policy objectives.

SDD has sought to achieve this through:

- forming and overseeing dedicated project teams to address strategic priorities and major policy challenges, working with staff sourced from diverse areas and with varied backgrounds and expertise
- disseminating and acting as a hub for knowledge and expertise on strategic policy.

Since its inception in mid-2008, SDD has made major contributions to some of the government's key initiatives and policy priorities, with some notable successes:

- The recently resolved **national health reforms** were initiated in SDD. The announcement of the National Health and Hospitals Network package represented the most significant reforms to Australia's health and hospital system since the introduction of Medicare. SDD was a key contributor throughout the process.
- SDD played a central role in the policy development and whole of government coordination for the **workforce participation measures** announced as part of the 2011–12 budget package Building Australia's Future Workforce.
- The **Blueprint for APS Reform** was developed by SDD and resulted in a series of recommendations agreed by government that improved capacity, efficiency and leadership across the APS. Key outcomes included the establishment of the APS 200, the Strategic Policy Network, the Australian National Institute for Public Policy, and



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reviews of the efficiency dividend and the SES. This work has now transitioned to Implementation Division.

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## DIVISION PROFILES

### 6J Implementation Division

#### Overview

 **Rachel Bacon**, A/g First Assistant Secretary, has been acting in her role since June 2011. Immediately prior to this, Rachel spent three years as a Project Director in the Strategy and Delivery Division and seven years in the Attorney-General's Department, working in areas such as native title policy, international law, national security, law enforcement policy. Her 13 year career in the public service has included two years working directly for the Secretary of the Attorney-General's Department, a short time in a ministerial office and five years working in the legal and policy areas of the Administrative Appeals Tribunal and Refugee Review Tribunal. Rachel's PhD, awarded in 2005, focused on administrative law and organisational change issues.


With PM&C looking to strengthen its focus on implementation issues the Implementation Division was established on 30 May 2011 and brought together the Cabinet Implementation Unit (CIU), the Community Engagement Team and the APS Reform and Delivery Team. The Implementation Division is responsible for:

- driving the APS Reform and Delivery agendas
- running Community Cabinet meetings
- monitoring and advising on progress of the government's key priorities
- undertaking implementation assessments on major initiatives
- building implementation capabilities across Commonwealth agencies.

The synergies created by the new Implementation Division will strengthen PM&C's focus on good implementation planning informed by our community engagement activities and our focus on APS reform. This should place the department in a sound position to support the government's year of delivery.

#### Branches

##### Cabinet Implementation Unit

 **Bridget Brill**, Assistant Secretary, joined PM&C in early August from the Department of Climate Change and Energy Efficiency, where she has had lead roles on both domestic climate change policy and program delivery. Her work at DCCEE included the development and

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implementation of the National Greenhouse and Energy Reporting Act, the National Carbon Offset Standard, the development of assistance programs under the proposed Carbon Pollution Reduction Scheme, the establishment of a government company (Low Carbon Australia) and most recently the Report of the Prime Minister's Task Group on Energy Efficiency and key elements of the Carbon Price Package. Bridget began her 10 year career in the public service working in the Australian Greenhouse Office on international climate change negotiations. Previously Bridget spent 12 years living and working overseas in Iraq, India, Russia and Chile for both private and government sectors. Bridget holds a degree in political science/international relations and a postgraduate in science and technology policy.

Since 2003 the Cabinet Implementation Unit has been responsible for providing advice to the Prime Minister and the Cabinet on the implementation status of the government's strategic priorities. Its role has expanded since June 2011 to involve the provision of support for the implementation of policies and programs through an implementation resources library and a database of APS implementation experts. The CIU's new position in the Implementation Division will provide opportunities to understand how government initiatives are being delivered at the local level and feed lessons learned into the reforms that are being pursued to improve the capability and quality of the APS as a whole.

### **APS Reform and Community Engagement Branch**

**Philippa (Pip) Dawson**, Assistant Secretary, has held this position since September 2010. From July to September 2010, Philippa worked a communications consultant to the United Nations Interregional Crime and Justice Research Institute (UNICRI). Prior to this appointment, Philippa was employed by the Department of Foreign Affairs and Trade (DFAT) as the Head of the Post Security Taskforce. In 2008, Philippa acted as Assistant Secretary for Community Cabinet and then Official Establishments in PM&C following her work as Venues Manager for the APEC 2007 Taskforce from 2005 to 2007. Philippa has a Bachelor of Economics, Graduate Diplomas in International Relations and Public Policy, and a Masters Degree in Marketing Communication.

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~~The APS Reform and Community Engagement Branch is responsible for driving the APS and delivery reform, communications advice and community engagement. The APS and Delivery Reform team works with the APSC and Finance and drives PM&C engagement in whole-of-government APS and Delivery reform (including driving legislative reforms; amendments to the *Public Service Act 1999* to implement the Blueprint for APS Reform, such as amendments to secretaries' roles and responsibilities, are in the final drafting stages and are expected to be introduced this sittings). As part of this role, the team supports the Secretary, the senior executive and working groups on APS and Delivery Reform. The Community Engagement area coordinates community cabinet meetings and identifies and reports on community issues. It also provides advice on citizen engagement approaches and the development of an APS-wide community engagement framework.~~


## DIVISION PROFILES

**6K**

### **Corporate Services Division (CSD)**

#### **Overview**

**Bernadette Welch**, First Assistant Secretary, has been in her current role since March 2011. She was previously in DCCEE, where she established the Governance and Program Support Division after the energy efficiency programs were transferred from the former DEWHA. Her first role in DCCEE was to prepare for the implementation of the Carbon Pollution Reduction Scheme and establish the Australian Climate Change Regulatory Authority.

 Bernadette also spent over eight years at the Treasury. Her roles included managing the logistical arrangements for Australia's hosting of the G20 Finance Ministers and Central Bank Governors in 2006. She also implemented and managed the \$840 million HIH Claims Support Scheme, a program designed in 2001 to assist policyholders in hardship as a result of the collapse of Australia's second largest general insurer.


In 2007, in the Queen's Birthday Honours, Bernadette was awarded the Public Service Medal for her work on the HIH Claims Support Scheme and the G20. Bernadette has a Master of Business and Technology from the University of New South Wales.

Corporate Services Division is responsible for human resources, ICT, business services, security and financial management functions for the department. A number of these services are being provided to external agencies. A program of identifying efficiencies through extending portfolio shared services is currently being developed in consultation with agencies.

The division also supports key executive meetings and committees (Executive Group, Corporate Management Meeting, Portfolio Agency Heads meetings, Graduate Support Group, Consultative Committee, Health and Safety Committee and the Capability Development Reference Group).

#### **Branches**

##### **People, Capability and Performance Branch**

 **Philippa Crome**, Assistant Secretary, has been in her current role since April 2010. She has successfully transitioned a number of previously outsourced arrangements in-house, including payroll and OHS. Under

her leadership, the department recently successfully negotiated a new enterprise agreement, which received a yes vote from 87.6 per cent of employees who voted.

Philippa previously was responsible for the People and Performance Branch, Department of Infrastructure, Transport, Regional Development and Local Government and prior to that was Branch Manager, HR Services, Department of Finance and Deregulation.


Philippa has a Master of Human Resource Management (University of Canberra) as well as a Master of International Relations (Flinders).

The People, Capability and Performance Branch is responsible for human resource management initiatives, strategies and programs within the department. Key areas of responsibility include:

- the development of strategic human resource management strategies
- industrial and workplace relations
- recruitment
- performance management
- payroll administration
- capability development (including leadership programs)
- occupational health and safety
- human resource policies and procedures, including SES remuneration
- secretariat functions to four governance committees, the Capability Development Reference Group, the Consultative Committee, the Graduate Support Group and the Health and Safety Committee.

PCP Branch also provides payroll services for 10 portfolio agencies and is currently transitioning payroll services for two other agencies. They are also responsible for providing OHS services for one portfolio agency.

#### **Financial Management Branch**

 **Matthew King**, Chief Finance Officer, joined PM&C in February 2011 to head the Financial Management Branch. Under his leadership, the branch delivered the 2011–12 Portfolio Budget Statements (PBS), incorporating the Machinery of Government (MoG) changes. The PBS was the second largest for the Commonwealth. He also

managed the integration of the MoG changes into the department's financial framework, including the production of the 2010–11 financial statements. Prior to PM&C, Mr King worked at the Department of Finance and Deregulation, where he managed the production of the financial information for the Budget and budget associated documentation. He also managed the production of the Australian Government's Consolidated Financial Statements.

The Financial Management Branch is responsible for resource and capital management, finance and budgeting, accounting operations, Chief Executive Instructions and business managers (who service each of the groups).

#### **Information Services Branch**

**Pete Docwra**, A/g Executive Coordinator, Portfolio Chief Information Officer, has been acting in this role since May 2011. Pete has been with PM&C since March 2010 and been responsible for the delivery of projects such as the expansion of the department ICT networks to meet MoG requirements, commissioning the Parliament House Briefing Room (including delivering secure communications to the White House and 10 Downing Street), and introducing secure mobile devices for use by the Prime Minister and senior members of the department.

Between 2007 and 2010, Pete was the Chief Operating Officer in Chief Information Officer Group in Defence. In this role, he managed all business aspects (HR, finance, media and facilities) for 1,300 staff, with an annual budget of \$350 million. He also worked directly to the Defence CIO as his principal adviser. Pete also headed the Group Strategic Reform Office, which was tasked with implementing one of the largest ICT reform programs in Australia.


The Information Services Branch is responsible for ICT and web services to the department, PMO and other agencies; accommodation; security; strategic procurement; and facilities services to the department and the PMO. The 2010 MoG changes has resulted in the branch managing 28 leases across Australia and the provision of ICT services to 5,800 staff.

## DIVISION PROFILES

**6L**

### Government Division

#### Overview



**Philippa Lynch**, First Assistant Secretary, has been with Government Division since August 2009 and was previously a First Assistant Secretary in the Attorney-General's Department in divisions covering legal aid, family law, copyright, privacy, human rights, classification and territories.


Government Division has responsibility for the following portfolio agencies:

- Australian National Audit Office
- Australian Public Service Commission
- Remuneration Tribunal
- Commonwealth Ombudsman
- National Archives of Australia
- Office of the Australian Information Commissioner, including the Privacy and Freedom of Information Commissioners
- Office of the Official Secretary to the Governor-General, and
- National Australia Day Council.

Government Division provides the secretariat support for the Secretaries Board.

#### Branches

#### Awards and Culture Branch



**Peter Rush**, Assistant Secretary, has a background in performing arts. He worked in the Arts Department from 1995 in a range of arts and cultural heritage policy and program areas. Peter joined PM&C in 2004 and has been in his current role since July 2005.


The Awards and Culture Branch:

- advises the PM on territories policy matters
- advises the Minister for Privacy and FOI on policy issues relating to the *Archives Act 1993*
- chairs the Electoral Reform Taskforce (with AGD, Finance and AEC) advising the Special Minister of State
- advises the Prime Minister on honours policy through the Parliamentary Secretary to the Prime Minister
- provides secretariat and membership support for a range of honours advisory and decision-making bodies and processes





- processes some foreign awards and civilian service awards
- maintains the website <http://www.itsanhonour.gov.au/>
- advises the government and the community on the appropriate use of Australia's national symbols
- sends approx 12,000 birthday and anniversary messages from the Prime Minister each year.


#### Legal Policy Branch

 **Alex Anderson**, Assistant Secretary, has worked in a range of departments and agencies, principally on legal and legal policy issues. Has been with PM&C since 2003.

#### The Legal Policy Branch:

- coordinates PM&C's FOI applications and provides assistance to line areas in responding to applications
- is responsible for the development of the Public Interest Disclosure Bill (whistleblower legislation),   

- provides policy advice on the *Ombudsman Act 1976* to the Special Minister of State for the Public Service and Integrity
- provides briefing to the Prime Minister on legal policy matters (including the *Royal Commissions Act 1902*), other than those handled by the National Security Group
- performs for PM&C the functions of Legislation Liaison Officer, Federal Register of Legislative Instruments lodgements and Office of Best Practice Regulation contact.

#### Parliamentary and Government Branch

 **David Macgill**, Assistant Secretary, has been with Government Division since 1993. Having been in the division for the last five elections, he has extensive experience in caretaker matters and the processes involved in transition to government.

The Parliamentary and Government Branch is responsible for the provision of advice to the Prime Minister and the Special Minister of State on a range of issues including:

- preparation for elections (issuing of writs, advice on caretaker conventions)
- administrative arrangements after elections (AAOs and

swearing in the ministry)


- machinery of government changes and governance arrangements for statutory agencies
- the *Public Service Act 1999* (excluding the Blueprint reform process) and the *Auditor General Act 1997*
- ministerial appointments and standards of conduct, ministerial staff, ministers' overseas travel and other entitlements
- the Register of Lobbyists and Code of Conduct
- matters to do with the Remuneration Tribunal, the Australian National Audit Office and the Australian Public Service Commission
- appointments of secretaries and of the Governor-General

The branch is responsible for the preparation of whole-of-government advice on the government's legislation program, including advice to the Prime Minister on legislative matters and advice to the Parliamentary Business Committee of Cabinet.

The branch is responsible for promulgating a number of important guidelines, including the *Guidelines for official witnesses appearing before parliamentary committees* and the *Requirements for annual reports*. The Branch provides advice on claims for non-disclosure of information to parliamentary committees, including on public interest immunity grounds. The branch also manages the Canada Australia Public Policy Initiative.

The branch includes the two acting SES1 Parliamentary Liaison Officers who are the interface between the APS, the Executive and the parliament, responsible for advising the Leader of the House and the Manager of Government Business in the Senate on parliamentary programming matters, including the legislative program.

#### **Privacy and FOI Policy Branch**

 **Joan Sheedy**, Assistant Secretary, had over 31 years of experience in the Attorney-General's Department before MoG changes after the 2007 election resulted in her branch being transferred to PM&C. Her background is in human rights, copyright, privacy and FOI.

The Privacy and FOI Policy Branch:

- provides policy advice on the *Privacy Act 1988*, the *Freedom of Information Act 1982* and the *Australian Information Commissioner Act 2010* to the Minister for Privacy and FOI and to agencies

- is responsible for the major project of reform of the Privacy Act following the ALRC's wide ranging review of the Act
- is winding up as chair of the Asia-Pacific Economic Cooperation (APEC) Data Privacy Sub Group
- continues to work with the OECD Working Party on Information Security and Privacy on data privacy
- works with the Department of Health and Ageing on privacy implications of national health reform proposals including e-health initiatives and the proposed Personally Controlled Electronic Health Record.

## DIVISION PROFILES

**6M**

### **Cabinet Division**

#### **Overview**

**Chris Angus**, A/g First Assistant Secretary, was appointed as Assistant Secretary, Cabinet Secretariat, in September 2009 and has been acting since October 2010. He currently also holds the position of Secretary to the Federal Executive Council. Chris joined the APS in 1998 and has worked predominately in the areas of national security and support for the Cabinet and the Federal Executive Council.

Cabinet Division is responsible for providing administrative services to the Cabinet and its committees to support the Government's decision-making processes. The Cabinet Secretariat is also responsible for supporting the Federal Executive Council, the Secretaries Committee on National Security, maintaining the registry of Cabinet documents for the current government and preserving the Cabinet records of previous governments. Cabinet Division consists of a single Branch, the Cabinet Secretariat.

#### **Branches**

#### **Cabinet Secretariat**


**Kylie Bryant**, A/g Assistant Secretary, has been in her current role since March 2011. She joined PM&C in September 2010 after eight years in the Department of Defence. Kylie's background is in finance and budget management and coordination, and in 2008 she was the Chief of Staff to the Secretary of Defence.

## DIVISION PROFILES

**6N**

### **Ministerial Support Division (MSD)**

#### **Overview**

 **Kim Terrell**, A/g First Assistant Secretary, took up his current position in February 2011 after leading the Cabinet Implementation Unit from 2006. Kim joined the APS as a graduate in 1987 and has worked as an SES officer in six departments and agencies over a period of 14 years. He has received three Australia Day Achievement Awards.

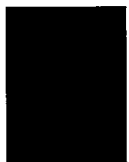
The Ministerial Support Division has a broad role in serving PM&C's portfolio ministers and the department's Executive.

It is responsible for:

- coordinating the delivery of departmental services to the Prime Minister and other portfolio ministers
- providing high-level support for major visits and events and the Prime Minister's overseas visits
- supporting the operations of the Prime Minister's official residences
- supporting the Audit Committee and managing the department's internal governance activities.

#### **Branches**


#### **Ministerial Liaison, Communications and Governance Branch**

 **Myra Croke**, Assistant Secretary, took up her current position in June 2010. Myra's career in the public services spans 33 years (the last 19 with PM&C, including 10 at SES level). She was awarded a PSM in 2010 for 'outstanding public service in establishing and managing the secretariat for the National Security Committee of Cabinet'.

The Ministerial Liaison, Communications and Governance Branch (MLCG) is responsible for:

- the processing of ministerial correspondence and briefs
- the coordination of parliamentary briefing material
- internal communications and speeches
- corporate governance
- the Prime Minister's official establishments
- departmental liaison officers.

### **Ceremonial and Hospitality Branch**

 **Frank Leverett**, Assistant Secretary, has led CERHOS in supporting some 170 visits to Australia and arranged 47 visits to 72 nations by successive Prime Ministers. Frank was awarded a PSM in 2011 for 'outstanding public service in the successful organisation of Prime Ministerial visits abroad, visits to Australia by Heads of Government and Heads of State, and major ceremonial occasions and events'.

The Ceremonial and Hospitality Branch (CERHOS) is responsible for:

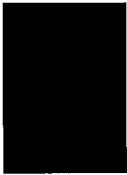
- arranging and facilitating guest of government visits to Australia
- providing high-level support for major events, such as visits by Heads of State, ceremonies and state occasions
- coordinating the logistical arrangements for the Prime Minister's overseas visits.

## DIVISION PROFILES

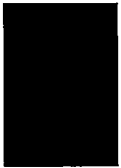
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CHOGM 2011

### Overview

 **Terry Crane**, A/g First Assistant Secretary, is the head of the CHOGM 2011 Taskforce. He focuses on strategic decisions and senior stakeholder engagement (both domestic and international) and is responsible for all logistical and administrative arrangements for CHOGM 2011. Terry has worked in a number of Commonwealth departments and agencies, predominantly in the areas of protective security and corporate services. In 2001, he took up the position of Senior Adviser (Security Operations) for CHOGM 2002 in Coolumb before becoming Head of Security at Parliament House. From 2003 to 2007, he worked as Senior Adviser (Corporate) to the Prime Minister. Terry then worked in the Department of Parliamentary Services before returning to PM&C in January 2010 to establish the CHOGM 2011 Taskforce.

### Operations Manager

 **Aaron Verlin**, A/g Assistant Secretary, is the Operations Manager within the CHOGM 2011 Taskforce and has responsibility for the operational sections of the taskforce, including venues and logistics, security and accreditation, airports and transport, delegate relations and accommodation. Aaron joined the APS in 2001. After three years with the Attorney-General's Department, Aaron moved to Victoria, joined the Victorian Public Service and coordinated the Victorian Government crisis management arrangements for the 2006 Commonwealth Games in Melbourne. Aaron relocated back to Canberra in 2006, returning to the Attorney-General's Department, where he was responsible for coordinating Australian Government security arrangements for special events, including World Youth Day 2008, Beijing Olympics 2008 and the annual Gallipoli Commemorations in Turkey. Aaron joined the CHOGM 2011 Taskforce in March 2010 to establish the security arrangements for the event.

## DIVISION PROFILES

6P

### OFFICE FOR THE ARTS

#### Overview

**Sally Bassar**, FAS Office for the Arts (OFTA).

Ms Bassar has extensive experience in public policy, service delivery and organisational change in a range of areas including arts and culture, sport, children's services, child support, child protection and mental health. She has also worked as a ministerial adviser. Ms Bassar has a Master of Public Administration from the University of Canberra and a Bachelor of Social Work (First Class Honours) from the University of New South Wales. Ext. 2841.

The **Office for the Arts** develops and administers programs and policies that encourage excellence in art, support for cultural heritage and public access to arts and culture. The Office for the Arts has six branches and supports Australia's rich cultural and Indigenous sectors by:

- developing policy, research and statistics;
- administering legislation and funding;
- supporting elite national arts training institutions;
- managing the National Portrait Gallery and Artbank;
- working with portfolio agencies to achieve the Australian Government's cultural objectives; and
- delivering national Indigenous art, culture, languages and repatriation programs through a network of staff based in the regional and metropolitan areas of the states and territories.

#### Branches

##### Governance and Information Branch


**Paul McInnes**, AS Governance and Information Branch. Prior to commencing in the Office for the Arts, Mr McInnes worked in the then Department of Employment Education and Training and in Centrelink on the delivery of labour market programs. He studied at the ANU Canberra School of Art and has a background as an artist and independent curator. Ext. 2765.

The Governance and Information Branch provides specialist strategic advice on financial and governance issues for the OFTA portfolio agencies. This includes analysis of agency performance and financial health, quality assurance on agency governance frameworks and budget documents, and the coordination of appointments to agency boards. The Branch also provides specialist corporate support for the Arts and Sport Group in relation to finance, legal and public affairs. The Branch manages Artbank, the national art rental collection.

*Key priority:* New portfolio agency outcome reporting.




### **Strategic and Whole of Government Policy Branch**

 **Celia Street**, Acting AS, Strategic and Whole of Government Policy Branch. Ms Street has been with the Arts since August 2008. Prior to this she worked in the Treasury and as a ministerial adviser. Ext. 2764.

The Strategic and Whole of Government Policy Branch is responsible for the development of strategic policy including the Minister's number one arts priority, the National Cultural Policy. The Branch is also responsible for undertaking strategic policy and program reviews; establishing a Whole-of-government policy agenda; multilateral and bilateral relationships; international coordination (free trade agreement, the Australia International Cultural Council and the ratification of international arts agreements); and UNESCO convention on Cultural Diversity.

*Key priorities:* The development of the National Cultural Policy; Review of Private Sector Support for the Arts.


### **Indigenous Culture Branch**

 **Stacey Campton**, AS Indigenous Culture Branch. Prior to OFTA, Ms Campton worked in Indigenous Education, DEEWR for 10 years. Ext. 2763.

The Indigenous Culture Branch is responsible for the policy development and program administration and delivery of Indigenous art, culture and language programs. These programs are delivered by a network of staff located throughout Australia, focusing on cross-government program delivery and identifying opportunities to participate in strategic initiatives. All programs emphasise participation and achievement in community based projects that will develop skills, provide for real jobs and encourage a strong sense of identity in communities. The Branch also administers the Indigenous repatriation program which supports the return of Indigenous ancestral remains held overseas and within Australia to communities.

*Key priority:* the consolidation of the domestic and international repatriation programs by December 2011, monitor the House of Representatives Standing Committee on Aboriginal and Torres Strait Islander Affairs inquiry into language learning in Indigenous communities, a report is likely to be finalised early 2012.


**Creative Industries and Sector Development Branch**

 **Stephen Arnott**, AS, Creative Industries and Sector Development, Office for the Arts. Dr Arnott has been with the APS since 2001. Prior to this he was working in academia after working in the private sector in IT for seven years. Ext. 2839.

The Creative Industries and Sector Development Branch develops policy and administers programs that support industry development outcomes in the creative industries. The Branch administers the Location and Post, Digital and Visual Effects tax offsets which attract foreign financed production to Australia. The Branch also oversees funding and governance for Australia Council, the Government's principal arts funding body, Australia Business Arts Foundation, Screen Australia, the Australian Film, Television and Radio School, the Australian Children's Television Foundation and Ausfilm. The Branch manages the Resale Royalty Scheme, the Indigenous Australia Art Commercial Code of Conduct and the funding for the Visual Arts and Craft Strategy. The Branch also administers the National Arts and Craft Industry Support program which provides funding of some \$10 million per annum to support Indigenous art centres. The Branch administers the Public and Education Lending Rights programs, manages a number of support initiatives for contemporary music, and works across portfolios on the role of design and its contribution of Government priorities.

*Key issues:* the Convergence Review (led by Department of Broadband, Communications and the Digital Economy) which is examining broadcasting regulation in light of the new digital distribution technologies; development of a design policy.

**Regional, Participation and National Collections Branch**


 **Kim Allen**, AS Regional, Participation and National Collections Branch. Mr Allen has worked on arts and culture matters since July 2008. Prior to that, he worked as a legal adviser and on major legislative projects relating to companies and securities and telecommunications law reform in the Department of Business and Consumer Affairs, the Attorney-General's Department, Commonwealth Funds Management Limited and the Department of Communications, Information Technology and the Arts. Ext. 2838.

The Regional, Participation and National Collections Branch is responsible for the department's collections and cultural heritage policy and programs, the administration of the *Protection of Movable Cultural Heritage Act 1986*, regional touring programs, the Register of Cultural

Organisations, the Cultural Gifts program, the National Collecting Institutions Touring and Outreach program and the Australian Government International Exhibitions Insurance program. The Branch also oversees the national collecting institutions including the Australian National Maritime Museum, Bundanon Trust, the Museum of Australian Democracy at Old Parliament House, the National Film and Sound Archive of Australia, the National Gallery of Australia, the National Library of Australia, the National Museum of Australia and the National Portrait Gallery. It also administers elite training institution funding agreements, develops and influences artist support policy including social security and the arts, develops artists' careers policy, administers the ArtsStart funding agreement and provides advice on arts education policy and arts and disability policy.

*Key priority:* examine the need for legislation to provide immunity from seizure; and develop ArtsReady – an arts career initiative.

#### **National Portrait Gallery**

 **Louise Doyle**, Director, National Portrait Gallery, Office for the Arts. Prior to this role Ms Doyle was the Gallery's Deputy Director, Programs and Collection. Louise has over 20 years experience in the museum sector, as director of regional galleries in NSW and Queensland, the inaugural curator of programs and collections at Old Parliament House, Canberra, and as Head Curator at the Museum of Sydney, Historic Houses Trust of NSW. Ph. 6102 7002

The National Portrait Gallery branch (NPG) houses the national collection of portraiture. The purpose of the National Portrait Gallery is to increase the understanding and appreciation of the Australian people – their identity, history, culture, creativity and diversity – through portraiture. To achieve its purpose the NPG will:

- develop and maintain a representative collection of high quality portraits of subjects who have made a major impact upon Australia;
- enhance the cultural value and accessibility of portraiture through displays, exhibitions, publications, partnerships and online programs; and
- foster enquiry, research, discussion, interpretation, participation and enjoyment of portraiture through learning and public access programs.

## DIVISION PROFILES

### 6Q Office for Sport (OFS)

#### Overview

**Bill Rowe**, General Manager (FAS)

Bill has headed the Office for Sport since the sport function transferred to the portfolio. Bill has around 30 years experience in sport related areas of the Federal Government (including 6 years working in ministerial offices) and has held senior positions for over 16 years. Bill has had a significant role in the development of each Federal sports policy over the past decade. (Ext.2701)

The OFS has primary carriage of sport policy issues and works closely with sport portfolio agencies on Australian sport development through increasing participation, ensuring Australia's continued success in international competition and protecting the integrity of Australian sport. In addition, the OFS administers a number of programs and funding for special projects. The OFS aims to achieve strong collaboration and links across a number of portfolios in sport related issues, including the bidding for and hosting of major sporting events

#### Branches

##### Sport Development Branch

**Natasha Cole**, Assistant Secretary, Sport Development Branch. Natasha has been a member of the Office for Sport since February 2010. Natasha was previously Assistant Secretary for the Workforce Development Branch in DoHA. Prior to this experience in DoHA and DIMIA(Ext. 2705)

The Sport Development Branch is responsible for Sports policy, including the National Policy on Match-Fixing, Education and Sports Strategy, Social Inclusion and Sport Strategy, and international sports issues. The branch works close with portfolio agencies as necessary on sport development issues and provides advice to the Minister on agencies' enabling legislation and appointments. The branch also administers funding for Indigenous sport and recreation programs, illicit drugs testing and education and water and snow safety.

##### Sport and Events Support Branch

**Jaye Smith**, Assistant Secretary, Sport and Events Support Branch. Jaye has been a member of the Office for Sport since April 2011. From January 2010 to April 2011, Jaye held an Assistant Secretary position in DoHA with responsibilities for the FIFA World Cup Bid Task Force and strategic review of the DOHA portfolio. Prior to this Jaye was a long term member of PM&C's Health and

Ageing Branch. (Ext. 2729)

The Sport and Events Support Branch is responsible for coordinating and supporting bids for major international sporting events including the 2015 Asian Cup, 2015 ICC Cricket World Cup and the 2018 Commonwealth Games Bid. The branch is supporting a strategic review of football in Australia in the lead up to the 2015 Asian Cup. The branch also supports funding for sporting infrastructure and anti-doping research.

## **PART VII**

### **PORTFOLIO AGENCIES OVERVIEW**

## PORTFOLIO AGENCIES OVERVIEW

7

### Portfolio agencies and associated bodies

#### Overview

The portfolio comprises:

- two departments of state
- 12 prescribed agencies
- nine Commonwealth authorities
- four Commonwealth companies
- over 50 associated bodies, committees, boards and councils.

A brief description of each agency and their associated bodies is provided below.

#### Departments of State



**Dr Ian Watt AO**

*Secretary*

The **Department of the Prime Minister and Cabinet's (PM&C)** principal function is to provide support to the Prime Minister, the Cabinet, portfolio ministers and parliamentary secretaries and to achieve a coordinated and innovative approach to the development and implementation of government policies. PM&C also provides oversight and management of the sport and recreation, and arts and culture functions.



**Ms Glenys Beauchamp PSM**

*Secretary*

The **Department of Regional Australia, Regional Development and Local Government** supports the Government's commitment to improve the social, economic and environmental outcomes for Australia's regions. The department provides a dedicated source of advice on regional Australia to the Minister for Regional Australia, Regional Development and Local Government, the Hon Simon Crean MP, and the Regional Australia and Regional Development Committee of Cabinet and the Australian Government. It administers targeted regional programs and investments. It also assists in the delivery of the Government's *Commitment to Regional Australia*.

**Prescribed  
Agencies**



**Prof Alan Hayes**  
*Director*

The **Australian Institute of Family Studies (AIFS)** is a statutory body established under the *Family Law Act 1975*. The role of AIFS is to conduct research and communicate findings to policymakers, service providers and the broader community about factors that affect family wellbeing.



**Mr Ian McPhee PSM**  
*Auditor-General*

The **Australian National Audit Office (ANAO)** is a statutory body established under the *Auditor-General Act 1997* that assists the Auditor-General in undertaking the performance of their functions under the Act.



**Mr Stephen Sedgwick**  
*Public Service Commissioner*

The **Australian Public Service Commission (APSC)** is a statutory agency with a number of defined functions under the *Public Service Act 1999* and has a central role in leading a range of broad public service reforms as articulated in the government's *Ahead of the Game: Blueprint for the Reform of Australian Government Administration*. The APSC has a key role in developing a human capital strategy to support a united, citizen-centric APS, fostering talent and leadership, assuring agencies' organisational capability, revising and embedding APS Values, supporting high ethical standards and coordinating workplace relations for Australian Government employment.

The Remuneration Tribunal secretariat became part of the APSC as a result of the machinery of government changes implemented after the 2010 election.





**Ms Aurora Andruska PSM**  
*CEO*

The **Australian Sports Anti-Doping Authority (ASADA)** is a statutory agency under the *Australian Sports Anti Doping Authority Act 2006* that works to deter athletes from using prohibited substances through a comprehensive anti-doping program, encompassing deterrence, detection and enforcement.



**Dr Stephen Ellis**  
*Acting Director-General*

The **National Archives of Australia (NAA)** is an executive agency under the *Public Service Act 1999* that helps Australian Government agencies to create and manage records accounting for their actions; determines the period for which such records must be retained to protect the entitlements of Australians and of the Commonwealth; selects records fit to be included in the national archival collection; secures, describes and preserves those records and ensures that Australians across the nation have access to them as provided by the *Archives Act 1983*.



**Mr Allan Gyngell AO**  
*Director-General*

The **Office of National Assessments (ONA)** is a statutory agency operating under the *Office of National Assessments Act 1977*. The ONA provides assessments on international developments, including political, strategic and economic developments, to the Prime Minister, senior ministers and senior officials. ONA is also responsible for coordinating and evaluating Australia's foreign intelligence activities.



**Prof John McMillan AO**  
*Australian Information Commissioner*

The **Office of the Australian Information Commissioner (OAIC)** is

an independent statutory agency established under the *Australian Information Commissioner Act 2010* that brings together the functions of information management policy and independent oversight of privacy protection and freedom of information.



**Mr Allan Asher**

*Commonwealth Ombudsman*

The **Office of the Commonwealth Ombudsman** is an independent statutory agency under the *Ombudsman Act 1976* that works to ensure that administrative action by Australian Government agencies is fair and accountable.



**Dr Vivienne Thom**

*Inspector-General of Intelligence and Security*

The **Office of the Inspector-General of Intelligence and Security** (OIGIS) is a independent statutory agency under the *Inspector-General of Intelligence and Security Act 1986* that works to provide assurance that Australia's intelligence agencies act legally and with propriety.



**Mr Stephen Brady**

*Official Secretary to the Governor-General*

The **Office of the Official Secretary to the Governor-General** (OOSGG) is a statutory agency that supports the Governor-General to enable her to perform her official duties. The position of the Official Secretary to the Governor-General (the Official Secretary) has existed since 1901. The Australian Honours and Awards Secretariat is a branch of OOSGG.



**Ms Jenny Anderson**

*Director*

**Old Parliament House (OPH)** is an executive agency under the *Public*

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*Service Act 1999.* OPH aims to achieve an enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collections, exhibitions and educational programs.



**Mr Gary Rake**

*CEO*

The **National Capital Authority** is a prescribed agency that reports to the Minister for Regional Australia, Regional Development and Local Government. Its responsibilities include the strategic planning, promotion, development and enhancement of Canberra as the National Capital.

### **Commonwealth Authorities**



**Ms Kathy Keele**

*CEO*

The **Australia Council** is a Commonwealth authority which supports the creation, presentation and appreciation of distinctive cultural works by providing assistance to Australian artists and making their works accessible to the public. The Council operates under the *Australia Council Act 1975*, and is the Australian Government's principal arts funding and advisory body. It aims to enrich our nation's culture through support and promotion of the arts.



**Ms Sandra Levy**

*CEO*

The **Australian Film, Television and Radio School (AFTRS)** is a Commonwealth authority responsible for the education and development of creative talent for the screen arts and broadcast industries. AFTRS operates under the *Australian Film, Television and Radio School Act 1973* and aims to provide a more sustainable screen and broadcasting industry through advanced industry-focused education and training for talented students, professionals and

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organisations. It achieves this through its award course program for which all students are selected on merit; through its open program which provides short courses for industry practitioners or those wanting to further develop their skills and knowledge; and through collaborative activities with industry practitioners, associations and organisations.



**Ms Mary-Louise Williams**

*Director*

The **Australian National Maritime Museum (ANMM)** is a Commonwealth authority and statutory agency and is responsible for increasing knowledge, appreciation and enjoyment of Australia's maritime heritage by managing the National Maritime Collection and staging programs, exhibitions and events. The ANMM operates under the *Australian National Maritime Museum Act 1990* to explore and manage maritime heritage in ways that enlighten, inspire and delight people everywhere.



**Professor Peter Fricker OAM**

*Acting CEO*

The **Australian Sports Commission (ASC)** is a Commonwealth authority that supports and invests in sport at all levels in Australia; provides leadership, coordination and support for the sport sector, and promotes an effective national sporting system.



**Ms Ann Landrigan**

*Acting CEO*

The **National Film and Sound Archive of Australia (NFSA)** is a Commonwealth authority and statutory agency. NFSA is responsible for increasing understanding and appreciation of Australia's audiovisual history by developing, preserving, maintaining and promoting the national audiovisual collection and providing access to audiovisual material of historic and cultural significance. The NFSA operates under the *National Film and Sound Archive of Australia Act 2008* to ensure Australia's audiovisual heritage is preserved for all to

share.



**Dr Ron Radford AM**

*Director*

The **National Gallery of Australia (NGA)** is a Commonwealth authority responsible for increasing understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally. The NGA operates under the *National Gallery Act 1975* to serve the public by enhancing understanding and enjoyment of the visual arts.



**Ms Anne-Marie Schwirtlich**

*Director-General*

The **National Library of Australia (NLA)** is a Commonwealth authority and statutory agency responsible for enhanced learning, knowledge creation, enjoyment and understanding of Australian life and society by providing access to a national collection of library material. The NLA's role is to ensure that documentary resources of national significance relating to Australia and the Australian people, as well as significant non-Australian library materials, are collected, preserved and made accessible either through the Library itself or through collaborative arrangements with other libraries. The NLA operates under the *National Library of Australia Act 1960*.



**Mr Andrew Sayers AM**

*Director*

The **National Museum of Australia (NMA)** is a Commonwealth authority and statutory agency responsible for increasing awareness and understanding of Australia's history and culture by managing the National Museum's collections and providing access through public programs and exhibitions. The role of the NMA is to research Australian history, develop and maintain a national collection of historical material, create exhibitions and programs which explore our heritage and history, and make it more accessible to more Australians.

The NMA operates under the *National Museum of Australia Act 1980*.



**Dr Ruth Harley**

*CEO*

**Screen Australia (SA)** is a Commonwealth authority and statutory agency responsible for enhancing Australia's screen culture, nationally and internationally, by supporting the development of the Australian screen production industry and by developing, producing, promoting and providing access to diverse Australian programs. Screen Australia operates under the *Screen Australia Act 2008* to enable creative individuals and businesses, through financial and other assistance, to make high quality film, television and other screen programs and for these programs to attract Australian audiences and international markets.

**Commonwealth  
Companies**



**Ms Jane Haley**

*CEO*

The **Australia Business Arts Foundation Limited (AbaF)** is a Commonwealth company that connects the arts, business and donors.



**Mr Rod Philpot**

*General Manager*

The **Australian Sports Foundation (ASF)** is a Commonwealth company that assists sporting, community, educational and other government organisations to raise funds for the development of sport infrastructure.



**Ms Deborah Ely**

*CEO*

The **Bundanon Trust (The Trust)** is a Commonwealth company whose mission is to support arts practice and understanding of the arts through

its residency, education, exhibition and performance programs. In preserving the natural and cultural heritage of its site, Bundanon promotes the value of landscape in all our lives.



**Mr Warren Pearson AM**

*CEO*

The **National Australia Day Council (NADC)** is a Commonwealth company responsible for the coordination of Australia Day celebrations across the nation and for the Australian of the Year Awards.

**Other Bodies,  
Committees,  
Boards and  
Councils**

Other bodies associated with the above portfolio agencies are listed below.

Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
Department of the Prime Minister and Cabinet	Secretaries Board	Advises the Australian Government on matters relating to the management of the Australian Public Service.	Mr Terry Moran AO (Chair) Mr Roger Wilkins AO Dr Conall O'Connell Mr Peter Harris Mr Blair Comley Dr Ian Watt AO Ms Lisa Paul AO PSM Mr Finn Pratt PSM Mr Dennis Richardson AO Ms Jane Halton PSM Ms Kathryn Campbell CSC Mr Andrew Metcalfe Mr Mike Mrdak Dr Don Russell Ms Glenys Beauchamp PSM Mr David Tune PSM Mr Drew Clarke PSM Dr Paul Grimes PSM Dr Martin Parkinson PSM Mr Ian Campbell PSM Mr Steve Sedgwick

**~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~**

Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
	Official Establishments Trust	Provides advice on the conservation and development of the buildings and grounds of Australia's four official residences: Government House and The Lodge in Canberra and Admiralty House and Kirribilli House in Sydney.	Mr Richard Griffin AM (Chair) Mr Peter Watts AM Ms Jan Fullerton Ms Trisha Dixon Burkitt Ms Kerry Clare The Hon Nick Minchin The Hon Robert Ray
	Australian Social Inclusion Board	Advises the Government on ways to achieve better outcomes for the most disadvantaged in our community.	Ms Patricia Faulkner AO (Chair) Monsignor David Cappo Dr Jeff Harmer AO Mr Tony Nicholson Dr John Falzon Dr Ngiare Brown Dr Tom Calma Ms Catriona Noble Ms Linda White
	National Counter-Terrorism Committee	Contributes to the security of the Australian community through coordination of a nation-wide cooperative framework to counter terrorism and its consequences.	[REDACTED]
	National Portrait Gallery Advisory Board	Oversees the programs and activities of the Gallery.	Mr Tim Fairfax AM (Chair) Mr Alan Dodge AM Mr Leo Schofield AM Dr Helen Nugent AO Dr Gene Sherman AM Peter McMullin

**~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~**



**~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~**

Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
	National Institute of Circus Arts (NICA) Board	Governs the affairs and policies of the NICA, a national not-for-profit organisation that provides professional training in circus arts.	The Hon Rod Kemp (Chair) Ms Linda Brown Mr Andrew Guild Ms Nicolette Lee Mr Ross Mollison Mr Bryan Rossi Ms Kate Shelmerdine Ms Mary Stuart
	Artbank Advisory Board	Oversees the operations of Artbank, an arts support program that promotes Australian culture by making its collection of contemporary Australian art available for rent and reinvesting its revenues back into the collection.	Mr Michael Snelling (Chair) Mr Vernon Ah Kee Ms Margaret Ainscow Ms Pat Brassington Ms Sheridan Lee
	Committee on Taxation Incentives for the Arts	Provides expert advice on administration of the Cultural Gifts Program in accordance with the gift provisions of income tax law.	Chair (vacant) Ms Jane Clark Mr Michael Desmond Mr Mark Ferguson Dr Patricia Hutchings Ms Bridget McDonnell Mr Jeffrey Mincham Mr Ian Rogers Mr Bruce Tindale
	Contemporary Music Touring Program Committee	Advises the Minister for the Arts on funding support for touring opportunities for the contemporary music sector by increasing audience access to live Australian music.	All positions are currently vacant. [REDACTED]
	Festivals Australia Committee	Provides advice to the Minister for the Arts on funding to regional and community Australian festivals for the presentation of quality cultural activities which add to the festival's cultural program and help to promote a sense of community identity.	Mr Simon Bogle (Chair) Mr Arthur Frame OAM Ms Beverly Growden Ms Janice Mcewen Ms Diane Thorley
	Film Certification Advisory Board	Provides advice to the Minister for the Arts on certificates of eligibility for the Refundable Film Tax Offset and the Location and PDV Offsets. The Board also provides policy advice relevant to the offsets	Dr Stephen Arnott (Chair) Mr Andrew Mason Ms Marian McGowan

**~~RESTRICTED PROTECTED CABINET IN CONFIDENCE~~**

Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
	National Cultural Heritage Committee	Advises the Minister for the Arts on the operation of the <i>Protection of Movable Cultural Heritage Act 1986</i> ; on the operation of the National Cultural Heritage Account; on objects and the granting of permits under the Act; and on the National Cultural Heritage Control List.	Dr Patrick Greene OBE (Chair) Dr Ian Galloway Mr Phillip Gordon Dr Suzanne Miller Prof Kenneth Polk Ms Avril Quail Prof Andrew Reeves Prof Janice Reid AM Ms Kylie Winkworth Ms Anne-Marie Schwirtlich
	Playing Australia Committee	Advises the Minister for the Arts on the allocation of funds available for performing arts touring across the country with an emphasis on touring to regional and remote areas.	Ms Pamela Foulkes (Chair) Mr Alex Budd Ms Bronwyn Edinger Ms Carla Hartog
	Public Lending Right Committee	Determines the eligibility of claimants, the amount of payment to a claimant, approving payments and providing recommendations and advice to the Minister about the operation of the <i>Public Lending Right Scheme 1997</i> and the <i>Public Lending Right Act 1985</i> .	Ms Evelyn Woodberry (Chair) Ms Christine Foster Mr Michael Heyward Ms Christine Mackenzie Ms Alice Pung Mr Matthew Reilly Mr Peter Treyde
	Visions of Australia Committee	Assesses Visions of Australia program and Contemporary Touring Initiative applications and makes funding recommendations to the Minister.	Chair (vacant) Ms Mary-Louise Williams Mr Stephen Bowers Mr Geoffrey Edwards Ms Meg Larkin
Department of Regional Australia, Regional Development and Local Government (DRARDLG)	DRARDLG together with the Minister for Regional Australia, Regional Development and Local Government are responsible for a number of PM&C portfolio bodies, committees, boards and councils (e.g. the Office of the Administrator of the Northern Territory). A full list can be obtained from DRARDLG.	-	-

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Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
Australian Institute of Family Studies	AIFS Advisory Council	Provides advice to the Director about the Institute's strategic research directions.	Reverend the Honourable Professor Brian Howe AO (Chair) Ms Muriel Bamblett AM Ms Liza Carroll Professor Bruce Chapman Professor John Dewar Ms Marie Leech Professor Paul Smyth Mr Paul Ronalds
	AIFS Human Research Ethics Committee	Ensures that the ethical standards outlined in the National Statement on Ethical Conduct in Research Involving Humans, and elaborated in the Institute's ethics statement, <i>Ethical Issues in the Research Process</i> (1996), are met in all research projects undertaken by the Institute.	Dr Duncan Ironmonger (Chair) Dr Trevor Batrouney Sr Dr Carol Hogan Professor Richard Ingleby Helen Glezer Rosalie Pattenden Dr Kerreen Reiger Dr Sarah Wise
	AIFS Risk Assessment and Audit Committee	Ensures effective and efficient use of public resources by reviewing the performance and operation of the Institute's internal controls and performance management systems.	Ms Denise Swift PSM (Chair) Mr Dennis Mihelyi Ms Sue Tait Dr Daryl Higgins
Australian National Audit Office	-	-	-
Australian Public Service Commission	Remuneration Tribunal	Determines the remuneration of key Commonwealth offices including federal Parliamentarians, offices of federal courts and tribunals, various public offices and Principal Executive Offices. The Tribunal also advises the Prime Minister on the remuneration of Secretaries of Departments and Ministers on the remuneration of Heads of Executive Agencies.	Mr John Conde AO (President) Mr John Prescott AC Ms Jillian Segal AM
	Defence Force Remuneration Tribunal	Inquires into and determines pay and pay related allowances for the Regular and Reserve members of the Australian Defence Force.	The Hon Patricia Leary (President) Rear Admiral B L Adams, AO The Hon Arch Bevis

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<b>Portfolio Agency</b>	<b>Associated Bodies, Committees, Boards and Councils</b>	<b>Description</b>	<b>Current Members</b>
Australian Sports Anti-Doping Authority	Australian Sports Anti-Doping Authority Advisory Group	Provides advice and assists the ASADA Chief Executive Officer (CEO) on sports doping related matters.	Mr Brian Ward OAM, Chair Ms Kate Palmer Professor David Handelsman Mr John Drury Ms Anne Gripper Mr Steve Moneghetti
	Anti-Doping Rule Violation Panel	Deliberates and decides upon possible violations of sport anti-doping rules.	Dr Brian Sando, Chair Professor Andrew McLachlan Ms Tracey Gaudry Mr Hayden Opie Mr Andrew Hughes (TBC)
	Australian Sports Drug Medical Advisory Committee	Considers, and where appropriate, approves applications by athletes for the therapeutic use of substances normally prohibited under the World Anti-Doping Agency.	Professor Kenneth Fitch AM Dr Grace Bryant Dr Terry Farquharson Dr Peter Harcourt Dr Hugh Hazard Dr Susan White
National Archives of Australia	National Archives of Australia Advisory Council	Advises the Minister and the Director-General of the Archives on matters that relate to the functions of the Archives.	The Hon Dr John Bannon AO (Chair) Ms Helen Williams AO (Deputy Chair) Senator the Hon John Faulkner Mrs Jane Prentice MP Mr Roland Perry OAM Mr David Irvine AO Dr Dianne Snowden Professor Helen Irving Professor John Williams Dr Mickey Dewar Professor Mick Dodson AM Mr Aladin Rahemtula OAM
Office of National Assessments	National Assessments Board	Considers National Assessments made by the Office of National Assessments.	Mr Allan Gyngell AO (Chair) Representatives from DFAT, the Department of Defence and PM&C (normally DNSA) A representative of the Australian Defence Force
Office of the Australian Information Commissioner	Privacy Advisory Committee	Provides strategic advice on privacy, from a broad range of perspectives, to the Australian Information Commissioner.	Professor Michael Kidd AM Barbara Robertson Ms Joan Sheedy Ms Robin Banks
Office of the Commonwealth Ombudsman	-	-	-
Office of the Inspector-General of Intelligence and Security	-	-	-

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<b>Portfolio Agency</b>	<b>Associated Bodies, Committees, Boards and Councils</b>	<b>Description</b>	<b>Current Members</b>
Office of the Official Secretary to the Governor-General	Council for the Order of Australia	Considers nominations and recommends awards in the Order to the Australia, independently of government, directly to the Governor-General.	Professor Emeritus John Hay AC (Chair) Professor John Shine AO Dr Lyndsay Connors AM Professor Andrea Hull AO Brigadier William Rolfe AO (Retd) Ms Naomi Milgrom AO Dr Patricia Miller AO Judge Rauf Soulio A representative of each state and territory (8 members) 3 Commonwealth ex officio members: Chief of the Defence Force, Vice-President of ExCo (represented by Senator Kate Lundy) and Deputy Secretary – Governance, PM&C (Ms Renee Leon) (TBC)
	Australian Bravery Decorations Council	Considers nominations and recommends awards of Australian Bravery Decorations, independently of government, directly to the Governor-General.	Dr Penelope Flett (Chair, TBC) Mr Rob Bradley (TBC) Mr Garry Coombes AM (TBC) Ms Christine Nixon APM A representative of each state and territory (8 members) 2 Commonwealth ex officio members: Secretary of Defence (represented by Mr Peter Sharp) and AS Awards and Culture, PM&C (Mr Peter Rush)
Old Parliament House	Old Parliament House Advisory Council	Provides expert advice to the Minister and the Director on matters relevant to the role, functions and activities of Old Parliament House.	Mr William McInnes (Chair) Dr Dawn Casey PSM Assoc Prof Phillip Chubb Prof Kate Darian-Smith Ms Susan Mackay Ms Natasha Stott Despoja
National Capital Authority	National Capital Authority	Oversees the operations of the Authority.	Mr Don Aitkin AO (Chairman) Mr Gary Rake Mr Peter Core Ms Shelley Penn Ms Christine Storry
Australia Council	Australia Council Board	Determines the priorities, policies and budgetary framework within which the Australia Council and its boards and committees operate.	Mr James Strong AO (Chair) Mr John Denton Mr Stephen Armstrong Mr Mark Bin Bakar Prof Dennis Haskell Ms Louise Herron Dr Matthew Hindson AM Ms Kathy Keele Mr Ken Lloyd AM Ms Samantha Mostyn Ms Chrissy Sharp Prof Ted Snell AM

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Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
	Aboriginal and Torres Strait Islander Arts Board	Assists Indigenous people to claim, control and enhance their cultural inheritance by funding the development and promotion of traditional and contemporary arts practices – and new forms of cultural expression – by Aboriginal and Torres Strait Islander people who practice any artform and live in urban, regional and remote areas.	Mr Mark Bin Bakar (Chair) Ms Lee-Ann Buckskin Ms Jeanette James Ms Melissa Lucashenko Ms Rachael Maza-Long Mr Desmond Raymond Ms Monica Stevens
	Dance Board	Fosters the development and growth of Australian dance.	Ms Chrissy Sharp (Chair) Ms Sandra Collins Mr Brian Lucas Mr Matthew Morse Ms Elizabeth Walsh Ms Carol Wellman Kelly Mr Michael Whaites
	Literature Board	Supports the excellence, diversity, vitality, viability and distinctiveness of Australian literature by providing direct financial support to outstanding literary creators, and grants to organisations that offer infrastructure support to the literature sector and income-generating opportunities for writers.	Prof Dennis Haskell (Chair) Ms Dyan Blacklock Ms Anna Funder Dr Stuart Glover Mr Jason Nelson Mr John Romeril Mr James Roy
	Major Performing Arts Board (MPAB)	Aims to ensure that Australia has an artistically vibrant, financially viable and broadly accessible major performing arts sector. The MPAB also has responsibility for oversight of the operations of 28 performing arts companies throughout Australia.	Ms Louise Herron (Chair) Mr Frank Cooper Mr Timothy Cox AO Mr Chum Darvall Mr Chris Freeman AM Ms Lindy Hume Ms Mary-Ellen King Ms Elizabeth Proust AO
	Music Board	Supports work of the highest quality across the broad range of Australian music practice through grant programs and special initiatives.	Dr Matthew Hindson AM (Chair) Mr George Butrumlis Mr Lawrence English Ms Anne Gilby Ms Kathleen Letch Mr Johannes Luebberts Ms Shellie Morris Ms Virginia Francis Taylor

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<b>Portfolio Agency</b>	<b>Associated Bodies, Committees, Boards and Councils</b>	<b>Description</b>	<b>Current Members</b>
	Theatre Board	Supports activity that contributes to the development of high quality and diverse contemporary theatre.	Mr Stephen Armstrong (Chair) Ms Sue Broadway Ms Jo Duffy Ms Suellen Maunder Mr Steve Mayhew Ms Fiona Winning
	Visual Arts Board	Supports the contemporary expression of art through the broadest range of visual media including craft, design, new media arts and visual arts.	Prof Ted Snell AM (Chair) Dr Kate Daw Mr Denis Del Favero Mr Sean Kelly Mr Danie Mellor Ms Victoria Reichelt Ms Angela Valamanesh Mr Richard Whitely
Australian Film, Television and Radio School (AFTRS)	Australian Film, Television and Radio School Council	Oversees the performance, finances and activities of the AFTRS	Mr Michael Smellie (Chair) Mr Tom Burstall Mr Peter Duncan Ms Jan Forrester Ms Sandra Levy Mr Andrew Mason Mr Simon Moore Dr Chris Sarra Ms Sarah Stollman
Australian National Maritime Museum	Australian National Maritime Museum Council	Ensures the proper and efficient performance of the functions of the Museum and determines the policy of the Museum with respect to any matter.	Mr Peter Dexter AM (Chair) Mr John Coombs Radm Stephen Gilmore AM CSC RAN Mr Peter Harvie Ms Robyn Holt Dr Julia Horne Ms Ann Sherry AO Mr Shane Simpson AM Ms Eva Desiree Rita Skira Mr Neville Robert Stevens AO  Ms Mary-Louise Williams
Australian Sports Commission	Australian Sports Commission Board	Determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions.	The Hon Warwick Smith AM (Chair) Mr David Gallop, Deputy Chair Ms Alisa Camplin OAM Ms Sally Carbon OAM Ms Liz Ellis Ms Margaret Osmond Mr Andrew Plympton Ms Ann Sherry AO Mr Michael Turtur OAM Mr Kyle Vander-Kuyp Mr Ken Ryan Dr Ian Watt AO (Ex-officio member)

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<b>Portfolio Agency</b>	<b>Associated Bodies, Committees, Boards and Councils</b>	<b>Description</b>	<b>Current Members</b>
National Film and Sound Archive of Australia	National Film and Sound Archive of Australia Board	Oversees performance of the organisation, including setting the strategic direction and establishing goals for management.	Mr Chris Puplick AM (Chair) Ms Catherine Marion Robinson Ms Patricia Thelma Amphlett AM Ms Terry Ann Bracks Ms Natasha Gadd Mr Andrew Franklin Pike OAM
National Gallery of Australia	Council of the National Gallery of Australia	Oversees the performance and activities of the Gallery.	Mr Rupert Myer AM (Chair) Mr John Calvert Jones AM The Hon Mrs Ashley Dawson-Damer Mr Timothy Fairfax AM Mr Warwick Hemsley Mr John Hindmarsh Ms Jane Hylton Mr Callum Morton Dr Ron Radford AM
National Library of Australia	Council of the National Library of Australia	Oversees the performance and activities of the Library.	The Hon Mr James Spigelman AC (Chair) Emeritus Prof John Hay AC The Hon Dick Adams MP The Hon Gary Humphries Ms Jane Hemstritch Ms Mary Kostakidis Mr Brian Long Dr Kevin Mccann AM Dr Nonja Peters Ms Anne-Marie Schwirtlich  Ms Deborah Thomas
National Museum of Australia	Council of the National Museum of Australia	Governs the affairs and policies of the Museum.	Mr Daniel Gilbert AM (Chair) Prof Andrea Hull AO Mr Nicholas Davie Prof Raelene Frances Mr David Jones Mr John Morse AM Dr Barbara Ann Piscitelli AM  Mr Andrew Sayers AM Mr Peter Yu
Screen Australia	Screen Australia Board	Ensures the proper and efficient performance of Screen Australia's functions.	Mr Glen Boreham (Chair) Mr Ian Robertson Ms Cherrie Bottger Mr Robert Connolly Mr Ross Entwistle Mr Matthew Liebmann Ms Rachel Rulka Perkins Mr Greg Smith Ms Deanne Weir
Australia Business Arts Foundation Limited (AbaF)	Australia Business Arts Foundation Board	Governs the affairs of the AbaF.	Mr Terry Campbell AO (Chair) Mr Saul Eslake Mr Stephen Found Mr John Irving Ms Patria Jafferries Mr Ross Nielson Ms Naseema Sparks



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Portfolio Agency	Associated Bodies, Committees, Boards and Councils	Description	Current Members
Australian Sports Foundation Limited (ASF)	Australian Sports Foundation Board	Oversees the operations of the ASF	Ms Alisa Camplin OAM (Chair) Ms Sally Carbon OAM Ms Margy Osmond
Bundanon Trust	Bundanon Trust Board	Oversees the performance and activities of the Trust.	Mr Shane Simpson AM (Chair) Mr Geoff Ainsworth AM Ms Jenny Anderson Ms Polly Boyd Ms Angela Clark Mr Simon Elliot Mr Tony Emery Mr Richard Morecroft Prof Gerard Sutton Mr Peter Watts AM
National Australia Day Council Limited	National Australia Day Council Board	Oversees the operations of the Council.	Mr Adam Gilchrist AM (Chair) Ms Shelley Reys (Deputy Chair) Mr Ian Elliot Ms Renee Leon (TBC) Mr Andrew Metcalfe Dr Bruce Walker Ms Janet Whiting Mr Robbie Sefton Prof Samina Yasmeen

## **PART VIII**

### **MINISTERIAL ADVISERS AND DLOS**



**The Hon Julia Gillard MP**  
**Prime Minister**

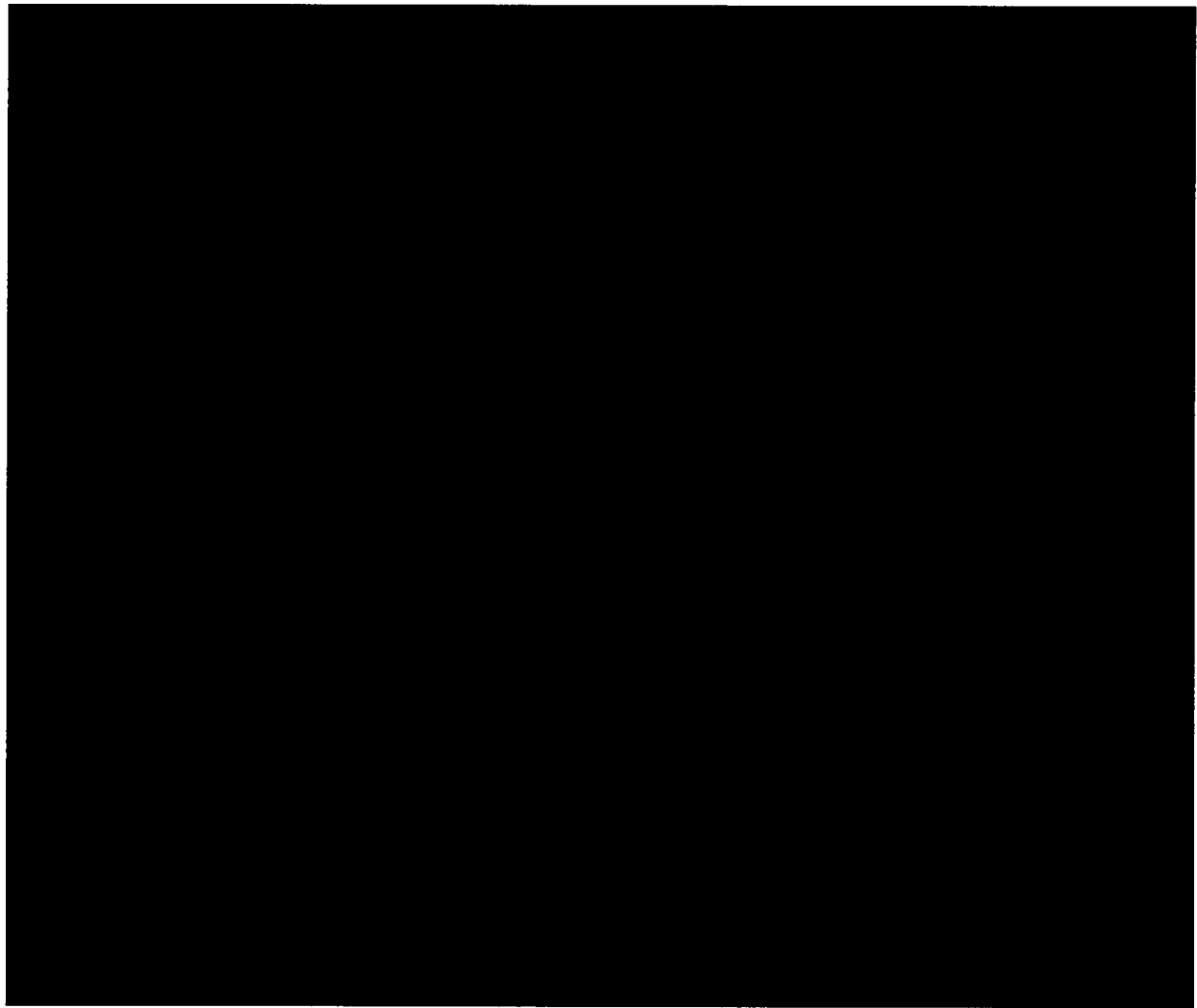
**Parliament House**  
Suite G 08  
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Shop 2, 36 Synnot Street  
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**Senator the Hon Stephen Conroy**  
**Minister Assisting the Prime Minister on Digital Productivity**

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17 Mason Street  
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**Electorate Office**  
401 Clayton Road  
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Tel: (03) 9545 6211  
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**The Hon Tanya Plibersek MP  
Minister for Social Inclusion**

**Parliament House**  
Room 1.24  
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Canberra ACT 2600  
**Tel: (02) 6277 7200**  
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Broadway NSW 2007  
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**The Hon Brendan O'Connor MP**  
**Minister for Privacy and FOI**

**Parliament House**  
Suite M1 19  
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section 34(3)			





**Senator the Hon Mark Arbib  
Minister for Sport**

**Parliament House**  
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**The Hon Warren Snowdon MP**  
**Minister Assisting the Prime Minister on the Centenary of ANZAC**

**Parliament House**  
Suite 1.49  
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section 34(3)				



**The Hon Mark Butler MP**  
**Minister Assisting the Prime Minister for Mental Health Reform\***

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**The Hon Gary Gray AO MP**  
**Special Minister of State for the Public Service and Integrity**

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section 34(3)

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**The Hon Mark Dreyfus QC MP  
Cabinet Secretary**

**Parliament House**  
RG 87  
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section 34(3)





**Senator the Hon Kate Lundy**  
**Parliamentary Secretary to the Prime Minister**

**Parliament House**  
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**Electorate Office**  
11 London Circuit  
Civic ACT 2600  
Ph: (02) 6230 0411

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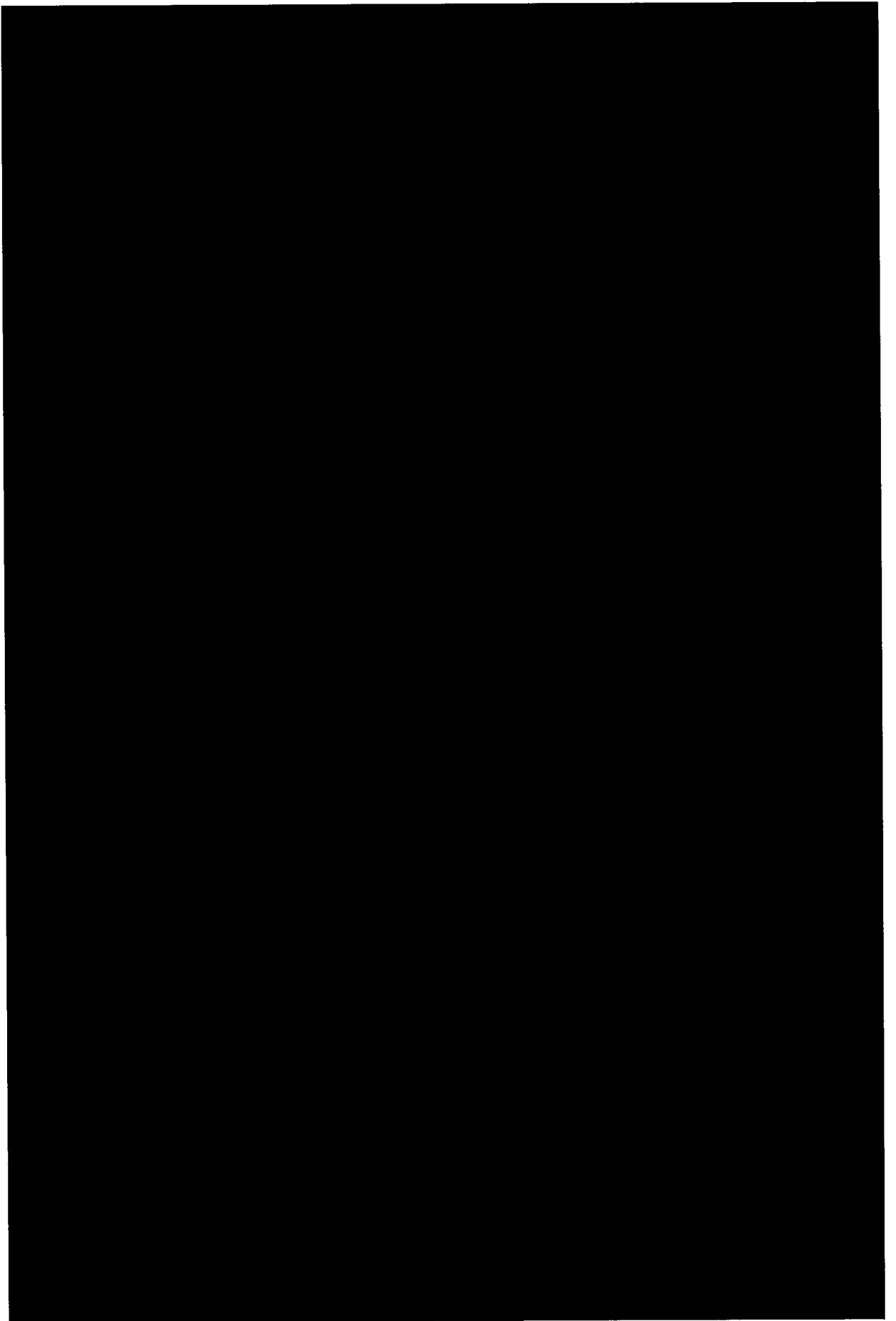
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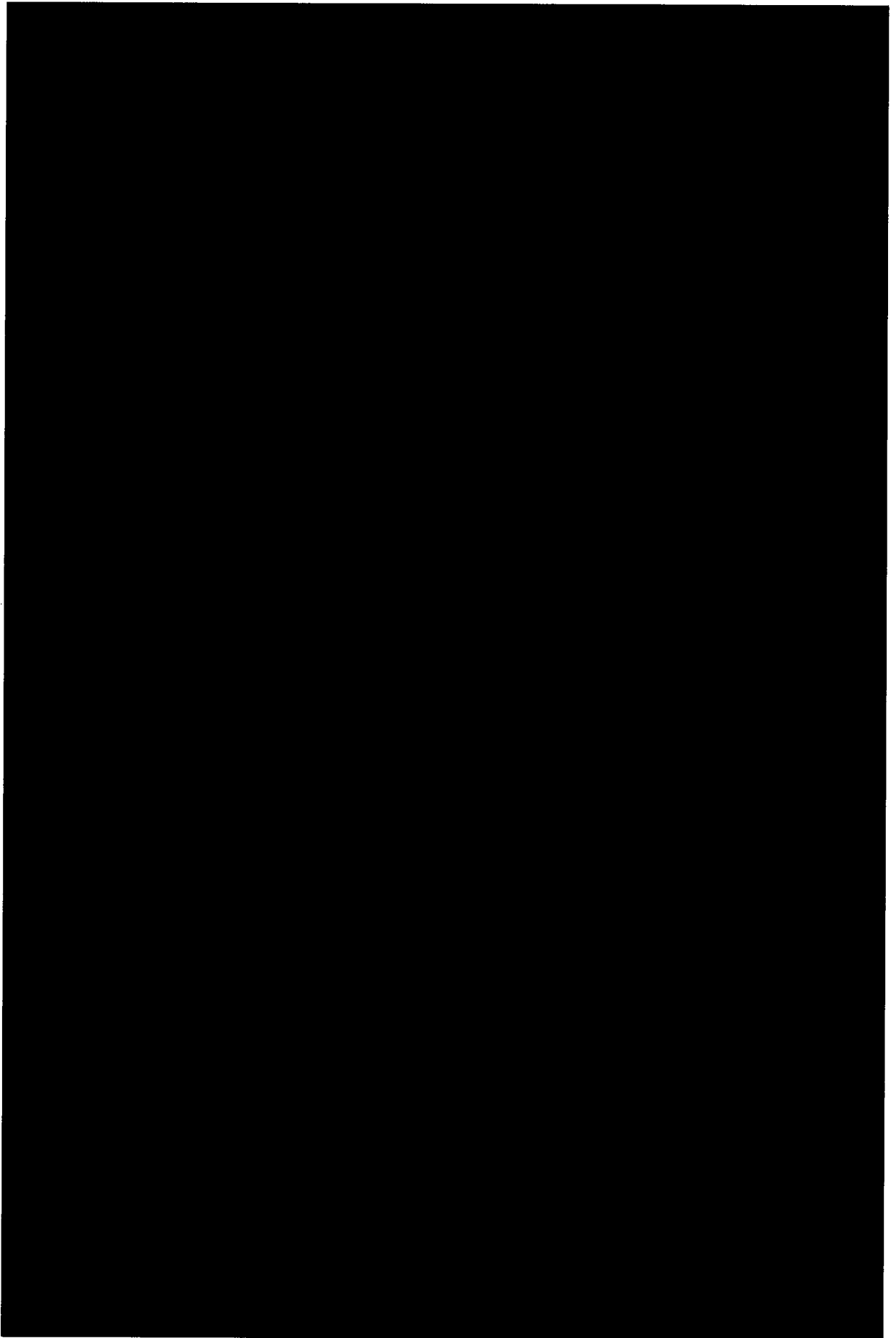


## **PART IX**

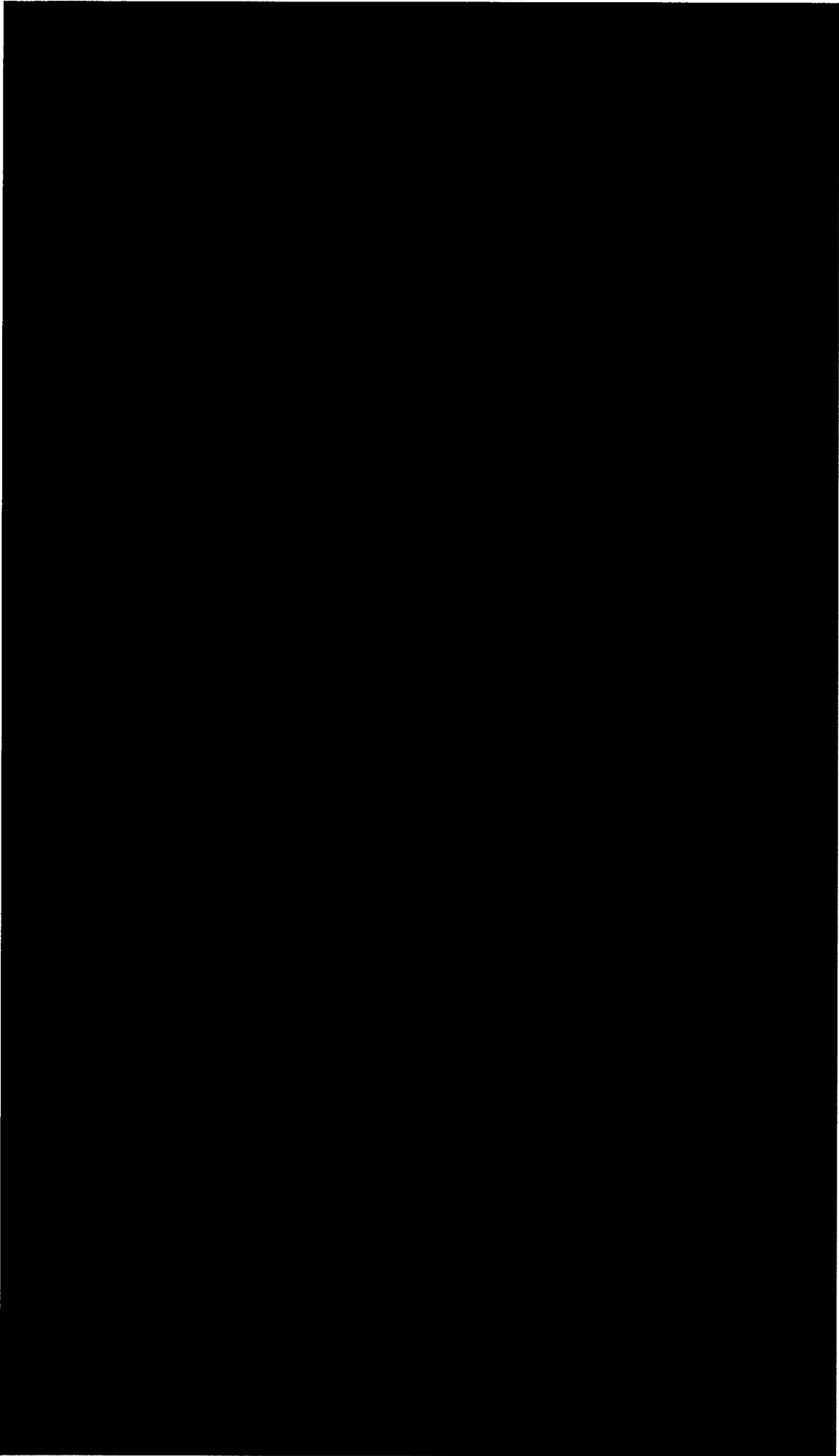
### **OFFICE MAPS AND LOCATIONS**









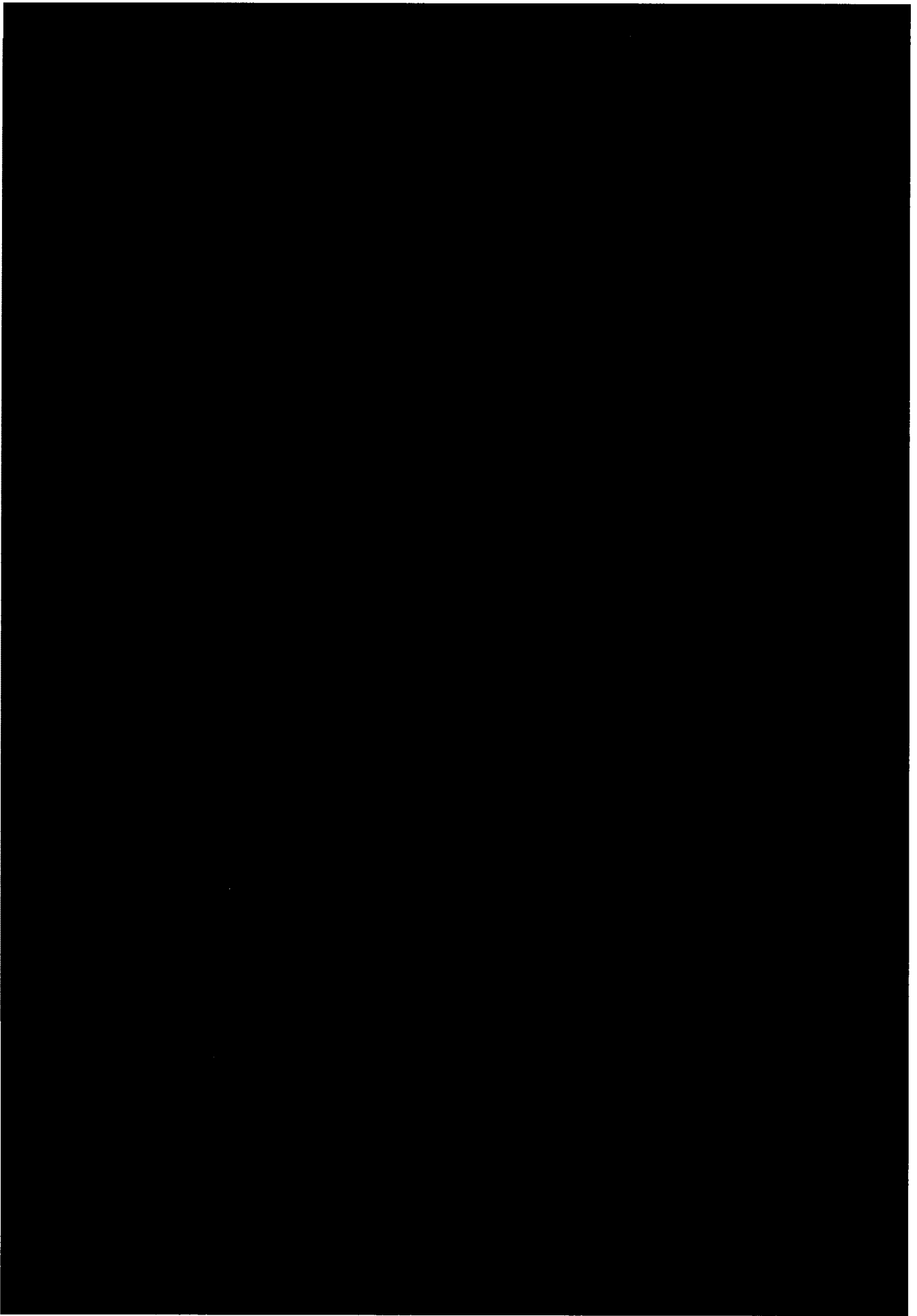


[REDACTED]



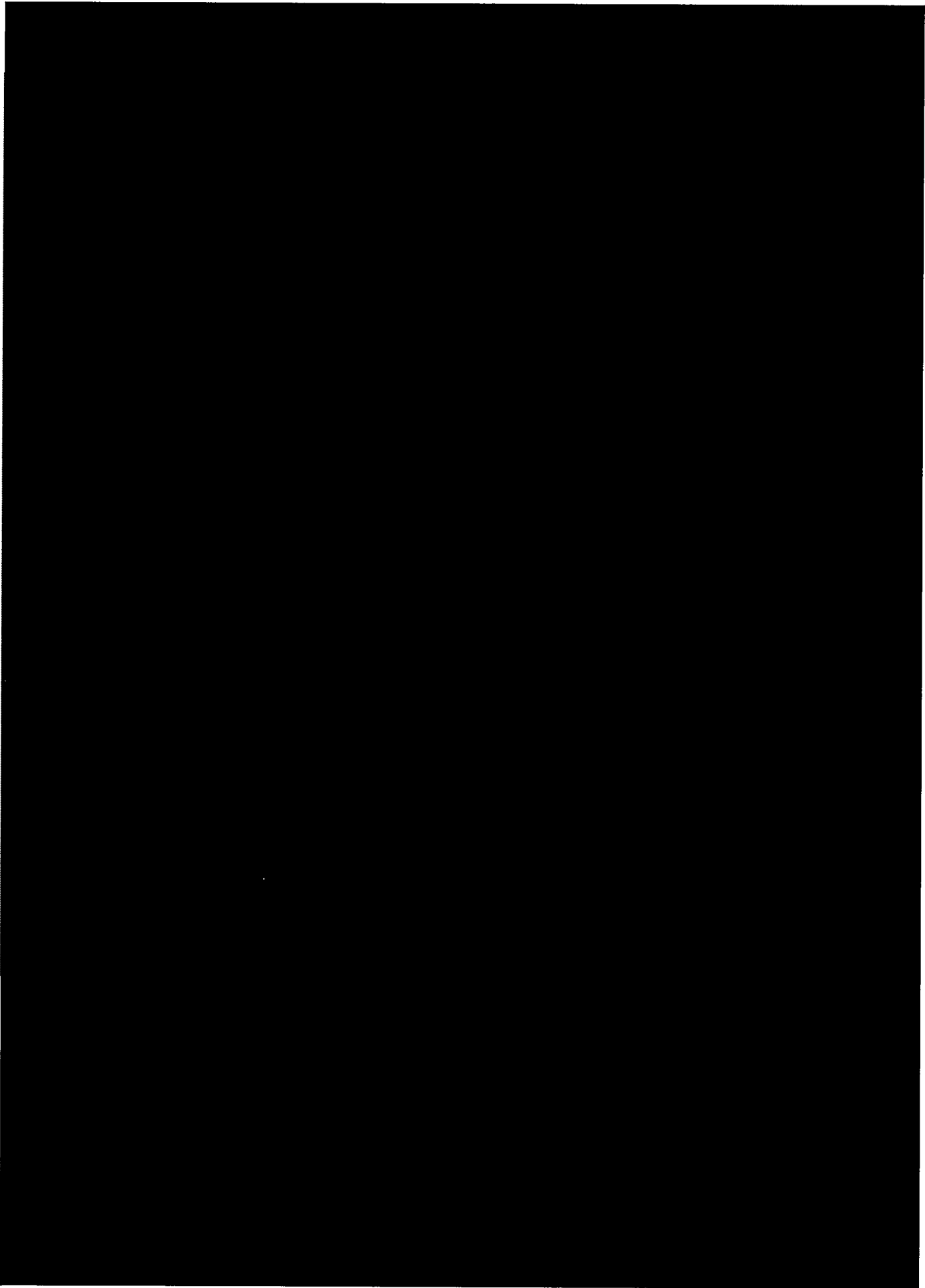


[REDACTED]









# Arts and Sport Remote Network Locations and Details

