



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: MC21-030399

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council  
[dr@droche.com](mailto:dr@droche.com)

Dear Ms Roche

As you are aware, your term as the Chair of the National Australia Day Council (NADC) Board is due to expire on 31 March 2021. I am grateful that you have agreed to the extension of your appointment for a period of three months as Chair of the NADC, from 1 April 2021 until 30 June 2021. Please find enclosed a copy of the Instrument of Appointment.

In the context of considering future appointments to the Board, I have decided to conduct a review into the operations and composition of the Board, 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 Department of the Prime Minister and Cabinet will be engaging Ms Glenys Beauchamp PSM to undertake this review in the coming weeks. Ms Beauchamp is a former Departmental Secretary and has extensive experience working with Government agencies and is well-placed to provide expert advice. I expect Ms Beauchamp will be consulting current and recent Board members for her review.

A copy of this letter has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

Yours sincerely

**BEN MORTON**

/ / 2021



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ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET  
ASSISTANT MINISTER TO THE MINISTER FOR THE PUBLIC SERVICE  
ASSISTANT MINISTER FOR ELECTORAL MATTERS

Reference: MC21-030399

Dr Robert Isaacs AM  
Director  
National Australia Day Council Board  
s 22(1)(a)(ii), s 47F, s  
47G(1)(a)

Dear Dr Isaacs

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

Two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

In light of these vacancies I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

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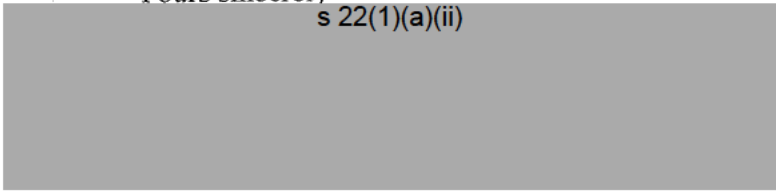
Ms Beauchamp will be consulting current Board members, including yourself, as well as staff and key stakeholders. I encourage you involved to participate constructively in this process.

The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)

A large rectangular grey box redacting the signature of Ben Morton.

**BEN MORTON**

20/3 / 2021



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: MC21-030399

Dr Stepan Kerkyasharian AO  
Director  
National Australia Day Council Board  
s 47F, s 47G(1)(a)

Dear Dr Kerkyasharian

Once again I would like to extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

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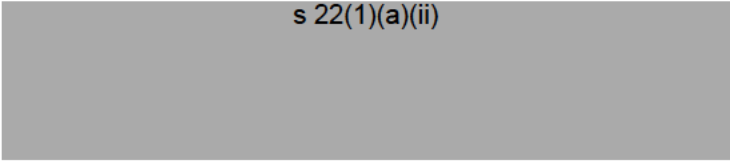
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The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30/3/2021





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: MC21-030399

Major General Maurie McNarn AO (Ret'd)  
 Director  
 National Australia Day Council Board  
 s 47F, s 47G(1)(a)

Dear Major General McNarn

Thank you for your letter dated 9 February 2021 and our subsequent discussion regarding your decision not to seek reappointment as a Director on the Board of the National Australia Day Council (NADC).

I am writing to thank you for your service as a Director on the Board of NADC, noting that your term of appointment finishes on 31 March 2021. I want to particularly acknowledge your support in establishing the Finance, Audit and Risk Committee, and improving the financial position of NADC.

The Government is very appreciative of your valuable contributions to the work of the Board in inspiring national pride and spirit through Australia Day programs and the Australian of the Year Awards. The Australian of the Year Awards allows us to recognise, and be inspired by, so many remarkable members of our community. The Australia Day communications and events lead by the NADC helps bring all Australians together to reflect, respect and celebrate. I particularly acknowledge the efforts of the Board to successfully roll out the COVIDSafe Australia Day Grants program for Australia Day 2021.

To assist in informing consideration of future appointments to the Board I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

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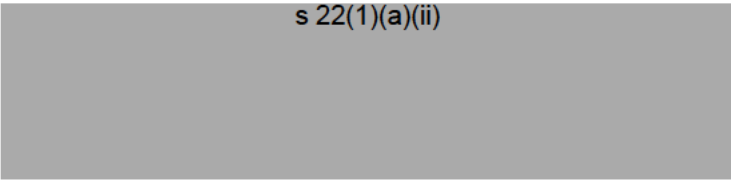
I expect Ms Beauchamp will be consulting current and recent Board members, staff and key stakeholders for her review. While I acknowledge your decision not to seek reappointment to the Board I would encourage you to participate constructively in this process as a recent Director.

Again, I thank you for your dedication and contribution to the work of the Board.

I have copied this letter to the Chair of the Board, Ms Danielle Roche OAM and the Chief Executive Officer of the NADC, Karlie Brand.

Yours sincerely

s 22(1)(a)(ii)

A large rectangular area of the document is redacted with a solid grey fill, obscuring the signature and any text that might have been present below the 'Yours sincerely' line.

**BEN MORTON**

30 / 3 / 2021



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: MC21-030399

Mr Richard Rolfe  
Director  
National Australia Day Council Board  
s 47F , s 47G(1)(a)

Dear Mr Rolfe

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

Two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

In light of these vacancies I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

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Ms Beauchamp will be consulting current Board members, including yourself, as well as staff and key stakeholders. I encourage you involved to participate constructively in this process.

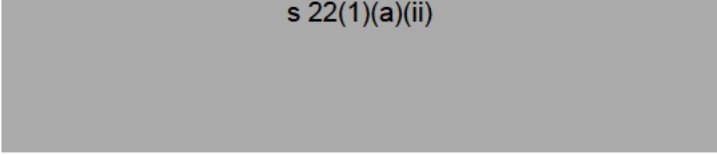
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Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

2017/2021



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ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET  
ASSISTANT MINISTER TO THE MINISTER FOR THE PUBLIC SERVICE  
ASSISTANT MINISTER FOR ELECTORAL MATTERS

Reference: MC21-030399

Mr Norman Schueler OAM  
Director  
National Australia Day Council Board  
s 47F , s 47G(1)(a)

Dear Mr Schueler

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

Two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

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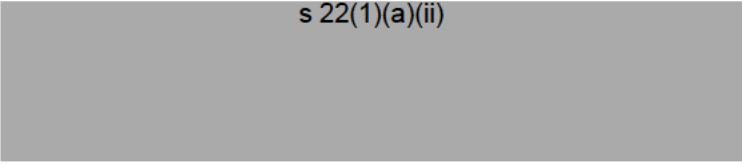
Ms Beauchamp will be consulting current Board members, including yourself, as well as staff and key stakeholders. I encourage you involved to participate constructively in this process.

The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30/3 / 2021



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: MC21-030399

Ms Karlie Brand  
Chief Executive Officer  
National Australia Day Council  
s 22(1)(a)(ii), s 47F, s 47G(1)(a)

Dear Ms Brand

Once again I would like to extend my sincere thanks to you and your staff for your hard work in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

As you are aware two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

In light of these vacancies I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

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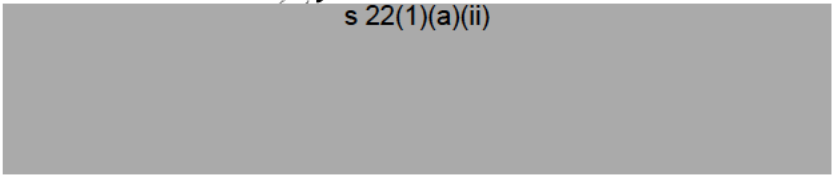
Ms Beauchamp will be consulting current and past Board members, as well as yourself and other key stakeholders. I encourage you to be involved and to participate constructively in this process.

The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

I look forward to continuing to work with you and your team in the lead up to Australia Day 2022.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

9/13 / 2021





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: MC21-030399

Ms Stephanie Foster PSM  
Director  
National Australia Day Council Board  
[Stephanie.Foster@pmc.gov.au](mailto:Stephanie.Foster@pmc.gov.au)

Dear Ms Foster

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

Two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

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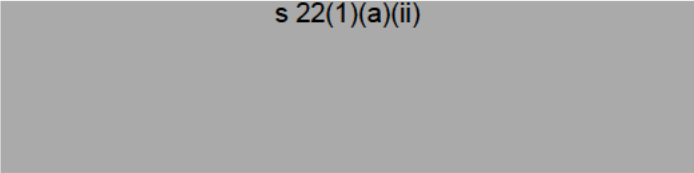
Ms Beauchamp will be consulting current Board members, including yourself, as well as staff and key stakeholders. I encourage you involved to participate constructively in this process.

The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



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30/3/2021



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ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET  
ASSISTANT MINISTER TO THE MINISTER FOR THE PUBLIC SERVICE  
ASSISTANT MINISTER FOR ELECTORAL MATTERS

Reference: MC21-030399

Ms Jane McNamara  
Director  
National Australia Day Council Board  
s 47F , s 47G(1)(a)

Dear Ms McNamara

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

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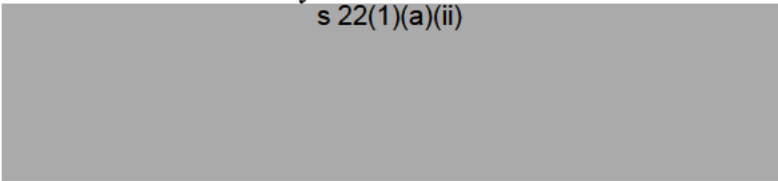
Ms Beauchamp will be consulting current Board members, including yourself, as well as staff and key stakeholders. I encourage you involved to participate constructively in this process.

The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30/3/2021



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ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET  
ASSISTANT MINISTER TO THE MINISTER FOR THE PUBLIC SERVICE  
ASSISTANT MINISTER FOR ELECTORAL MATTERS

Reference: MC21-030399

Ms Alison Page  
Director  
National Australia Day Council Board  
s 47F, s 47G(1)(a)

Dear Ms Page

Once again I would like extend my sincere thanks to you for your contribution in the lead up to and on Australia Day 2021.

The work of the National Australia Day Council (NADC) is integral to actively promoting Australia Day, and to instilling a sense of pride in, and increased participation by Australians.

Two Directors have recently informed me of their respective decisions to step away from their roles on the NADC Board. Both Ms Sefton and Mr McNarn have made valuable contributions to the Board over many years and I thank them for their service.

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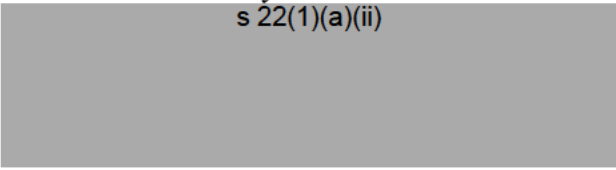
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Thank you once again for your ongoing service and contribution to the Board.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30/3/2021



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: MC21-030399

Ms Robbie Sefton  
 Director  
 National Australia Day Council Board  
 s 47F, s 47G(1)(a)

Dear Ms Sefton,

Thank you for your letter dated 30 March 2021 advising me of your resignation as Deputy Chair and Director on the Board of the National Australia Day Council (NADC).

I am writing to thank you for your service as a Director on the Board of NADC. I want to particularly acknowledge your long service and significant experience on the Board which has seen great transition throughout your time in the organisation.

The Government is very appreciative of your valuable contributions to the work of the Board in inspiring national pride and spirit through Australia Day programs and the Australian of the Year Awards. The Australian of the Year Awards allows us to recognise, and be inspired by, so many remarkable members of our community. The Australia Day communications and events lead by the NADC helps bring all Australians together to reflect, respect and celebrate. I particularly acknowledge the efforts of the Board to successfully roll out the COVIDSafe Australia Day Grants program for Australia Day 2021.

To assist in informing consideration of future appointments to the Board I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

The Department of the Prime Minister and Cabinet will be engaging Ms Glenys Beauchamp PSM to undertake this review in the coming weeks. Ms Beauchamp is a former Departmental Secretary and has extensive experience working with Government agencies and is well-placed to provide expert advice.

I expect Ms Beauchamp will be consulting current and recent Board members, staff and key stakeholders for her review. While I acknowledge your decision to step down from the Board I would encourage you to participate constructively in this process as a recent Deputy Chair and Director.

Again, I thank you for your dedication and contribution to the work of the Board and, on a personal note, I have welcomed your commitment and good humour that has shone through in our conversations over the past two years. I wish you every success in your future endeavours.

I have copied this letter to the Chair of the Board, Ms Danielle Roche OAM and the Chief Executive Officer of the NADC, Karlie Brand.

Yours sincerely,

s 22(1)(a)(ii)

**BEN MORTON**

30/3 / 2021

## OFFICIAL

PDR: MC21-030399

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Mr Rush

**To:** Assistant Minister to the Prime Minister and Cabinet (for signature)

## NATIONAL AUSTRALIA DAY COUNCIL (NADC) BOARD ARRANGEMENTS

AMO  
Ms Griffiths

**Recommendations - that you:**

1. Sign the instrument of appointment to extend Ms Danielle Roche OAM as Chairperson of the National Australia Day Council (NADC) Board for three months, from 1 April to 30 June 2021 (Attachment A) and letter to Ms Roche informing her of the extension and the review of the Board, copied to all board members and CEO (Attachment B).

☒ Signed / ☐ Not Signed

2. Sign the letter Major General Maurie McNarn AO (Ret'd) thanking him for his service as a Director on the NADC Board (Attachment C).

s 22(1)(a)(ii)

☒ Signed / ☐ Not Signed

BEN MORTON

Date:

30/3/21

Comments:

**Key Points:***Ms Danielle Roche OAM*

1. Ms Roche has been a part-time Chairperson of the NADC Board since 25 July 2017 and her current term expires on 31 March 2021. You have indicated that you wish to extend Ms Roche as Chairperson for three months, until 30 June 2021.
  - a. As Minister, you may extend the term of an appointee once for a period of up to three months without consulting the Prime Minister, or the Cabinet.

*National Australia Day Council Board review*

2. The NADC Constitution requires a minimum of five directors and the usual practice has been to have ten directors appointed to the Board.
  - a. Major General Maurie McNarn AO (Ret'd) wrote to you on 9 February 2021 notifying you that he would not seek reappointment as Director on the Board of the NADC when his term expires on 31 March 2021 (Attachment E).
  - b. The current board membership is at Attachment D.
3. In the context of considering future appointments to the Board, you requested a review to be undertaken into the operations and composition of the Board, to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of

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## OFFICIAL

the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

4. We are in the process of engaging Ms Glenys Beauchamp PSM to undertake this review, and anticipate it will be completed by 23 April 2021.
  - a. Ms Beauchamp is a former Departmental Secretary and is currently serving on three Government Boards. She has extensive experience working with Government agencies and is well-placed to provide expert advice.

### Background:

5. The National Australia Day Council (NADC) is the national coordinating body for the Australia Day celebrations and the Australian of the Year Awards.
6. NADC is a Commonwealth company subject to the reporting and accountability requirements in Chapter 3 of the *Public Governance, Performance and Accountability Act 2013* and limited by guarantee under the *Corporations Act 2001*. The operations of NADC are overseen by a Board of Directors.
7. Following the Prime Minister's or Cabinet's endorsement, appointments to the NADC Board are made by you as the responsible Minister, under Rule 6.1 of the Constitution of the NADC.

Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
30 March 2021

Policy Officer: s 22(1)(a)(ii)  
Phone no: s 22(1)(a)(ii)

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**ATTACHMENTS**

**ATTACHMENT A   INSTRUMENT OF EXTENSION OF CHAIRPERSON  
APPOINTMENT - MS DANIELLE ROCHE OAM**

**ATTACHMENT B   LETTER TO MS DANIELLE ROCHE OAM**

**ATTACHMENT C   LETTER TO MAJOR GENERAL MAURICE MCNARN (RET'D)**

**ATTACHMENT D   CURRENT NADC BOARD MEMBERSHIP**

**ATTACHMENT E   INCOMING LETTER FROM MR MAURIE MCNARN AO**

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## NATIONAL AUSTRALIA DAY COUNCIL

### CHAIRPERSON APPOINTMENT

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Ms Danielle Roche OAM as Part-Time Chairperson of the National Australia Day Council for three months, from 1 April 2021 until 31 June 2021.

Dated

*30th March*

2021

s 22(1)(a)(ii)

Ben Morton

Assistant Minister to the Prime Minister and Cabinet



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: MC21-030399

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council  
[dr@droche.com](mailto:dr@droche.com)

Dear Ms Roche

As you are aware, your term as the Chair of the National Australia Day Council (NADC) Board is due to expire on 31 March 2021. I have extended your appointment for a period of three months as Chair of the NADC, from 1 April 2021 until 30 June 2021. Please find enclosed a copy of the Instrument of Appointment.

Given the current vacancies on the Board I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

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The outcomes of this review, which I expect will be completed in April 2021, will inform consideration of future appointments to the Board.

A copy of this letter has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

20/3 / 2021



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Director  
National Australia Day Council Board  
s 47F, s 47G(1)(a)

Dear Major General McNarn

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I am writing to thank you for your service as a Director on the Board of NADC, noting that your term of appointment finishes on 31 March 2021. I want to particularly acknowledge your support in establishing the Finance, Audit and Risk Committee, and improving the financial position of NADC.

The Government is very appreciative of your valuable contributions to the work of the Board in inspiring national pride and spirit through Australia Day programs and the Australian of the Year Awards. The Australian of the Year Awards allows us to recognise, and be inspired by, so many remarkable members of our community. The Australia Day communications and events lead by the NADC helps bring all Australians together to reflect, respect and celebrate. I particularly acknowledge the efforts of the Board to successfully roll out the COVIDSafe Australia Day Grants program for Australia Day 2021.

To assist in informing consideration of future appointments to the Board I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

The Department of the Prime Minister and Cabinet will be engaging Ms Glenys Beauchamp PSM to undertake this review in the coming weeks. Ms Beauchamp is a former Departmental Secretary and has extensive experience working with Government agencies and is well-placed to provide expert advice.

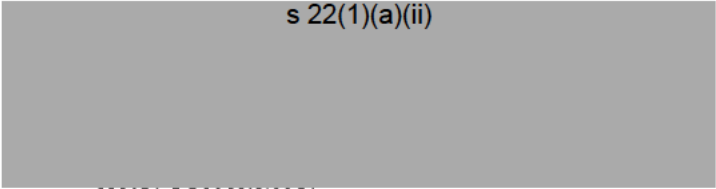
I expect Ms Beauchamp will be consulting current and recent Board members, staff and key stakeholders for her review. While I acknowledge your decision not to seek reappointment to the Board I would encourage you to participate constructively in this process as a recent Director.

Again, I thank you for your dedication and contribution to the work of the Board.

I have copied this letter to the Chair of the Board, Ms Danielle Roche OAM and the Chief Executive Officer of the NADC, Karlie Brand.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30 / 3 / 2021



**NATIONAL AUSTRALIA DAY COUNCIL:** as at 29 March 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	<b>25.07.20</b> <i>25.07.17</i>	<b>31.03.21</b> <i>24.07.20</i>
Ms Robbie SEFTON	F	Deputy Chair	PT	NSW	<b>05.11.20</b> <i>05.11.17</i>	<b>31.03.23</b> <i>04.11.17</i>
		<i>Director</i>			<i>05.11.14</i> <i>04.06.13</i> <i>09.06.10</i>	<i>04.11.17</i> <i>03.06.16</i> <i>03.06.13</i>
Ms Jane MCNAMARA	F	Director	PT	QLD	<b>20.07.20</b> <i>20.07.17</i>	<b>31.03.23</b> <i>19.07.20</i>
Mr Norman SCHUELER OAM	M	Director	PT	SA	<b>05.11.20</b> <i>05.11.17</i> <i>05.11.14</i>	<b>31.03.23</b> <i>04.11.20</i> <i>04.11.17</i>
Mr Richard ROLFE AM	M	Director	PT	ACT	<b>15.05.20</b> <i>04.05.19</i> <i>04.05.16</i>	<b>31.03.22</b> <i>15.05.20</i> <i>03.05.19</i>
Dr Robert ISAACS AM	M	Director	PT	WA	<b>15.05.20</b> <i>16.10.19</i>	<b>31.03.22</b> <i>15.05.20</i>
Dr Stepan KERKYASHARIAN AO	M	Director	PT	NSW	<b>15.05.20</b> <i>09.10.19</i>	<b>31.03.22</b> <i>15.05.20</i>
Major General (Ret'd) Maurie McNARN AO	M	Director	PT	QLD	<b>15.05.20</b> <i>21.08.18</i>	<b>31.03.21</b> <i>15.05.20</i>

Ms Stephanie FOSTER PSM	F	Director	PT	NSW	<b>11.02.21</b> 15.12.20 19.12.17	<b>31.03.24</b> 10.02.21 18.12.20
Ms Alison PAGE	F	Director	PT	NSW	<b>17.9.20</b>	<b>31.03.24</b>

## 2. Proposed Appointment

Ms Danielle ROCHE OAM	F	Chair	PT	NSW	<b>01.04.2021</b>	<b>30.06.21</b>
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Current Gender and Geographic composition			Future Gender and Geographic composition		
Gender balance	Geographic balance		Gender balance	Geographic balance	
Males: 5 (50%) Females: 5 (50%)	NSW: 5 VIC: 0 SA: 1 NT: 0	WA: 1 QLD: 2 TAS: 0 ACT: 1	Males: 5 (50%) Females: 5 (50%)	NSW: 5 VIC: 0 SA: 1 NT: 0	WA: 1 QLD: 2 TAS: 0 ACT: 1



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: MC21-030399

Ms Robbie Sefton  
Director  
National Australia Day Council Board  
s 47F, s 47G(1)(a)

Dear Ms Sefton,

Thank you for your letter dated 30 March 2021 advising me of your resignation as Deputy Chair and Director on the Board of the National Australia Day Council (NADC).

I am writing to thank you for your service as a Director on the Board of NADC. I want to particularly acknowledge your long service and significant experience on the Board which has seen great transition throughout your time in the organisation.

The Government is very appreciative of your valuable contributions to the work of the Board in inspiring national pride and spirit through Australia Day programs and the Australian of the Year Awards. The Australian of the Year Awards allows us to recognise, and be inspired by, so many remarkable members of our community. The Australia Day communications and events lead by the NADC helps bring all Australians together to reflect, respect and celebrate. I particularly acknowledge the efforts of the Board to successfully roll out the COVIDSafe Australia Day Grants program for Australia Day 2021.

To assist in informing consideration of future appointments to the Board I have decided it is timely to conduct a review into the operations, dynamics and composition of the Board. This will 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.

The Department of the Prime Minister and Cabinet will be engaging Ms Glenys Beauchamp PSM to undertake this review in the coming weeks. Ms Beauchamp is a former Departmental Secretary and has extensive experience working with Government agencies and is well-placed to provide expert advice.

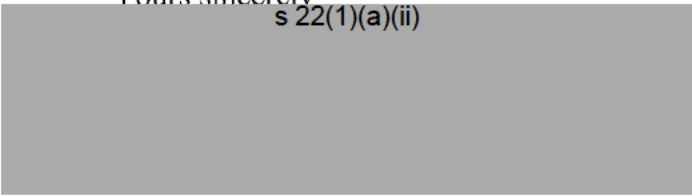
I expect Ms Beauchamp will be consulting current and recent Board members, staff and key stakeholders for her review. While I acknowledge your decision to step down from the Board I would encourage you to participate constructively in this process as a recent Deputy Chair and Director.

Again, I thank you for your dedication and contribution to the work of the Board and, on a personal note, I have welcomed your commitment and good humour that has shone through in our conversations over the past two years. I wish you every success in your future endeavours.

I have copied this letter to the Chair of the Board, Ms Danielle Roche OAM and the Chief Executive Officer of the NADC, Karlie Brand.

Yours sincerely

s 22(1)(a)(ii)



**BEN MORTON**

30/3 / 2021

30 March 2021

Hon. Ben Morton MP  
Assistant Minister to the Prime Minister and Cabinet  
PO Box 6022  
House of Representatives  
Parliament House  
Canberra ACT 2600

Dear Minister Morton

Thank you for your kind offer to re-appoint me as a Part-Time Director and Deputy Chairperson of the National Australia Day Council (NADC) for a three-year term, expiring on 31 March 2023.

I sincerely appreciate the confidence you have placed in me as NADC Deputy Chairperson and as a board member over the past ten years. I have found the experience to be rewarding, an honour and a privilege to serve our nation in this important leadership role.

I mentioned during our phone conversation in November and again in January during Australia Day celebrations in Canberra that I would reconsider your offer of another three-year term in March 2021.

After reflection, it is with regret that I proceed with my resignation. My existing work and leadership commitments have increased since we had our conversations and consequently, I don't believe another term is achievable.

I am aware that new board members are to be considered shortly and whilst I am disappointed to be stepping down, the timing will hopefully align to ensure the best board candidate can be sourced.

Thank you for your overall leadership and the support you have provided to the National Australia Day Council and to me personally. My time on the board has been a very fulfilling, important, and valuable experience.

Yours sincerely,

s 22(1)(a)(ii)

Robbie Sefton

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Mr Rush

**To:** Assistant Minister to the Prime Minister and Cabinet (for signature)

## NATIONAL AUSTRALIA DAY COUNCIL (NADC) BOARD ARRANGEMENTS

AMO  
Ms Griffiths

**Recommendations** - that you:

1. Sign the instrument of appointment to extend Ms Danielle Roche OAM as Chairperson of the National Australia Day Council (NADC) Board for three months, from 1 April to 30 June 2021 (Attachment A) and letter to Ms Roche informing her of the extension and the review of the Board, copied to all board members and CEO (Attachment B).

**Signed / Not Signed**

2. Sign the letter Major General Maurie McNarn AO (Ret'd) thanking him for his service as a Director on the NADC Board (Attachment C).

**Signed / Not Signed**

BEN MORTON

Date:

Comments:

**Key Points:***Ms Danielle Roche OAM*

1. Ms Roche has been a part-time Chairperson of the NADC Board since 25 July 2017 and her current term expires on 31 March 2021. You have indicated that you wish to extend Ms Roche as Chairperson for three months, until 30 June 2021.
  - a. As Minister, you may extend the term of an appointee once for a period of up to three months without consulting the Prime Minister, or the Cabinet.

*National Australia Day Council Board review*

2. The NADC Constitution requires a minimum of five directors and the usual practice has been to have ten directors appointed to the Board.
  - a. Major General Maurie McNarn AO (Ret'd) wrote to you on 9 February 2021 notifying you that he would not seek reappointment as Director on the Board of the NADC when his term expires on 31 March 2021 (Attachment E).
  - b. The current board membership is at Attachment D.
3. In the context of considering future appointments to the Board, you requested a review to be undertaken into the operations and composition of the Board, to ensure the Board is equipped with relevant skills and expertise to successfully deliver the annual Australian of



**OFFICIAL**

the Year Awards and to continue to lead the evolving way Australia's national day is celebrated.

4. We are in the process of engaging Ms Glenys Beauchamp PSM to undertake this review, and anticipate it will be completed by 23 April 2021.
  - a. Ms Beauchamp is a former Departmental Secretary and is currently serving on three Government Boards. She has extensive experience working with Government agencies and is well-placed to provide expert advice.

**Background:**

5. The National Australia Day Council (NADC) is the national coordinating body for the Australia Day celebrations and the Australian of the Year Awards.
6. NADC is a Commonwealth company subject to the reporting and accountability requirements in Chapter 3 of the *Public Governance, Performance and Accountability Act 2013* and limited by guarantee under the *Corporations Act 2001*. The operations of NADC are overseen by a Board of Directors.
7. Following the Prime Minister's or Cabinet's endorsement, appointments to the NADC Board are made by you as the responsible Minister, under Rule 6.1 of the Constitution of the NADC.

Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
30 March 2021

Policy Officer: s 22(1)(a)(ii)  
Phone no: s 22(1)(a)(ii)

**OFFICIAL**

**OFFICIAL**

**ATTACHMENTS**

**ATTACHMENT A   INSTRUMENT OF EXTENSION OF CHAIRPERSON  
APPOINTMENT - MS DANIELLE ROCHE OAM**

**ATTACHMENT B   LETTER TO MS DANIELLE ROCHE OAM**

**ATTACHMENT C   LETTER TO MAJOR GENERAL MAURICE MCNARN (RET'D)**

**ATTACHMENT D   CURRENT NADC BOARD MEMBERSHIP**

**ATTACHMENT E   INCOMING LETTER FROM MR MAURIE MCNARN AO**

**OFFICIAL**

**From:** "DLO" s 47E(d)  
**Sent:** 28/06/2021 7:02:11 PM  
**To:** "MCU" s 47E(d) @pmc.gov.au>  
**Cc:** "DLO" s 47E(d) "CSO-DLO" s 47E(d) >; s 22(1)(a)(ii)  
s 22(1)(a)(ii) " s 22(1)(a)(ii) ; s 22(1)(a)(ii)  
**Subject:** Morton - Appointment - National Australia Day Council Board - 3 month extension of Chairperson [SEC=PROTECTED, CAVEAT=SH:CABINET]  
**Attachments:** Morton - Appointment - National Australia Day Council Board - 3 month extension of Chairperson.pdf  
**Categories:** VIPs only

## PROTECTED//CABINET

Hi MCU

Please register and NFA the attached.

Thanks

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

Departmental Liaison Officer

Office of the Prime Minister, the Hon Scott Morrison MP

MG 8, Parliament House, Canberra ACT 2600

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

e. s 47E(d) 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: MS21-001049

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
[dr@droche.com](mailto:dr@droche.com)

Dear Ms Roche

I wrote to you on 30 March 2021 in part regarding the decision to conduct a review into the operations and composition of the National Australia Day Council (NADC) Board to inform future appointments to vacant positions on the Board.

As you are aware, the Department of the Prime Minister and Cabinet (PM&C) engaged Ms Glenys Beauchamp PSM to conduct the review. Ms Beauchamp has now provided her final report: *Review of Composition and Operations of the National Australia Day Council Board*, which I enclose with this letter.

Ms Beauchamp notes in the Review “the willingness and cooperation of current and former [Board] members who provided considered and comprehensive comments during the interview process” and I would like to thank you, and all participating Board members, for participating constructively in this process.

A copy of this letter and the Review has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

I expect the Review will be published on the PM&C website in the coming days.

Yours sincerely

**BEN MORTON**

/ / 2021

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Mr Rush  
Mr Martin

To: Assistant Minister to the Prime Minister and Cabinet

## REVIEW OF COMPOSITION AND OPERATIONS OF THE NADC BOARD

PMO  
S  
AMO  
s 22(1)

**Recommendations** - that you:

1. Note the final report on the Review of the Composition and Operations of the National Australia Day Council (NADC) Board (Attachment B).

**Noted**

2. Sign the letter to Ms Danielle Roche OAM, Chair of the NADC Board, informing her of the completion of the review and enclosing the final report, copied to all other NADC Board members and the NADC Chief Executive Officer (Attachment A).

**Signed / Not Signed**

3. Agree that the Review report is published on the Department's website.

**Agreed / Not Agreed**

BEN MORTON

Date:

Comments:

**Key Points:**

1. On 16 April 2021, the Department of the Prime Minister and Cabinet (PM&C) commissioned Ms Glenys Beauchamp PSM (Proximity consultants), to conduct a Review of the Composition and Operations of the National Australia Day Council (NADC) Board.
2. We received the final report of the Review from Ms Beauchamp on 18 June 2021.
  - a. A copy of the Review report is attached for your information.
3. If you agree, after the NADC Chair, other Board members and CEO have received your correspondence with copies of the Review, we will publish it on the Department's website.
4. While the Review is generally positive about a number of aspects of the NADC Board, areas for improvement are identified.
  - a. The Review makes 16 recommendations relating to the Board's composition, governance arrangements, dynamics of meetings, culture and conduct and funding arrangements.



**OFFICIAL**

5. Most of the 16 recommendations propose improvement actions to be undertaken by the NADC Board directly.
6. Some of the recommendations propose actions for PM&C in support of the Board, the NADC and you as the responsible Minister, including:
  - a. PM&C, with input from the Board, to develop a 'skills matrix' to support the provision of advice to the Minister in order to effectively fill vacancies and address current gaps.
  - b. PM&C to provide advice on filling the current urgent gaps of a board director to chair the Finance, Audit and Risk Management Committee and, separately, the position of Deputy Chair ideally with strong governance and leadership skills to support the Chair.
  - c. PM&C to consider other skills gaps on the Board covering general understanding of corporate governance and board fiduciary duties under the *Corporations Act 2001* and the *Public Governance, Performance and Accountability Act 2013* requirements, strategic communications and broad-based consumer engagement experience in addition to maintaining a diversity of personal characteristics and professional backgrounds reflecting the broader population.
  - d. PM&C to provide advice to the Minister to ensure the appointment of any Chair is informed by the necessary skills, characteristics and experience required to build Board consensus around the NADC's mission and performance expectations, engage productively with all stakeholders including delivery partners, and take the Board and staff through change.
  - e. PM&C to consider the timeliness of Government funding to the Council to support a more structured approach to planning and delivering initiatives such as grants and procurements to ensure they are delivered in accordance with better practice processes.
  - f. PM&C to work with other relevant agencies to consider the removal of Average Staffing Level cap on the NADC as NADC employees are not employees under the *Public Service Act 1999*.
7. We will immediately consider and commence work in relation to these recommendations.
  - a. We will brief you with a skills matrix and recommendations for appointments to the Board as soon as possible.
  - b. Subsequently, we will provide you with advice on implementation of the Review's recommendations including timing of Government funding to the NADC and the application of the ASL cap.

Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
18 June 2021

Policy Officer: s 22(1)(a)(ii)  
Phone no: s 22(1)(a)(ii)

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**OFFICIAL**

**ATTACHMENTS**

**ATTACHMENT A LETTER TO MS ROCHE**

**ATTACHMENT B REVIEW OF THE COMPOSITION AND OPERATIONS OF THE  
NADC BOARD**

**OFFICIAL**



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: MS21-001110

The Hon Scott Morrison MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you of interim arrangements I have made regarding the appointment of the Chairperson of the National Australia Day Council (NADC) Board.

Ms Danielle Roche OAM has been a part-time Chairperson of the NADC Board since 25 July 2017. As Minister responsible for the NADC, and under the Cabinet Handbook, I previously extended Ms Roche's term as Chairperson for three months from 1 April 2021 until 30 June 2021. For continuity, I have decided to extend Ms Roche's appointment for a further three months to 1 October 2021, or until a substantive Chairperson appointment is made, whichever is first.

In the context of considering future appointments to the NADC Board, I commissioned a review of the Board's composition and operations to ensure it 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 Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM of Proximity Consulting to undertake the review. I am currently considering the final report, which will assist to inform my future NADC Board appointment proposals to Cabinet.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

28/6 /2021



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: MS21-001110

The Hon Scott Morrison MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you of interim arrangements I have made regarding the appointment of the Chairperson of the National Australia Day Council (NADC) Board.

Ms Danielle Roche OAM has been a part-time Chairperson of the NADC Board since 25 July 2017. As Minister responsible for the NADC, and under the Cabinet Handbook, I previously extended Ms Roche's term as Chairperson for three months from 1 April 2021 until 30 June 2021. For continuity, I have decided to extend Ms Roche's appointment for a further three months to 1 October 2021, or until a substantive Chairperson appointment is made, whichever is first.

In the context of considering future appointments to the NADC Board, I commissioned a review of the Board's composition and operations to ensure it 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 Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM of Proximity Consulting to undertake the review. I am currently considering the final report, which will assist to inform my future NADC Board appointment proposals to Cabinet.

Yours sincerely

**BEN MORTON**

/ / 2021

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Mr Rush

To: Assistant Minister to the Prime Minister and Cabinet

NATIONAL AUSTRALIA DAY COUNCIL (NADC) BOARD – APPOINTMENT  
ARRANGEMENTS

AMO  
s 22(1)(a)

**Recommendations - that you:**

1. Sign the instrument of appointment to extend Ms Danielle Roche OAM as Chairperson of the National Australia Day Council (NADC) Board for a period up to three months, from 1 July 2021 to 1 October 2021, or until a substantive Chairperson appointment is made, whichever happens first (Attachment A).

Signed / Not Signed

2. Sign the letter to Ms Roche informing her of the extension (Attachment B) and the letter to the Prime Minister, the Hon Scott Morrison MP, informing him of the interim arrangements (Attachment C).

Signed / Not Signed

3. Sign the letter to Mr Norman Schueler OAM thanking him for his service as a Director on the NADC Board (Attachment D).

Signed / Not Signed

s 22(1)(a)(ii)

BEN MORTON

Date:

28/6/21

Comments:

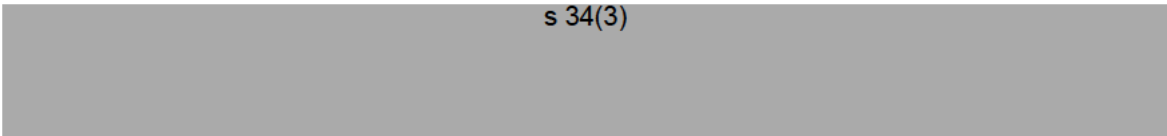
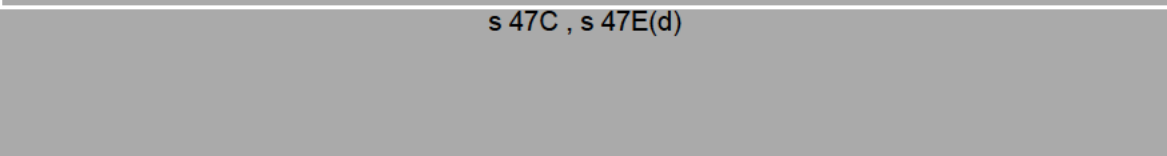
**Key Points:**

*Ms Danielle Roche OAM*

1. Ms Roche has been a part-time Chairperson of the National Australia Day Council (NADC) Board since 25 July 2017 and her current term expires on 30 June 2021. If you wish to do so, you could extend Ms Roche as Chairperson for up to three months until 1 October 2021, or until a substantive Chairperson appointment is made, whichever is first.
  - a. You have extended Ms Roche's term of appointment once before from 1 April 2021 to 30 June 2021 (MC21-030399 refers).

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- b. In line with the Cabinet Handbook, as Assistant Minister, you may extend Ms Roche's term for up to another three months without referral to Cabinet or the Prime Minister. You may wish to inform the Prime Minister of the arrangements.

2.  s 34(3)
3.  s 47C , s 47E(d)

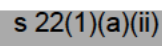
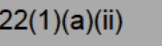
*Mr Norman Schueler OAM*

4. Mr Schueler OAM has tendered his resignation from the NADC Board with effect from 30 June 2021. Mr Schueler's term was due to expire in March 2023.
5. The NADC Constitution requires a minimum of five directors for quorum and the usual practice has been to have 10 directors appointed to the Board.
6. There are currently eight directors on the Board. From 1 July 2021, accounting for Mr Schueler's resignation and Ms Roche's appointment expiring, the Board's membership could be reduced to six directors.
- a. The current Board membership is at Attachment E.

### Background:

7. The NADC is the national coordinating body for the Australia Day celebrations and the Australian of the Year Awards.
8. NADC is a Commonwealth company subject to the reporting and accountability requirements in Chapter 3 of the *Public Governance, Performance and Accountability Act 2013* and limited by guarantee under the *Corporations Act 2001*. The operations of NADC are overseen by a Board of Directors.
9. Following the Prime Minister's or Cabinet's endorsement, appointments to the NADC Board are made by you as the responsible Minister, under Rule 6.1 of the Constitution of the NADC.

David Belgrove  
A/g Assistant Secretary  
Parliamentary and Government Branch  
25 June 2021

Policy Officer:  s 22(1)(a)(ii)  
Phone no:  s 22(1)(a)(ii)  
Consultation: CabDiv

OFFICIAL

## **OFFICIAL**

### **ATTACHMENTS**

**ATTACHMENT A   INSTRUMENT OF EXTENSION OF CHAIRPERSON  
APPOINTMENT - MS DANIELLE ROCHE OAM**

**ATTACHMENT B   LETTER TO MS ROCHE OAM**

**ATTACHMENT C   LETTER TO THE PRIME MINISTER**

**ATTACHMENT D   LETTER TO MR NORMAN SCHUELER OAM**

**ATTACHMENT E   CURRENT NADC BOARD MEMBERSHIP**

**OFFICIAL**





## NATIONAL AUSTRALIA DAY COUNCIL

### CHAIRPERSON APPOINTMENT

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Ms Danielle Roche OAM as Part-Time Chairperson of the National Australia Day Council for three months, from 1 July 2021 until 1 October 2021.

Dated

*28 June*

2021

s 22(1)(a)(ii)

Ben Morton

Assistant Minister to the Prime Minister and Cabinet



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: MS21-001110

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
[dr@droche.com](mailto:dr@droche.com)

Dear Ms Roche

As you are aware, your term as the Chairperson of the National Australia Day Council (NADC) Board is due to expire on 30 June 2021.

As we have discussed I have extended your appointment for another period of up to three months as Chairperson of the NADC, from 1 July 2021 to 1 October 2021.

Please find enclosed a copy of the Instrument of Appointment.

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

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

28 / 6 / 2021



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: MS21-001110

The Hon Scott Morrison MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you of interim arrangements I have made regarding the appointment of the Chairperson of the National Australia Day Council (NADC) Board.

Ms Danielle Roche OAM has been a part-time Chairperson of the NADC Board since 25 July 2017. As Minister responsible for the NADC, and under the Cabinet Handbook, I previously extended Ms Roche's term as Chairperson for three months from 1 April 2021 until 30 June 2021. For continuity, I have decided to extend Ms Roche's appointment for a further three months to 1 October 2021, or until a substantive Chairperson appointment is made, whichever is first.

In the context of considering future appointments to the NADC Board, I commissioned a review of the Board's composition and operations to ensure it 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 Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM of Proximity Consulting to undertake the review. I am currently considering the final report, which will assist to inform my future NADC Board appointment proposals to Cabinet.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

28/6 /2021



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: MS21-001110

Mr Norman Schueler OAM  
Director  
National Australia Day Council Board  
s 47F, s 47G(1)(a)

Dear Mr Schueler

I am writing regarding your decision to resign as a Director on the Board of the National Australia Day Council (NADC), effective from 30 June 2021.

I would like to thank you for your service as a Director on the NADC Board since November 2014. I want to particularly acknowledge your efforts towards the Sponsorship Committee.

The Government acknowledges and appreciates your valuable contributions to the work of the Board in inspiring national pride and spirit through Australia Day programs, and the Australian of the Year Awards.

I particularly acknowledge your contribution to the significant refresh of Australia Day communications over the past two years. The delivery of Australia Day 2020 and 2021, the successful 'Story of Australia' campaign and the roll out of the COVIDSafe Australia Day Grants program is something you should be proud of.

I thank you for your dedication and contribution to the work of the Board over the past seven years.

I have copied this letter to the Chair of the Board, Ms Danielle Roche OAM, and the Chief Executive Officer of the NADC, Ms Karlie Brand.

Yours sincerely  
s 22(1)(a)(ii)

**BEN MORTON**

28, 6 / 2021

**NATIONAL AUSTRALIA DAY COUNCIL:** as at 25 June 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	<b>01.04.21</b> <i>25.07.20</i> <i>25.07.17</i>	<b>30.06.21</b> <i>31.03.21</i> <i>24.07.20</i>
Ms Jane MCNAMARA	F	Director	PT	QLD	<b>20.07.20</b> <i>20.07.17</i>	<b>31.03.23</b> <i>19.07.20</i>
Mr Norman SCHUELER OAM <i>[Resignation effective 30 June 2021]</i>	M	Director	PT	SA	<b>05.11.20</b> <i>05.11.17</i> <i>05.11.14</i>	<b>31.03.23</b> <i>04.11.20</i> <i>04.11.17</i>
Mr Richard ROLFE AM	M	Director	PT	ACT	<b>15.05.20</b> <i>04.05.19</i> <i>04.05.16</i>	<b>31.03.22</b> <i>15.05.20</i> <i>03.05.19</i>
Dr Robert ISAACS AM	M	Director	PT	WA	<b>15.05.20</b> <i>16.10.19</i>	<b>31.03.22</b> <i>15.05.20</i>
Dr Stepan KERKYASHARIAN AO	M	Director	PT	NSW	<b>15.05.20</b> <i>09.10.19</i>	<b>31.03.22</b> <i>15.05.20</i>
Ms Stephanie FOSTER PSM	F	Director	PT	NSW	<b>11.02.21</b> <i>15.12.20</i> <i>19.12.17</i>	<b>31.03.24</b> <i>10.02.21</i> <i>18.12.20</i>
Ms Alison PAGE	F	Director	PT	NSW	<b>17.9.20</b>	<b>31.03.24</b>

Current Gender and Geographic composition		
<i>Gender balance</i>		
Males: 4 (50%) Females: 4 (50%)	NSW: 4 VIC: 0 SA: 1 NT: 0	WA: 1 QLD: 1 TAS: 0 ACT: 1

Future Gender and Geographic composition		
<i>Gender balance</i>		
Males: 3 (40%) Females: 4 (60%)	NSW: 4 VIC: 0 SA: 0 NT: 0	WA: 1 QLD: 1 TAS: 0 ACT: 1





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

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
[dr@droche.com](mailto:dr@droche.com)

Dear Ms Roche

I wrote to you on 30 March 2021 in part regarding the decision to conduct a review into the operations and composition of the National Australia Day Council (NADC) Board to inform future appointments to the Board.

As you are aware, the Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM to conduct the review. Ms Beauchamp has now provided her final report: *Review of Composition and Operations of the National Australia Day Council Board*, (the Review) which I enclose with this letter.

Ms Beauchamp notes in the Review “the willingness and cooperation of current and former [Board] members who provided considered and comprehensive comments during the interview process” and I would like to thank you, and all participating Board members, for participating constructively in this process.

As Chairperson of the NADC Board I ask you to:

- arrange for the NADC Board to consider the Review in full and agree to implement all of the relevant recommendations;
- reply to me with a letter indicating the NADC Board’s plan for implementing the relevant recommendations, and include an update of the NADC’s progress with implementing my Statement of Expectations outlined in my letter of 27 May 2020;
- publish the Review on the NADC website, along with this letter, and your reply.

A copy of this letter and the Review has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

Yours sincerely

**BEN MORTON**

/ / 2021



THE HON BEN MORTON MP  
ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET

Reference: MS21-001179

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
Old Parliament House  
King George Terrace  
PARKES ACT 2600

Dear Ms Roche

I am pleased to inform you that you have been reappointed as Chair of the National Australia Day Council (NADC) until 31 March 2023.

The National Australia Day Council (NADC) undertakes important work to inspire national pride and to enrich the lives of all Australians, especially during the months that lead up to Australia Day. As you know, I was very impressed with the performance of the NADC in delivering Australia Day 2021, under particularly difficult circumstances, and I am hopeful we will be able to do the same thing for Australia Day 2022.

Your reappointment as Chair will support this delivery and ensure the organisation maintains stability in what is proving to be a protracted period of disruption. Additionally, it will offer continuity to the current Australian of the Year cohort and existing Board of Directors that, for the majority, have been appointed until March 2023.

Further, and in direct response to the *Review of the Composition and Organisation of the National Australia Day Council (NADC) Board*, undertaken earlier this year by Ms Glenys Beauchamp, I have appointed Dr Stepan Kerkysharian as Deputy-Chair of the NADC Board until 31 March 2022, to provide greater assistance to you in your role as Chair, and strengthen the direction and overall efforts of the Board.

Finally, I wish to advise that I have recommended to the Prime Minister we make the following appointments to fill the three vacant Board positions:

Ms Nikki Govan as part-time Director until March 2023;  
Ms Denita Wawn as part-time Director until March 2024; and  
Mr Bao Hoang as part-time Director until March 2024.

With expertise spanning commerce and industry, health, law, and government relations, these appointment will address critical gaps that exist on the Board and bolster resourcing to meet the demands and forthcoming effort that is required to continue to successfully govern the NADC, and of course, deliver Australia Day 2022.

## **PROTECTED CABINET**

Subject to the Prime Minister's approval, I intend to write individually to each incoming Director about their respective appointments. I have also written to Dr Kerkysarian and provided a copy of the correspondence, as well as this letter, copy of this letter to the NADC Chief Executive Officer, Ms Karlie Brand.

Thank you for your continued efforts

Yours sincerely

**BEN MORTON**

/ / 2021

**PROTECTED CABINET**



**NATIONAL AUSTRALIA DAY COUNCIL**  
**APPOINTMENT OF PART-TIME DEPUTY CHAIRPERSON**

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Mr Stepan Kerkyasharian AO as a Part-Time Deputy Chairperson of the National Australia Day Council until 31 March 2022.

Dated

*27th August* 2021

s 22(1)(a)(ii)

Ben Morton  
Assistant Minister to the Prime Minister and Cabinet



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



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

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
Old Parliament House  
King George Terrace  
PARKES ACT 2600

Dear Ms Roche

The National Australia Day Council (NADC) undertakes important work to inspire national pride and to enrich the lives of all Australians, especially during the months that lead up to Australia Day. As you know, I was very impressed with the performance of the NADC in delivering Australia Day 2021, under particularly difficult circumstances, and I am hopeful we will be able to do the same thing for Australia Day 2022.

I wrote to you on 30 March 2021 in part regarding the decision to conduct a review into the operations and composition of the NADC Board to inform future appointments to the Board.

As you are aware, the Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM to conduct the review. Ms Beauchamp has now provided her final report: *Review of Composition and Operations of the National Australia Day Council Board*, (the Review) which I enclose with this letter.

Ms Beauchamp notes in the Review “the willingness and cooperation of current and former [Board] members who provided considered and comprehensive comments during the interview process” and I would like to thank you, and all participating Board members, for participating constructively in this process.

Having considered the Review in full I am pleased to inform you that you have been reappointed as Chairperson of the NADC until 31 March 2023.

As Chairperson of the NADC Board I ask you to:

- arrange for the NADC Board to consider the Review in full and agree to implement all of the relevant recommendations;
- reply to me with a letter indicating the NADC Board’s plan for implementing the relevant recommendations, and include an update of the NADC’s progress with implementing my Statement of Expectations outlined in my letter of 27 May 2020;
- publish the Review on the NADC website, along with this letter, and your reply.

A copy of this letter and the Review has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

Your reappointment as Chair will support this delivery and ensure the organisation maintains stability in what is proving to be a protracted period of disruption. Additionally, it will offer continuity to the current Australian of the Year cohort and existing Board of Directors that, for the majority, have been appointed until March 2023.

Further, and in direct response to the Review, I have appointed Dr Stepan Kerkyasharian as Deputy-Chairperson of the NADC Board until 31 March 2022, to provide greater assistance to you in your role as Chair, and strengthen the direction and overall efforts of the Board.

I also advise that I have made the following appointments to fill the three vacant Board positions:

Ms Nikki Govan as part-time Director until March 2023;  
Ms Denita Wawn as part-time Director until March 2024; and  
Mr Bao Hoang as part-time Director until March 2024.

With expertise spanning commerce and industry, health, law, and government relations, these appointment will address critical gaps that exist on the Board and bolster resourcing to meet the demands and forthcoming effort that is required to continue to successfully govern the NADC, and of course, deliver Australia Day 2022.

I intend to write individually to each incoming Director about their respective appointments.

Thank you for your continued efforts.

Yours sincerely

**BEN MORTON**

/ / 2021



**OFFICIAL: Sensitive Personal privacy**

PDR: MS21-001596

**DEPARTMENT OF THE PRIME MINISTER AND CABINET**

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Ms McGregor  
Mr Rush  
Mr Martin

To: Assistant Minister to the Prime Minister and Cabinet  
s 34(3)

s 34(3)  
s 34(2) , s 34(3)

CSO  
Mr Brown

AMO  
Ms Griffiths

Cabinet  
Secretary

**NATIONAL AUSTRALIA DAY COUNCIL APPOINTMENTS****Recommendations - that you:**

1. Sign the instrument of appointment at Attachment A, reappointing Ms Danielle Roche OAM as Chairperson of the NADC Board until 31 March 2023.

Signed / Not Signed

2. Sign the letter at Attachment B informing Ms Roche about her reappointment, as well as the appointment of three additional Part-time Directors of the National Australia Day Council (NADC).

Signed / Not Signed

3. Sign the instrument of appointment at Attachment C, appointing Ms Nikki Govan as a part-time Director of the NADC Board until 31 March 2023.

Signed / Not Signed

4. Sign the instruments of appointment at Attachment F and Attachment H, appointing Mr Bao Hoang and Ms Denita Wawn, respectively, as part-time Directors of the NADC Board until 31 March 2024.

Signed / Not Signed

5. Sign the letters at Attachment D, Attachment E and Attachment G, informing Ms Govan, Mr Hoang and Ms Wawn about their respective appointments.

Signed / Not Signed

s 22(1)(a)(ii)

BEN MORTON

Date:

8/10/21

Comments:

**Key Points:**

1. On 20 August 2021 (MS21-001179 refers) we briefed you on the proposed appointments to the National Australia Day Council Board, to which you agreed, including:
  - a. the reappointment of Ms Danielle Roche OAM as Chairperson to 31 March 2023;
  - b. the appointment of Ms Nikki Govan as a part-time Director until 31 March 2023; and

**OFFICIAL: Sensitive Personal privacy**

**OFFICIAL: Sensitive Personal privacy**

- c. the appointments of Ms Denita Wawn and Mr Bao Hoang as part-time Directors until 31 March 2024.

2. [REDACTED] s 34(3)  
[REDACTED] s 34(3) [REDACTED] s 34(2), s 34(3)

3. [REDACTED] s 34(3)

4. We have also drafted letters informing each appointee of their appointment for your consideration and signature.

**Background:**

5. Following the Prime Minister's or Cabinet's endorsement, appointments to the NADC Board are made by you as the responsible Minister, under Rule 6.1 of the Constitution of the NADC.
6. Appointments to the NADC Board are considered significant under the Cabinet Handbook. The Prime Minister may either authorise appointments or decide that consideration by Cabinet is required.
7. The operations of the NADC are overseen by a Board of Directors appointed by you on the behalf of the Commonwealth.
8. The NADC is a Commonwealth company subject to the reporting and accountability requirements in Chapter 3 of the *Public Governance, Performance and Accountability Act 2013* and limited by guarantee under the *Corporations Act 2001*.
9. The constitution of the Council requires a minimum of five directors. Usual practice has been to have ten directors although there is no maximum number.
- a. The appointment of Ms Wawn, Ms Govan and Mr Hoang will increase the current membership of the NADC Board to nine Directors with a 60/40 split in favour of female Directors, which would meet the Government's gender and diversity targets with respect to women holding at least 40 per cent of positions on any individual Board.

Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
5 October 2021

Policy Officer: [REDACTED] s 22(1)(a)(ii)  
Phone no: [REDACTED]  
Consultation: Cabinet Division

**OFFICIAL: Sensitive Personal privacy**

**ATTACHMENTS**

**ATTACHMENT A LETTER TO MS ROCHE - NADC REAPPOINTMENT**

**ATTACHMENT B INSTRUMENT OF APPOINTMENT - MS ROCHE**

**ATTACHMENT C LETTER TO MS GOVAN - NADC APPOINTMENT**

**ATTACHMENT D INSTRUMENT OF APPOINTMENT - MS GOVAN**

**ATTACHMENT E LETTER TO MR HOANG - NADC APPOINTMENT**

**ATTACHMENT F INSTRUMENT OF APPOINTMENT - MR HOANG**

**ATTACHMENT G LETTER TO MS WAWN - NADC APPOINTMENT**

**ATTACHMENT H INSTRUMENT OF APPOINTMENT - MS WAWN**



## NATIONAL AUSTRALIA DAY COUNCIL

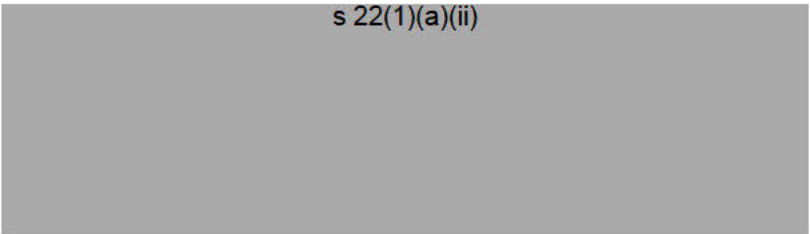
### APPOINTMENT OF CHAIRPERSON

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Ms Danielle Roche OAM as Chairperson of the National Australia Day Council until 31 March 2023. The appointment will commence on the date of this instrument.

Dated

*8th October* 2021 *10am*

s 22(1)(a)(ii)



Ben Morton

Assistant Minister to the Prime Minister and Cabinet



**NATIONAL AUSTRALIA DAY COUNCIL**  
**APPOINTMENT OF PART-TIME DIRECTOR**

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Ms Nikki Govan as a Part-Time Director of the National Australia Day Council until 31 March 2023.

Dated

*22 October* 2021 *10am*

s 22(1)(a)(ii)

Ben Morton  
Assistant Minister to the Prime Minister and Cabinet





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: MS21-001596

Ms Nikki Govan

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

Dear Ms Govan

I am pleased to advise that I have appointed you as a Director of the National Australia Day Council (NADC) Board until 31 March 2023. A copy of your Instrument of Appointment is enclosed.

Your knowledge and experience will be of considerable value to the important work of the NADC. I trust that you will find your term on the Board rewarding.

I have written to the NADC Board Chair, Ms Danielle Roche OAM, to advise her of your appointment.

I look forward to working with you.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

8 / 10 / 2021

10cm





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: MS21-001596

Mr Bao Hoang  
s 47F , s 47G(1)(a)

Dear Mr Hoang *Deo*

I am pleased to advise that I have appointed you as a Director of the National Australia Day Council (NADC) Board until 31 March 2024. A copy of your Instrument of Appointment is enclosed.

Your knowledge and experience will be of considerable value to the important work of the NADC. I trust that you will find your term on the Board rewarding.

I have written to the NADC Board Chair, Ms Danielle Roche OAM, to advise her of your appointment.

I look forward to working with you.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

*8 / 10* / 2021

*10 am*



**NATIONAL AUSTRALIA DAY COUNCIL**  
**APPOINTMENT OF PART-TIME DIRECTOR**

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Mr Bao Hoang as a Part-Time Director of the National Australia Day Council until 31 March 2024. The appointment will commence on the date of this instrument.

Dated

*28 October*

2021

*10am*

s 22(1)(a)(ii)

Ben Morton

Assistant Minister to the Prime Minister and Cabinet



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: MS21-001596

Ms Denita Wawn  
s 47F, s 47G(1)(a)

Dear Ms Wawn

*Denita*  
I am pleased to advise that I have appointed you as a Director of the National Australia Day Council (NADC) Board until 31 March 2024. A copy of your Instrument of Appointment is enclosed.

Your knowledge and experience will be of considerable value to the important work of the NADC. I trust that you will find your term on the Board rewarding.

I have written to the NADC Board Chair, Ms Danielle Roche OAM, to advise her of your appointment.

I look forward to working with you.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

*8 / 10 / 2021*

*10 am*



**NATIONAL AUSTRALIA DAY COUNCIL**  
**APPOINTMENT OF PART-TIME DIRECTOR**

I, Ben Morton, Assistant Minister to the Prime Minister and Cabinet, acting under rule 6.1 of the Constitution of the National Australia Day Council Limited, appoint Ms Denita Wawn as a Part-Time Director of the National Australia Day Council until 31 March 2024. The appointment will commence on the date of this instrument.

Dated

*22 October*

2021

*Ben*

s 22(1)(a)(ii)

Ben Morton

Assistant Minister to the Prime Minister and Cabinet



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: MS21-001596

Ms Danielle Roche OAM  
Chairperson  
National Australia Day Council Board  
Old Parliament House  
King George Terrace  
PARKES ACT 2600

Dear Ms Roche

The National Australia Day Council (NADC) undertakes important work to inspire national pride and to enrich the lives of all Australians, especially during the months that lead up to Australia Day. As you know, I was very impressed with the performance of the NADC in delivering Australia Day 2021, under particularly difficult circumstances, and I am hopeful we will be able to do the same thing for Australia Day 2022.

I wrote to you on 30 March 2021 in part regarding the decision to conduct a review into the operations and composition of the NADC Board to inform future appointments to the Board.

As you are aware, the Department of the Prime Minister and Cabinet engaged Ms Glenys Beauchamp PSM to conduct the review. Ms Beauchamp has now provided her final report: *Review of Composition and Operations of the National Australia Day Council Board*, (the Review) which I enclose with this letter.

Ms Beauchamp notes in the Review “the willingness and cooperation of current and former [Board] members who provided considered and comprehensive comments during the interview process” and I would like to thank you, and all participating Board members, for participating constructively in this process.

Having considered the Review in full I am pleased to inform you that you have been reappointed as Chair of the NADC until 31 March 2023.

As Chair of the NADC Board I ask you to:

- provide a copy of the Review to all NADC Directors;
- arrange for the NADC Board to consider the Review in full and agree to implement all of the relevant recommendations;
- reply to me with a letter indicating the NADC Board’s plan for implementing the relevant recommendations, and include an update of the NADC’s progress with implementing my Statement of Expectations outlined in my letter of 27 May 2020.

Your reappointment as Chair will support this delivery and implementation of the recommendations of the review. While I expect the Board to consider the Review in full and implement all relevant recommendations, I particularly ask the Board to prioritise;

- reviewing the status and implementation of actions in relation to the independent Board and Operational Review Final Report of June 2019 and addressing any outstanding items;
- strengthening Board director induction processes;
- ensuring that all Board directors are aware of, and understand, the Statement of Expectations issued to the NADC by myself;
- developing protocols for Board meetings and the conduct and behaviours expected of Board directors in meetings to ensure full participation and engagement; and
- revisiting the roles and responsibilities of the NADC Board and Management to ensure the Board focus is on strategy and Management being accountable for operations and performance.

Further, and in direct response to the Review, as you are already aware I have appointed Dr Stepan Kerkyasharian as Deputy-Chairperson of the NADC Board until 31 March 2022, to provide greater assistance to you in your role as Chair, and strengthen the direction and overall efforts of the Board.

Informed by the Review, I also advise that I have made the following appointments to fill the three vacant Board positions:

Ms Nikki Govan as part-time Director until March 2023;  
Ms Denita Wawn as part-time Director until March 2024; and  
Mr Bao Hoang as part-time Director until March 2024.

With expertise spanning commerce and industry, law, advocacy, marketing and communications and major events these appointments will address critical gaps that exist on the Board. Also, and as recommended in the Review, these new appointments among them have significant and extensive corporate governance experience, including audit and risk and financial acumen. I'm confident these appointments will bolster the Board's ability to continue to successfully govern the NADC, and of course, deliver Australia Day 2022.

I have written individually to each incoming Director about their respective appointments.

A copy of this letter and the Review has been provided to all NADC Board members and to the NADC Chief Executive Officer, Ms Karlie Brand.

Thank you for your continued efforts.

Yours sincerely

**BEN MORTON**

/ / 2021