

From: s 22(1)(a)
To: [Rush, Peter](#); s 22(1)(a)
Cc: [Reid, John](#); s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Date: Tuesday, 12 October 2021 11:50:03 AM
Attachments: s 22(1)(a)(ii)

OFFICIAL

s 22(1)(a)(ii)

s 22(1)(a)(ii) | Executive Officer to Stephanie Foster PSM
 p. s 22(1)(a)(ii) | m. s 22(1)(a)

From: Rush, Peter
Sent: Tuesday, 12 October 2021 11:46 AM
To: s 22(1)(a)(ii); Foster, Stephanie
Cc: Reid, John; s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Importance: High

OFFICIAL

s 22(1)(a)(ii)

From: Rush, Peter
Sent: Monday, 11 October 2021 8:48 PM
To: s 22(1)(a)(ii); Foster, Stephanie
Cc: Reid, John; s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Importance: High

OFFICIAL

s 22(1)(a)(ii)

- On Friday 8 October, the Minister re-appointed **Ms Danni Roche as Chair** of the NADC Board until 31 March 2023 and three new part-time Director appointments to the NADC Board:
- **Ms Nikki Govan** (until 31 March 2023) - Chair of Business SA, the South Australian Chamber of Commerce and Industry, a Director of the Australian Chamber of Commerce and Industry, Chair of the Adelaide Economic Development Agency and a Member of the National Tourism Restart Taskforce. Ms Govan is also a successful business operator, running the Star of Greece restaurant in Port Wilunga.
- **Mr Bao Hoang** (until 31 March 2024) - founder and CEO of the Roll'd Group, one of Australia's fastest growing fast-casual food franchises serving fresh Vietnamese food.

Mr Hoang was a former Director of the Centre for Multicultural Youth Board, and a former Commissioner of the National COVID Commission Advisory Board.

- **Ms Denita Wawn** (until 31 March 2024) - CEO of Master Builders Australia and has a background in law, extensive experience in advocacy and maintaining government relations at a national level, and has a professional history as a committed and dedicated leader.
- Mr Morton has indicated that one of the three new appointees would be suitable as Chair of the Audit and Risk Committee.
- In Mr Morton's letter to Ms Roche about the appointments (attached) he asked her to ensure the NADC implements recommendations made in Glenys Beauchamp's recent Review, and other improvements to the operation of the Board.
- Mr Morton also asked for a reply about implementation of the Review. NADC has been provided with the report (attached), for consideration by the Board.
- If and how the report will be published will be determined after the Board has had the opportunity to consider the report and advise the Minister of their plans for implementing the relevant recommendations of the Review

s 22(1)(a)(ii)

s 22(1)(a)(ii)

5. Board Correspondence

The Board noted the following incoming correspondence for the period of June to August 2021:

- A letter dated 28 June 2021 from The Hon Ben Morton MP to Ms Danni Roche extending her appointment for another period of up to three months as Chairperson of the NADC, from 1 July 2021 to 1 October 2021.

s 22(1)(a)(ii)


6. Chair Report

s 22(1)(a)(ii)

The Chair advised that the Minister is in the process of appointing three new Directors and that the review of the NADC Board had been completed. The Chair noted that she had been asked if there was any objection to the report being released to the public and sought the opinion of the Board. The Board advised that they had no objections to the report being made public.

s 22(1)(a)(ii)

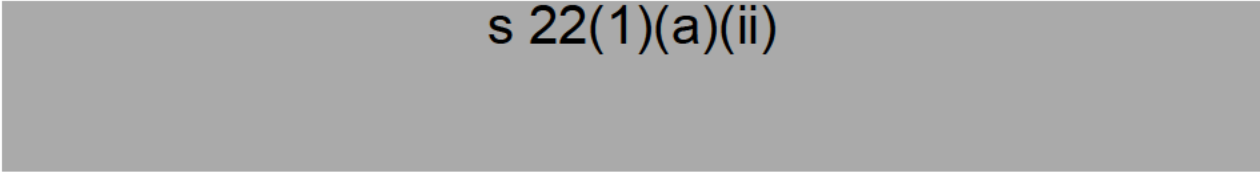
s 22(1)(a)(ii)



During the period of 24 August 2021 to 5 October 2021 the following significant correspondence was received, and a copy is attached.

- A letter from Honorable Minister Morton to Mr Stepan Kerkyasharian – Appointment as Deputy Chair

s 22(1)(a)(ii)





THE HON BEN MORTON MP
ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET
ASSISTANT MINISTER TO THE MINISTER FOR THE PUBLIC SERVICE
ASSISTANT MINISTER FOR ELECTORAL MATTERS

Reference: MS21-001179

Dr Stepan Kerkysharian AO
Deputy Chairperson
National Australia Day Council Board
Old Parliament House
King George Terrace
PARKES ACT 2600

Dear Dr Kerkysharian

I am writing to inform you that I have appointed you as Deputy Chairperson of the National Australia Day Council (NADC) commencing on the date of this letter until the expiry of your current term as Director on 31 March 2022. A copy of the instrument of appointment is enclosed.

Your role will be to support the Chairperson and the rest of the Board, and strengthen the direction and overall efforts of the NADC ahead of the celebration of Australia Day in 2022.

I thank you for your ongoing efforts as a Board Director and your commitment to continuing to increase participation in Australia Day.

A copy of this letter has been provided to the Chair, as well as to the NADC Chief Executive Officer, Ms Karlie Brand.

Yours sincerely

s 22(1)(a)(ii)

BEN MORTON

27 / 8 / 2021

From: s 22(1)
To: s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Date: Tuesday, 12 October 2021 9:46:16 AM
Attachments: s 22(1)(a)(ii)
[MS21-001596 - Signed letter to Ms Roche.pdf](#)
[Review of Composition and Operations of NADC Board.pdf](#)
Importance: High

OFFICIAL

From: Rush, Peter
Sent: Monday, 11 October 2021 8:48 PM
To: s 22(1)(a)(ii) ; Foster, Stephanie
Cc: Reid, John ; s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Importance: High

s 22(1)(a)(ii)

- On Friday 8 October, the Minister re-appointed **Ms Danni Roche as Chair** of the NADC Board until 31 March 2023 and three new part-time Director appointments to the NADC Board:
 - **Ms Nikki Govan** (until 31 March 2023) - Chair of Business SA, the South Australian Chamber of Commerce and Industry, a Director of the Australian Chamber of Commerce and Industry, Chair of the Adelaide Economic Development Agency and a Member of the National Tourism Restart Taskforce. Ms Govan is also a successful business operator, running the Star of Greece restaurant in Port Wilunga.
 - **Mr Bao Hoang** (until 31 March 2024) - founder and CEO of the Roll'd Group, one of Australia's fastest growing fast-casual food franchises serving fresh Vietnamese food. Mr Hoang was a former Director of the Centre for Multicultural Youth Board, and a former Commissioner of the National COVID Commission Advisory Board.
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- Mr Morton has indicated that one of the three new appointees would be suitable as Chair of the Audit and Risk Committee.
- In Mr Morton's letter to Ms Roche about the appointments (attached) he asked her to ensure the NADC implements recommendations made in Glenys Beauchamp's recent Review, and other improvements to the operation of the Board.
- Mr Morton also asked for a reply about implementation of the Review. NADC has been provided with the report (attached), for consideration by the Board.
- If and how the report will be published will be determined after the Board has had the opportunity to consider the report and advise the Minister of their plans for implementing the relevant recommendations of the Review

s 22(1)(a)(ii)

From: [Rush, Peter](#)
To: s 22(1)(a)(ii)
Subject: s 22(1)(a)(ii)
Date: Monday, 11 October 2021 8:48:45 PM

s 22(1)(a)(ii)

- On 8 October Mr Morton made three new part-time Director appointments to the NADC Board: Ms Nikki Govan, Ms Denita Wawn and Mr Bao Hoang. Ms Govan is appointed until 31 March 2023 and Ms Wawn and Mr Hoang are both appointed until 31 March 2024.
- In addition, the Minister has re-appointed Ms Danni Roche as Chair of the NADC Board until 31 March 2023.
 - Ms Govan is the Chair of Business SA, the South Australian Chamber of Commerce and Industry, a Director of the Australian Chamber of Commerce and Industry, Chair of the Adelaide Economic Development Agency and a Member of the National Tourism Restart Taskforce. Ms Govan is also a successful business operator, running the Star of Greece restaurant in Port Wilunga.
 - Mr Hoang is founder and CEO of the Roll'd Group, one of Australia's fastest growing fast-casual food franchises serving fresh Vietnamese food. Mr Hoang was a former Director of the Centre for Multicultural Youth Board, and a former Commissioner of the National COVID Commission Advisory Board.
 - Ms Wawn is the CEO of Master Builders Australia and has a background in law, extensive experience in advocacy and maintaining government relations at a national level, and has a professional history as a committed and dedicated leader
- Mr Morton has indicated that one of the three new appointees would be suitable as a Chair of the Audit and Risk Committee.
- In Mr Morton's letter to Ms Roche about the appointments (Attached) he asked her to ensure the NADC implements recommendations made in Glenys Beauchamp's recent Review, and other improvements to the operation of the Board.
- Mr Morton also asked for a reply about implementation of the Review.
- If and how the report will be published will be determined after the Board has had the opportunity to consider the report and advise the Minister of their plans for implementing the relevant recommendations of the Review

s 22(1)(a)(ii)

From: s 22(1)(a)
To: s 22(1)(a)(ii)
Subject: FW: Here it is! [SEC=OFFICIAL]
Date: Thursday, 29 July 2021 2:00:41 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[Review of Composition and Operations of NADC Board.pdf](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
Importance: High

OFFICIAL

From: Rush, Peter
Sent: Friday, 18 June 2021 11:50 AM
To: s 22(1)(a)(ii)
Cc: Reid, John
Subject: FW: Here it is! [SEC=OFFICIAL]
Importance: High

OFFICIAL

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>
Sent: Friday, 18 June 2021 11:32 AM
To: Rush, Peter <Peter.Rush@pmc.gov.au>
Subject: FW: Here it is!

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

Level 2, 55 Blackall Street, Barton, ACT

proximity.com.au


We respectfully acknowledge the Aboriginal and Torres Strait Islander peoples

in the locations that we work and live as the traditional custodians of Australia.

We are committed to honouring their continuing culture, and pay respect to all

Elders past, present and future.


[*Proximity is an award*](#)
[*winning company*](#)
[*click here to see our awards*](#)

From: 
Sent: Friday, 18 June 2021 11:30 AM
To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>
Subject: Here it is!

Hi Glenys

Here is the PDF version.

Have a great weekend...you deserve it!


 Manager - Executive and Business
 Support

proximity
 consulting + legal + commercial

s 47F , s 47G(1)(a)

1800 959 885

Level 2, 55 Blackall St, Barton, ACT

proximity.com.au

We respectfully acknowledge the Aboriginal and Torres Strait
Islander peoples
in the locations that we work and live as the traditional
custodians of Australia.

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Elders past, present and future.



[*Proximity is an award
winning company
click here to see our awards*](#)



From: s 22(1)(a)(ii)
To: s 22(1)(a)
Cc: s 22(1)(a)
Subject: s 22(1)(a)(ii)
Date: Tuesday, 22 June 2021 5:40:51 PM
Attachments: [image001.png](#)

s 22(1)(a)(ii)

Other notes

- Ms Beauchamp PSM has delivered her review of the operations and composition of the NADC Board. The report is with Assistant Minister Morton for consideration.

s 22(1)(a)(ii)

From: [Reid, John](#)
To: **s 22(1)**
Subject: FW: Here it is! [SEC=OFFICIAL]
Date: Friday, 18 June 2021 11:59:47 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[Review of Composition and Operations of NADC Board.pdf](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
Importance: High

OFFICIAL

Can you please print this attachment?

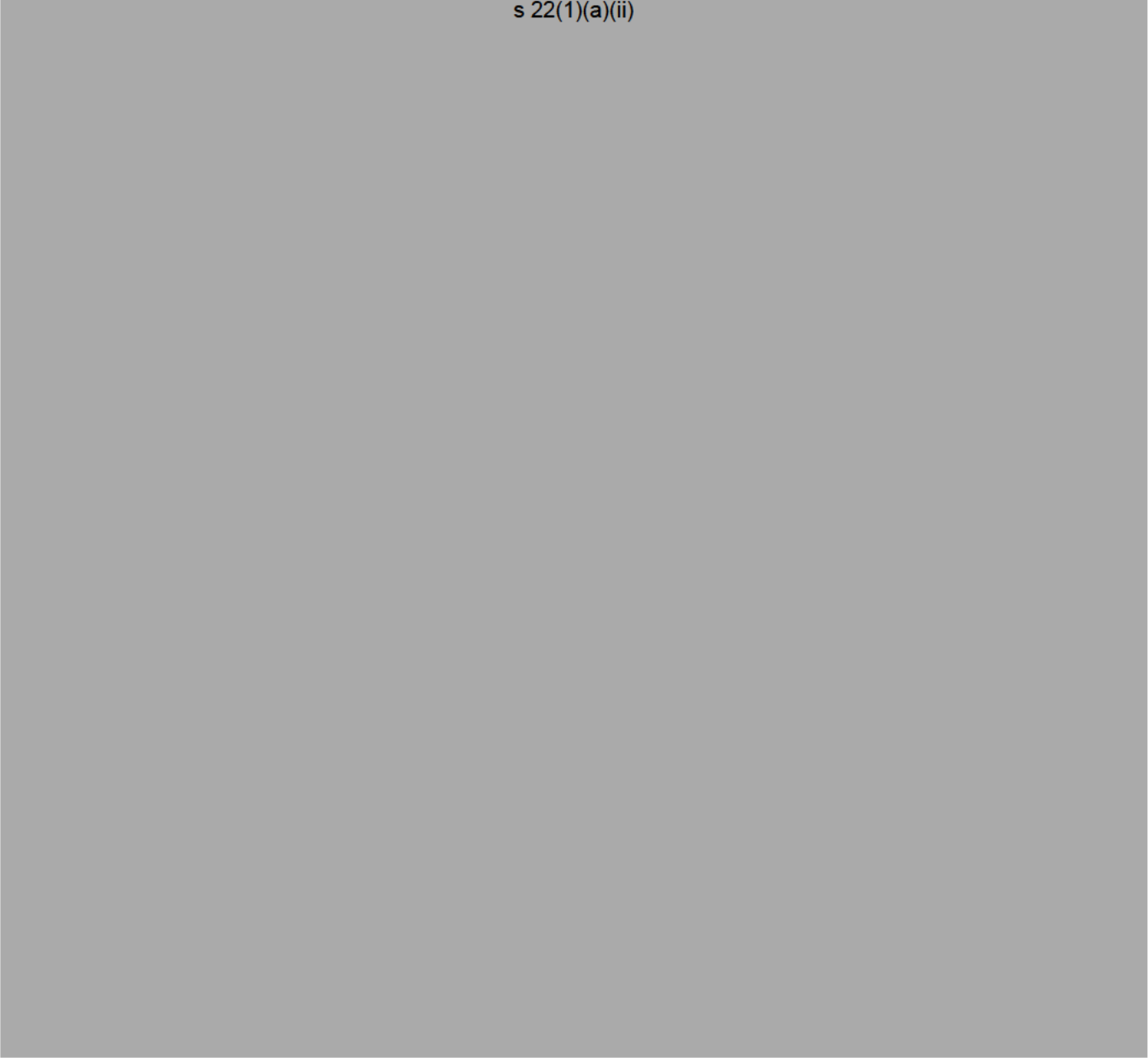
Cheers,

JR

From: Rush, Peter
Sent: Friday, 18 June 2021 11:50 AM
To: **s 22(1)**
Cc: Reid, John
Subject: FW: Here it is! [SEC=OFFICIAL]
Importance: High

OFFICIAL

s 22(1)(a)(ii)

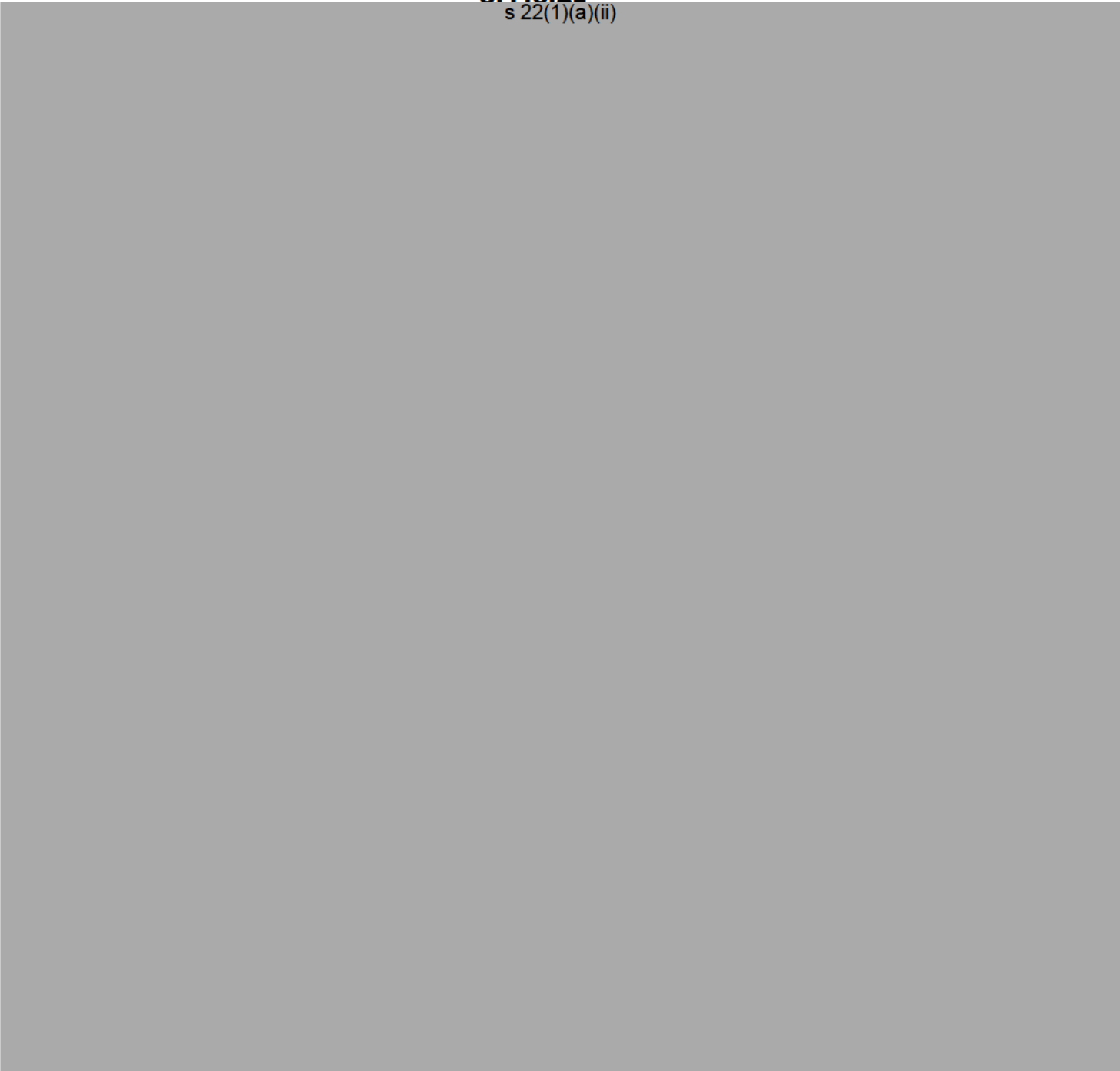


From: s 22(1)(a)
To: s 22(1)(a)(ii)
Subject: FW: Here it is! [SEC=OFFICIAL]
Date: Friday, 18 June 2021 11:58:05 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[Review of Composition and Operations of NADC Board.pdf](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
Importance: High

OFFICIAL

From: Rush, Peter
Sent: Friday, 18 June 2021 11:50 AM
To: s 22(1)(a)(ii)
Cc: Reid, John
Subject: FW: Here it is! [SEC=OFFICIAL]
Importance: High

OFFICIAL
s 22(1)(a)(ii)





Australian Government

Commonwealth Contract – Consultancy Services

Reference ID: CD010561

Customer

Customer Name:	Department of the Prime Minister and Cabinet
Customer ABN:	18 108 001 191
Address:	PO Box 6500 Canberra ACT 2600

Supplier

Full Name of the Legal Entity:	Proximity Advisory Services Pty Ltd
Supplier ABN:	92 147 937 844
Address:	Level 3 55 Blackall Street Barton ACT 2601

Statement of Work

C.A.1 Key Events and Dates

This Contract commences on the Contract Start Date or the date this Contract is executed, whichever is the latter, and continues for the Contract Term unless:

- a) it is terminated earlier; or
- b) the Customer exercises the Contract Extension Option, in which case this Contract will continue until the end of the extended time (unless it is terminated earlier).

Event	Details
Contract Start Date:	Monday, 19 April 2021
Contract Term:	This Contract will terminate on Monday 31 May 2021.
Contract Extension Option:	This Contract includes the following extension option(s): One period of 30 days

C.A.2 The Requirement

Review the composition and operations of the NADC Board

SCOPE

Purpose

The Department of the Prime Minister and Cabinet is commissioning an independent review of the National Australia Day Council (NADC) Board and its operations. The purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

The Board is currently carrying several vacancies. Conducting the review prior to any new appointments will ensure an appropriate distribution of skills, particularly in leadership and governance, as well as professional and personal backgrounds on the Board, is maintained.

Expectations for the review

The NADC Board requires strong leadership and robust governance expertise to continue to lead and build on the work undertaken by the Board and NADC staff for Australia Day 2020 and 2021.

In this context, the review will focus on analysing the operating model and composition of the NADC Board including:

- the function and dynamics of Board meetings
- internal and external communications
- represented skillsets and backgrounds, including identifying any gaps
- relationships between Board members with staff and stakeholders
- the Board's history and projected challenges.

The Supplier will conduct approximately 15 interviews, including all current and recent members of the NADC Board and senior staff at the NADC. The Supplier will also interview other significant stakeholders including the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet and Senior Executive Staff in Government Division, PM&C.

The Supplier will be expected to provide a report with recommendations to inform future operations and considerations of appointments. The report will be shared with Assistant Minister Morton who is responsible for making appointments to the NADC Board.

The review will take up to five days if conducted full-time.

The report will need to be delivered by 31 May 2021. Should further work be required following the receipt of the final report, a contract variation will be submitted.

Current NADC Board

There is currently a diverse range of backgrounds and experience on the Board, including not-for-profits, the community sector, public sector (long-standing practice is that the Deputy Secretary, Governance, PM&C, is appointed as a director), business, the law and academia. Two members of the Board are Indigenous Australians.

Having diverse Board membership (in a geographic, gender and community sense) ensures the NADC's activities reflect the Australian population as a whole. Following a recent resignation, the Board's current gender balance is 60 per cent male (five) and 40 per cent female (four).

Supplier

Proximity Principal Advisor, Glenys Beauchamp will undertake the independent review of the National Australia Day Council (NADC) Board and its operations.

On the basis that there are approximately 15 interviews to conduct plus related review activities and the delivery of the report at conclusion, this contract allows for a total of 65 hours of effort to deliver the report by mid-May.

Commonwealth Contract – Consultancy Services

The Principal Advisor will do 80% of the project work (estimate of cost based is \$30,000 inc GST) with the remainder comprised of administrative support from the Junior Advisor.

The capped value of the contract is based on the timeframe of approximately 60 hours to complete the review.

The supplier will notify the Contract Manager if additional hours are required. Agreement to proceed must be provided in writing via a variation to the contract.

Please note that the following associated tasks are outside of the scope of this quote:

- Any significant research in connection with the report is outside of the scope of this quote and
- Graphic design and any copying costs

C.A.2(a) Standards

The Supplier must ensure that any goods and services provided under this Contract comply with all applicable Australian standards (or in its absence an international standard) including any requirements or standards specified in this Statement of Work. If requested by the Customer, the Supplier must enable the Customer, or an independent assessor, to conduct periodic audits to confirm compliance with all applicable Australian or international standards, including, but not limited to, those specified in this Statement of Work.

Web Content Accessibility

As applicable, the Supplier must ensure that any website, associated material and/or online publications (where applicable) complies with the Web Content Accessibility Guidelines available at: <https://www.w3.org/WAI/intro/wcag>.

C.A.2(b) Security Requirements

None Specified

C.A.2(c) Work Health and Safety

Prior to commencement of this Contract, the Customer's Contract Manager and the Supplier's Contract Manager will identify any potential Work Health and Safety issues anticipated to arise during the term of this contract and assign management of each issue identified to the party best able to manage it. The Supplier will provide the Customer with a plan for approval.

Throughout the Contract Term, the Customer and the Supplier will proactively identify and cooperate to manage any Work Health and Safety issues that arise.

C.A.2(d) Delivery and Acceptance

Where the Customer rejects any deliverables under Clause C.C.11 [*Delivery and Acceptance*] the Customer will specify a timeframe in which the Supplier is required to rectify deficiencies, at the Supplier's cost, so that the deliverables meet the requirements of this Contract. The Supplier must comply with any such requirement. Rectified deliverables are subject to acceptance under Clause C.C.11 [*Delivery and Acceptance*].

The Supplier will refund all payments related to the rejected deliverables unless the relevant deliverables are rectified and accepted by the Customer.

If the Supplier is unable to meet the Customer's timeframe, the Customer may terminate this Contract in accordance with Clause C.C.16 [*Termination for Cause*].

Milestone Description	Contact for Delivery	Delivery Location/Email	Due Date
Deliver final report of the review	s 22(1)(a)(ii)		14/05/2021

Commonwealth Contract – Consultancy Services

C.A.2(e) Meetings

The Supplier is not required to attend meetings.

C.A.2(f) Facilities and Assistance Offered by the Customer

The Customer will not make any facilities or assistance available to the Supplier.

C.A.2(g) Customer Material

The Customer will not provide any material.

C.A.2(h) Conflicts of Interest

The Supplier has declared that it has no actual, perceived or potential conflicts of interest relevant to the performance of its obligations under this Contract.

C.A.2(i) Public Interest Disclosure

Public officials (including service providers under a Commonwealth contract) who suspect wrongdoing within the Commonwealth public sector can raise their concerns under the *Public Interest Disclosure Act 2013* (PID Act). Prior to making a disclosure, refer to information available at: <http://www.ombudsman.gov.au/about/making-a-disclosure/information-for-disclosers>.

All Public Interest Disclosure matters (relating to this procurement) should be referred to:

Name/Position:	Public Interest Disclosure Officer
Email Address:	publicinterestdisclosure@pmc.gov.au

C.A.2(j) Complaints Handling

Any complaints relating to this procurement should be referred to:

Name/Position:	Complaints Officer
Email Address:	complaints@pmc.gov.au

Commonwealth Contract – Consultancy Services

C.A.3 Contract Price

The maximum Contract Price inclusive of GST and all taxes and charges will not exceed **\$32,200.00** as set out below.

Fee Rates

Position Role/Level	Hourly Rate GST inclusive	Total Fee (GST Inclusive)
Glenys Beauchamp – Principal Advisor	\$550.00	30,000.00
s 47F, s 47G(1)(-) Junior Advisor	\$253.00	2,200.00

C.A.3(a) Payment Schedule

The Total Fixed Fees and Charges will be made as a single payment on completion of contracted deliverables.

C.A.4 Contract Managers and Addresses for Notices

Contract Managers are responsible for issuing or accepting any written Notices under this Contract and are the contact points for general liaison.

C.A.4(a) Customer's Contract Manager:

The person occupying the position of:

Currently:

s 22(1)(a)(ii)

Telephone:

Email Address:

C.A.4(b) Customer's Address for Invoices:

Addressee Name/Position Title:

s 22(1)(a)(ii)

Email Address:

The Customer's preferred method of invoicing is by email.

C.A.4(c) Supplier's Contract Manager:

Name:

s 47F , s 47G(1)
(a)

Position Title:

Group Manager - Client Engagement

Telephone:

1800959885

Mobile:

s 47F , s

Email Address:

47G(1)(a)

@proximity.com.au

Postal Address:

Level 3

55 Blackall Street

Barton ACT 2601

C.A.4(d) Supplier's Address for Notices

Name:

s 47F , s 47G(1)(a)

Position Title:

Group Manager

Email Address:

s 47F , s 47G(1)
(a)

@proximity.com.au

Postal Address:

Level 3

55 Blackall Street

Barton ACT 2601

Commonwealth Contract – Consultancy Services

C.A.5 Specified Personnel

Position/Role	Name	Current Security Clearance Level	Percentage of Total Project Time
Principal Advisor	Glenys Beauchamp		80
Junior Advisor	s 47F , s 47G(1)(a)		20

C.A.6 Subcontractors

None Specified

Additional Contract Terms

An executed contract will incorporate the Commonwealth Contract Terms and also the following Additional Contract Terms:

C.B.1 Intellectual Property

The Supplier owns the Intellectual Property Rights in the Material created under this Contract.

The Supplier grants to the Customer:

- a) a non-exclusive, irrevocable, royalty-free, perpetual, world-wide licence to exercise the Intellectual Property Rights in the Material provided under this Contract for any purpose; and
- b) a right to sub-licence the rights in (a) above to third parties, including to the public under an open access or Creative Commons 'BY' licence.

The licence excludes the right of commercial exploitation by the Customer.

The Supplier warrants that it is entitled to grant this licence to the Customer; and that the provision of the Goods and/or Services and any Material by the Supplier under this Contract, and its use by the Customer, in accordance with this Contract, will not infringe any third party's Intellectual Property Rights and Moral Rights.

Intellectual Property Rights in Goods provided under this Contract or pre-existing Intellectual Property of the Supplier, set out below (if any), will not change as a result of this Contract.

Pre-Existing Intellectual Property of the Supplier

Not Applicable

C.B.2 Confidential Information of the Supplier

Not Applicable

C.B.3 Interest on Late Payments

Where the Customer and the Supplier both have the capability to deliver and receive e-Invoices through the Pan-European Public Procurement On-Line (PEPPOL) framework and have agreed to use electronic invoicing (e-Invoicing), the Customer will pay the amount of a Correctly Rendered Invoice to the Supplier within five (5) calendar days after receiving it, or if this day is not a business day, on the next business day.

In all other circumstances, the Customer will pay the amount of a Correctly Rendered Invoice to the Supplier within twenty (20) calendar days after receiving it, or if this day is not a business day, on the next business day.

If the total initial value of the Contract (excluding any options, extensions, renewals or other mechanisms that may be executed over the life of the contract) is less than A\$1 million (GST inclusive) and the Customer fails to make a payment to the Supplier by the business day it is due, the Customer will pay the unpaid amount plus interest on the unpaid amount, provided the amount of interest payable under this clause exceeds A\$100.

Interest payable under this clause will be simple interest calculated in respect of each calendar day from the day after the amount was due and payable, up to and including the day that the Customer effects payment, calculated using the General Interest Charge Rate available on the Australian Taxation Office website as it applies on the day the amount was due and payable expressed as a daily rate.

Commonwealth Contract Terms

C.C.1 Background:

The Customer requires the provision of certain Goods and/or Services. The Supplier has fully informed itself on all aspects of the Customer's requirements and has responded representing that it is able to meet the Statement of Requirement.

Some terms used in these *Commonwealth Contract Terms* have been given a special meaning. Their meanings are set out either in the *Commonwealth Contracting Suite Glossary* or in the relevant *Commonwealth Contract*.

C.C.2 Relationship of the Parties:

Neither party is the employee, agent, officer or partner of the other party nor, by virtue of this Contract, authorised to bind or represent the other party.

The Supplier must ensure that its officers, employees, agents or Subcontractors do not represent themselves as being an officer, employee, partner or agent of the Customer.

In all dealings related to the Contract, the parties agree to:

- (a) communicate openly with each other and cooperate in achieving the contractual objectives; and
- (b) act honestly and ethically; and
- (c) comply with reasonable commercial standards of fair conduct; and
- (d) consult, cooperate and coordinate activities to identify and address any overlapping work health and safety responsibilities aimed at ensuring the health and safety of workers and workplaces; and
- (e) comply with all reasonable directions and procedures relating to work health and safety, record keeping and security in operation at each other's premises or facilities whether specifically informed or as might reasonably be inferred from the circumstances.

C.C.3 Conflict of Interest:

The Supplier has either declared any real or perceived conflicts of interest that might arise; or states that no conflicts of interest exist, or are anticipated, relevant to the performance of its obligations under the Contract.

If any conflict or potential conflict arises during the Contract Term, the Supplier will immediately notify the Customer and comply with any reasonable Notice given to the Supplier by the Customer in relation to the conflict. As soon as practicable, any verbal advice must be followed by written confirmation.

C.C.4 Precedence of Documents:

The Contract is comprised of:

- (a) *Additional Contract Terms* (if any);
- (b) *Statement of Work*;
- (c) *Commonwealth Contract Terms*;
- (d) *Commonwealth Contracting Suite Glossary*; and
- (e) *Contract Annex 1 – Supplementary information* (if any),

unless otherwise agreed in writing between the parties.

If there is ambiguity or inconsistency between documents comprising the Contract, the document appearing higher in the list will have precedence.

The Contract may be signed and dated by the parties on separate, but identical, copies. All signed copies constitute one (1) Contract.

C.C.5 Governing Law:

The laws of the Australian Capital Territory apply to the Contract.

C.C.6 Entire Agreement:

The Contract represents the Parties' entire agreement in relation to the subject matter, at the time this Contract was entered.

Anything that occurred before the making of this Contract shall be disregarded (unless incorporated into the Contract in writing). However, the Supplier represents that the claims made in its Response to the ATM were correct when made and remain correct.

The Parties agree that no agreement or understanding varying or extending the Contract will be legally binding upon either Party unless in writing and agreed by both Parties.

If either Party does not exercise (or delays in exercising) any of its contractual rights, that failure or delay will not prejudice those rights.

C.C.7 Survival:

All Additional Contract Terms (if any), plus Clauses C.C.14 [*Liability of the Supplier*], C.C.17 [*Supplier Payments*], C.C.20 [*Transition Out*], C.C.22 [*Compliance with Commonwealth Laws and Policies*], C.C.22(A) [*Access to Supplier's Premises and Records*], C.C.22(F) [*Fraud*] survive termination or expiry of the Contract.

C.C.8 Notices:

A Notice is deemed to be effected:

- (a) if delivered by hand - upon delivery to the relevant address;
- (b) if sent by registered post - upon delivery to the relevant address; or
- (c) if transmitted electronically - upon actual delivery as evidenced by an acknowledgement of receipt from the recipient's system by any means (including by means of delivery receipt).

A Notice received after 5.00 pm, or on a day that is not a working day in the place of receipt, is deemed to be effected on the next working day in that place.

C.C.9 Assignment:

The Supplier may not assign any rights under the Contract without the Customer's written consent. To seek consent, the Supplier must provide the Customer with a Notice, which includes full details of the proposed assignee and the rights the Supplier proposes to assign.

To decline consent, the Customer must provide a Notice to the Supplier, setting out its reasons, within twenty-eight (28) calendar days of receiving the Notice seeking consent. Otherwise, the Customer is taken to have consented.

C.C.10 Subcontracting:

Subcontracting any part of, or the entire Supplier's obligations under the Contract, will not relieve the Supplier from any of its obligations under the Contract.

The Supplier must ensure that Subcontractors specified in Item C.A.6 [*Subcontractors*] (if any) perform that part of the Services Specified in that item. Unless otherwise agreed by the Customer (in writing) the Supplier must not subcontract any part of its obligations under the Contract other than to Subcontractors named in Item C.A.6. The Supplier must ensure that specified Subcontractors (if any) are not replaced without the prior written consent of the Customer. The Customer's written consent will not be unreasonably withheld.

At the Customer's request, the Supplier, at no additional cost to the Customer, must promptly remove from involvement in the Contract any Subcontractor that the Customer reasonably considers should be removed.

Commonwealth Contract Terms

The Supplier must make available to the Customer the details of all Subcontractors engaged to provide the Goods and/or Services under the Contract. The Supplier acknowledges that the Customer may be required to publicly disclose such information.

The Supplier must ensure that any subcontract entered into by the Supplier, for the purpose of fulfilling the Supplier's obligations under the Contract, imposes on the Subcontractor the same obligations that the Supplier has under the Contract (including this requirement in relation to subcontracts).

C.C.11 Delivery and Acceptance:

The Supplier must provide the Goods and/or Services as specified in the *Statement of Work* and meet any requirements and standard specified in the *Statement of Work*.

The Supplier must promptly notify the Customer if the Supplier becomes aware that it will be unable to provide all or part of the Goods and/or Services specified in the *Statement of Work* and advise the Customer when it will be able to so.

Any Goods must be delivered free from any security interest. Unless otherwise stated in the Contract, Goods must be new and unused. Any Services must be provided to the higher of the standard that would be expected of an experienced, professional supplier of similar services and any standard specified in the *Statement of Work*.

The Customer may reject the Goods and/or Services within fourteen (14) calendar days after delivery or such longer period specified in the Contract at Item C.A.2(d) (*Delivery and Acceptance*), if the Goods and/or Services do not comply with the requirements of the Contract ("Acceptance Period").

If during the Acceptance Period circumstances outside the Customer's reasonable control cause a delay in the Customer's evaluation of the compliance of the Goods and/or Services with the Contract, the Customer may give the Supplier a Notice before the end of the original Acceptance Period, setting out the reason for the delay and the revised Acceptance Period date (which must be reasonable having regard to the circumstances causing the delay).

If the Customer does not notify the Supplier of rejection within the Acceptance Period (as extended if applicable), the Customer will be taken to have accepted the Goods and/or Services, though the Customer may accept the Goods and/or Services sooner. Title to Goods transfers to the Customer only on acceptance.

If the Customer rejects the Goods and/or Services, the Customer must issue a Notice clearly stating the reason for rejection and the remedy the Customer requires. No payment will be due for rejected Goods and/or Services until their acceptance.

C.C.12 Licences Approvals and Warranties:

At no cost to the Customer, the Supplier must obtain and maintain all Intellectual Property Rights, licences or other approvals required for the lawful provision of the Goods and/or Services and arrange any necessary customs entry for any Goods.

The Supplier must provide the Customer with all relevant third Party warranties in respect of Goods. If the Supplier is a manufacturer, the Supplier must provide the Customer with all standard manufacturer's warranties in respect of the Goods it has manufactured and supplied.

To the extent permitted by laws and for the benefit of the Customer, the Supplier consents, and must use its best endeavours to ensure that each author of Material consents in writing, to the use by the Customer of the Material, even if the use may otherwise be an infringement of their Intellectual Property Rights and/or Moral Rights.

C.C.13 Specified Personnel:

The Supplier must ensure that the Specified Personnel set out in Item C.A.5 (*Specified Personnel*) (if any) perform the part of the Services specified in that item. The Supplier must ensure that Specified Personnel (if any) are not replaced without the prior written consent of the Customer. The Customer's written consent will not be unreasonably withheld.

At the Customer's reasonable request, the Supplier, at no additional cost to the Customer, must as soon as reasonably practicable replace any Specified Personnel that the Customer reasonably considers:

- (a) is not performing the Supplier's obligations under the Contract to the standard or within the timeframe reasonably required by the Customer;
- (b) is not a fit and proper person; or
- (c) is not suitably qualified to perform the Services.

Any Specified Personnel must be replaced with personnel that are acceptable to the Customer.

C.C.14 Liability of the Supplier:

The Supplier will indemnify the Customer and its officials against any claim, loss or damage arising in connection with any negligent or wilful breach of the Supplier's obligations or representations under the Contract.

The Supplier's obligation to indemnify the Customer and its officials will reduce proportionally to the extent that any act or omission, on the part of the Customer or its officials contributed to the claim, loss or damage.

The Supplier's liability under this clause shall not exceed the maximum applicable amount that applies to the claim loss or damage under a scheme operating under Schedule 4 of the *Civil Law (Wrongs) Act 2002* (ACT), or any corresponding State, Territory or Commonwealth legislation, that limits the civil liability of members of particular professions arising from the performance of their professional services, where the Supplier is a member of that scheme, and where that scheme applies to the Goods and/or Services delivered under the Contract.

The Supplier will maintain adequate insurances for the Contract and provide the Customer with proof when reasonably requested.

C.C.15 Termination or Reduction for Convenience:

In addition to any other rights either party has under the Contract,

- (a) the Customer acting in good faith, may at any time; or
- (b) the Supplier, acting in good faith, may notify that it wishes to, terminate the Contract or reduce the scope or quantity of the Goods and/or Services by providing a Notice to the other Party.

If the Supplier issues a Notice under this clause, the Supplier must comply with any reasonable directions given by the Customer. The Contract will terminate, or the scope will be reduced in accordance with the Notice, when the Supplier has complied with all of those directions.

If the Customer issues a Notice under this clause, the Supplier must stop or reduce work in accordance with the Notice and comply with any reasonable directions given by the Customer.

Commonwealth Contract Terms

In either case, the Supplier must mitigate all loss and expenses in connection with the termination or reduction in scope (including the costs of its compliance with any directions). The Customer will pay the Supplier for Goods and/or Services accepted in accordance with clause C.C.11 [Delivery and Acceptance] and item C.A.2(d) [Delivery and Acceptance] before the effective date of termination or reduction.

If the Customer issues a Notice under this clause, the Customer will also pay the Supplier for any reasonable costs the Supplier incurs that are directly attributable to the termination or reduction, provided the Supplier substantiates these costs to the satisfaction of the Customer.

Under no circumstances will the total of all payments to the Supplier exceed the Contract Price. The Supplier will not be entitled to loss of anticipated profit for any part of the Contract not performed.

C.C.16 Termination for Cause:

The Customer may issue a Notice to immediately terminate or reduce the scope of the Contract if:

- (a) the Supplier does not deliver the Goods and/or Services as specified in the Contract, or notifies the Customer that the Supplier will be unable to deliver the Goods and/or Services as specified in the Contract;
- (b) the Customer rejects the Goods and/or Services in accordance with clause C.C.11 [Delivery and Acceptance] and the Goods and/or Services are not remedied as required by the Notice of rejection;
- (c) the Supplier breaches a material term of the Contract and the breach is not capable of remedy;
- (d) the Supplier does not remediate a material breach of the Contract which is capable of remediation within the period specified by the Customer in a Notice of default issued to the Supplier; or
- (e) subject to the Customer complying with any requirements in the Corporations Act 2001 (Cth), the Supplier:
 - (i) is unable to pay all its debts when they become due;
 - (ii) if incorporated – has a liquidator, receiver, administrator or other controller appointed or an equivalent appointment is made under legislation other than the Corporations Act 2001 (Cth); or
 - (iii) if an individual – becomes bankrupt or enters into an arrangement under Part IX or Part X of the Bankruptcy Act 1966 (Cth).

Termination of the Contract under this clause does not change the Customer's obligation to pay any Correctly Rendered Invoice.

C.C.17 Supplier Payments:

If the Supplier is required to submit an invoice to trigger payment, the invoice must be a Correctly Rendered Invoice.

The Supplier must promptly provide to the Customer such supporting documentation and other evidence reasonably required by the Customer to substantiate performance of the Contract by the Supplier.

Payment of any invoice is payment on account only, and does not substantiate performance of the Contract.

If the Supplier owes any amount to the Customer in connection with the Contract, the Customer may offset that amount, or part of it, against its obligation to pay any Correctly Rendered Invoice.

C.C.18 Dispute Resolution:

For any dispute arising under the Contract both the Supplier and the Customer agree to comply with (a) to (d) of this clause sequentially:

- (a) both Contract Managers will try to settle the dispute by direct negotiation;
- (b) if unresolved, the Contract Manager claiming that there is a dispute will give the other Contract Manager a Notice setting out details of the dispute and proposing a solution;
- (c) if the proposed solution is not accepted by the other Contract Manager within five (5) business days, each Contract Manager will nominate a more senior representative, who has not had prior direct involvement in the dispute. These representatives will try to settle the dispute by direct negotiation;
- (d) failing settlement within a further ten (10) business days, the Customer will, without delay, refer the dispute to an appropriately qualified mediator selected by the Customer or, at the Customer's discretion, to the chairperson of an accredited mediation organisation to appoint a mediator, for mediation to commence within fifteen (15) business days of the request.

Representatives for the Supplier and the Customer must attend the mediation. The nominated representatives must have the authority to bind the relevant party and act in good faith to genuinely attempt to resolve the dispute.

The Customer and the Supplier will each bear their own costs for dispute resolution. The Customer will bear the costs of a mediator.

If the dispute is not resolved within thirty (30) business days after mediation commences, either the Supplier or the Customer may commence legal proceedings.

Despite the existence of a dispute, the Supplier will (unless requested in writing by the Customer not to do so) continue their performance under the Contract.

This procedure for dispute resolution does not apply to action relating to clause C.C.16 [Termination for Cause] or to legal proceedings for urgent interlocutory relief.

C.C.19 Transition In:

The Supplier must perform all tasks reasonably required to facilitate the smooth transition of the provision of the Goods and/or Services from any outgoing supplier to the Supplier.

C.C.20 Transition Out:

If the Contract expires or is terminated under clause C.C.16 [Termination for Cause] the Supplier must comply with any reasonable directions given by the Customer in order to facilitate the smooth transition of the provision of the Goods and/or Services to the Customer or to another supplier nominated by the Customer.

C.C.21 Compliance with Laws:

The Supplier must comply with, and ensure its officers, employees, agents and subcontractors comply with the laws from time to time in force in any jurisdiction in which any part of the Contract is performed.

Commonwealth Contract Terms

C.C.22 Compliance with Commonwealth Laws and Policies:

The Supplier must comply with, and ensure its officers, employees, agents and subcontractors comply with all Commonwealth laws and policies relevant to the Goods and/or Services and must provide such reports and other information regarding compliance as reasonably requested by the Customer or as otherwise required by a relevant law or policy.

If the Supplier becomes aware of any actual or suspected breach of the requirements set out in clauses A to G below, it must:

- (a) immediately report it to the Customer and provide a written report on the matter within five (5) business days; and
- (b) comply with any reasonable directions by the Customer in relation to any investigation or further reporting of the actual or suspected breach.

A. Access to Supplier's Premises and Records: The Supplier must maintain proper business and accounting records relating to the supply of the Goods and/or Services and performance of the Contract.

The Supplier agrees to provide to the Customer, or its nominee, access to the Supplier's, or its Subcontractor's premises, personnel, documents and other records, and all assistance reasonably requested, for any purpose associated with the Contract or any review of the Supplier's or the Customer's performance under the Contract, including (but not limited to) in connection with a request made under the *Freedom of Information Act 1982* (Cth) or audit or review by the Australian National Audit Office. Unless the access is required for the purpose of a criminal investigation into the Supplier, its employees or subcontractors, the Customer will reimburse the Supplier's substantiated reasonable cost for complying with the Customer's request.

The Supplier must not transfer, or permit the transfer of, custody or ownership, or allow the destruction, of any Commonwealth record (as defined in the *Archives Act 1983* (Cth)) without the prior written consent of the Customer. All Commonwealth records, including any held by Subcontractors, must be returned to the Customer at the conclusion of the Contract.

B. Privacy Act 1988 (Cth) Requirements: In providing the Goods and/or Services, the Supplier agrees to comply, and to ensure that its officers, employees, agents and subcontractors comply with the *Privacy Act 1988* (Cth) and not to do anything, which if done by the Customer would breach an Australian Privacy Principle as defined in that Act.

C. Confidential Information: Other than information available in the public domain, the Supplier agrees not to disclose to any person, other than the Customer, any confidential information relating to the Contract or the Goods and/or Services, without prior written approval from the Customer. This obligation will not be breached where the Supplier is required by law or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

The Customer may at any time require the Supplier to arrange for its employees, agents or subcontractors to give a written undertaking relating to nondisclosure of the Customer's confidential information in a form acceptable to the Customer.

The Customer will keep any information in connection with the Contract confidential to the extent it has agreed in writing to keep such specified information confidential. The Customer will not be in breach of any confidentiality agreement if the Customer is required to disclose the information by law, a Minister or a House or Committee of Parliament.

D. Security and Safety: When accessing any Commonwealth place, area or facility, the Supplier must comply with any security and safety requirements notified to the Supplier by the Customer or of which the Supplier is, or should reasonably be aware. The Supplier must ensure that its officers, employees, agents and subcontractors are aware of, and comply with, such security and safety requirements.

The Supplier must ensure that all information, material and property provided by the Customer for the purposes of the Contract is protected at all times from unauthorised access, use by a third party, misuse, damage and destruction and is returned as directed by the Customer.

The Supplier acknowledges that unauthorised disclosure of security-classified information is an offence. Legislation (including, but not limited to, the *Criminal Code Act 1995* (Cth)) contains provisions relating to the protection of certain information and sets out the penalties for the unauthorised disclosure of that information.

E. Criminal Code: The Supplier acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under section 137.1 of the schedule to the *Criminal Code Act 1995* (Cth). The Supplier must ensure that any subcontractor engaged in connection with the Contract is aware of the information contained in this clause.

F. Fraud: For the purposes of this clause, Fraud means dishonestly obtaining a benefit from the Commonwealth or causing a loss to the Commonwealth by deception or other means.

The Supplier must take all reasonable steps to prevent and detect Fraud in relation to the performance of this Contract. The Supplier acknowledges the occurrence of Fraud will constitute a breach of this Contract.

If an investigation finds that the Supplier or its employees have committed Fraud, or the Supplier has failed to take reasonable steps to prevent Fraud by an employee or subcontractor, the Supplier must reimburse or compensate the Customer in full.

G. Taxation: The Supplier agrees to comply, and to require its subcontractors to comply, with all applicable laws relating to taxation.



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Commonwealth Contracting Suite (CCS) Glossary

In the Commonwealth Contracting Suite:

A reference to:

- a) a clause in the form A.A.[x] – is a reference to a clause of the **Approach to Market**;
- b) a clause in the form A.B.[x] – is a reference to a clause of the **Commonwealth ATM Terms**;
- c) an item in the form C.A.[x] – is a reference to an item in the **Statement of Work**;
- d) a clause in the form C.B.[x] – is a reference to a clause in the **Additional Contract Terms**;
- e) a clause in the form C.C.[x] – is a reference to a clause of the **Commonwealth Contract Terms** or the **Commonwealth Purchase Order Terms**, as the case may be.

"Additional Contract Terms" means the terms and conditions set out in the section of the Contract with the heading 'Additional Contract Terms'.

"Approach to Market or ATM" means the notice inviting potential suppliers to participate in the procurement.

"Closing Time" means the closing time specified in clause A.A.1 [*Key Events and Dates*].

"Contract" means the documentation specified in clause C.C.4 [*Precedence of Documents*].

"Contract Extension Option" means an option of a Customer to extend the term of a Contract for one or more additional time periods.

"Contract Manager" means the contract manager for the Customer and/or Supplier (as relevant) specified in the Contract.

"Contract Price" means the total contract price specified in the Contract, including any GST component payable, but does not include any simple interest payable on late payments.

"Correctly Rendered Invoice" means an invoice that:

- a) is correctly addressed and calculated in accordance with the Contract;
- b) relates only to Goods and/or Services that have been accepted by the Customer in accordance with the Contract;
- c) includes any purchase order number, and the name and phone number of the Customer's Contract Manager;
- d) is for an amount which, together with all previously Correctly Rendered Invoices, does not exceed the Contract Price; and
- e) is a valid tax invoice in accordance with the GST Act.

"Customer" means a party specified in a Contract as a Customer.

"Delivery and Acceptance" means the process by which Goods and/or Services are delivered to a Customer and accepted by the Customer as meeting the terms specified in the Contract.

"General Interest Charge Rate" means the general interest charge rate determined under section 8AAD of the *Taxation Administration Act 1953* on the day payment is due, expressed as a decimal rate per day.

"Goods and/or Services" means:

- a) the Goods, Services, or Goods and Services and any Material specified in the Contract; and
- b) all such incidental Goods and Services that are reasonably required to achieve the purposes of the Customer as specified in the Contract.

"GST Act" means *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

"GST" means a Commonwealth goods and services tax imposed by the GST Act.

"Intellectual Property Rights" means all intellectual property rights which may subsist in Australia or elsewhere, whether or not they are registered or capable of being registered.

Commonwealth Contracting Suite (CCS) Glossary

"Material" means any material brought into existence as a part of, or for the purpose of producing the Goods and/or Services, and includes but is not limited to documents, equipment, information or data stored by any means.

"Moral Rights" means the rights in *Part IX of the Copyright Act 1968 (Cth)*, including the right of attribution, the right against false attribution and the right of integrity.

"Notice" means an official notice or communication under the Contract in writing, from one Contract Manager and delivered to the other Contract Manager, at the postal address, or email address, or facsimile number set out in the Contract or as notified from time to time.

"Requirement" means the description of the Goods and Services described in:

- a) for the purposes of the Commonwealth ATM Terms the section of the Approach to Market with the heading 'Requirement';
- b) for the purposes of the Commonwealth Contract Terms the section of the Statement of Work with the heading 'Requirement';
- c) for the purposes of the Commonwealth Purchase Order Terms the document setting out the Goods and/or Services.

"Specified Personnel" means the personnel specified in the Contract or such other personnel who are accepted by the Customer in accordance with clause C.C.13 [*Specified Personnel*].

"Statement of Requirement" means the section of the Approach to Market with the heading 'Statement of Requirement'.

"Statement of Work" means the section of the Contract, as the case may be, with the heading 'Statement of Work'.

"Supplier" means a party specified in a Contract as a Supplier.

Contract Signing Page

The Parties agree that by signing this Commonwealth Contract – Consultancy Services, they enter into a Contract comprising:

- a) Additional Contract Terms (if any);
- b) Statement of Work;
- c) Commonwealth Contract Terms;
- d) Commonwealth Contracting Suite Glossary; and
- e) Contract Annex 1 – Supplementary Information (if any).

EXECUTED as an Agreement

Signed for and on behalf of the **Commonwealth of Australia** as represented by Department of the Prime Minister and Cabinet

ABN 18 108 001 191 by its duly authorised delegate in the presence of

Signature of witness

s 22(1)(a)(ii)

Signature of delegate

s 22(1)(a)(ii)

Name of witness (*print*)

s 22(1)(a)(ii)

Name of delegate (*print*)

s 22(1)(a)(ii)

Position of delegate (*print*)

SENIOR ADVISER

Date:

26 May 2021

Executed by Proximity Advisory Services Pty Ltd ABN 92 147 937 844 in accordance with Section 127 of the *Corporations Act 2001*

Signature of director

s 22(1)(a)(ii)

Signature of director/~~company secretary~~

(Please delete as applicable)

s 22(1)(a)(ii)

Name of director (*print*)

s 47F, s 47G(1)(a)

Name of director/~~company secretary~~ (*print*)

s 47F, s 47G(1)(a)

Date:

27/05/21

From: [Glenys Beauchamp](#)
To: [Rush Peter](#)
Subject: Re: Very Rough Draft report for fact checking [SEC=OFFICIAL]
Date: Saturday, 1 May 2021 1:54:39 PM
Attachments: [image008.png](#)
[image009.png](#)
[image010.png](#)
[image001.png](#)
[image002.png](#)
[image686344.png](#)
[image387595.png](#)
[image801315.png](#)
[image001839.png](#)
[image624614.png](#)

Thanks. Grateful for any comments

Glenys Beauchamp
0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
 0419279415
 1800 959 885
 Level 2, 55 Blackall Street, Barton, ACT
proximity.com.au

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From: Rush, Peter
Sent: Saturday, May 1, 2021 1:48:25 PM
To: Glenys Beauchamp
Subject: RE: Very Rough Draft report for fact checking [SEC=OFFICIAL]
 OFFICIAL

Thank Glenys, I have added a few comments in attached, which I hope will be helpful. You certainly have a fair bit to do to finalise, but I think it is shaping up well against scope. I have no significant concerns with accuracy either.

Cheers - Rush

From: Glenys Beauchamp
Sent: Friday, 30 April 2021 9:29 PM
To: Rush, Peter
Subject: Very Rough Draft report for fact checking

Hi Peter – here is a draft. As you can see I have a fair bit of work to do over the weekend but would appreciate the fact checking. I'm still to incorporate Peter Woolcott's advice received today and further info on grants programs from NADC. I am also reviewing all the governance documents to see exactly what the Bd is doing and not doing. And checking and verifying all comments made.

I am also yet to complete summary slide deck and include Appendixes.

Please call any time over the weekend so I can finalise asap, thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
[0419279415](tel:0419279415)

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From: [Glenys Beauchamp](#)
To: [Rush, Peter](#)
Cc: [s 22\(1\)](#) [Reid, John](#)
Subject: RE: Media inquiry - NADC [SEC=OFFICIAL]
Date: Friday, 30 April 2021 11:34:23 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image008.png](#)
[image009.png](#)

Thanks Peter – just to let you know that interviews with some directors took two hours or more, including an extended session with the CEO and COO – there was a desire for some members to be able to articulate examples and details of their experiences and feelings; getting hold and chasing up of information eg from the APS Commissioner has been a challenge and verifying comments made through the interview process has taken additional time. It would be good if you could fact check the draft. I will provide later today, acknowledging it is still in draft and requires more work.

My estimate of the additional budget would be a further maximum of \$8,000 charge.

Thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
[0419279415](tel:0419279415)
 1800 959 885
 Level 2, 55 Blackall Street, Barton, ACT
proximity.com.au

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From: Rush, Peter
Sent: Friday, 30 April 2021 11:22 AM
To: Glenys Beauchamp
Cc: [s 22\(1\)\(a\)\(ii\)](#); Reid, John
Subject: RE: Media inquiry - NADC [SEC=OFFICIAL]
 OFFICIAL

Hi Glenys:

We would prefer the costs of this review to be contained within the amount contracted. However, we would accept a request from you for a modest variation to the contract terms, of no more than 10%, if that is necessary to complete the scope of work.

On a related matter, it may be useful if you were to consider sharing your draft report with us before finalisation.

We may be able to assist with accuracy and scope of the final report.

Regards,

Peter Rush

Assistant Secretary | Parliamentary and Government Branch

Government Division | Department of the Prime Minister and Cabinet

p. [s 22\(1\)\(a\)\(ii\)](#) | m. [s 22\(1\)\(a\)\(ii\)](#) | e. peter.rush@pmc.gov.au | w. www.pmc.gov.au

One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600



The Department acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Friday, 30 April 2021 9:43 AM

To: Rush, Peter <Peter.Rush@pmc.gov.au>

Cc: s 22(1)(a)(ii) Reid, John <John.Reid@pmc.gov.au>

Subject: Re: Media inquiry - NADC [SEC=OFFICIAL]

Thank you. Also to let you know the number of hours to complete this work will be more than initially anticipated so costs will be a bit over what was thought. If this is a problem let me know gb

Glenys Beauchamp

0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
[0419279415](tel:0419279415)

1800 959 885

Level 2, 55 Blackall Street, Barton, ACT

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From: Rush, Peter <Peter.Rush@pmc.gov.au>

Sent: Friday, April 30, 2021 9:40:02 AM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: s 22(1)(a)(ii) Reid, John <John.Reid@pmc.gov.au>

Subject: FW: Media inquiry - NADC [SEC=OFFICIAL]

OFFICIAL

Glenys,

NADC received a media inquiry from Karen Middleton (The Saturday Paper) about the review which was referred to PM&C yesterday afternoon.

The journalist asked:

What is the purpose of the current review into governance and processes at the NADC?

Is it related to the apparent leak of information that led to a betting plunge on Grace Tame prior to her announcement on 25 January as Australian of the Year?

Our response is provided below for your information.

Cheers - Rush

From: PMC Media <Media@pmc.gov.au>

Sent: Thursday, 29 April 2021 5:13 PM

To: s 22(1)(a)(ii) Rush, Peter <Peter.Rush@pmc.gov.au>

Cc: PMC Media <Media@pmc.gov.au>

Subject: FW: Media inquiry - NADC [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)(a)(ii)

As discussed, please see the below response to Ms Middleton.

Kind regards,

s 22(1)(a)(ii)

OFFICIAL

Hi Karen,

Thanks for your enquiry to the NADC. The following may be attributed to a spokesperson for the Department of the Prime Minister and Cabinet.

The Department of the Prime Minister and Cabinet has commissioned a review into the composition of the National Australia Day Council (NADC) Board, to ensure it can continue to lead and build on the successful work undertaken by the NADC for Australia Day 2020 and 2021. The review is intended to inform the Government's consideration of appointments to vacancies on the Board.

There is no connection between this process and the announcement of the Australian of the Year Awards in 2021.

Kind regards,

PM&C Media

Communications Branch

Department of the Prime Minister and Cabinet

p. (02) 6271 6039 | m. +61 417 164 189

e. media@pmc.gov.au | w. www.pmc.gov.au

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From: s 22(1)(a)(ii)
To: [Glenys Beauchamp](#); [Rush Peter](#)
Cc: [Reid John](#)
Subject: RE: review report [SEC=UNOFFICIAL]
Date: Thursday, 29 April 2021 11:49:30 AM
Attachments: [image007.png](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)

UNOFFICIAL

Hi Glenys

Confirming we will extend the end date of the contract so the Review will be fine to submit Monday.

Regards

s 22(1)

From: s 22(1)
Sent: Thursday, 29 April 2021 8:59 AM
To: 'Glenys Beauchamp'; Rush, Peter
Cc: Reid, John
Subject: RE: review report [SEC=UNOFFICIAL]

UNOFFICIAL

Hi Glenys

Regarding the request from Danni Roche to see the 'terms of reference' for the review - the document we sent you about the review was framed as a scoping document to inform a potential contractor, and not as a 'terms of reference' as such.

Mr Morton wrote to Ms Roche, and copied to all Directors on 30 March, about the review. That letter contained Mr Morton's focus for the review: 'into the operations, dynamics and composition of the Board, to ensure the Board is equipped with relevant skills, expertise and robust governance to continue to lead and build on the work undertaken by the NADC Board and staff for Australia Day 2020 and 2021.'

You might like to pass on to Ms Roche that the letter from Mr Morton essentially contained the terms of reference for the review.

Thanks, and I'll be in touch about the terms of the contract later this morning.

s 22(1)(a)

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>
Sent: Thursday, 29 April 2021 7:57 AM
To: Rush, Peter <Peter.Rush@pmc.gov.au>
Cc: Reid, John <John.Reid@pmc.gov.au>; s 22(1)(a)(ii)
Subject: Re: review report

Thanks so much gb
 Glenys Beauchamp
 0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
 0419279415
 1800 959 885
 Level 2, 55 Blackall Street, Barton, ACT
proximity.com.au

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From: Rush, Peter <Peter.Rush@pmc.gov.au>

Sent: Thursday, April 29, 2021 7:51:00 AM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: Reid, John <John.Reid@pmc.gov.au>; s 22(1)(a)(ii)

Subject: Re: review report

Glenys,

Extension of report deadline to Monday 3 May is OK (s 22(1)(a)(ii)) will check whether any more formal request and/or approval is required under the contract).

While there is no set (nor maximum) number of board members, there is a minimum of five required and recent practice has been to have ten members. There are two current vacancies following retirement from the Board of the Deputy Chair Robbie Sefton and the FARM committee chair Maurie McNarn. There will be a third potential vacancy when the current term of the Chair Danni Roche concludes at the end of June. Cheers - Rush

On 28 Apr 2021, at 10:43 pm, Glenys Beauchamp <glenys.beauchamp@proximity.com.au> wrote:

Hi John and team – can I please have until Monday to complete the report? I am involved in the s 22(1)(a)(ii) on Friday so will be sidetracked for a while beforehand with briefings etc and attendance at the meeting on Friday afternoon. I have not yet made contact with Min Morton and would like to do this as well this week. Will this cause an issue? And do I need to formally write?, thanks, gb

Also – just a point of clarification – there are currently 8 people on Bd. I want to be clear of how many vacancies there are. The Min is required to appoint a Chair, Dep Chair and how many others – ie what is the number of Board members the Government/PMC is targeting. My assumption was 3 in total including the chair and dep chair, taking total number to 10. ie do I say there are 3 vacancies or more to provide for a Board of 10 people?, thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

Level 2, 55 Blackall Street, Barton, ACT

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From: [Rush, Peter](#)
To: s 22(1)(a)(ii)
Cc: [Reid, John](#)
Subject: Re: NADC Board - review (003) [SEC=OFFICIAL]
Date: Wednesday, 28 April 2021 10:29:12 PM

Ok, please respond to Glenys as you propose. Thanks s 22(1)(a)(ii)

Cheers - Rush

On 28 Apr 2021, at 4:31 pm, s 22(1)(a)(ii) wrote:

OFFICIAL

Hi Peter

Glenys Beauchamp has relayed a request from Danni Roche to see the review terms of reference. I think it might be better to send Glenys something along these lines.

Hi Glenys

The document we sent you about the review was framed as a scoping document to inform a potential contractor, and not as a 'terms of reference' as such.

Mr Morton wrote to Ms Roche, and copied to all Directors on 30 March, about the review. That letter contained Mr Morton's focus for the review: 'into the operations, dynamics and composition of the Board, to ensure the Board is equipped with relevant skills, expertise and robust governance to continue to lead and build on the work undertaken by the NADC Board and staff for Australia Day 2020 and 2021.'

You might like to pass on to Ms Roche that the letter from Mr Morton essentially contained the terms of reference for the review.

Thanks

s 22(1)(a)(ii)

From: **s 22(1)**
 To: **s 22(1)(a)(ii)**
 Subject: FW: Glenys Beauchamp - Review Project [SEC-UNOFFICIAL]
 Date: Friday 23 April 2021 1:44:20 PM
 Attachments: [NAIC Board - review.docx](#)
[image007.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image016.png](#)

OFFICIAL

John

Here is that doc we sent to Glenys to frame the Review.

s 22(1)(a)(ii)From: **s 22(1)(a)(ii)**

Sent: Thursday 1 April 2021 10:53 AM

To: **s 47F, s**Cc: **Russet, s 22(1)(a)**

Subject: RE: Glenys Beauchamp - Review Project [SEC UNOFFICIAL]

UNOFFICIAL

H s

Thanks for discussing this possible consultancy for Glenys Beauchamp the other day. I've attached our scoping document for you.

Can you please prepare a quote for us and I'm happy to talk it through if you would like further information.

Regards

s 22(1)(a)(ii)

Senior Adviser

Government Division | Department of the Prime Minister and Cabinet

e: sles.ahill@pmc.gov.au | w: www.pmc.gov.au | p: **s 22(1)** m: **s 22(1)(a)**

One National Circuit Barton ACT 2600 | PO Box 6500 Canberra ACT 2600

s 47F, s 47G(1)(a)

From:

Sent: Monday 29 March 2021 11:02 AM

To: **s 22(1)(a)(ii)**

Subject: Glenys Beauchamp - Review Project

Hello, s

Nice to meet you!

I work with Glenys at Proximity and she's given me a heads up about possibly being engaged by PM&C to undertake a review of Australia Day Council.

Please feel free to give me a call. I will need some details in relation to the scope of the review so we can provide you with a quote for Glenys' time.

Look forward to hearing from you soon.

s 47F, s 47G(1)(a)

Group Manager - Client Engagement

s 47F, s 47G(1)(a)

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Proposal to review the composition and operations of the NADC Board

Purpose

The Department of the Prime Minister and Cabinet is commissioning an independent review of the National Australia Day Council (NADC) Board and its operations. The purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

The Board is currently carrying several vacancies. Conducting the review prior to any new appointments will ensure an appropriate distribution of skills, particularly in leadership and governance, as well as professional and personal backgrounds on the Board, is maintained.

Expectations for the review

The NADC Board requires strong leadership and robust governance expertise to continue to lead and build on the work undertaken by the Board and NADC staff for Australia Day 2020 and 2021.

In this context, the review will focus on analysing the operating model and composition of the NADC Board including:

- the function and dynamics of Board meetings
- internal and external communications
- represented skillsets and backgrounds, including identifying any gaps
- relationships between Board members with staff and stakeholders
- the Board's history and projected challenges.

The Reviewer will be expected to conduct approximately 15 interviews, including all current and recent members of the NADC Board and senior staff at the NADC. The Reviewer will also interview other significant stakeholders including the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet and Senior Executive Staff in Government Division, PM&C.

The Reviewer will be expected to provide a report with recommendations to inform future operations and considerations of appointments. The report will be shared with Assistant Minister Morton who is responsible for making appointments to the NADC Board.

Expected timeframe to conduct the review and report

We expect the review would take up to five days if conducted full-time.

The report will need to be delivered by the end of April 2021.

Current NADC Board

There is currently a diverse range of backgrounds and experience on the Board, including not-for-profits, the community sector, public sector (long-standing practice is that the Deputy Secretary, Governance, PM&C, is appointed as a director), business, the law and academia. Two members of the Board are Indigenous Australians.

Having diverse Board membership (in a geographic, gender and community sense) ensures the NADC's activities reflect the Australian population as a whole. Following a recent resignation, the Board's current gender balance is 60 per cent male (five) and 40 per cent female (four).

From: [Rush, Peter](#)
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: RE: Draft TPs re NADC review [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 21 April 2021 5:56:22 PM
Attachments: [image001.png](#)

OFFICIAL: Sensitive

ta

From: s 22(1)(a)(ii)
Sent: Wednesday, 21 April 2021 1:42 PM
To: Rush, Peter
Cc: s 22(1)(a)(ii)
Subject: Draft TPs re NADC review [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Rush – as discussed yesterday, here are some points about the NADC review, if needed. Of course happy to rework as required!

The Department of the Prime Minister and Cabinet has commissioned an independent review of the operations, dynamics and composition of the NADC Board.

The intention of the review is to provide independent, expert advice on the relevant expertise, backgrounds and robust governance mechanisms necessary to support the Board to continue to lead and build on the evolving way Australia's national day is celebrated and successfully deliver the annual Australian of the Year awards.

The review will inform considerations of future operations and appointments to the Board and is timely given the Board's current vacancies.

The review is being conducted by highly experienced former Commonwealth Departmental Secretary, Ms Glenys Beauchamp PSM. Ms Beauchamp will consult with current and some former Board members, as well as relevant staff and key stakeholders as part of the review process.

The final report and recommendations are expected by the end of April 2021 and will be shared with the Assistant Minister to the Prime Minister and Cabinet, the Hon Ben Morton MP, as the Minister responsible for making appointments to the NADC Board.

s 22(1)(a)(ii) | **Adviser**
 Government Division | Department of the Prime Minister and Cabinet
 e s 22(1)(a)(ii) | w. www.pmc.gov.au | p s 22(1)(a)(ii)
 One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600



From: [Glenys Beauchamp](#)
To: s 22(1)(a)(ii)
Cc:
Subject: RE: Contact details for former NADC Board member, s 47F [SEC=OFFICIAL]
Date: Wednesday, 21 April 2021 3:25:34 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image008.png](#)

Thanks s 22(1)(a)(ii) - I met with s 47F on Monday – I received details from another Board member, thanks for following up, cheers, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

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From: s 22(1)(a)(ii)
Sent: Wednesday, 21 April 2021 12:00 PM
To: Glenys Beauchamp
Cc: s 22(1)(a)(ii)
Subject: Contact details for former NADC Board member, s 47F [SEC=OFFICIAL]
 OFFICIAL

Hi Glenys,

I work for s 22(1)(a)(ii) and understand you were hoping to speak with former NADC Board member, s 47F, as part of your review of the NADC Board.

Here are the contact details we have for s 47F:

s 47F

Please let me know if there's anything else I can assist you with for your review.

Best,

S

22() | **Adviser**

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From: § 22(1)(a)(ii)
 To: § 22(1)(a)(ii)
 Subject: FW: Glenys Beauchamp - Review Project [SEC-UNOFFICIAL]
 Date: Wednesday 21 April 2021 2:04:01 PM
 Attachments: [NADC Board - review.docx](#)
[image007.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[FW: Glenys Beauchamp - Review Project \[SEC-UNOFFICIAL\].msg](#)
[image004.png](#)
[image005.png](#)

OFFICIAL

The attachments should hopefully have everything you need – but I'm also very happy to come and sit with you if it would help?
 Thanks so much again for helping us with this!!

From: § 22(1)(a)
 Sent: Thursday 1 April 2021 10:53 AM
 To: § 47F, § 47G(1)(a)
 Cc: Rush, Peter; § 22(1)(a)(i)
 Subject: RE: Glenys Beauchamp - Review Project [SEC-UNOFFICIAL]

UNOFFICIAL

Hi § 47F, § 47G(1)(a)
 Thanks for discussing this possible consultancy for Glenys Beauchamp the other day. I've attached our scoping document for you.
 Can you please prepare a quote for us and I'm happy to talk it through if you would like further information.

Regards
 § 22(1)(a)(i)

Senior Adviser

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 e § 22(1)(a)(ii) | w. www.pmc.gov.au | p. § 22(1)(a)
 One National Circuit Barton ACT 2600 | PO Box 6500 Canberra ACT 2600

From: § 47F, § 47G(1)(a)
 Sent: Monday 29 March 2021 11:02 AM
 To: § 47F, § 47G(1)(a)
 Subject: Glenys Beauchamp - Review Project

Hello, § 22(1)(a)
 Nice to meet you!
 I work with Glenys at Proximity and she's given me a heads up about possibly being engaged by PM&C to undertake a review of Australia Day Council.
 Please feel free to give me a call. I will need some details in relation to the scope of the review so we can provide you with a quote for Glenys' time.
 Look forward to hearing from you soon.

§ 47F, § 47G(1)(a)

Group Manager - Client Engagement

§ 47F, § 47G(1)(a)

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From: s 22(1)(a)(ii)
To:
Subject: RE: Draft TPs re NADC review [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 21 April 2021 12:25:19 PM
Attachments: [image001.png](#)

OFFICIAL: Sensitive

Looks great to me s 22(1)(a)(ii), why don't you send to Rush copying me in.

Ta

s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: Wednesday, 21 April 2021 11:40 AM
To: s 22(1)(a)(ii)
Subject: Draft TPs re NADC review [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

s 22(1)(a)(ii) – as briefly discussed yesterday with you and separately with Rush, here's a first cut of points about the purpose of the review, if needed. Of course happy to rework as required!

The Department of the Prime Minister and Cabinet has commissioned an independent review of the operations, dynamics and composition of the NADC Board.

The intention of the review is to provide independent, expert advice on the relevant expertise, backgrounds and robust governance mechanisms necessary to support the Board to continue to lead and build on the evolving way Australia's national day is celebrated and successfully deliver the annual Australian of the Year awards.

The review will inform considerations of future operations and appointments to the Board and is timely given the Board's current vacancies.

The review is being conducted by highly experienced former Commonwealth Departmental Secretary, Ms Glenys Beauchamp PSM. Ms Beauchamp will consult with current and some former Board members, as well as relevant staff and key stakeholders as part of the review process.

The final report and recommendations are expected by the end of April 2021 and will be shared with Assistant Minister to the Prime Minister and Cabinet, the Hon Ben Morton MP, as the Minister responsible for making appointments to the NADC Board.

s 22(1)(a)(ii)

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From: s 22(1)(a)(ii)
To: [Karen Wilson](#)
Cc: s 22(1)(a)(ii)
Subject: RE: Contact details for former Board member [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 21 April 2021 9:29:15 AM
Attachments: [image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
[image016.png](#)

OFFICIAL: Sensitive

Thanks very much, Karen!

From: Karen Wilson
Sent: Wednesday, 21 April 2021 8:33 AM
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: RE: Contact details for former Board member [SEC=OFFICIAL:Sensitive]

Hi Lucy,

The email address for s 47F is the one we had on record. The mobile number that I have is s 47F

Kind regards

Karen

Karen Wilson

Chief Operating Officer | National Australia Day Council

Old Parliament House, King George Terrace, Parkes ACT 2600

s 47F, s 47G(1)(a)
[australiaday.org.au](#) | [australianoftheyear.org.au](#)



From: s 22(1)(a)(ii)
Sent: Tuesday, 20 April 2021 2:14 PM
To: Karen Wilson s 47F, s 47G(1)(a)
Cc: s 22(1)(a)(ii)
Subject: Contact details for former Board member [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi Karen

Hoping to lean on you for the contact details of a former NADC Board member – s 47F

Glenys Beauchamp is hoping to speak with s 47F in her capacity as a former Board member as part of the general review process.

I've been able to find this email address in our records s 47F Grateful if you could confirm it matches your records and, if possible, provide a phone number that I could pass on to Glenys, too?

Thanks very much and of course happy to chat.

Best,

s 22(1)(a)(ii)

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Stephanie.Foster@pmc.gov.au

s 47F , s 47G(1)(a)

Re: National Australia Day Council Board Review - Hi Glenys, look forward to speaking, ...

19 Apr 18:04 [Release](#)

Stephanie.Foster@pmc.gov.au

glenys.beauchamp@proximity.com.au

Re: National Australia Day Council Board Review - Hi Glenys, look forward to speaking, ...

19 Apr 18:04 [Release](#)

From: [Karlle Brand](#)
To: s 22(1)(a)(ii)
Subject: RE: NADC Board Review [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 4:13:26 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

HI s 22(1)(a)(ii)

Thanks for this.

Karlle Brand

Chief Executive Officer | National Australia Day Council

Old Parliament House, King George Terrace, Parkes ACT 2600

s 47F, s 47G(1)(a)

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From: s 22(1)(a)(ii)

Sent: Tuesday, 20 April 2021 1:07 PM

To: Karlle Brand, s 22(1)(a)(ii); Rush, Peter

Subject: NADC Board Review [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

Hi Karlle

With apologies, here's that info about the review Glenys is doing for you to send to the Board as you wish. I thought it had gone to you directly, but it was with me as a draft.

Thanks

s 22(1)(a)(ii)

Dear Directors,

I am writing with an update about the general review Assistant Minister Morton wrote to you about on 30 March 2021.

Ms Glenys Beauchamp PSM, former Commonwealth departmental Secretary, has now been engaged to conduct the review. Ms Beauchamp has been provided with your contact details and will be in touch with each of you by email and/or phone over the coming days and weeks.

To provide context and background for the review, Ms Beauchamp has also been given the following:

- NADC Constitution
- NADC Annual Report 2019-20
- NADC Corporate Plan 2020-2024
- NADC Statement of Expectations – Minister to the Chair
- NADC Statement of Intent – Chair Response
- NADC Board Membership as at 1 April 2021

Ms Beauchamp's report, which will be written with anonymity, will be provided to the Assistant Minister by the end of this month. The intention of the review is simply to gather reflections and insights to inform future appointments to the Board, noting there are currently a couple of

vacant positions. Your contribution to this process will also help to ensure the Board is able to continue to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

If you have any questions about the process, please let me know.

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From: s 47F, s 47G(1)(a)
To: s 22(1)(a)(ii)
Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 10:33:26 AM
Attachments: [image001.png](#)
[image002.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)

Hi s 22(1)(a)(ii)

Could you please tentatively hold 10am – 11.00am on Tuesday and I'll confirm with you shortly.

Many thanks

s 47F, s 47G(1)(a)

Manager - Executive and Business Support

s 47F, s 47G(1)(a)

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From: s 22(1)(a)(ii)

Sent: Tuesday, 20 April 2021 8:59 AM

To: s 47F, s 47G(1)(a)

Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]

OFFICIAL

Good Morning s 47F, s 47G(1)(a),

Sorry I did not reply yesterday for this week Peter could only do Friday from 2pm – 4pm.

Next week he is available:

Tuesday: 9am – 11.30am or 2.30pm – 5pm

Thursday: 11.30am – 12 30am

Friday 9am -11am

Please let me know if any of these times are suitable.

Kind Regards

s 22(1)(a)(ii)

Executive Assistant to Peter Rush & Petra Gartmann

s 22(1)(a)(ii)



The Department acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respect to their Cultures, Country and Elders both past and present.

From: s 47F, s 47G(1)(a)

Sent: Monday, 19 April 2021 3:49 PM

To: s 22(1)(a)(ii)

Subject: FW: National Australia Day Council Board Review [SEC=OFFICIAL]

Good afternoon s 22(1)(a)(ii)

Glenys has asked me to touch base with you to set up a meeting with Peter. She has asked for 1hr if possible.

As a starting point, could you please provide me with some available dates and times from your end?

Many thanks and I look forward to hearing from you.

s 47F, s 47G(1)(a)

Manager - Executive and Business Support

s 47F, s 47G(1)(a)

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From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Monday, 19 April 2021 12:32 PM

To: s 22(1)(a)(ii)

Subject: FW: National Australia Day Council Board Review [SEC=OFFICIAL]

Hi – can you help me with this one, thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

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From: Rush, Peter <Peter.Rush@pmc.gov.au>

Sent: Monday, 19 April 2021 9:33 AM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: s 47F , s 47G(1)(a) s 22(1)(a)(ii)

Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]

OFFICIAL

Hi Glenys,

I look forward to speaking to you about this, whether in person (we can find a meeting room at PM&C) or by phone.

I have copied s 22(1)(a)(ii), my EA, who can assist with arrangements to meet s 22(1)(a)(ii)

Cheers,

Peter Rush

Assistant Secretary | Parliamentary and Government Branch

Government Division | Department of the Prime Minister and Cabinet

s 22(1)(a)(ii) e. peter.rush@pmc.gov.au | w. www.pmc.gov.au

One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600



The Department acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Sunday, 18 April 2021 5:18 PM

To: Rush, Peter <Peter.Rush@pmc.gov.au>

Cc: s 47F , s 47G(1)(a)

Subject: National Australia Day Council Board Review

Hello Peter,

I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider. While these are targeted to board members, you will I'm sure, have some insightful observations and input, given your time in PM&C.

Assisting me with this task is s 47F , s 47G(1)(a) who I have included in this email.

Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

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From: s 47F , s 47G(1)(a) on behalf of [Glenys Beauchamp](#)
To: s 22(1)(a)(ii)
Subject: Accepted: Call - Glenys Beauchamp I National Australia Day Council Board Review [SEC=OFFICIAL]
Attachments: [image263873.png](#)
[image598615.png](#)
[image288414.png](#)
[image437584.png](#)
[image308926.png](#)
[image749348.jpg](#)

s 47F , s 47G(1)(a)

Manager - Executive and Business Support

s 47F , s 47G(1)(a)

1 <tel:1800%20959%20885> 800 959 885

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<<https://www.mybusiness.com.au/my-business-awards/winners/2020-winners-and-finalists>>

<<https://proximity.com.au/the-pulse-edition-eight/>>

From: [Foster, Stephanie](#)
To: glenys.beauchamp@proximity.com.au
Subject: Call - Glenys Beauchamp I National Australia Day Council Board Review [SEC=OFFICIAL]
Attachments: [Re National Australia Day Council Board Review SECOFFICIAL.msg](#)
[NADC Possible Interview Questions.docx](#)
[image001.jpg](#)
[image002.jpg](#)
[image003.jpg](#)
[image004.jpg](#)

Glenys Beauchamp has been tasked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, Glenys has been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet.

Attached are some possible questions for Stephanie to consider prior to the discussion.

s 22(1) | Executive Assistant to Stephanie Foster PSM

Deputy Secretary Governance I Head of APS Reform

Department of the Prime Minister and Cabinet

s 22(1)(a)

e. **s 22(1)(a)(ii)** | w. www.pmc.gov.au <<http://www.pmc.gov.au>>

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 <https://twitter.com/indigenous_gov> <<https://www.facebook.com/indigenous.gov.au/>>

From: [Glenys Beauchamp](#)
To: s 22(1)(a)(ii)
Cc: s 47F, s 47G(1)(a) [Rush Peter](#); s 22(1)(a)(i)
Subject: Re: National Australia Day Council Board Review [SE] =OFFICIAL
Date: Monday, 19 April 2021 5:59:22 PM
Attachments: [image042463.png](#)
[image565083.png](#)
[image984597.png](#)
[image471816.png](#)
[image939188.png](#)

Thank you all gb

Glenys Beauchamp
 0419279415
Glenys Beauchamp
 Principal Advisor

glenys.beauchamp@proximity.com.au
 0419279415
 1800 959 885
 Level 2, 55 Blackall Street, Barton, ACT
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From: s 22(1)(a)(ii)
Sent: Monday, April 19, 2021 5:57:21 PM
To: s 22(1)(a)(ii)
Cc: s 47F, s 47G(1)(a) [Rush, Peter](#) <Peter.Rush@pmc.gov.au>; [Glenys Beauchamp](#) <glenys.beauchamp@proximity.com.au>; s 22(1)(a)(ii)
Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)(a)(ii)

I have confirmed with Stephanie that she would be very happy to meet with Glenys.

Please don't hesitate to reach out to s 22(1)(a)(ii) to arrange a time.

Kind regards

s 22(1)(a)(ii)

| Executive Officer to Stephanie Foster PSM
 p. s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: Monday, 19 April 2021 2:55 PM
To: [Glenys Beauchamp](#) <glenys.beauchamp@proximity.com.au>
Cc: s 47F, s 47G(1)(a) [Rush, Peter](#) <Peter.Rush@pmc.gov.au>; s 22(1)

Subject: Re: National Australia Day Council Board Review

Hi Glenys

Thanks and noted. I'll bring this to Stephanie's attention and will get back to you.

Warm regards

s 22(1)(a)(ii)

Sent from my iPhone

On 19 Apr 2021, at 2:33 pm, Glenys Beauchamp <glenys.beauchamp@proximity.com.au> wrote:

Hi. Having started the conversations I think it will look odd not to discuss with Stephanie F as a Bd member gb

Glenys Beauchamp
0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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From: Glenys Beauchamp

Sent: Sunday, April 18, 2021 5:22:50 PM

To: s 22(1)(a)(ii)

Cc: s 47F , s 47G(1)(a)

Subject: National Australia Day Council Board Review

Hello s 22(1)(a)(ii) I have sent a personalised/individual email below to the contact list provided, including John R and Peter R. Just confirming that I will not conduct an interview with S Foster and you will provide details of s 47F , thanks, gb

I am Glenys Beauchamp and I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider.

Assisting me with this task is s 47F , s 47G(1)(a) who I have included in this email.

Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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NADC Review Possible Interview Questions – April 2021

The following is a guide for your input to the Review of the operations of the National Australia Day Council

Background:

Name

Current member or not

Appointment Period

In own words - Skills/experience/expertise/Board experience

Do you see yourself as an Individual on Board or representing a community of interest?

Did you receive briefing/induction before you joined the Board?

Composition of the Board:

Do you have views about the composition of the Board, and would you recommend any changes?

Are there any noticeable gaps?

What sort of skills and expertise would be useful for the future?

Role of the Board and Expectations:

Your expectations of being a Board member of the NADC and have they been met?

Is there clarity about the Board's role?

Do you discuss the Statement of Expectations and Response/strategy at Board meetings and how often?

Is there periodic evaluation of the Board's performance?

Are you aware of the details of the Board's Charter and Constitution?

Board Operations/Engagement with Staff:

Are the right issues coming to the board at the right time? Is there an annual schedule of Board meetings and what should be considered at what meeting to meet the workplan and your compliance obligations?

Do all members have the opportunity and are able to contribute equally? Does the Chair, supported by Board members practise good governance in decision making and discussion?

Transparency of decision making and reporting – are processes clear on who is doing what and how it is reported?

Is there a productive working relationship between the Board chair and the Office/CEO? Is the Office and Board all on the same page?

Do board members interact with staff?

Are there areas where you would like the Board to have more of a role and are there areas where the Board should be less involved?

Relationship with Stakeholders

Does the Council have a stakeholder engagement strategy?

In fulfilling your role as a member of the Board, who do you consult with?

Are there clear lines of communication between the state and territory affiliates and the Board?

Do you think there are any gaps in who the Board is engaging with?

Future Challenges and Key Risks for Board.

What do you see as top three challenges the Board will face in future?

What are the risks the Board is currently facing and what about future risks? Does the Board actively address the risks and emerging risks?

Are you positive about the role and value add of the Board going forward?

Any other comments you would like to make about the Board and its leadership role for our National Australia Day.

End

From: s 22(1)(a)(ii)
To: glenys.beauchamp@proximity.com.au
Cc: s 47F , s 47G(1)(a)
Subject: FW: National Australia Day Council Board Review [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 9:41:15 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

OFFICIAL

Hi Glenys

Thank you for your email, I could arrange to have Stephanie available to speak to you both regarding the National Australia Day Council Board Review at any of the following times:

Wednesday, 21 April anytime between 9-11am or 1700-1800

Thursday, 22 April anytime between 830-10am, 11-1230pm or 1700-1800

Friday, 23 April anytime between 1400-1700

All date and times have been place held until I hear back from you.

s 22(1)(a)(ii)

| Executive Assistant to Stephanie Foster PSM
 Deputy Secretary Governance I Head of APS Reform
 Department of the Prime Minister and Cabinet

s 22(1)(a)(ii)

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From: Foster, Stephanie

Sent: Monday, 19 April 2021 6:04 PM

To: Glenys Beauchamp

Cc: s 47F , s 47G(1)(a) s 22(1)(a)(ii)

Subject: Re: National Australia Day Council Board Review

Hi Glenys, look forward to speaking, and will be able to do so quickly - I have copied s 22(1)(a)(ii) who will be the one finding time.

Cheers, Stephanie.

Stephanie Foster PSM

Deputy Secretary Governance

Head APS Reform

Department of the Prime Minister and Cabinet

T: s 22(1)(a)(ii)

Sent from my iPhone

On 19 Apr 2021, at 17:38, Glenys Beauchamp
 <glenys.beauchamp@proximity.com.au> wrote:

Hi Stephanie,

As you know I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure

the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider. Your views as a senior public servant will be quite informative, particularly with your observations about better practice governance arrangements and how the NADC Board compares with other Commonwealth funded entities. Assisting me with this task is s 47F , s 47G(1)(a) who I have included in this email. Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au
[0419279415](tel:0419279415)
[1800 959 885](tel:1800959885)
Level 2, 55 Blackall Street, Barton, ACT
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From: s 22(1)(a)(ii)
To: s 47F, s 47G(1)(a)
Subject: RE: re: Request - Meeting Independent review NADC [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 9:06:31 AM
Attachments: [image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image013.png](#)

OFFICIAL

That's brilliant!

Thanks a million

s 47F, s 47G(1)(a)

s 22(1)(a)(ii)

Department of the Prime Minister and Cabinet

SG 119, Parliament House, Canberra

p. s 22(1)(a)(ii)

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The Department acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: s 47F, s 47G(1)(a)

Sent: Tuesday, April 20, 2021 8:22 AM

To: s 22(1)(a)(ii)

Subject: Re: re: Request - Meeting Independent review NADC [SEC=OFFICIAL]

Hi s 22(1)(a)(ii),

Looks like they settled on a time after all, so no worries.

Thanks anyway!

s 47F, s 47G(1)(a)

Advisor

s 47F, s 47G(1)(a)

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From: s 47F, s 47G(1)(a)

Sent: 20 April 2021 8:17 AM

To: s 22(1)(a)(ii)

Subject: Re: re: Request - Meeting Independent review NADC [SEC=OFFICIAL]

Hi s 22(1)(a)(ii),

Glenys has just sent John an idea for a combined meeting, so I'll just wait to hear from them about that before we lock in anything and then let you know as soon as I can.

Thanks,

s 47F , s 47G(1)(a)

From: s 22(1)(a)(ii)

Sent: 19 April 2021 4:18 PM

To: s 47F , s 47G(1)(a)

Subject: RE: re: Request - Meeting Independent review NADC [SEC=OFFICIAL]

OFFICIAL

Hi there s 47F , s 47G(1)(a)

I've just spoken with John and **9:30am-10am Wednesday 21 April** works for him to chat with Glenys.

Could you please confirm whether this works for Glenys and then I'll send through a calendar invitation.

Sincere thanks,

s 22(1)(a)(ii)

the Prime Minister and Cabinet

SG 119, Parliament House, Canberra

p.

s 22(1)(a)(ii)

e. s 22(1)(a)(ii) | w. www.pmc.gov.au

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From: s 22(1)(a)(ii)

Sent: Monday, April 19, 2021 4:07 PM

To: s 47F , s 47G(1)(a)

Subject: re: Request - Meeting Independent review NADC [SEC=OFFICIAL]

OFFICIAL

Hi s 47F , s 47G(1)(a)

Glenys Beauchamp has reached out to John Reid requesting some time to interview him for the independent review of the NADC.

Could I please propose 9:30am-10am Wednesday 21 April, pending John's agreement. Is 30 minutes sufficient for the interview?

I look forward to hearing from you soon.

Thanks,

s 22(1)(a)(ii)

Department of the Prime Minister and Cabinet

SG 119, Parliament House, Canberra

p.

s 22(1)(a)(ii)

e. s 22(1)(a)(ii) | w. www.pmc.gov.au

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From: s 22(1)(a)(ii)
To: s 47F, s 47G(1)(a)
Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 8:59:07 AM
Attachments: [image004.png](#)
[image005.png](#)
[image006.png](#)
[image009.png](#)
[image010.png](#)
[image013.png](#)
[image014.png](#)

OFFICIAL

Good Morning: s 47F, s 47G(1)(a)

Sorry I did not reply yesterday for this week Peter could only do Friday from 2pm – 4pm.

Next week he is available:

Tuesday: 9am – 11.30am or 2.30pm – 5pm

Thursday: 11.30am – 12.30pm

Friday 9am -11am

Please let me know if any of these times are suitable.

Kind Regards

s 22(1)(a)(ii)

Executive Assistant to Peter Rush & Petra Gartmann

p s 22(1)(a)(ii)



The Department acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respect to their Cultures, Country and Elders both past and present.

From: s 47F, s 47G(1)(a)

Sent: Monday, 19 April 2021 3:49 PM

To: s 22(1)(a)(ii)

Subject: FW: National Australia Day Council Board Review [SEC=OFFICIAL]

Good afternoon s 22(1)(a),

Glenys has asked me to touch base with you to set up a meeting with Peter. She has asked for 1hr if possible.

As a starting point, could you please provide me with some available dates and times from your end?

Many thanks and I look forward to hearing from you.

s 47F, s 47G(1)(a)

Manager - Executive and Business Support

s 47F, s 47G(1)(a)

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From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Monday, 19 April 2021 12:32 PM

To: s 47F, s 47G(1)(a)

Subject: FW: National Australia Day Council Board Review [SEC=OFFICIAL]

Hi – can you help me with this one, thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

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From: Rush, Peter <Peter.Rush@pmc.gov.au>

Sent: Monday, 19 April 2021 9:33 AM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: s 47F, s 47G(1)(a); s 22(1)(a)(ii)

Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]

OFFICIAL

Hi Glenys,

I look forward to speaking to you about this, whether in person (we can find a meeting room at PM&C) or by phone.

I have copied s 22(1)(a)(ii), my EA, who can assist with arrangements to meet s 22(1)(a)(ii).

Cheers,

Peter Rush

Assistant Secretary | Parliamentary and Government Branch

Government Division | Department of the Prime Minister and Cabinet

p. s 22(1)(a)(ii) e. peter.rush@pmc.gov.au | w. www.pmc.gov.au

One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600



The Department acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Sunday, 18 April 2021 5:18 PM

To: Rush, Peter <Peter.Rush@pmc.gov.au>

Cc: s 47F, s 47G(1)(a)

Subject: National Australia Day Council Board Review

Hello Peter,

I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider. While these are targeted to board members, you will I'm sure, have some insightful observations and input, given your time in PM&C.

Assisting me with this task is s 47F, s 47G(1)(a) who I have included in this email.

Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

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From: s 22(1)(a)(ii)
To: [Glenys Beauchamp](#)
Cc: s 22(1)(a)(ii)
Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]
Date: Tuesday, 20 April 2021 8:51:23 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

OFFICIAL

Good morning Glenys

Thank you. We will come back to you shortly.

Kind regards

s 22(1)(a)(ii)

| Executive Officer to Stephanie Foster PSM

p s 22(1)(a)(ii)

From: Glenys Beauchamp

Sent: Monday, 19 April 2021 8:53 PM

To: s 22(1)(a)(ii)

Subject: Re: National Australia Day Council Board Review [SEC=OFFICIAL]

Hi s 22(1)(a)(ii) Some times, given Stephanie will be hard to catch:

Tuesday -5.00pm tomorrow or later

Wed- 9.00 am or 5pm or later

Thursday - 4.30 pm or later

Thanks gb

Glenys Beauchamp

0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

Level 2, 55 Blackall Street, Barton, ACT

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From: s 22(1)(a)(ii)

Sent: Monday, April 19, 2021 5:57:21 PM

To: s 22(1)(a)(ii)

Cc: s 47F , s 47G(1)(a) Rush, Peter <Peter.Rush@pmc.gov.au>; Glenys Beauchamp <glenys.beauchamp@proximity.com.au>; s 22(1)(a)(ii)

Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)(a)(ii)

I have confirmed with Stephanie that she would be very happy to meet with Glenys.

Please don't hesitate to reach out to s 22(1)(a)(ii) to arrange a time.

Kind regards

s 22(1)(a)(ii)

| Executive Officer to Stephanie Foster PSM

p. s 22(1)(a)(ii)

From: s 22(1)(a)(ii)

Sent: Monday, 19 April 2021 2:55 PM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: s 47F , s 47G(1)(a) >; Rush, Peter <Peter.Rush@pmc.gov.au>; s 22(1)

Subject: Re: National Australia Day Council Board Review

Hi Glenys

Thanks and noted. I'll bring this to Stephanie's attention and will get back to you.

Warm regards

s 22(1)(a)(ii)

Sent from my iPhone

On 19 Apr 2021, at 2:33 pm, Glenys Beauchamp <glenys.beauchamp@proximity.com.au> wrote:

Hi. Having started the conversations I think it will look odd not to discuss with Stephanie F as a Bd member gb

Glenys Beauchamp

0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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From: Glenys Beauchamp

Sent: Sunday, April 18, 2021 5:22:50 PM

To: s 22(1)(a)(ii)

Cc: s 47F , s 47G(1)(a)

Subject: National Australia Day Council Board Review

Hello s 22(1)(a)(ii) I have sent a personalised/individual email below to the contact list provided, including John R and Peter R. Just confirming that I will not conduct an interview with S Foster and you will provide details of s 47F thanks, gb

I am Glenys Beauchamp and I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider.

Assisting me with this task is s 47F , s 47G(1)(a) who I have included in this email.

Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks,
Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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s 22(1)(a)(ii)

glenys.beauchamp@proximity.com.au

Re: National Australia Day Council Board Review - Hi Glenys Thanks and noted. Iâ€™ll br...

19 Apr 14:54 Release

From: [Rush, Peter](#)
To: [Reid, John](#); [Glenys Beauchamp](#)
Cc: s 22(1)(a)(ii); s 47F, s 47G(1)(a)
Subject: RE: NADC Board review [SEC=UNOFFICIAL]
Date: Monday, 19 April 2021 5:10:12 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

UNOFFICIAL

Sounds good to me

- Rush

From: Reid, John
Sent: Monday, 19 April 2021 5:09 PM
To: Glenys Beauchamp ; Rush, Peter
Cc: s 22(1)(a)(ii); s 47F, s 47G(1)(a)
Subject: RE: NADC Board review [SEC=UNOFFICIAL]

UNOFFICIAL

Hi Glenys,

I think in the interests of efficiency, you might find it easiest to speak to us all at once.

Cheers,

JR

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>
Sent: Monday, 19 April 2021 5:00 PM
To: Rush, Peter <Peter.Rush@pmc.gov.au>; Reid, John <John.Reid@pmc.gov.au>
Cc: s 22(1)(a)(ii); s 47F, s 47G(1)(a)

Subject: NADC Board review

Hi – is it sensible to have one meeting with you both and/or s 22(1)(a)(ii) rather than separate meetings???, thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

Level 2, 55 Blackall Street, Barton, ACT

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From: s 22(1)(a)(ii)
 To: [REDACTED]
 Cc: [Rush, Peter](#)
 Subject: RE: National Australia Day Council Board Review [SEC=OFFICIAL]
 Date: Monday, 19 April 2021 4:46:40 PM

OFFICIAL

Thank you, s 22(1)(a)(ii). I will seek Stephanie's views and revert.

s 22(1)(a)(ii) | Executive Officer to Stephanie Foster PSM
 p. s 22(1)

From: s 22(1)(a)(ii)
 Sent: Monday, 19 April 2021 2:55 PM
 To: Glenys Beauchamp
 Cc: s 47F, s 47G(1)(a); Rush, Peter; s 22(1)(a)(ii)
 Subject: Re: National Australia Day Council Board Review

Hi Glenys

Thanks and noted. I'll bring this to Stephanie's attention and will get back to you.

Warm regards

s 22(1)(a)(ii)

Sent from my iPhone

On 19 Apr 2021, at 2:33 pm, Glenys Beauchamp
 <glenys.beauchamp@proximity.com.au> wrote:

Hi. Having started the conversations I think it will look odd not to discuss with Stephanie F as a Bd member gb

Glenys Beauchamp

0419279415

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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From: Glenys Beauchamp
 Sent: Sunday, April 18, 2021 5:22:50 PM
 To: s 22(1)(a)(ii)
 Cc: s 47F, s 47G(1)(a)

Subject: National Australia Day Council Board Review

Hello s 22(1)(a)(ii) — I have sent a personalised/individual email below to the contact list provided, including John R and Peter R. Just confirming that I will not conduct an interview with S Foster and you will provide details of s 47F thanks, gb
 I am Glenys Beauchamp and I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.
 The Board currently has some vacancies and the purpose of the review is to ensure

the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider.

Assisting me with this task is s 47F , s 47G(1)(a) who I have included in this email. Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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From: [Glenys Beauchamp](#)
To: [Reid, John](#)
Cc: [s 47F , s 47G\(1\)\(a\)](#)
Subject: National Australia Day Council Board Review
Date: Sunday, 18 April 2021 5:18:07 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[NADC Possible Interview Questions.docx](#)

Hello John,

I have been asked by the Department of the Prime Minister and Cabinet to undertake an independent review of the operations of the National Australia Day Council (NADC) Board and its operations.

The Board currently has some vacancies and the purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

As part of the review, I have been asked to conduct a number of interviews including all current and recent Board Members of the NADC Board, and some senior staff at the NADC and the Department of the Prime Minister and Cabinet. In this context, to guide our discussion I have attached some possible questions for you to consider. While these are targeted to Board members, I appreciate you will have some insightful input and observations, given your time in PM&C.

Assisting me with this task is [s 47F , s 47G\(1\)\(a\)](#) who I have included in this email.

Any comments you make will be held in confidence and the report will not attribute comments to individuals, without your explicit agreement.

If possible, given I am required to provide a report to the Department at the end of the next two weeks, I would like to receive your input as soon as possible. I can make myself available from very early in the morning until very late at night – whatever suits your preference and availability.

I will be in contact tomorrow to organise a suitable time. I am also contactable on mobile 0419279415 and please contact me any time.

I look forward to our discussion and receiving your comments and input into the review, thanks, Glenys

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

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From: s 22(1)(a)(ii)
 To: Glenys Beauchamp
 Subject: RE: NADC Review [SEC=OFFICIAL]
 Date: Thursday, 15 April 2021 2:26:33 PM
 Attachments: image001.png
 image002.png
 image003.png
 image004.png
 image006.png
 image008.png
 image010.png

OFFICIAL

Hi Glenys

Yes happy to talk after 3 30pm. I would also recommend that you talk with Minister Morton before you talk to Danni, and you can line that up with his adviser,

s 22(1)(a)(ii)

Thanks

s 22(1)(a)(ii)

From: Glenys Beauchamp

Sent: Thursday, 15 April 2021 2:19 PM

To: s 22(1)(a)(ii)

Subject: RE: NADC Review [SEC=OFFICIAL]

Hi s 22(1)(a)(ii) are you available this afternoon after 3 30 pm. Have meeting with Danni R at 5.30 tomorrow. Other meetings not yet scheduled, gb

Glenys Beauchamp

Principal Advisor

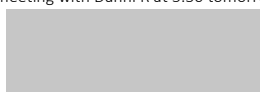
glenys.beauchamp@proximity.com.au

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From: s 22(1)(a)(ii)

Sent: Wednesday, 14 April 2021 9:19 AM

To: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Cc: s 22(1)(a)(ii)

Subject: FW: NADC Review [SEC=OFFICIAL]

OFFICIAL

Dear Ms Beauchamp,

Thank you for your time on the phone earlier.

Please find attached the following documents to assist you in undertaking a review of the operations of the NADC Board:

1. NADC Constitution
2. [NADC Annual Report 2019-20](#)
3. NADC Board Membership as at 1 April 2021
4. [NADC Corporate Plan 2020-2024](#)
5. [NADC Statement of Expectations – Minister to the Chair](#)
6. [NADC Statement of Intent – Chair Response](#)
7. Key Contact List

I have also provided you further information to your questions below.

Please let me know a time that suits you to discuss this matter further.

Happy to discuss,

s 22(1)(a)(ii)

Senior Adviser

Government Division | Department of the Prime Minister and Cabinet

e s 22(1)(a)(ii) | w. www.pmc.gov.au | s 22(1)(a)(ii)
 One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Wednesday, 7 April 2021 12:51 PM

To: s 22(1)(a)(ii)

Subject: NADC Review

Hi s 22(1)(a)(ii) I think work is continuing to finalise arrangements, but given time frame there was a couple of things I wanted to check with you about the Review:

- I have attached very rough drafts of proposed guide for questions of interviewees and a proposed note to send (I will tidy these up, but I quickly put together)– appreciate your views on who should contact potential interviewee first? Looks fine and a matter for you.

Are there protocols and confidentiality arrangements I can offer interviewees? If they prefer their comments could/should remain anonymous, I can protect their privacy and their verbatim comments or responses to questions will not be attributed to an individual? – any advice here would be appreciated. We are of the view that comments should remain anonymous to ensure a comprehensive review can be undertaken and for strong recommendations to be developed and provided, if required, based on frank advice.

- Commissioning the review – the status of recs and report – will it be FOI'able or is it being commissioned for purposes of government decision making? – do I need to be concerned about this? Your work will be subject to the FOI Act as for any other documents, and relevant exemptions will apply as to any other document.
- Are you able to share contact details and do you need to get permission of people to be interviewed? To obtain Board Charter and Constitution of the Board – are these available through PMC or should I go to Company Sec when the review actually starts? Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff. The relevant stakeholders have been notified that a review is being undertaken and may be contacted. I have also attached the Constitution of the Board.
- In terms of Min Morton, I was thinking of interviewing him towards the back end of the conversations – you may have an alternative view here. We think Mr Morton should be your first interview. His adviser, s 22(1)(a) number is s 22(1) and you should contact her in the first instance.
- On the Budget – was last year's injection a one-off and is it expected the Council and Bd will drop back to previous funding levels? There has been additional funding in the last two years for the Australia Day strategic communications campaign, and to support COVID safe Australia Day events. There are no plans for further additional funding at this stage. However, as you would be aware this could be considered at any time.
- Mention of senior staff in Government Division in the department to be consulted, do you have key names here. Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff.
- Should I set up an initial time with you to go through these and other issues you may have? I would be more than happy to arrange a time to go through this matters further.

Many thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

[0419279415](tel:0419279415)

[1800 959 885](tel:1800959885)

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From: s 22(1)(a)(ii)
To:
Subject: RE: Email for Karlie re NADC Board review [SEC=OFFICIAL]
Date: Wednesday, 14 April 2021 12:03:33 PM

OFFICIAL

Great email s
 22(1)
)(a)

From: s 22(1)(a)(ii)

Sent: Wednesday, 14 April 2021 11:55 AM

To: s 22(1)(a)(ii)

Subject: Email for Karlie re NADC Board review [SEC=OFFICIAL]

OFFICIAL

Hi Karlie,

As discussed with Peter Rush, here is an update for you to send to the Board about the review.

Dear Directors,

I am writing with an update about the general review Assistant Minister Morton wrote to you about on 30 March 2021.

Ms Glenys Beauchamp PSM, former Commonwealth departmental Secretary, has now been engaged to conduct the review. Ms Beauchamp has been provided with your contact details and will be in touch with each of you by email and/or phone over the coming days and weeks.

To provide context and background for the review, Ms Beauchamp has also been given the following:

- NADC Constitution
- NADC Annual Report 2019-20
- NADC Corporate Plan 2020-2024
- NADC Statement of Expectations – Minister to the Chair
- NADC Statement of Intent – Chair Response
- NADC Board Membership as at 1 April 2021

Ms Beauchamp's report, which will be written with anonymity, will be provided to the Assistant Minister by the end of this month. The intention of the review is simply to gather reflections and insights to inform future appointments to the Board, noting there are currently a couple of vacant positions. Your contribution to this process will also help to ensure the Board is able to continue to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

If you have any questions about the process, please let me know.

NATIONAL AUSTRALIA DAY COUNCIL: as at 1 April 2021

<u>NAME</u>	<u>GENDER</u>	<u>POSITION</u>	<u>FT/PT</u>	<u>STATE OF RESIDENCE</u>	<u>DATE APPOINTED</u> <i>(previous term/s in italics)</i>	<u>EXPIRY DATE</u> <i>(previous term/s in italics)</i>
<i>1. Current members:</i>						
Ms Danielle ROCHE OAM	F	Chair	PT	NSW	01.04.21 <i>25.07.20</i> <i>25.07.17</i>	30.06.21 <i>31.03.21</i> <i>24.07.20</i>
Ms Jane MCNAMARA	F	Director	PT	QLD	20.07.20 <i>20.07.17</i>	31.03.23 <i>19.07.20</i>
Mr Norman SCHUELER OAM	M	Director	PT	SA	05.11.20 <i>05.11.17</i> <i>05.11.14</i>	31.03.23 <i>04.11.20</i> <i>04.11.17</i>
Mr Richard ROLFE AM	M	Director	PT	ACT	15.05.20 <i>04.05.19</i> <i>04.05.16</i>	31.03.22 <i>15.05.20</i> <i>03.05.19</i>
Dr Robert ISAACS AM	M	Director	PT	WA	15.05.20 <i>16.10.19</i>	31.03.22 <i>15.05.20</i>
Dr Stepan KERKYASHARIAN AO	M	Director	PT	NSW	15.05.20 <i>09.10.19</i>	31.03.22 <i>15.05.20</i>
Ms Stephanie FOSTER PSM	F	Director	PT	NSW	11.02.21 <i>15.12.20</i> <i>19.12.17</i>	31.03.24 <i>10.02.21</i> <i>18.12.20</i>
Ms Alison PAGE	F	Director	PT	NSW	17.09.20	31.03.24

Future Gender and Geographic composition		
Gender balance	Geographic balance	
Males: 4 (50%) Females: 4 (50%)	NSW: 4 VIC: 0 SA: 1 NT: 0	WA: 1 QLD: 1 TAS: 0 ACT: 1

Contact List as at 1 April 2021

National Australia Day Council Board

Name	Position	Term Expires	Phone	Email Address
Ms Danni Roche OAM	Chair	30/06/21	s 47F , s 47G(1)(a)	
Ms Jane McNamara	Director	31/03/23		
Mr Norman Schueler OAM	Director	31/03/23		
Mr Richard Rolfe AM	Director	31/03/22		
Dr Robert Isaacs AM	Director	31/03/22		
Dr Stepan Kerkyasharian AO	Director	31/03/22		
Ms Stephanie Foster PSM	Director	31/03/24	s 22(1)(a)(ii)	stephanie.foster@pmc.gov.au
Ms Alison Page	Director	31/03/24	s 47F , s 47G(1)(a)	

Former National Australia Day Council Board Members

Name	Position	Term Expired	Phone	Email Address
Ms Robbie Sefton	Deputy Chair	31/03/23 Resigned with effect 31 March 2021	s 47F , s 47G(1)(a)	
Major General (Ret'd) Maurie McNarn AO	Director	31/03/21		

National Australia Day Council

Name	Position	Phone	Email Address
Karlie Brand	Chief Executive Officer	s 47F , s 47G(1)(a)	
Karen Wilson	Chief Operating Officer		

Contact List as at 1 April 2021

Department of the Prime Minister and Cabinet

Name	Position	Phone	Email Address
John Reid	First Assistant Secretary, Government Division	s 22(1)(a)(ii)	John.Reid@pmc.gov.au
Peter Rush	Assistant Secretary, Parliamentary & Government Branch, Government Division		Peter.Rush@pmc.gov.au
s 22(1)(a)	Senior Adviser, Government Section, Parliamentary & Government Branch, Government Division		s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
 To: FW: NADC Review [SEC=OFFICIAL]
 Subject: Wednesday, 14 April 2021 9:11:03 AM
 Date: [image002.png](#)
 Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)
[NADC Constitution adopted 8 June 2006.doc](#)
[NADC Board Membership at April 2021.doc](#)
[Contact List as at April 2021.docx](#)
[image001.png](#)

s 22(1)(a)(ii) as requested, direct links to the documents.

OFFICIAL

Dear Ms Beauchamp,

Thank you for your time on the phone earlier.

Please find attached the following documents to assist you in undertaking a review of the operations of the NADC Board:

1. NADC Constitution
2. [NADC Annual Report 2019-20](#)
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6. [NADC Statement of Intent – Chair Response](#)
7. Key Contact List

I have also provided you further information to your questions below.

Please let me know a time that suits you to discuss this matter further.

Happy to discuss,

s 22(1)(a)(ii) Senior Adviser

Government Division | Department of the Prime Minister and Cabinet

e. s 22(1)(a)(ii) | w. www.pmc.gov.au | s 22(1)(a)(ii)
 One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Wednesday, 7 April 2021 12:51 PM

To: s 22(1)(a)(ii)

Subject: NADC Review

Hi s 22(1)(a)(ii) – I think work is continuing to finalise arrangements, but given time frame there was a couple of things I wanted to check with you about the Review:

- I have attached very rough drafts of proposed guide for questions of interviewees and a proposed note to send (I will tidy these up, but I quickly put together) – appreciate your views on who should contact potential interviewee first? *Looks fine and a matter for you.*
- Are there protocols and confidentiality arrangements I can offer interviewees? If they prefer their comments could/should remain anonymous, I can protect their privacy and their verbatim comments or responses to questions will not be attributed to an individual? – any advice here would be appreciated. *We are of the view that comments should remain anonymous to ensure a comprehensive review can be undertaken and for strong recommendations to be developed and provided, if required, based on frank advice.*
- Commissioning the review – the status of recs and report – will it be FOI'able or is it being commissioned for purposes of government decision making? – do I need to be concerned about this? *Your work will be subject to the FOI Act as for any other documents, and relevant exemptions will apply as to any other document.*
- Are you able to share contact details and do you need to get permission of people to be interviewed? To obtain Board Charter and Constitution of the Board – are these available through PMC or should I go to Company Sec when the review actually starts? *Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff. The relevant stakeholders have been notified that a review is being undertaken and may be contacted. I have also attached the Constitution of the Board.*
- In terms of Min Morton, I was thinking of interviewing him towards the back end of the conversations – you may have an alternative view here. *We think Mr Morton should be your first interview. His adviser, s 22(1)(a) number is s 22(1) and you should contact her in the first instance.*
- On the Budget – was last year's injection a one-off and is it expected the Council and Bd will drop back to previous funding levels? There has been additional funding in the last two years for the Australia Day strategic communications campaign, and to support COVID safe Australia Day events. There are no plans for further additional funding at this stage. However, as you would be aware this could be considered at any time.
- Mention of senior staff in Government Division in the department to be consulted, do you have key names here. *Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff.*
- Should I set up an initial time with you to go through these and other issues you may have? *I would be more than happy to arrange a time to go through this matters further.*

Many thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

0419279415

1800 959 885

Level 2, 55 Blackall Street, Barton, ACT

proximity.com.au



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From: [Post Master](#)
To: s 22(1)(a)(ii)
Subject: Undeliverable Mail: "NADC Review [SEC=OFFICIAL]"
Date: Tuesday, 13 April 2021 6:03:20 PM

Your message:

From: s 22(1)(a)(ii)
Subject: NADC Review [SEC=OFFICIAL]

Could not be delivered because of

Server refused mail at MAIL FROM - 552 size limit exceeded

The following recipients were affected:

glenys.beauchamp@proximity.com.au

Additional Information

=====
Original Sender: s 22(1)(a)(ii)
Sender-MTA: <10.40.128.37>
Remote-MTA: <103.232.117.39>
Reporting-MTA: <INF-SEG03.internal.pmc.gov.au>
MessageName: <B6075502a0000.000000000001.0003.mml>
Last-Attempt-Date: <18:02:55 Tue, 13 April 2021>

From: s 22(1)(a)(ii)
 To: FW: NADC Review [SEC=OFFICIAL]
 Subject: Wednesday, 7 April 2021 5:10:21 PM
 Date:
 Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image007.png](#)
[image008.png](#)
[NADC Constitution adopted 8 June 2006.docx](#)
[NADC Annual Report 2019-20.pdf](#)
[NADC Board Membership at April 2021.docx](#)
[NADC Statement of Expectations - Minister to the Chair.pdf](#)
[NADC Statement of Expectations Response - Chair to the Minister.pdf](#)
[NADC Corporate Plan 2020-2024.pdf](#)
[Minister Presentation 2021.pdf](#)
[Contact List as at April 2021.docx](#)
[NADC Possible Interview Questions.docx](#)
[Proposed Note to Interviewees.docx](#)

OFFICIAL

Hi s 22(1)(a)(ii)

Please find attached relevant documents to provide to the consultant once agreed.

There are two documents for you to consider whether we should provide to the consultant, that is, whether it will support the review.

- Development of the NADC Constitution ([here](#))
- Minister Presentation 2021 (Attached)

I have been unable to locate the Board Charter, and not too sure whether this is required as we have the Constitution.

Happy to discuss,

 | Adviser

Government Section | Parliamentary & Government Branch

Government Division | Department of the Prime Minister and Cabinet

(02) s 22(1)(a)  | www.pmc.gov.au

One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

Dear Ms Glenys Beauchamp,

Thank you for continuing to finalise these arrangements. Before this proceeds further, we will require a quote to understand the cost to conduct a review into the operations, dynamics and composition of the National Australia Day Council Board.

Please find attached the following documents to assist you in undertaking a review of the operations of the NADC Board;

1. NADC Constitution
2. NADC Annual Report 2019-20
3. NADC Board Membership Composition
4. NADC Corporate Plan 2020-2024
5. NADC Statement of Expectations – Minister to the Chair
6. NADC Statement of Expectations – Chair Response
7. Key Contact List
8. Minister Presentation 2021
9. NADC possible interview questions (Provided by Glenys)
10. NADC proposed note to interviews (Provided by Glenys)

We have also provided you further information to your questions below.

Please let me know a time that suits you to discuss this matter further.

Happy to discuss,

From: Glenys Beauchamp <glenys.beauchamp@proximity.com.au>

Sent: Wednesday, 7 April 2021 12:51 PM

To: s 22(1)(a)(ii)

Subject: NADC Review

Hi s 22(1)(a)(ii) – I think work is continuing to finalise arrangements, but given time frame there was a couple of things I wanted to check with you about the Review:

- I have attached very rough drafts of proposed guide for questions of interviewees and a proposed note to send (I will tidy these up, but I quickly put together) – appreciate your views on who should contact potential interviewee first? We have provided some minor suggestions to the possible interview questions. To ensure the review can be undertaken within the required timeframe, we suggest interviews are 20-30 minute maximum.
- Are there protocols and confidentiality arrangements I can offer interviewees? If they prefer their comments could/should remain anonymous, I can protect their privacy and their verbatim comments or responses to questions will not be attributed to an individual? – any advice here would be appreciated. We are of the view that comments should remain anonymous to ensure a comprehensive review can be undertaken and for strong recommendations to be developed and provided, if required, based on frank advice.
- Commissioning the review – the status of recs and report – will it be FOI'able or is it being commissioned for purposes of government decision making? – do I need to be concerned about this? **The commissioning of this work will be FOI'able, unless the Assistant Minister proposes to provide to Cabinet for decision making.**
- Are you able to share contact details and do you need to get permission of people to be interviewed? To obtain Board Charter and Constitution of the Board – are these available through PMC or should I go to Company Sec when the review actually starts? Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff. The relevant stakeholders have been notified that a review is being undertaken and may be contacted. I have also attached the Constitution of the Board and **the Board Charter.**
- In terms of Min Morton, I was thinking of interviewing him towards the back end of the conversations – you may have an alternative view here. We are not of a particular view as to when the Assistant Minister be interviewed.
- On the Budget – was last year's injection a one-off and is it expected the Council and Bd will drop back to previous funding levels? Funding is a decision for government, and we are currently not aware of future plans for injection / further funding for the NADC beyond the yearly operational funding.
- Mention of senior staff in Government Division in the department to be consulted, do you have key names here. Please see attached the document titled 'Contact list as at April 2021.' This includes current and former NADC members, senior NADC staff and senior Government Division staff.
- Should I set up an initial time with you to go through these and other issues you may have? I would be more than happy to arrange a time to go through this matters further.

Many thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

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Proposed note to Interviewees:

Dear xx –

I am assisting the Department of the Prime Minister and Cabinet to independently review the NADC Board and its operations.

I am to complete the review and provide a report with recommendations to inform future operations and considerations of appointments by the end of April 2021.

There is acknowledgement the NADC Board requires strong leadership and robust governance expertise to continue to lead and build on the work undertaken by the Board and the NADC staff for Australia day 2020 and 2021. In this context the review will focus on:

- the function and dynamics of Board meetings;
- internal and external communications;
- represented skill sets and backgrounds, including identifying any gaps;
- relationships between Board members with staff and stakeholders;
- the Board's history and projected challenges.

I am expected to undertake key consultations with current and recent board members and other key stakeholders, and I would like to schedule a time at your convenience to meet either face to face or virtually to discuss your experience and views on these aspects of the Council and Board operations.

I have developed a guide to the sorts of issues and questions I would like to address and have attached these to this note.

My phone number is 0419279415 and my email address is glenys.beauchamp@proximity.com.au

NADC Review Possible Interview Questions – 20-30min interviews

Do I put these into Themes?

Composition of the Board ~~Background:~~

Name

Current member or not

Appointment Period

Commented [VE1]: PM&C can provide this information

In own words - Skills/experience/expertise/Board experience

Do ~~they~~ you see ~~them~~ yourself ~~yes~~ as an Individual on Board or representing a community of interest?

Composition of the Board:

Do you have views about the composition of the Board?

Are there any noticeable gaps in the Board?

Role of the Board and Expectations:

What are your ~~E~~ expectations of being a Board member ~~of the NADC~~ and have the ~~sey~~ been met?

Do you understand the role of the Board ~~Is there clarity about the Board's role?~~

Do you discuss the Statement of Expectations and Response/ strategy at Board meetings?

Is there periodic evaluation of the Board's performance?

Are you aware of the details of the Board's Charter and Constitution?

Board Operations/Engagement with Staff:

Are the right issues coming to the board at the right time? Is there an annual schedule of Board meetings and what should be considered at what meeting?

Do all members have the opportunity and are able to contribute equally? Does the Chair practise good governance in decision making and discussion?

Transparency of decision making and reporting – are processes clear on who is doing what and how it is reported.

Is there a productive working relationship between the Bd chair and the Office/CEO? Is the Office and Board all on the same page?

Do board members interact with staff?

Stakeholder engagement

Is there a clear stakeholder engagement strategy?

In performing your role who do you consult with and why

Who do you see as the Board's most important stakeholders?

Are there clear lines of communication between the state and territory affiliates and the hundreds of local committees.

Do you think there are any gaps in who the Board is engaging with?

What sort of relationship does the Board have with the Department of the Prime Minister and Cabinet and the Minister?

Future Challenges and Key Risks for Board.

What do you see as top three challenges the Board will face in future?

What are the risks the Board is currently facing and what about future risks?

Are you positive about the role and value add of the Board going forward?

Any other comments you would like to make about the Board and its leadership role.

From: s 22(1)(a)(ii)
 To: FW: NADC Review [SEC=OFFICIAL]
 Subject: Wednesday, 7 April 2021 3:08:52 PM
 Date: image002.png
 Attachments: image003.png
 image004.png
 Proposed Note to Interviewees.docx
 NADC Possible Interview Questions.docx
 image007.png
 image008.png

OFFICIAL

From: Glenys Beauchamp

Sent: Wednesday, 7 April 2021 12:51 PM

To: s 22(1)(a)(i)

Subject: NADC Review

Hi s 22(1)(a)(i) – I think work is continuing to finalise arrangements, but given time frame there was a couple of things I wanted to check with you about the Review:

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- Mention of senior staff in Government Division in the department to be consulted, do you have key names here
- Should I set up an initial time with you to go through these and other issues you may have?

Many thanks, gb

Glenys Beauchamp

Principal Advisor

glenys.beauchamp@proximity.com.au

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From: [Rush, Peter](#)
To: [REDACTED] s 22(1)(a)(ii)
Subject: RE: NADC Board - review proposal [REDACTED] s 22(1)(a)(ii) [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 31 March 2021 1:39:45 PM
Attachments: [NADC Board - review proposal AP PR.docx](#)

OFFICIAL: Sensitive

[A few tweaks, then OK to go](#)

From: [REDACTED] s 22(1)(a)(ii)
Sent: Wednesday, 31 March 2021 9:40 AM
To: Rush, Peter ; [REDACTED] s 22(1)(a)(ii)
Subject: NADC Board - review proposal [REDACTED] s 22(1)(a)(ii) [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi Peter

For your clearance, I've attached the draft NADC Board review one-pager for providing to the consulting firm Glenys Beauchamp works for, in order to get a quote from them.

When you're happy with this I'll send it through to them.

Cheers

[REDACTED] s 22(1)(a)(ii)

Proposal to review the composition and operations of the NADC Board

Purpose

The Department of the Prime Minister and Cabinet is ~~undertaking~~ commissioning an independent review of the National Australia Day Council (NADC) Board and its operations. The purpose of the review is to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

The Board is currently carrying ~~two~~ several vacancies. Conducting the review prior to any new appointments will ensure an appropriate distribution of skills, particularly in leadership and governance, as well as professional and personal backgrounds on the Board, is maintained.

Expectations for the review

The NADC Board requires strong leadership and robust governance expertise to continue to lead and build on the work undertaken by the Board and NADC staff for Australia Day 2020 and 2021.

In this context, the review will focus on analysing the operating model and composition of the NADC Board including:

- the function and dynamics of Board meetings
- internal and external communications
- represented skillsets and backgrounds, including identifying any gaps
- relationships between Board members with staff and stakeholders
- the Board's history and projected challenges.

The Reviewer will be expected to conduct approximately 15 interviews, including all current and recent members of the NADC Board and senior staff at the NADC. The Reviewer will also interview other significant stakeholders including the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet and Senior Executive Staff in Government Division, PM&C.

The Reviewer will be expected to provide a report with recommendations to inform future operations and considerations of appointments. The report will be shared with Assistant Minister Morton who is responsible for making appointments to the NADC Board.

Expected timeframe to conduct the review and report

We expect the review would take up to five days if conducted full-time.

The report will need to be delivered by the end of April 2021.

Current NADC Board

There is currently a diverse range of backgrounds and experience on the Board, including not-for-profits, the community sector, public sector (long-standing practice is that the Deputy Secretary, Governance, PM&C, is appointed as a director), business, the law and academia. Two members of the Board are Indigenous Australians.

Having diverse Board membership (in a geographic, gender and community sense) ensures the NADC's activities reflect the Australian population as a whole. Following a recent resignation, the Board's current gender balance is 60 per cent male (five) and 40 per cent female (four).

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