

**From:** s 22(1)(a)(ii)  
**To:**  
**Subject:** RE: Chris Hartley [SEC=OFFICIAL]  
**Date:** Tuesday, 9 February 2021 3:04:09 PM  
**Attachments:** [image004.jpg](#)  
[image005.jpg](#)  
[image006.jpg](#)  
[image007.png](#)

---

**OFFICIAL**

Appreciate it – thanks!

**s 22(1)(a)(ii)** Executive Assistant to:  
 Celeste Moran, a/g First Assistant Secretary  
 Government Division  
 Department of the Prime Minister and Cabinet

**s 22(1)(a)(ii)** | w. [www.pmc.gov.au](http://www.pmc.gov.au)  
 One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

cid:image005.jpg@01D30607.6CF4DA00



**From:** s 22(1)(a)(ii)  
**Sent:** Tuesday, 9 February 2021 2:02 PM  
**To:** s 22(1)(a)(ii)  
**Subject:** Chris Hartley [SEC=OFFICIAL]  
 Hi s 22(1)(a)(ii)

Following our call just now, I have tried contacting Chris Hartley but have reached his voicemail.  
 I have put a placeholder in Paul's calendar for next week and will get back to you to confirm.  
 In the meantime, Chris' details are below:

**s 47F**  
**s 4 / 1**

Kind regards,  
 s 22(1)(a)(ii)



**s 22(1)(a)(ii)** Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General  
 Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600  
 Core hours 7:30am to 4:00pm – emails will be responded to during this time

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

**s 22(1)(a)(ii)** | W: [www.gg.gov.au](http://www.gg.gov.au) | ☐ ☐

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**From:** s 22(1)(a)(ii)  
**To:**  
**Subject:** RE: Future leaders meeting [SEC=OFFICIAL] [SEC=UNOFFICIAL]  
**Date:** Friday, 12 February 2021 4:12:14 PM  
**Attachments:** [image002.jpg](#)  
[image003.jpg](#)  
[image004.png](#)  
[image005.jpg](#)

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

The only time available is the 22<sup>nd</sup> at 2pm – does that work? I will have to check with Chris Hartley as well.

Thanks,

s 22(1)(a)(ii)



s 22(1)(a)(ii) Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General  
 Office of the Official Secretary to the Governor-General  
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s 22(1)(a)(ii)

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**From:** s 22(1)(a)(ii)  
**Sent:** Friday, 12 February 2021 4:06 PM  
**To:** s 22(1)(a)(ii)  
**Subject:** Future leaders meeting [SEC=OFFICIAL]

OFFICIAL

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

I was wondering if we could shift the Future leaders meeting currently on Tuesday next week? Anytime Friday 19<sup>th</sup> or after lunch on Monday 22<sup>nd</sup>, Tuesday 23<sup>rd</sup> or Thursday 25<sup>th</sup>.

We are of course happy to work off Paul's availability.

Thanks,

s 22(1)(a)(ii)

Executive Assistant to:

Celeste Moran, a/g First Assistant Secretary  
 Government Division  
 Department of the Prime Minister and Cabinet

s 22(1)(a)(ii)

| w. [www.pmc.gov.au](http://www.pmc.gov.au)

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**From:** s 22(1)(a)(ii)  
**To:**  
**Subject:** RE: Tomorrow [SEC=OFFICIAL]  
**Date:** Monday, 15 February 2021 1:22:05 PM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[image003.png](#)

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

Further to my last email, can you please confirm is s 22(1)(a)(ii)

Thank you,

s 22(1)(a)(ii)



s 22(1)(a)(ii) Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

Core hours 7:30am to 4:00pm – emails will be responded to during this time

s 22(1)(a)(ii)

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

**Sent:** Monday, 15 February 2021 11:40 AM

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

**Subject:** Tomorrow [SEC=OFFICIAL]

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

Just confirming off the back of my conversations with both of you this morning:

- The meeting will be at 12:30pm tomorrow at Government House (meeting request has been sent)
- I have contacted Chris Hartley and he has rescheduled to this time too so no requirement for you to contact him

s 22(1)(a)(ii)

Kind regards,

s 22(1)(a)(ii)



s 22(1)(a)(ii) Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

Core hours 7:30am to 4:00pm – emails will be responded to during this time

s 22(1)(a)(ii)

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**From:** s 22(1)(a)(ii)  
**To:**  
**Subject:** RE: Tomorrow [SEC=OFFICIAL]  
**Date:** Monday, 15 February 2021 1:22:18 PM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[image003.png](#)

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**OFFICIAL**

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

Thank you so much for all this! And I am sure Celeste and Peter will be very appreciative for lunch.

In case you don't yet have them, vehicle details for Celeste and Peter are:

Celeste:

s 47F

Peter:

s 47F

Thank you again, and please let me know if you need any further details.

Many thanks,

s 22(1)(a)(ii)

Executive Officer | Government Division  
 Department of the Prime Minister and Cabinet

s 22(1)(a)(ii)

| W: [www.pmc.gov.au](http://www.pmc.gov.au)

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

**PLEASE NOTE: I do not work on Fridays.**

---

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

**Sent:** Monday, 15 February 2021 11:40 AM

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

**Subject:** Tomorrow [SEC=OFFICIAL]

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

Just confirming off the back of my conversations with both of you this morning:

- The meeting will be at 12:30pm tomorrow at Government House (meeting request has been sent)
- I have contacted Chris Hartley and he has rescheduled to this time too so no requirement for you to contact him
- Our office will provide lunch so that Celeste and Peter won't need to eat on the go.

Kind regards,

s 22(1)(a)(ii)



s 22(1)(a)(ii)

Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General  
 Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600  
 Core hours 7:30am to 4:00pm – emails will be responded to during this time

s 22(1)(a)(ii)

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**From:** [Singer, Paul](#)  
**To:** [Rush, Peter](#)  
**Cc:** s 22(1)(a)(ii) [Moran, Celeste](#); s 22(1)(a)(ii)  
**Subject:** Re: Meeting: Celeste Moran, Peter Rush, Chris Hartley re Future Leaders [SEC=OFFICIAL]  
**Date:** Monday, 15 February 2021 7:04:01 PM

Of course, thanks Peter. Look forward to seeing you all tomorrow.

Cheers,

Paul

**Paul Singer MVO** | Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

T: [+61 2 6283 3508](tel:+61262833508) | s 22(1)(a)(ii)

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au)

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On 15 Feb 2021, at 19:01, Rush, Peter wrote:

s 22(1)(a)(ii) if OK with Paul, can s 22(1)(a)(ii) also join? OFFICIAL s 22(1)(a)(ii)

Cheers – Peter Rush

-----Original Appointment-----

**From:** Singer, Paul

**Sent:** Wednesday, 10 February 2021 7:53 AM

**Subject:** Meeting: Celeste Moran, Peter Rush, Chris Hartley re Future Leaders [SEC=OFFICIAL]

**When:** Tuesday, 16 February 2021 12:30 PM-1:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.

**Where:** Government House

Dear Celeste, Peter and Chris,

I will require your vehicle registration to facilitate your entry into Government House. Please note that your ID will need to be provided to our staff at the front gate on the day.

s 22(1)(a)(ii)

If you have any further questions please feel free to call me on either of the numbers below.

Kind regards

s 22(1)(a)(ii)

s 22(1)(a)(ii) Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

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s 22(1)(a)(ii)



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**From:** [Singer, Paul](#)  
**To:** [Rush, Peter](#)  
**Cc:** s 22(1)(a)(ii)  
**Subject:** RE: Two quick updates [SEC=OFFICIAL]  
**Date:** Thursday, 25 March 2021 10:21:56 AM  
**Attachments:** [image001.jpg](#)  
[image009.jpg](#)  
[image010.jpg](#)  
[image011.png](#)  
[image004.jpg](#)  
[image005.png](#)

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Good morning Peter,  
 Thanks very much for this, very helpful.  
 With best wishes,  
 Paul



**Paul Singer MVO** | Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600

T: +61 2 6283 3508 | s 22(1)(a)(ii)

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |  

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---

**From:** Rush, Peter [mailto:[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)]  
**Sent:** Thursday, 25 March 2021 10:15 AM  
**To:** Singer, Paul  
**Cc:** s 22(1)(a)(ii)  
**Subject:** RE: Two quick updates [SEC=OFFICIAL]

OFFICIAL

Paul, for the Governor-General's meeting with Chris Hartley on Monday 29 March 2021.  
[Australian Future Leaders Program](#)

- The Department of the Prime Minister and Cabinet (PM&C) has been asked by the Government to look into possible funding support for the Australian Future Leaders Program.
- While this does not guarantee funding, it is a clear sign that the Government is positively inclined.
- PM&C is actively considering options for the most appropriate, efficient and effective way to provide funding in support of such a Program.
- PM&C advises that it will take several more weeks to explore the legislative and government procurement requirements before they will be in a position to discuss the potential for funding of the program with you in more detail.
- However, PM&C remains committed to resolving whether and how funding might be provided, no later than the middle of this year.
- It will be important that the Foundation itself is legally established as soon as practicable, noting that this would be a prerequisite to PM&C entering into any funding arrangement.
- It would also be useful for you to provide PM&C with further information about the identified non-government funding sources available to the Foundation.

I trust this is helpful. Please let me know if you need more or different.

Cheers,

**Peter Rush** | A/g First Assistant Secretary  
Government Division | Department of the Prime Minister and Cabinet  
p. (02) 6271 5909 | **s 22(1)(a)(ii)** | e. [peter.rush@pmc.gov.au](mailto:peter.rush@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)  
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cid:image005.jpg@01D30607.6CF4DA00



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**From:** Rush, Peter  
**Sent:** Wednesday, 24 March 2021 2:59 PM  
**To:** 'Singer, Paul' <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>  
**Subject:** RE: Two quick updates [SEC=OFFICIAL]  
OFFICIAL

Hi Paul,  
It's always good to see you and your staff.

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

I will get back with some lines about FLP.  
Cheers - Rush

---

**From:** Singer, Paul <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>  
**Sent:** Wednesday, 24 March 2021 2:51 PM  
**To:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>  
**Subject:** Two quick updates [SEC=OFFICIAL]

Good afternoon Peter,  
Good to see you earlier this week, **s 22(1)(a)(ii)**

Two quick ones.

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

- 2) **Australian Future Leaders Programme.** The Governor-General will be meeting with Chris Hartley on Monday to discuss the program and has asked for an update on funding arrangements. Could you please send me a few lines before 11am Monday that I can provide the Governor-General?

Happy to discuss.  
With best wishes,  
Paul



**Paul Singer MVO** | Official Secretary to the Governor-General  
Office of the Official Secretary to the Governor-General  
Government House, Canberra ACT 2600  
T: +61 2 6283 3508 | **s 22(1)(a)(ii)**

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |  

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**From:** [Rush, Peter](#)  
**To:** ["Singer, Paul"](#)  
**Cc:** [Tarnawsky, Jo](#)  
**Subject:** RE: The Governor-General's Programme - timetable, constitution and contacts [SEC=OFFICIAL]  
**Date:** Tuesday, 13 April 2021 4:27:35 PM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[image003.png](#)  
[image004.jpg](#)

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## OFFICIAL

Thanks Paul

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**From:** Singer, Paul  
**Sent:** Tuesday, 13 April 2021 4:04 PM  
**To:** Rush, Peter  
**Cc:** Tarnawsky, Jo  
**Subject:** RE: The Governor-General's Programme - timetable, constitution and contacts [SEC=OFFICIAL]

Hi Peter,  
 I understand from Jo that you have asked for a CV for Chris Hartley. Please find one attached.  
 Thanks for the update below.  
 With best wishes,  
 Paul



**Paul Singer MVO** | Official Secretary to the Governor-General  
 Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600  
 T: +61 2 6283 3508 | s 22(1)(a)(ii)

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |      
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---

**From:** Rush, Peter [<mailto:Peter.Rush@pmc.gov.au>]  
**Sent:** Tuesday, 13 April 2021 11:39 AM  
**To:** s 47F  
**Cc:** Singer, Paul <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>; Tarnawsky, Jo <[Jo.Tarnawsky@gg.gov.au](mailto:Jo.Tarnawsky@gg.gov.au)>; s 22(1)(a)(ii)  
Reid, John  
 <[John.Reid@pmc.gov.au](mailto:John.Reid@pmc.gov.au)>; s 22(1)(a)(ii)  
**Subject:** RE: The Governor-General's Programme - timetable, constitution and contacts [SEC=OFFICIAL]

## OFFICIAL

Dear Chris,  
 Thank you for your emails of 3 and 4 March 2021 and apologies for the delay responding to you. As previously discussed, PM&C is actively considering options for the most appropriate, efficient and effective method for possible funding in support of such a programme. In terms of expectations around timeframes, it will likely take a further few weeks to explore the required legislative and government procurement requirements before we will be in a position to explore potential funding for the programme with you in more detail. This process will be helped along if you are able to provide me with some further information on your proposal.  
 Firstly, thank you for the copy of the proposed Constitution. I have no comments to provide, as we are not proposing that this Department or any other agent of the Commonwealth be involved in the governance of the proposed Foundation. However, I'm sure you can appreciate that the

establishment of the Foundation as a legal entity is an important prerequisite to the Department being able to consider potential funding arrangements for the programme. Any updates you can provide on the timeline and other details for establishment of the Foundation as a legal entity would be appreciated.

Secondly, it would be helpful if you can provide as much information as possible to demonstrate the total sum and mix of revenue sources currently in place and expected for the proposed Foundation. As the Foundation will be a new organisation, it will have no financial history for us to assess. The details of financial commitments to the Foundation upon establishment and projected revenue streams for the programme will help to strengthen the rationale for possible government funding, as well as informing how we might best administer any funds to support the running of the programme, and/or the initial set-up of the Foundation itself.

I hope that this extra information will not be too difficult for you to provide, given how advanced you are in your approach to the Foundation and the programme.

I regret that I do not have contacts at BCG or s 47G(1)(a)

Regards,

**Peter Rush**

Assistant Secretary | Parliamentary and Government Branch

Government Division | Department of the Prime Minister and Cabinet

p. (02) 6271 5909 | s 22(1)(a)(ii) | e. [peter.rush@pmc.gov.au](mailto:peter.rush@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)

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

cid:image005.jpg@01D30607.6CF4DA00



-----Original Message-----

From: Chris Hartley s 47F

Sent: Wednesday, 3 March 2021 3:25 PM

To: Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>

Cc: Paul Singer <[paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au)>; Jo Tarnawsky <[Jo.Tarnawsky@gg.gov.au](mailto:Jo.Tarnawsky@gg.gov.au)>; s 22(1)(a)(ii)

Subject: The Governor-General's Programme - timetable, constitution and contacts

Good morning Peter,

On Friday Gilbert + Tolbin will deliver a draft constitution for The Australian Future Leaders Foundation for your perusal. The constitution is not complex, the charitable object is "to advance education, with a focus on building the skills, experience and capability of Australia's future leaders." Members are indivisible from Directors, the Board elects the Chair and there is a Board nomination committee of three that must include one Director. Swift approval from the Charity Commissioner may be accelerated by a supportive letter from your end and I will let you advise me on how best to catalyse DGR status. Once you have cleared the constitution and I hear back from you we will proceed to incorporation with two 'placeholder' Partners from G+T, an ABN and opening of accounts etc.

The Governor-General has agreed to host two 'design events' at Admiralty House on May 17. The objective is to access very senior cross sector engagement and input. The invitation will be crafted very shortly to ensure attendance but without detail or naming the initiative, which gives a subsequent opportunity for it to be properly launched and publicised.

With a tight timetable and such a complex logistical exercise, my ability to resource the project is wholly dependent on the speed at which funds can come from your end. Hopefully this will be within a six week horizon but might you be able to assist before that? You mentioned BCG and

s 47G(1)(a) and I would like to contact both of them to see if they had some pro bono capacity in the very short term. There may be others or even a different type of short term public service secondment? Ideas would be gratefully received and a specific contact at both s 47G(1)(a) and BCG would be very helpful

Kind regards

Chris Hartley

s 47F

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**From:** [Reid, John](#)  
**To:** [Singer, Paul](#)  
**Cc:** [Rush, Peter](#); s 22(1)(a)(ii)  
**Subject:** Australian Future Leaders [SEC=OFFICIAL]  
**Date:** Thursday, 27 May 2021 11:28:29 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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## OFFICIAL

Dear Paul,

Further to our discussion this morning, work on securing funding for the proposed Australian Future Leaders Program is tracking well.

s 42

We will likely also be in contact

with Mr Hartley to seek more information as necessary. While I hesitate to provide a definitive timeframe, this process is likely to take at least a month.

I hope this information will be useful. Please don't hesitate to call if you have any questions.

Cheers,

JR

---

**John Reid PSM** | First Assistant Secretary

Government Division

Department of the Prime Minister and Cabinet

p. (02) 6271 5786 | s 22(1)(a)(ii)

e. [john.reid@pmc.gov.au](mailto:john.reid@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)

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



**From:** [Reid, John](#)  
**To:** [Singer, Paul](#)  
**Cc:** [Rush, Peter](#); s 22(1)(a)(ii)  
**Subject:** RE: Australian Future Leaders Programme [SEC=OFFICIAL]  
**Date:** Wednesday, 25 August 2021 1:34:40 PM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)  
[image003.png](#)  
[image004.jpg](#)  
[image005.png](#)

---

## OFFICIAL

Hi Paul,

Thanks for this. I'm afraid I don't have an idea about timing from the PMO.

As you can imagine, it's tricky getting them to commit to timing on very much at the moment, but I'm confident that we'll get a decision from them in time to run to the schedule I've proposed.

Cheers,

JR

---

**From:** Singer, Paul  
**Sent:** Tuesday, 24 August 2021 9:11 PM  
**To:** Reid, John  
**Cc:** Rush, Peter; s 22(1)(a)(ii)  
**Subject:** RE: Australian Future Leaders Programme [SEC=OFFICIAL]

Good evening John,

Thanks for the update below, which I'll share with the Governor-General. I know his obvious follow-up question will be 'have we heard anything from the PMO'?

Do you have a sense of the timing from the PMO?

Many thanks.

Paul



**Paul Singer MVO** | Official Secretary to the Governor-General  
 Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600  
 T: +61 2 6283 3508 | s 22(1)(a)(ii)

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |   
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COVID-19 email footer



**From:** Reid, John [<mailto:John.Reid@pmc.gov.au>]  
**Sent:** Tuesday, 24 August 2021 6:09 PM  
**To:** Singer, Paul <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>  
**Cc:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>; s 22(1)(a)(ii)  
**Subject:** Australian Future Leaders Programme [SEC=OFFICIAL]

## OFFICIAL

Dear Paul,

As we discussed the other day, I'm pleased to provide some dot points on our progress to advance funding for the Australian Future Leaders Programme thus far. I trust this will assist you in updating the Governor-General.

- We have submitted a brief seeking approval from the Prime Minister to release funding from the

Contingency Reserve to PM&C so that we can put a funding agreement in place with the Australian Future Leaders Foundation to deliver the Australian Future Leaders Programme.

- Seeking the Prime Minister's approval at this early stage is a necessary step, noting the funding was a decision 'taken but not yet announced' at the 2020-21 MYEFO.
  - The brief considers a number of funding options for the Programme, with the recommended approach being a four-year grant agreement between PM&C and the Foundation.
- Treasury has advised that deductible gift recipient (DGR) status by exception is awarded at the discretion of the Treasurer and is implemented via legislative amendments made through the Budget process.
    - We understand it is likely that the Foundation will not be made aware of the outcome of its DGR status application until the end of 2021.
    - Mr Hartley has advised previously that without DGR status the Foundation will be unable to raise non-government funding to support the Programme.
    - We intend to set milestones in the funding agreement, including the need for the Foundation to raise other revenue before release of later year funding.
  - We will seek a further briefing with Mr Hartley on the progress made to-date on the Programme as soon as we have received advice from the Prime Minister's Office in response to the brief.
  - Pending the Prime Minister's approval, the earliest a potential funding agreement could be in place between PM&C and the Foundation would be to commence from January 2022 (providing sufficient time after the PM's approval for a funding agreement to be negotiated and the funds released by PMC).
    - In considering a launch date for the Programme, I suggest we revisit once we have a clearer understanding of when a potential funding agreement may commence.
    - The Prime Minister's Office may also wish to have a say in a launch date, in terms of coordinating media releases etc.

Very happy to discuss if anything is unclear.

I hope the Council meeting tomorrow goes well.

Cheers,

JR

---

**From:** Reid, John <[John.Reid@pmc.gov.au](mailto:John.Reid@pmc.gov.au)>

**Sent:** Friday, 20 August 2021 3:01 PM

**To:** Singer, Paul <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>

**Cc:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>; s 22(1)(a)(ii)

**Subject:** RE: Update: Australian Future Leaders Program [SEC=OFFICIAL]

OFFICIAL

Paul,

Thanks for this. I'm pleased to see that this project is advancing well. We are well-progressed with the funding side of things (although, as we've previously discussed, not the DGR determination which remains a matter for TSY); I'll get you something in the next couple of days that can be provided to the Governor-General.

Cheers,

JR

---

**John Reid PSM** | A/g Deputy Secretary

Governance Group

Department of the Prime Minister and Cabinet

p. (02) 6271 5303 | s 22(1)(a)(ii)

e. [john.reid@pmc.gov.au](mailto:john.reid@pmc.gov.au) | w. [www.pmc.gov.au](http://www.pmc.gov.au)

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



---

**From:** Singer, Paul <[Paul.Singer@gg.gov.au](mailto:Paul.Singer@gg.gov.au)>

**Sent:** Friday, 20 August 2021 1:01 PM

**To:** Reid, John <[John.Reid@pmc.gov.au](mailto:John.Reid@pmc.gov.au)>

**Subject:** Update: Australian Future Leaders Program [SEC=OFFICIAL]

Good afternoon John,

The Governor-General and I have just been briefed by Chris Hartley on progress made in relation to the Australian Future Leaders Program. There is some very impressive work taking place and the academic and intellectual rigour behind the program is well advanced. To date, this has largely been achieved through good-will, leveraging existing relations and at personal cost.

The briefing prompted the Governor-General to ask for an update on funding from government, and when we should be thinking about publicly launching the program. The funding, I hope, based on our conversations, may be relatively straight forward and I would be grateful for your advice on where this is up to. The launch warrants a separate conversation both in terms of timing and format.

If it would be helpful, I can arrange for Chris to brief you and/or your colleagues within the Department and/or the PMO on progress – it truly is a nation building initiative.

In the interim, can you please provide an update on funding (and DGR if possible?) that I can share with the Governor-General?

With best wishes,

Paul



**Paul Singer MVO** | Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

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E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |  

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**From:** [Singer, Paul](#)  
**To:** s 22(1)(a)(ii)  
**Cc:** [Exco](#)  
**Subject:** RE: Possible late item for Executive Council meeting 3 March 2022 [SEC=OFFICIAL]  
**Date:** Monday, 28 February 2022 5:20:45 PM  
**Attachments:** [image001.jpg](#)  
[image008.jpg](#)  
[image009.png](#)  
[image002.jpg](#)  
[image005.png](#)

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

The Governor-General would be happy to accept this item at this week's meeting. I look forward to receiving the papers once available (even if electronically if that would be easier, with hard copies to come on Thursday at the meeting).

With best wishes,

Paul





**Paul Singer MVO** | Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

T: +61 2 6283 3508 | s 22(1)(a)(ii)

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |  

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**From:** s 22(1)(a)(ii)  
**Sent:** Monday, 28 February 2022 4:52 PM  
**To:** Singer, Paul  
**Cc:** s 22(1)(a)(ii) ; Exco  
**Subject:** Possible late item for Executive Council meeting 3 March 2022

Dear Paul

Minister Morton has requested the Governor-General's agreement to submit an item late to the meeting on Thursday.

Minister Morton's Office mentioned that this item is one which the Governor-General may also have an interest in – it is a Financial Frameworks Regulation which support expenditure on *Australian Future Leaders Foundation* and the *Australian Future Leaders Program*.

The proposed Regulation and ExCo documentation is currently with the Minister for Finance, the Hon Senator Birmingham, and is expected to be signed tomorrow, 1 March 2022.

We would be grateful for your views as to whether the Governor-General may be amenable to receiving this item outside of the usual briefing timeline for the meeting this week?

Kind Regards

s 22(1)(a)(ii)

| Director

s 22(1)(a)(ii)

**Making Flexibility Work** - If you receive an email from me outside of normal business hours, I'm sending it at a time that suits me. Unless it's marked urgent, I'm not expecting you to read or reply until normal business hours.



The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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**From:** [Singer, Paul](#)  
**To:** [Reid, John](#); [Rush, Peter](#)  
**Subject:** Thank you [SEC=OFFICIAL]  
**Date:** Tuesday, 1 March 2022 3:29:57 PM  
**Attachments:** [image001.jpg](#)  
[image003.jpg](#)  
[image005.png](#)

---

Good afternoon John and Peter,

A short note to thank you both for the work you've done in support of the government's funding for the Australian Future Leaders Foundation. I received the relevant papers this afternoon for the Governor-General to consider at Exco on Thursday. The timely approval of this funding will ensure the program can be announced at the appropriate time, and the exciting work of delivering this program can begin – a program which will ultimately invests in Australia's leadership capital.

Thank you both for your support.

Many thanks.

Paul





**Paul Singer MVO** | Official Secretary to the Governor-General

Office of the Official Secretary to the Governor-General

Government House, Canberra ACT 2600

T: +61 2 6283 3508 | **s 22(1)(a)(ii)**

E: [paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au) | W: [www.gg.gov.au](http://www.gg.gov.au) |  

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**From:** s 22(1)(a)(ii)  
**To:** s 22(1)(a)(ii)  
**Cc:** [PMC Media](#)  
**Subject:** RE: Response to ABC [SEC=OFFICIAL]  
**Date:** Monday, 4 April 2022 7:25:34 PM

---

**OFFICIAL**

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

Just FYI, we received the below via PMO. Press Office will respond to the other questions.

\*\*\*

- The terms and conditions of the funding agreement between the Department of the Prime Minister and Cabinet and the Australian Future Leaders Foundation have not yet been settled.
- The Government's funding decision was a response to the Australian Future Leaders Foundation's genuine unsolicited innovative proposal, which was received consistently with the Commonwealth Procurement Rules, and which has been in development for some years.

\*\*\*

**From:** s 47F  
**Sent:** Monday, 4 April 2022 5:06 PM  
**To:** s 22(1)(a)(ii)  
**Cc:** s 47F  
**Subject:** Australian Future Leaders Program

Hi all

Regarding the Australian Future Leaders Program – hoping for some details please.

When will the first instalment of funding be handed to the foundation?

Has the PM met Chris Hartley and in what capacity?

Has the PM or PMO been involved with the consultation/design of the program – and if so – please explain how.

We will be publishing a story this evening – so hoping for a response asap.

---

**From:** s 22(1)(a)(ii)  
**Sent:** Monday, 4 April 2022 7:21 PM  
**To:** s 22(1)(a)(ii)  
**Subject:** Response to ABC [SEC=OFFICIAL]

Hi both

I've provided the below (from a spokesperson from the Office) to the ABC in response to the questions

- When did the Governor-General first meet Chris Hartley?
- How would he describe his relationship with Mr Hartley?
- What is the Governor-General's interest in the Australian Future Leaders Programme?
- What was the purpose of the GG's meeting with Mr Hartley on 29 January?  
<https://www.gg.gov.au/about-governor-general/governor-generals-program/sydney-new-south-wales-32>

Response:

Over the last two years the Governor-General and his Office have been involved in the design of a new initiative – the Australian Future Leaders Program.

The Governor-General met Mr Chris Hartley, the Executive Director of the Australian Future Leaders Program in July 2020. The Governor-General does not have a relationship with Mr Hartley other than the discussions he has had about the Australian Future Leaders Program.

The Governor-General supports the Australian Future Leaders Program and intends to serve as its inaugural Patron. It is important to note that the Governor-General is not involved in government funding decisions. Similarly, the Governor-General has not been involved in the establishment of and has not and will not be involved in the administration of the Australian Future Leaders Foundation.

The Governor-General supports the Australian Future Leaders Program because he believes Australia's people are its greatest resource. He has supported the design of the program – not funding decisions – because it seeks to bring together mid-career future leaders and connect them with others at a similar stage of their career from across different sectors. The intent is to build personal connections between a cohort of emerging leaders from a diverse range of sectors, backgrounds and parts of the country – building both individual capability and our national leadership capability. Importantly the program will not be political – its design has been informed by consultation with over 100 stakeholders and analysis of 106 Australian and 20 overseas leadership programs. The program has attracted wide cross-sectoral support and has been built with substantial input from Australia's leading strategic consultants and advisors. It has the support of thirteen University Vice-Chancellors.

While the Governor-General has been and will be removed from the day-to-day administration of the program, he supports its intent and purpose to support emerging leaders from different backgrounds, parts of the community and different sectors.

<END>

Sent from my iPhone

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From: **s 22(1)(a)(ii)**  
 To: **Senate Estimates**  
 Subject: RE: FOR ACTION – Draft Index of Questions on Notice – Budget Estimates [SEC-OFFICIAL]  
 Date: Monday, 2 May 2022 4:46:04 PM  
 Attachments: [image001.png](#)  
[image001.png](#)  
[image001.png](#)

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

Thanks so much appreciated.

Kind regards

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

From: Senate Estimates [mailto:Senate.Estimates@pmc.gov.au]  
 Sent: Friday 29 April 2022 9 17 AM  
 To: **s 22(1)(a)(ii)**  
 Cc: Senate Estimates <Senate.Estimates@pmc.gov.au>  
 Subject: RE: FOR ACTION – Draft Index of Questions on Notice – Budget Estimates [SEC OFFICIAL]

# OFFICIAL

Hey **s 22(1)(a)(ii)**

I was actually about to send you an email about the QoNs! Unfortunately one QoN for OOSGG did sneak in from the Committee in the finalisation process. The index was finalised late yesterday and we'll send that out to everyone hopefully today. But for you here it is ☺

Division	HearingDate	PortfolioQuestionNo	Senator	BroadTopic	QuestionText	WrittenHansard	ProofHansardPage	DueDate
Office of the Official Secretary to the Governor-General	4-Apr-22	83	Ayres	Australian Future Leaders Program - Mr Hartley's relationship with the Governor-General	<p><b>Senator AYRES:</b> How did Mr Hartley become known to you and to the Governor-General? Is he someone that either you or the Governor-General knows?</p> <p><b>Mr Singer:</b> I think the Governor-General may have had a tangential peripheral relationship with him through other means in the past—for example through a centennial rowing regatta for the King's Cup in the UK.</p> <p><b>Senator AYRES:</b> Is this the one where there was famously some report in the New York Times or something about 16 bottles of cognac at some event?</p> <p><b>Mr Singer:</b> I can't speak to that. I have no knowledge of that.</p> <p><b>Senator AYRES:</b> 'Peripherally known to him'—was that the phrase that you used?</p> <p><b>Mr Singer:</b> Yes. I have an understanding—and I would be happy to provide confirmation if I were to take it on notice and discuss with the Governor-General—that the Governor-General had a knowledge of Chris Hartley before this proposal for this program was made approximately two years ago.</p>	Hansard	79	20/05/2022

Let me know if you've any questions ☺

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

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

Adviser

Parliamentary Support Unit | Ministerial and Parliamentary Support Branch

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

From: **s 22(1)(a)(ii)**  
 Sent: Friday 29 April 2022 9 08 AM  
 To: Senate Estimates <Senate.Estimates@pmc.gov.au>  
 Subject: RE: FOR ACTION – Draft Index of Questions on Notice – Budget Estimates [SEC OFFICIAL]

Good morning Team

Just checking in to see if we have any written QONs that you are aware of as am not sure how it all works with the caretaker period. I am not sure when the cut off is however I am hoping this time round we may not receive any last minute actions.

Thanks you as always for your help.

Kind Regards

**s 22(1)(a)(ii)** Senior Governance Adviser  
 Office of the Official Secretary to the Governor-General  
 Government House, Canberra ACT 2600  
**s 22(1)(a)(ii)** | W [www.gg.gov.au](http://www.gg.gov.au) |  
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PAW2022-email-banner-2918x1001

From: Senate Estimates [mailto:Senate.Estimates@pmc.gov.au]  
 Sent: Thursday 14 April 2022 10 09 AM  
 To: **s 22(1)(a)(ii)** Jo Tarnawsky <Jo.Tarnawsky@gg.gov.au> **s 22(1)(a)(ii)** **s 22(1)(a)(ii)** **s 22(1)(a)(ii)**  
 Ministerial and Parliamentary Services <minparl@ota.gov.au> **s 22(1)(a)(ii)** External Relations <External.Relations@ano.gov.au>  
 Briefs <Briefs@apsc.gov.au> **s 22(1)(a)(ii)** Senate Estimates <Senate.Estimates@pmc.gov.au>  
 Cc: **s 22(1)(a)(ii)**  
 Subject: FOR ACTION – Draft Index of Questions on Notice – Budget Estimates [SEC OFFICIAL]

# OFFICIAL

Dear Colleagues

Please find attached the current draft version of the Index of Questions on Notice (QoNs) from the Budget Estimates hearings held on Thursday 31 March 2022 and Monday 4 April 2022.

**What we need from you by COB Tuesday 19 April 2022.**

Please review the index and advise the Department of the Prime Minister and Cabinet's (PM&C) [Parliamentary Support Unit](#) if you consider

- any of the questions were answered during the hearing and should be removed from the index
- if there are any missing questions.

**What the Committee Secretariat needs from you by COB Friday 20 May 2022**

Agencies are required to lodge their own responses directly to the Committee by email to [FPA-SEN@aph.gov.au](mailto:FPA-SEN@aph.gov.au) cc [senate.estimate@pmc.gov.au](mailto:senate.estimate@pmc.gov.au). The Committee has agreed the date for lodgement of responses to questions is **Friday 20 May 2022**. We recommend questions are lodged after the final Index has been confirmed by the Committee. We will advise of this confirmation as soon as we can.

Notwithstanding the dissolution of the House and proroguing of Parliament Senate Questions on Notice remain live and we remain obliged to respond to any outstanding questions within the timeframes.

As always we are here to assist you. Please direct any enquiries to the PM&C Parliamentary Support Unit at [senate.estimate@pmc.gov.au](mailto:senate.estimate@pmc.gov.au) or 02 6271 5566 (Option 4).

Thanks

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

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

A/g Assistant Secretary | Ministerial and Parliamentary Support Branch  
Department of the Prime Minister and Cabinet

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

Neumannswell Country, One National Circuit, Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

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

[www.pmc.gov.au](http://www.pmc.gov.au)



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THE HON BEN MORTON MP  
MINISTER ASSISTING THE PRIME MINISTER AND CABINET  
MINISTER FOR THE PUBLIC SERVICE  
SPECIAL MINISTER OF STATE

Reference: MS22-000236

His Excellency General the Honourable David Hurley AC DSC (Retd)  
Governor-General of the Commonwealth of Australia  
Government House  
YARRALUMLA ACT 2600

Your Excellency

I am writing to request your agreement to include a late item for your consideration in the meeting of the Federal Executive Council on 3 March 2022.

The item seeks to insert a new item in Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997*. Doing so will secure the requisite legislative authority to enable the Department of the Prime Minister and Cabinet to enter into a grant agreement with the Australian Future Leaders Foundation so that it may establish and deliver the Australian Future Leaders Program.

The Program's objective is to develop a group of multi-sector, nationally-minded leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia. Your consideration of this item promptly would support the efficient establishment of the Program.

The final documentation will be provided to the Federal Executive Council Secretariat as soon as possible, subject to your agreement.

Yours sincerely

s 22(1)(a)(ii)

BEN MORTON

/ /2022

## PROTECTED CABINET

PDR: MS21-001056

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

PM&C  
Secretary  
Ms Foster  
Mr Reid  
Mr Rush  
Ms Bamsey  
Mr Martin  
Ms  
Crowther  
Ms Zorzi

**To:** The Prime Minister (for signature by Friday 21 January 2022 to enable funding to be provided to the Department of the Prime Minister and Cabinet through the Additional Estimates Bill so that the programme may commence in the 2021-22 financial year).

PMO  
Dr Kunkel

### FUNDING FOR THE PROPOSED AUSTRALIAN FUTURE LEADERS PROGRAMME

s 22(1)(a)(ii)

CABINET  
SECRETARY

s 22(1)(a)(ii)

#### Recommendation - that you:

1. Sign the letter at Attachment A to advise the Treasurer, the Hon Josh Frydenberg MP, and Minister for Finance, Senator the Hon Simon Birmingham, that you have agreed to release funding from the Contingency Reserve for the proposed Australian Future Leaders Programme, enabling the Department of the Prime Minister and Cabinet to enter into a funding agreement with the Australian Future Leaders Foundation to deliver the Programme, commencing before the end of 2021-22.

s 22(1)(a)(ii)

Signed / Not Signed

SCOTT MORRISON

s 22(1)(a)(ii)

Date:

25-1-22

Comments:

s 22(1)(a)(ii)

#### Key Points:

s 34(3)

2. The Foundation's Executive Director designate, Mr Chris Hartley, is seeking an initial multi-year financial contribution from the Australian Government, as well as financial and other in-kind contributions from non-government and private corporate organisations, to fund the establishment and delivery of the proposed Programme.
  - a. Mr Hartley is affiliated with The Global Foundation, which convenes the Australian Roundtable series. The most recent Roundtable was hosted in Canberra by the Governor-General, His Excellency General the Honourable David Hurley AC DSC Retd in May 2021, convening a small group of prominent citizens who are working to make a cumulative contribution to Australia's longer-term national strategy in a global context.

PROTECTED CABINET

## PROTECTED CABINET

3. Since November 2020 Mr Hartley has been proactively engaging in discussions with the Office of the Official Secretary to the Governor-General and has secured the Governor-General's patronage and in-principle support for the Programme.
  - a. Mr Hartley has also separately approached the Australian Public Service Commissioner, Mr Peter Woolcott AO, seeking in-kind support for the proposed Programme. Mr Woolcott has offered to embed a liaison officer in the Foundation to support the establishment of the Programme.

### *Programme Overview*

4. The Programme is a leadership development opportunity for emerging mid-career leaders from both government and non-government sectors including academia, not-for-profit and corporate (see Attachment B).
  - a. The Foundation intends to initially open the Programme to between 140 and 280 participants offering online and face-to-face learning events, study tours, mentoring and coaching, and alumni networking opportunities.
  - b. The Programme will be implemented over a period of two years for each cohort.
  - c. The curriculum and format of the Programme is currently under development with interested multi-sector parties and other potential non-government funders.
5. Overall, the Programme's objective is to develop a group of multi-sector leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia, its values and national interest.

### *Recommended Approach*

6. Pending your approval, and in accordance with the *Public Governance, Performance Accountability Act 2013* (PGPA Act) and relevant procurement and grant policies, we propose that PM&C enters into a four-year grant agreement with the Foundation for the delivery of the Programme.

s 47C

- c. The Foundation received Deductible Gift Recipient status (announced in the 2021-22 MYEFO) enabling it to receive funding from non-government organisations that wish to support its mission and purpose.
7. If you agree with the recommended approach, you should sign the letter at Attachment A to make the funding from the Contingency Reserve available to PM&C for this purpose.
  - a. The letter must be signed by 21 January 2022 to allow for the funding to be included in the Additional Estimates Bill, which would enable the Programme to commence in the first half of 2022.
  - b. Note that the letter advises that \$2.0 million of this measure was originally allocated to 2020-21 however, due to a later expected commencement date of the Programme, funding will be rolled forward over four years from 2021-22.
8. Pending your signature of Attachment A and successful amendment of Schedule 1AB, the earliest a funding agreement could be in place between PM&C and the Foundation is June 2022.

PROTECTED CABINET

## PROTECTED CABINET

9. Alternatively, you may decide to support the Programme for commencement in 2022-23, with the allocated funding to be included and released as part of the 2022-23 Budget.

s 22(1)(a)(ii)

A/g Assistant Secretary  
Parliamentary and Government Branch  
18 January 2022

Policy Officer: s 22(1)(a)(ii)  
Phone no: s 22(1)(a)(ii)  
Consultation: Fiscal, Govt, AGS, Treasury

PROTECTED CABINET

## **PROTECTED CABINET**

### **ATTACHMENTS**

**ATTACHMENT A    LETTER TO THE TREASURER AND MINISTER FOR FINANCE**

**ATTACHMENT B    PROGRAMME PITCH**

**ATTACHMENT C    FUNDING OPTIONS AND RISKS AND MITIGATION  
STRATEGIES**

**PROTECTED CABINET**

# The Governor-General's Australian Future Leaders Programme



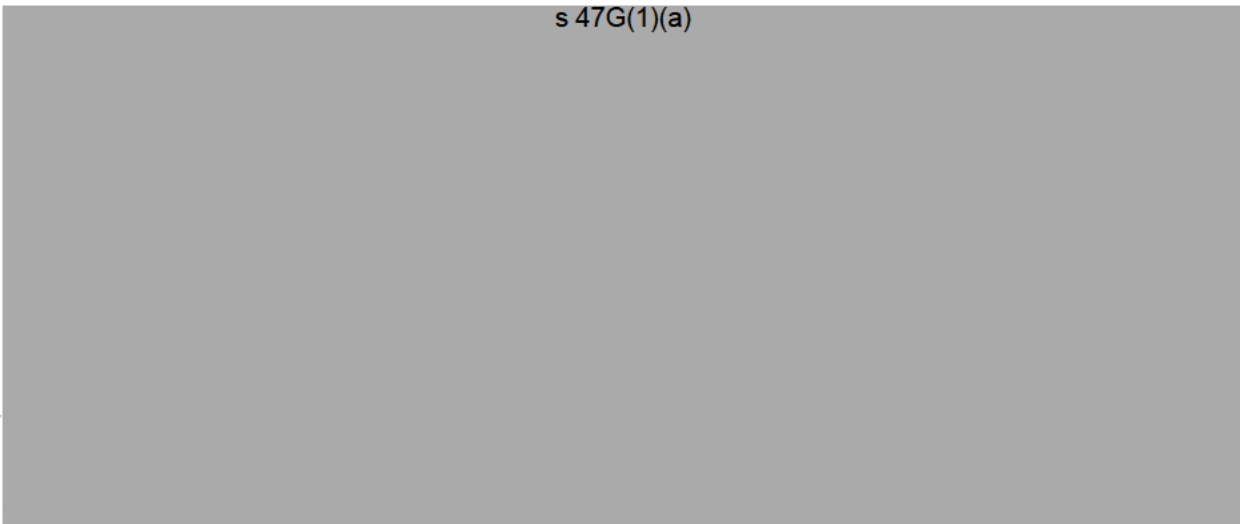
## Overview

A future focussed partnership between government, business, trade unions and not for profit organisations to develop the next generation of connected, collaborative, impactful future Australian leaders. The programme targets identified leadership talent from across Australia, delivering equity of access to leadership excellence and training to all demographics, faiths, sectors, and geographies.

It includes participants from small and big business, farmers, Indigenous Australians, the not-for-profit sector, Pacific friends, and academia. It will complement the Government's Economic Recovery Plan and will catalyse societal cohesion, fairness and focus on the national interest, issues and opportunities. A targeted investment that will create a legacy of Australian community-minded, values based leadership.

The programme is based on highly successful proven international models and has in principle support (including financial and in-kind commitments) from:

s 47G(1)(a)



## Rationale

Leadership is not an accident but poor leadership can become one. Underpinned by academic excellence, Australian Future Leaders is a unique experiential programme delivering exceptional experiences, unparalleled access, contacts, perspectives and an unrivalled network. The objective is to build a cadre of Australian leaders across all sectors who are better connected, more collaborative and impactful and who jointly share a commitment to Australia, our values and our future.

## How it would work

Mid-career leaders (140 at first and then 280) from across sectors, geography, faith and demographic, including our Pacific family. These individuals are diverse but there are common characteristics – they are driven, community minded and (apart from international participants) reflect our national values. Identified as future leaders they will participate in a unique pragmatic leadership program which is supported by businesses, not for profits, trade unions and prominent Australians (and government).

The Programme will bring together senior leaders across all sectors as sponsors of talent, engagement on the study tours, observers and coaches at the plenary sessions and in the overall organisation of the programme. It leverages Australian talent and builds on Australia's opportunities and place in the world.

# The Governor-General's Australian Future Leaders Programme



The participants will form a network able to work together on significant opportunities for the nation – not just in the Governor-General's programme, but for the rest of their careers or even lives. These are talented young Australians destined to go further and this programme will help them get there together, breaking down barriers and better equipping them to serve our communities and our nation well into the future. The program includes:

- Eight weeks of one day a week virtual learning from our leading thinkers and practitioners.
- Three days together at Admiralty House and then a 7 day study tour across Australia for a deep dive into the topical issues and opportunities for our nation
- Three days at Government House to reconvene, feedback, consider Australia's place on the international stage and then to plan their own Australian leadership journey.
- Active alumni programme mentors and connects successive waves of cross-sector future leaders

Each component builds on prior success on the international stage but localised to Australian issues and opportunities. Developing collaboration, perspective, insight, connection and cultural agility through robust and often challenging processes and places. This is a leadership programme like no other.

## What is needed to make it happen?

Government support and investment is required to make the programme viable,

s 47G(1)(a)

s 47G(1)(a)

There is significant support from current leaders across business. This is evidenced by substantial financial support promised s 47G(1)(a) and the prospect of financially supporting others), in-kind contributions and willingness for existing senior leaders to be involved as champions, hands-on mentors and scouts for talent.

## When?

Confirmation of government support is requested in November with a formal announcement suggested on Australia Day 2021. The first programme will start on-line in September 2021 and in-person November 2021.

## Who?

The programme has the endorsement of the Governor-General's Office and will involve the appointment of twelve identified Regional Chairs. A Director designate with specific experience of similar international programmes has been engaged for the last three months project scoping and costing with assistance from McKinsey, M&C Saatchi and others. The proposal is highly detailed but assumes further design contributions.

s 47G(1)(a)

This is our mission. Join us.

The Governor-General's  
**Australian  
Future Leaders  
Programme**



## Building connected competitive advantage through next gen leaders.

An exceptional group of young Australians who wish to accelerate leadership potential and performance.

Global thinking, local issues and opportunities. Australia's leaders and our finest institutions supporting the next generation.

Online curated leadership tools

**An intensive, proven study tour format**

Mentoring from our world class leaders

Robust exploration of critical issues and opportunities

A cohort of culturally agile, mindful, better connected future leaders. Australian leaders with a stronger sense of place, inclusion, purpose and connection.

Robust enduring networks that cross sectors, cultures and geographies.

Fresh thinking on Australia's critical issues and opportunities from a next generation of digital native Australian leaders.

An alumni of leaders with greater clarity on and ownership of national direction and Australia's place in the world – who give back.

Building on 75,000 years of history and the most successful post Colonial nation on earth, we have an opportunity to shape the future.

A cohort of better equipped & connected leaders to drive change, capitalize on opportunity and shape our national community.

Cross sector,  
cross geography,  
cross-cultural  
future leaders.

From 10 - 15 years  
experience,  
20 - 25 years future  
potential.

Diverse cohort,  
representative  
of gender, ethnicity  
and perspective.

Diverse cohort,  
representative  
of gender, ethnicity  
and perspective.

The Governor-General's  
**Australian  
Future Leaders  
Programme**



**Thank you**

PROTECTED CABINET

PDR: MS22-000236

## DEPARTMENT OF THE PRIME MINISTER AND CABINET

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

**To:** Minister Assisting the Prime Minister and Cabinet (for decision as soon as possible to enable consideration of the Schedule 1AB amendment by the Federal Executive Council on 3 March 2022)

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

## AUSTRALIAN FUTURE LEADERS PROGRAM FUNDING

CABINET  
SECRETAR  
Y

s 22(1)(a)(ii)

**Recommendations** - that you:

1. Sign the letter to the Minister for Finance, Senator the Hon Simon Birmingham, at Attachment A requesting agreement to insert a new item in Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997*, to secure the requisite legislative authority to enable the Department of the Prime Minister and Cabinet to enter into a grant agreement with the Australian Future Leaders Foundation to establish and deliver the Australian Future Leaders Program.

**Signed / Not Signed**

2. Sign the letter to the Governor-General, His Excellency the Honourable David Hurley AC DSC (Retd), at Attachment C requesting agreement to add a late agenda item to the Federal Executive Council meeting scheduled for 3 March 2022.

s 22(1)(a)(ii)

**Signed / Not Signed**

BEN MORTON

Date:

Comments:

**Key Points:**

1. The Department of the Prime Minister and Cabinet (PM&C) has been allocated \$14 million over four years (2021-22 to 2024-25) to support the establishment and delivery of the Australian Future Leaders Program (the Program) by the Australian Future Leaders Foundation Limited (the Foundation).
2. s 34(3)  
PM&C has been working with the Department of Finance to insert a new item in Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997* (FF(SP) Regulations).

PROTECTED CABINET

## PROTECTED CABINET

a.

s 42

3. To facilitate this, it is necessary to secure the Minister for Finance's agreement to the item so that it can be considered by the Federal Executive Council on 3 March 2022.

4. In your capacity as Minister Assisting the Prime Minister and Cabinet, a letter has been prepared for your signature at Attachment A, and necessary attachments that underpin the letter are at Attachment B. These have been prepared in consultation with the Department of Finance, s 42

a. The letter seeks the Minister for Finance's agreement to insert a new item in Schedule 1AB to the FF(SP) Regulations. This will enable legislative authority to be put in place so that PM&C may enter into a grant agreement with the Australian Future Leader's Foundation to deliver the Program.

s 42

5. Subject to your agreement and the Minister for Finance's subsequent agreement, the item will be scheduled for consideration by the Governor-General at the Federal Executive Council meeting on 3 March 2022.

a. Noting the ambitious timeframe, PM&C is currently working with the Department of Finance and the Federal Executive Council Secretariat to add the item to the agenda as a late paper.

### Background

6. Since November 2020 the Foundation's Executive Director designate, Mr Chris Hartley, has been proactively engaging in discussions with the Office of the Official Secretary to the Governor-General, and has secured the Governor-General's patronage and in-principle support for the Program.

7. The Program's objective is to develop a group of multi-sector, nationally-minded leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia, its values and national interest. The Program will initially be open to 120 mid-career leaders with approximately ten years' experience, competitively selected from government, academia, not-for-profit and corporate sectors.

Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
23 February 2022

Policy Officer: s 22(1)(a)(ii)  
Phone no: s 22(1)(a)(ii)  
Consultation: Fiscal, Corporate,  
Department of Finance, s 42

PROTECTED CABINET

**ATTACHMENTS**

<b>ATTACHMENT A</b>	<b>LETTER TO THE MINISTER FOR FINANCE SEEKING AGREEMENT TO INSERT A NEW ITEM IN SCHEDULE 1AB TO THE FF(SP) REGULATIONS</b>
<b>ATTACHMENT B</b>	<b>ATTACHMENT TO THE LETTER TO THE MINISTER FOR FINANCE – ADDITIONAL INFORMATION</b>
<b>ATTACHMENT C</b>	<b>LETTER TO THE GOVERNOR-GENERAL</b>

**OFFICIAL Sensitive**



THE HON BEN MORTON MP  
MINISTER ASSISTING THE PRIME MINISTER AND CABINET  
MINISTER FOR THE PUBLIC SERVICE  
SPECIAL MINISTER OF STATE

Reference: MS22-000236

Senator the Hon Simon Birmingham  
Minister for Finance  
Parliament House  
CANBERRA ACT 2600

Dear Minister

I am writing to seek your agreement to insert a new item in Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997* to establish legislative authority for government spending on a grant with the Australian Future Leaders Foundation (the Foundation) so that it may deliver the Australian Future Leaders Program (the Program). This Schedule 1AB amendment is proposed for consideration by the Governor-General, His Excellency General the Honourable David Hurley AC DSC (Retd), at the Federal Executive Council meeting scheduled for 3 March 2022.

The Program's overall objective is to develop a group of nationally-minded multi-sector leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia, its values and national interest. The Office of the Official Secretary to the Governor-General has advised the Governor-General's patronage and in-principle support for the Program.

The Program is a leadership development opportunity for emerging mid-career leaders from both government and non-government sectors including academia, not-for-profit and corporate. The Foundation intends to initially open the Program to 120 participants offering a curriculum of online and face-to-face learning events, study tours, mentoring and coaching, and alumni networking opportunities, implemented over a period of two years for each cohort.

The Department of the Prime Minister and Cabinet (PM&C) will enter into a four-year grant agreement with the Foundation for the delivery of the Program. Further funding may be put forward for consideration in the future contingent on the Program's initial performance, as well as the Foundation's ability to secure funding from other private and philanthropic donors.

Parliament House CANBERRA ACT 2600

**OFFICIAL Sensitive**

s 34(3)

Funding of \$14.0 million for the program was included in PM&C's Portfolio Additional Estimates Statements 2021-22 and will be included as a measure in the 2022-23 Budget Statements. Funding will come from Program 1: Prime Minister and Cabinet, which is part of Outcome 1 as outlined on page 23 of the statement.

s 42

To assist your department with drafting the proposed Schedule 1AB amendment and preparing explanatory materials, I have enclosed additional information about the Program at Attachment A.

Yours sincerely

s 22(1)(a)(ii)

**BEN MORTON**

/ / 2022

### Description of the proposed new or materially changed Commonwealth expenditure

The Government will provide funding via a grant to the Australian Future Leaders Foundation Limited to deliver the Australian Future Leaders Program (the Program). The Program is an initiative of the Department of the Prime Minister and Cabinet (PM&C) in consultation with the Office of the Official Secretary of the Governor-General.

The Program's objective is to develop a group of multi-sector, nationally-minded leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia, its values and national interest. The curriculum will be uniquely focused on topics of national significance in order to promote national bonds and cohesion among the Program cohort.

Overall, the Program is intended to generate accomplished alumni who will be uniquely placed to pursue Australia's national interests through their roles as future leaders in governments, companies, educational institutions and non-profits across Australia.

The Australian Future Leaders Foundation Limited is a public company limited by guarantee (ACN 649 403 654) established on 16 April 2021. The Foundation is registered with the Australian Charities and Not-for-profits Commission (ACNC) noting its official charitable purpose is recorded as 'advancing education'. The Foundation has received Deductible Gift Recipient (DGR) endorsement, enabling it to receive donations that are tax deductible. The Foundation's purpose, as per its Constitution, is to advance education with a focus on building the skills, experience and capability of Australia's future leaders.

The Foundation was selected to deliver the Program based on a genuine unsolicited innovative proposal presented to Government, supported by extensive consultation confirming interest and support for the Program within the government, corporate, academic and not-for-profit sectors.

With a focus on leadership development for emerging mid-career leaders (approximately ten years' professional experience), the Foundation intends to initially open the Program to 120 participants via a competitive, merit-based selection process. Participants will be drawn from both government and non-government sectors including academia, not-for-profit and corporate. Participants may also be considered from international organisations and governments where there is a clear link and benefit to Australia.

The Program will:

- address topics of national importance informed by contemporary policy matters and seek to facilitate fresh thinking on Australia's critical issues from the next generation of digital native Australian leaders
- offer a curriculum of online and face-to-face learning events, study tours, mentoring and coaching, and alumni networking opportunities, implemented over a period of two years for each cohort.



- comprise cohorts that are cross sector, cross geography and cross cultural in their composition
- involve a mix of: State cohorts convening in their home States; all participants convening online; all participants convening in person; and small groups of participants convening in person and outside their home State; and
- will have an alumni aspect aimed at growing networks that cross sectors, cultures and geographies and forging bonds across the nation, and a legacy aspect aimed at improved national cohesion.

PM&C will undertake a closed non-competitive selection process to enter into a four-year grant agreement with the Foundation for the delivery of the Program.

s 42

#### Statement specifying constitutional head(s) of power

Noting that it is not a comprehensive statement of relevant constitutional considerations, the objective of the item references the following powers of the Constitution:

- the express incidental power and the executive power (ss 51(xxxix) and 61 of the Constitution), including the nationhood aspect; and
- the communications power (s 51(v) of the Constitution).



### Statement of the relevance and operation of constitutional head(s) of power

The express incidental power in section 51 (xxxix) of the Constitution empowers the Parliament to make laws with respect to matters incidental to the execution of any power vested in the Parliament, the executive of the courts by the Constitution. Section 61 of the Constitution supports activities that are peculiarly adapted to the government of a nation and cannot be carried out for the benefit of the nation otherwise than by the Commonwealth.

The Program has a national focus as it seeks to build a cohort of leaders from across Australia (including across different States and Territories), who, in the course of the Program and into the future, will address topics of national significance and promote national bonds and cohesion. The Commonwealth is uniquely placed to determine the selection process for participants and the composition of any selection panel, in line with the Commonwealth's perception of who is suited to be a future national leader, as well as to identify the topics of national importance to be addressed through the Program.

Section 51(v) of the Constitution empowers the Parliament to make laws with respect to 'postal, telegraphic, telephonic and other like services'.

The Program will be delivered, in part, online via a 'virtual learning' component which is supported as an activity related to the creation and use of content on a communications service (the internet).

### Decisions about Commonwealth expenditure

In accordance with the Commonwealth Grants Rules and Guidelines 2017 (CGRGs), paragraph 13.11, the selection process will be closed and non-competitive to provide grant funding to the Australian Future leaders Foundation Pty Ltd to deliver the Program. An exemption will be sought from using the GrantConnect website to administer the selection process.

PM&C will administer the selection process and establish the grant using a standard Commonwealth Grant Agreement. s 42

The grant will be administered by PM&C in accordance with the Commonwealth resource management framework, including the Public Governance, Performance and Accountability Act 2013 and the Commonwealth Grants Rules and Guidelines 2017.

The Accountable Authority's delegate being Mr Peter Rush, Assistant Secretary, Government Division, PM&C, will be responsible for the final decision to enter into a grant agreement with the Foundation to deliver the Program. Mr Rush is qualified to perform this function noting that he holds the appropriate internal delegated authority and has direct oversight of this project within the department. Once known, information on the final decision will be made publicly available through the GrantConnect website.

#### Availability of independent merits review

Merits review of decisions made in connection with the grant would not be considered appropriate because these decisions relate to the provision of a one-off grant to a certain service provider, over other service providers. The Administrative Review Council has recognised that it is justifiable to exclude merits review in relation to decisions of this nature (see paragraphs 4.16 to 4.19 of the guide, *What decisions should be subject to merit review?*).

The Australian Future Leaders Foundation Pty Ltd was determined to be an appropriate organisation to pursue a one-off, ad hoc grant after a due diligence process. This process involved the verification of claims by the Foundation's interim Executive Director that the Foundation is uniquely positioned in Australia to pursue a whole-of-nation, multi-sector leadership program at the scale required. As the Foundation has Deductible Gift Recipient status, it is also in the rare position to receive in-kind and philanthropic support for the Program from interested non-government stakeholders.

The review and audit process undertaken by the Australian National Audit Office also provides a mechanism to review Australian Government spending decisions and report any concerns to the Parliament. These requirements and mechanisms help to ensure the proper use of Commonwealth resources and appropriate transparency around decisions relating to making, varying or administering arrangements to spend relevant money.

Further, the right to review under section 75(v) of the Constitution and review under section 39B of the *Judiciary Act 1903* may be available. Persons affected by spending decisions would also have recourse to the Commonwealth Ombudsman where appropriate.

#### Consultation

The inception of the Program is based on broad consultation undertaken by the Foundation. This has included Government representatives including PM&C senior officials, the APS Commissioner, DFAT Academy and the Office of the Official Secretary to the Governor-General.

Feedback from both Government and non-government parties has been supportive of the Program and its objectives in bringing a whole-of-nation focus to building future leaders for



Australia. Having been awarded DGR status, the Foundation is in the process of securing philanthropic in-kind and financial donations to support the ongoing development and implementation of the Program.

s 47G(1)(a)



### Input to the statement of compatibility with human rights

#### Right to Education

This legislative instrument engage Article 13(1) of the International Covenant on Economic, Social and Cultural Rights (ICESCR) which provides that:

*The States Parties to the present Covenant recognize the right of everyone to education. They agree that education shall be directed to the full development of the human personality and the sense of its dignity, and shall strengthen the respect for human rights and fundamental freedoms. They further agree that education shall enable all persons to participate effectively in a free society, promote understanding,*

*tolerance and friendship among all nations and all racial, ethnic or religious groups, and further the activities of the United Nations for the maintenance of peace.*

In particular, Article 13(4) affirms:

*The liberty of individuals and bodies to establish and direct educational institutions', provided the institutions conform to the educational objectives set out in article 13(1) and to minimum educational standards.*

While the Program does not constitute a formal primary, secondary, tertiary, technical or vocational education, it is compatible with the promotion of the right to education noting its primary focus leadership development skills for application across multiple-sectors. It also affirms the liberty of the Foundation as a non-government body to establish and run an educational program.

The Program may also support:

- articles 5(e)(v) and 7 of the Convention on the Elimination of All Forms of Racial Discrimination (CERD) insofar as the selection process for the program prohibits discrimination and bias of candidates on the basis of race, colour national or ethnic origin, and promotes understanding, tolerance and friendship among nations and racial or ethnical groups by encouraging the participation of a diverse cohort of participants.
- articles 10 and 14(2)(d) of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) insofar as the selection process for the program prohibits discrimination and bias of candidates on the basis of gender, including rural women, and promotes the equality of men and women.
- and article 24 of the Convention on the Rights of Persons with Disabilities (CRPD) insofar as the selection process provides for inclusivity in supporting people with disabilities to participate in the program on an equal basis to other participants without disability.

This legislative instrument is compatible with human rights because it promotes the aforementioned rights.





THE HON BEN MORTON MP  
MINISTER ASSISTING THE PRIME MINISTER AND CABINET  
MINISTER FOR THE PUBLIC SERVICE  
SPECIAL MINISTER OF STATE

Reference: MS22-000236

His Excellency General the Honourable David Hurley AC DSC (Retd)  
Governor-General of the Commonwealth of Australia  
Government House  
YARRALUMLA ACT 2600

Your Excellency

I am writing to request your agreement to include a late item for your consideration in the meeting of the Federal Executive Council on 3 March 2022.

The item seeks to insert a new item in Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997*. Doing so will secure the requisite legislative authority to enable the Department of the Prime Minister and Cabinet to enter into a grant agreement with the Australian Future Leaders Foundation so that it may establish and deliver the Australian Future Leaders Program.

The Program's objective is to develop a group of multi-sector, nationally-minded leaders who are better connected and impactful, and who jointly share a commitment to the future of Australia. Your consideration of this item promptly would support the efficient establishment of the Program.

The final documentation will be provided to the Federal Executive Council Secretariat as soon as possible, subject to your agreement.

Yours sincerely

s 22(1)(a)(ii)

BEN MORTON

/ /2022

s 22(1)(a)(ii)

**Subject:** Meeting: Celeste Moran, Peter Rush, Chris Hartley re Future Leaders  
[SEC=OFFICIAL]

**Location:** Government House

**Start:** Tue 16/02/2021 12:30 PM

**End:** Tue 16/02/2021 1:30 PM

**Show Time As:** Out of Office

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Singer, Paul

**Categories:** Yellow Category

Dear Celeste, Peter and Chris,

I will require your vehicle registration to facilitate your entry into Government House. Please note that your ID will need to be provided to our staff at the front gate on the day.

s 22(1)(a)(ii)

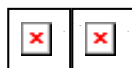
If you have any further questions please feel free to call me on either of the numbers below.

Kind regards,

s 22(1)(a)(ii)

s 22(1)(a)(ii) | Executive Assistant to Paul Singer MVO, Official Secretary to the Governor-General  
Office of the Official Secretary to the Governor-General  
Government House, Canberra ACT 2600  
Core hours 7:30am to 4:00pm – emails will be responded to during this time

s 22(1)(a)(ii)



| W: [www.gg.gov.au](http://www.gg.gov.au) |  
Australian Honours: [Nominate](#) a worthy Australian.

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

IMPORTANT: This message, and any attachments to it, may contain information that is deemed confidential and may also be the subject of legal professional or other privilege. If you are not the intended recipient of this message, you must not review, copy, disseminate or disclose its contents to any other party or take action in reliance of any material contained within. If you have received this message in error, please notify the sender immediately by return email informing them of the mistake and delete all copies of the message from your computer system.

<< Attachments:

[Picture \(Device Independent Bitmap\) 1.jpg](#) (2.8KB)  
[Picture \(Device Independent Bitmap\) 2.jpg](#) (1.1KB)

>> [Picture \(Device Independent Bitmap\) 3.jpg](#) (1.1KB)

**From:** [Chris Hartley](#)  
**To:** [Rush, Peter](#)  
**Cc:** [Paul Singer](#); [Jo Tarnawsky](#); [s 22\(1\)\(a\)\(ii\)](#) [Reid, John](#); [s 22\(1\)\(a\)\(ii\)](#)  
**Subject:** The Governor- General's Australian Future Leaders Program  
**Date:** Tuesday, 27 April 2021 4:47:01 PM  
**Attachments:** [Confidential\\_GGAFLP\\_Governance\\_and\\_Budget\\_Overview\\_270421.pdf](#)  
[GGAFL\\_Treasurer.DGR\\_27.04.21.PDF](#)  
[ATT00001.txt](#)

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Good afternoon Peter,

to your request of the 13th April I enclose further detail in .ppt format as below. This includes the information you require and covers aspiration, progress, structure and precedent.

The funding review and budget process started with McKinsey & Co and was then detailed by Accenture and subject to review by KPMG, who will be the Foundation's auditors.

The governance model started with Gilbert + Tolbin and has been further reviewed by Accenture and KPMG. [s 47G\(1\)\(a\)](#)

[s 47G\(1\)\(a\)](#)

M&C Saatchi remain engaged on branding and have sought creative contributions from indigenous students in Western Australia, Alice Springs, Broken Hill, Western Sydney [s 47G\(1\)\(a\)](#)

On the 17th May the Governor-General is bringing together eighty eminent Australians from business, industry, higher education and the broader community to a roundtable which will help guide development of the Australian Future Leaders Program [s 47G\(1\)\(a\)](#)

[Public Service](#) to private enterprise, Bishops to bankers, they will help us craft a way forward, leveraging the knowledge, insight and experience of some of the country's highest achievers to equip our emerging leaders to counter the challenges – and seize the opportunities – Australia faces in the 21st century.

Whilst the Foundation is in the process of registering with the Australian Charities and Not-for-profits Commission as a charity with the purpose of advancing education, it does not fit neatly within a pre-existing DGR category. This limits the external funding it can receive and the positive effect it can have in the medium and long term. Specific listing as a DGR will open additional revenue streams for the Foundation in the form of deductible gifts and the receipt of grants from foundations and philanthropists, such as private ancillary funds operated by high wealth philanthropic individuals and families who, as a result of law or internal policy, can currently only give to DGRs. So also enclosed is a letter to the Treasurer requesting expedited DGR application which I would be very grateful if you could forward.

Please let me know how else I can help secure the necessary government funding to bring the Governor-General's Australian Future Leaders Program into reality for our nation.

Kind regards

Chris Hartley  
[s 47F](#)

# Program Governance and Budget Overview

**The Governor-General's Australian Future Leaders Program (GGAFLP)**

Confidential - 27 April 2021

Contact: Chris Hartley Executive Director

s 47F

**The Governor General's Australian Future Leaders Program (GGAFLP) delivers an ambitious and innovative vision to build the next generation of leadership capability in Australia. The Program has been developed into a fully detailed plan and a diverse funding model ready for launch in September 2021 with a first cohort of 140 participants.**

After considerable research and consultation with over 100 stakeholders, this four-year, seven-stage program will launch in September 2021. It encompasses state-of-the-art online and rich experiential learning plus a structured alumni program for sustaining leadership impact and growth. Cohort 2 will involve 280 participants.

Detailed budgeting work underpins a diversified funding model and a request to expedite DGR status. <sup>s 47G(1)(a)</sup> Commonwealth investment for Years 1- 4 will catalyse substantial non-governmental funding sources in time for the launch.

The GGAFLP has attracted wide cross-sectoral support and been built with substantial input from Gilbert +Tobin, Accenture, McKinsey, BCG, KPMG, M&C Saatchi, <sup>s 47G(1)(a)</sup> <sup>s 47G(1)(a)</sup> Group of 8 and the Australian Technology Network.

A robust governance model developed by Australia's leading legal and advisory firms underpins the Program implementing clear accountabilities, controls and reporting.

# The Governor - General's Australian future leaders program

## What?

An innovative leadership program to build a cadre of Australian leaders from all sectors who are better connected, more collaborative and better equipped to make an impact in the national interest.

Targeting the talented, committed to Australia, our values and future.

Complementing the Government's Economic Recovery Plan to catalyse societal cohesion, fairness, our national interest and future opportunities.

## Why?

The imperative of leadership. Building on 60,000 years of history and the most successful multi-cultural nation on earth, we need to take the next step. Building Australian leadership for Australia.

To lead change and capitalise on opportunity we need a cohort of better equipped leaders to drive jobs, connections and creativity.

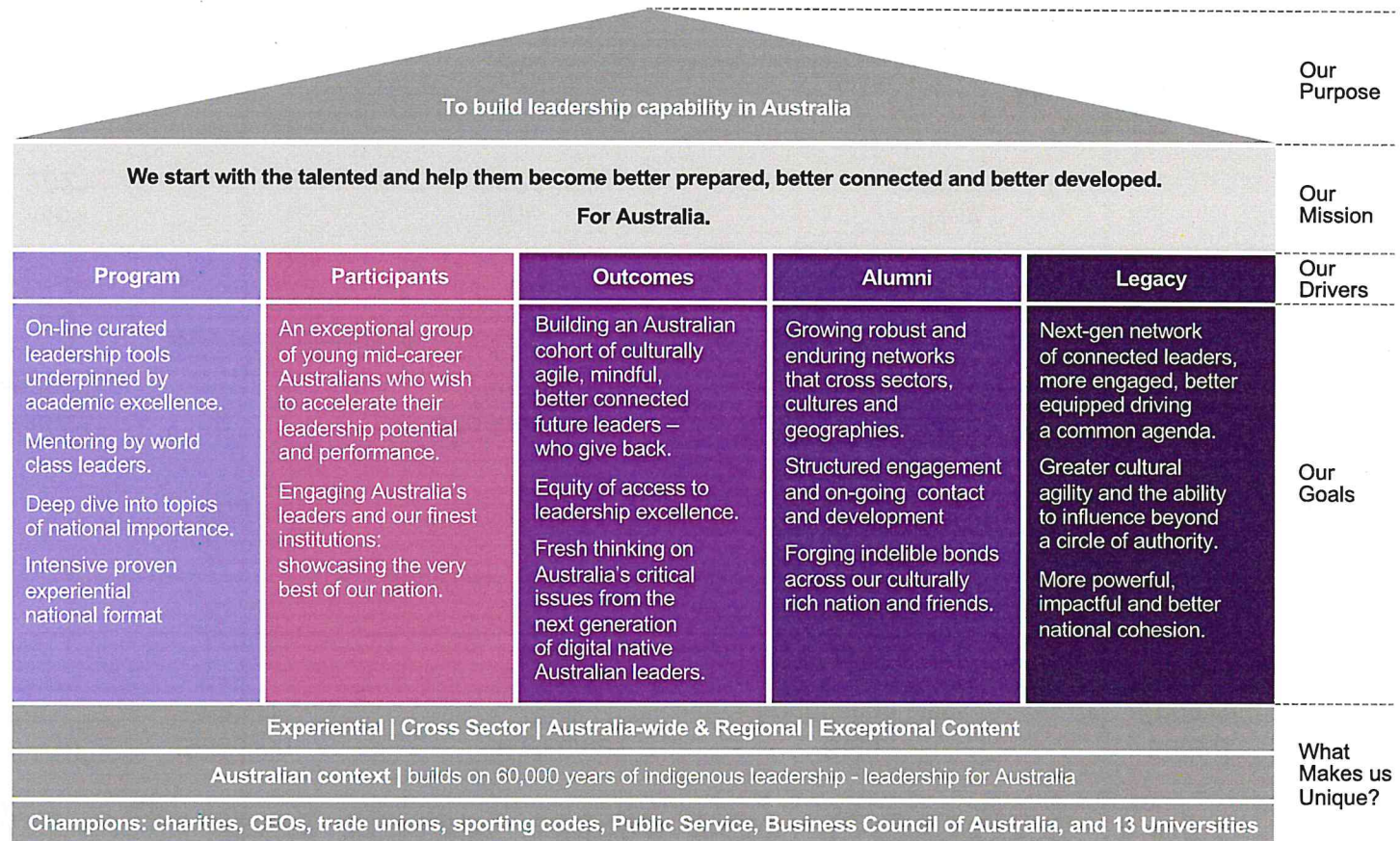
## Who?

Cross sector, cross geography, cross-cultural. With 12–15yrs experience, 20–25yrs future potential. A diverse digitally native cohort, representative of gender, ethnicity and perspective. These are Australia's future leaders.

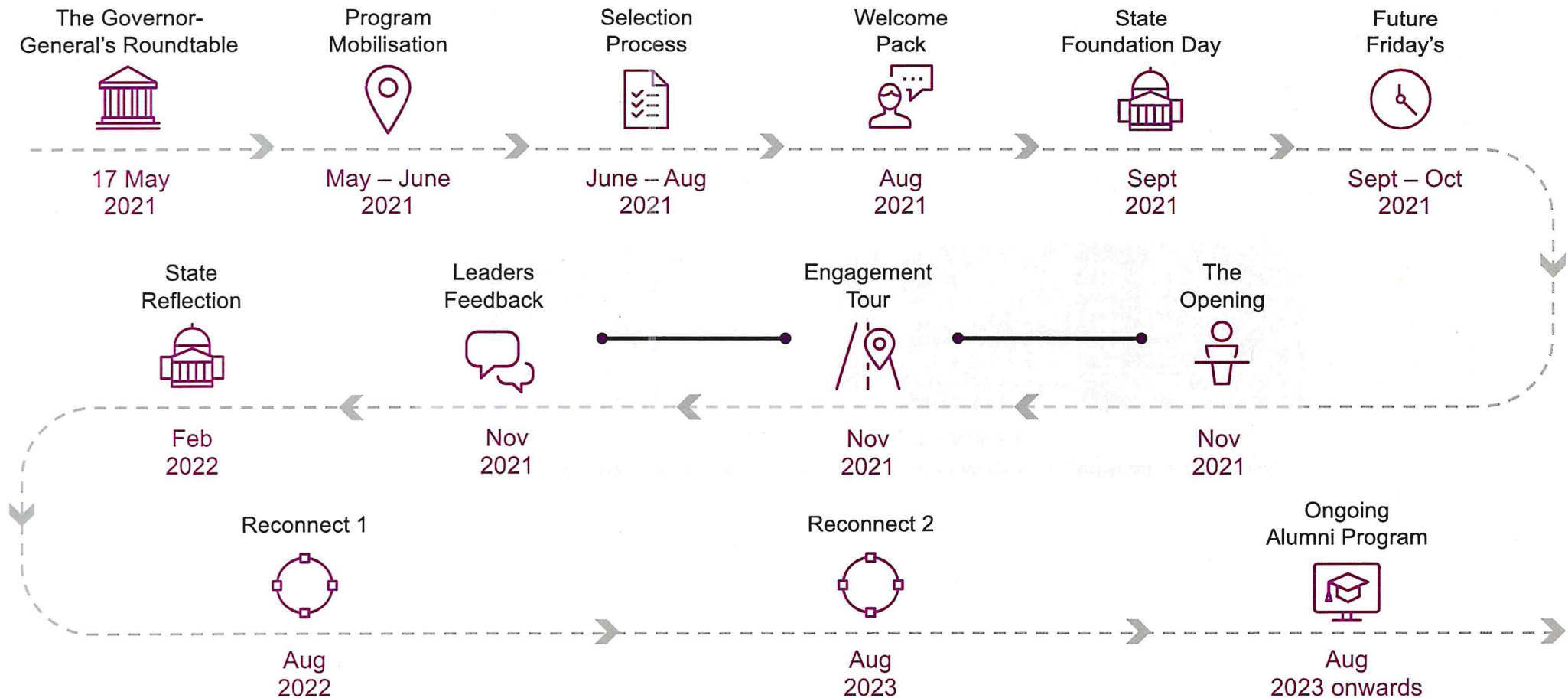
## When?

\*Cohort 1 On-line Sept '21 F2F Nov '21- Aug '23  
\*Cohort 2 On-line Sept '22 F2F Nov '22- Aug '24

\*Illustrative timeframes, subject to program mobilisation date



# What does the program look like for Cohort 1\*?

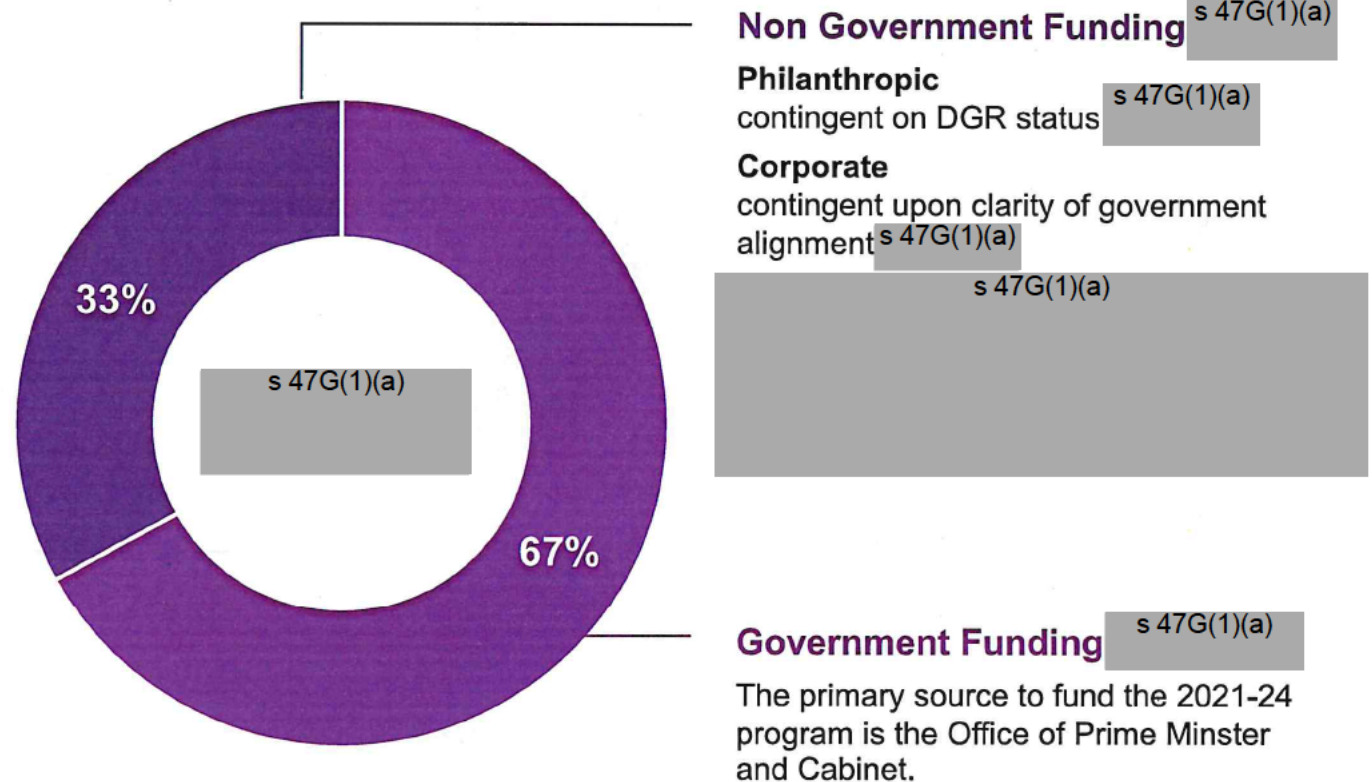


\*Illustrative timeframes, subject to program mobilisation date

# Proposed funding sources | Cohort 1 + 2

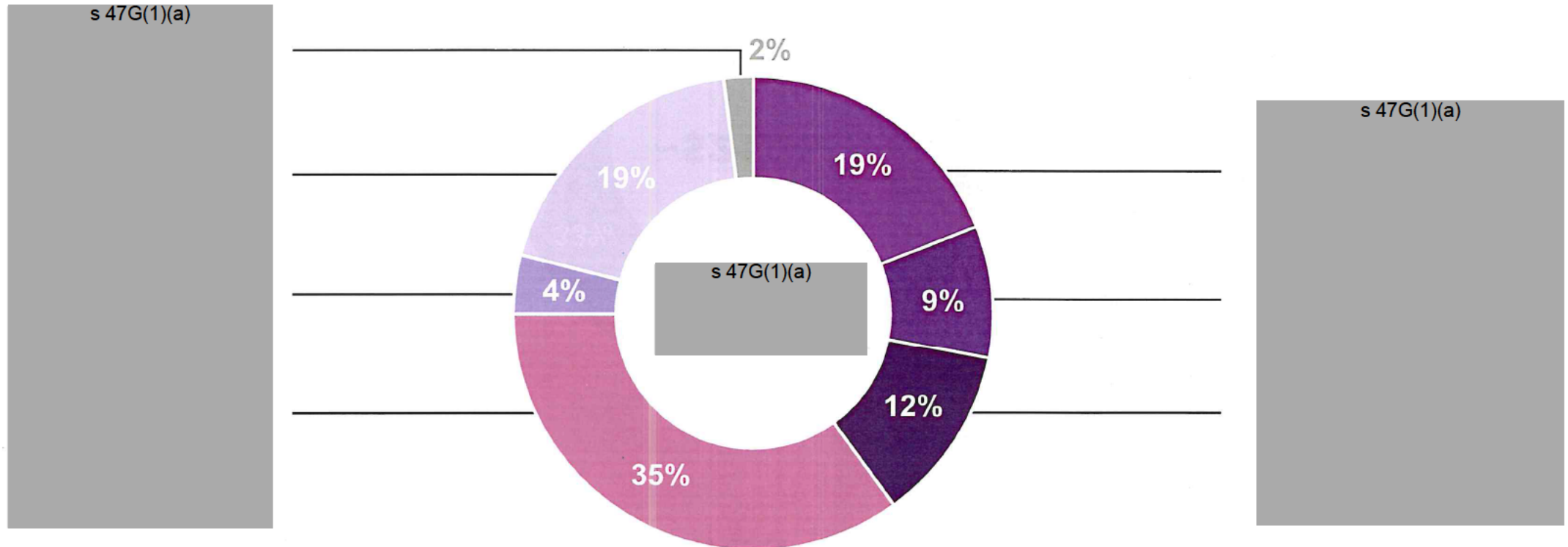
Australian Government, philanthropic, corporate and pay-for-service have been identified as the key revenue sources for the inaugural program delivery of Cohort One and Two, which are proposed to run from 2021 – 2024.

Securing long term funding for cohort three and four (2025 – 2029) and beyond provides confidence on program longevity and national impact



## Proposed expenditure | Cohort 1 + 2

Following a rigorous consultation process with McKinsey, Accenture and then subject to KPMG scrutiny, the Foundation's budget will be impacted by procurement outcomes with each vendor.

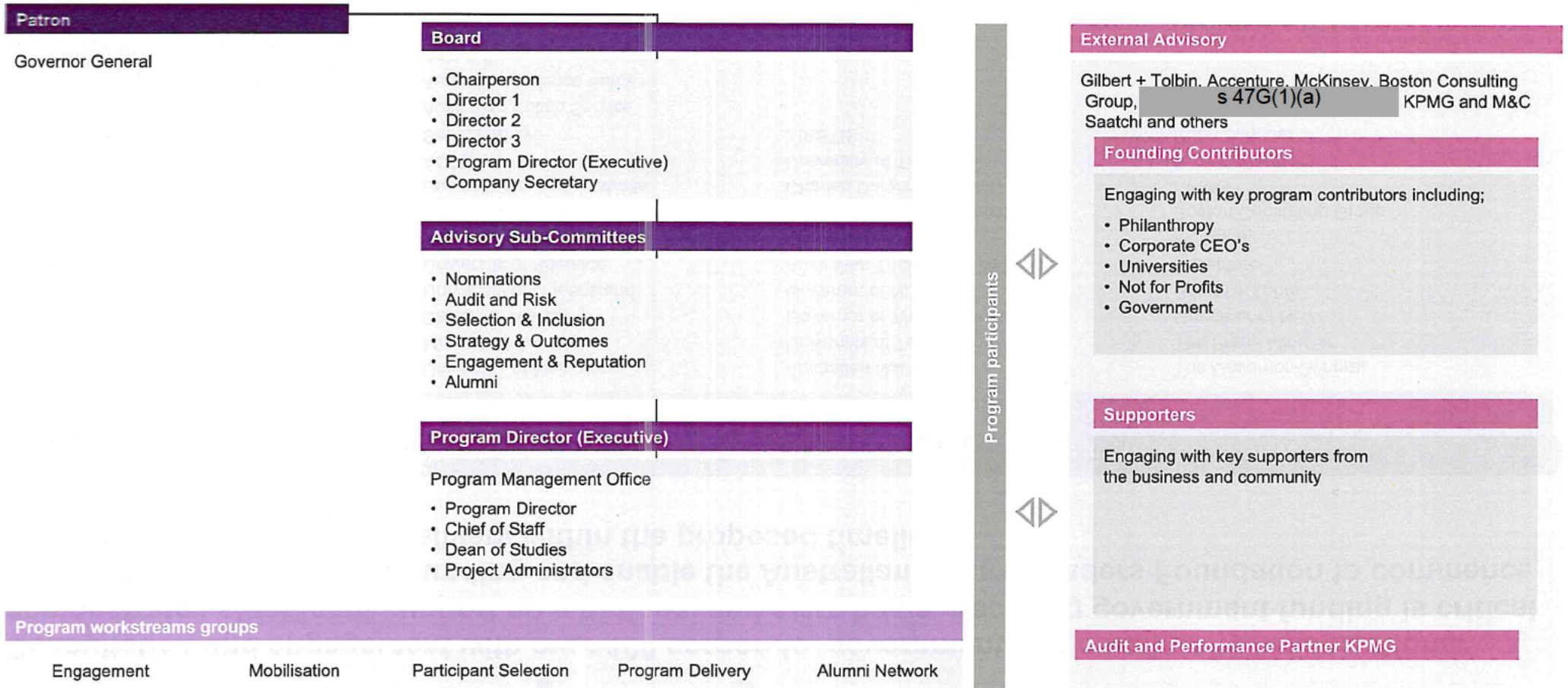


# The commitment journey

Consultation and engagement with over 100 corporate, government and community organisations, demonstrates significant support on a national and state basis. Securing government funding is critical to unlocking private sector funding and enable the Australian Future Leaders Foundation to commence program mobilisation and delivery within the proposed timelines.

'To be engaged'	'We are supporters – What next?'	'We are in - What do you need?'
Awareness		Resources
<p>The Governor-General's round table 17<sup>th</sup> May</p> <p>ASX 200</p> <p>Philanthropic organisations</p> <p>ACNC organisations</p> <p>State Public Service</p> <p>Trade and State organisations</p> <p>s 47G(1)(a)</p>	<p>s 47G(1)(a)</p> <p>Business Council Australia</p> <p>s 47G(1)(a)</p> <p>Australian Public Service</p> <p>Australian Defence Force</p> <p>s 47G(1)(a)</p> <p>DFAT</p> <p>Workplace Gender Equality Agency</p>	<p>Australian National University</p> <p>University of Technology Sydney</p> <p>Governor of Western Australia</p> <p>s 47G(1)(a)</p> <p>Australian Technology Network</p> <p>Group of 8</p> <p>University of Western Australia</p> <p>s 47G(1)(a)</p> <p>University of Tasmania</p> <p>AIASIS</p> <p>The Governor-General</p> <p>The Prime Minister</p> <p>s 47G(1)(a)</p> <p>Gilbert + Tobin</p> <p>Accenture</p> <p>McKinsey</p> <p>Boston Consulting Group</p> <p>KPMG</p> <p>s 47G(1)(a)</p> <p>M&amp;C Saatchi</p>

# Governance framework



**Actively championed by the Governor-General  
with support from the Prime Minister**

Legal structure established, charitable status submitted,  
DGR application made.

Strong support from Australian stakeholders: corporates to  
Public Service, Trade Unions to charities, indigenous  
representatives to faith leaders: engagement/ design event  
with CEOs, Chairs and leaders at Admiralty House May 17th.

Significant input, work and advice already provided by Gilbert  
+ Tobin, Accenture, McKinsey & Co., Boston Consulting  
Group, KPMG, s 47G(1)(a) M&C  
Saatchi, Australian Technology Network, Group of 8.

Detailed budget, project execution plan and governance  
program pressure tested.

Precedent Government funding modalities includes Atlantic  
Fellows and The Centre for Social Impact.

**Key Dependencies**

Government funding released in May to unlock private  
sector funding and commence program mobilisation.

Support to expedite DGR status.

# Appendix

# The Australian future leaders foundation

**Our Vision: to build leadership capability in Australia**

**Our Mission: we start with the talented and help them become better prepared, better connected and better developed. To lead Australia.**

## The Foundation's Objectives

Provide leadership education that catalyses enhanced Australian leadership skills and strategies;

Engage with Australian Government and its agencies, corporates and professional firms, Public bodies and universities to facilitate leadership training and educational courses;

Develop and deliver exceptional educational material and content, taken from top performing leaders and leadership training from Australia and overseas, built upon our 60,000 years of history;

Establish and foster a vibrant alumni community



## Program Purpose

An innovative leadership program to build a cadre of Australian leaders across all sectors who are better connected, more collaborative and equipped to make an impact.

Individuals who jointly share a commitment to Australia, our values and our future.

Complementing the Government's Economic Recovery Plan to catalyse societal cohesion and fairness with a focus on the national interest, issues and opportunities.

Championed by Federal Government with supporting funding and support from the private sector.

Future focussed partnership between government, business, trade unions and NFP organisations

Benefit: Australia



## 2021 – 22 Strategic Priorities

1. Establish charitable organisation, governance, and enabling infrastructure and processes to enable service delivery of the program
2. Establish strategic partnerships with private and public sector organisations
3. Secure government and private sector funding
4. Execute program delivery of inaugural group to commence in 2021
5. Build capability to scale cohort 2 group commencing in 2022
6. Establish Alumni community
7. Regularly measure participant feedback, and impact of program.

# Key program stakeholders

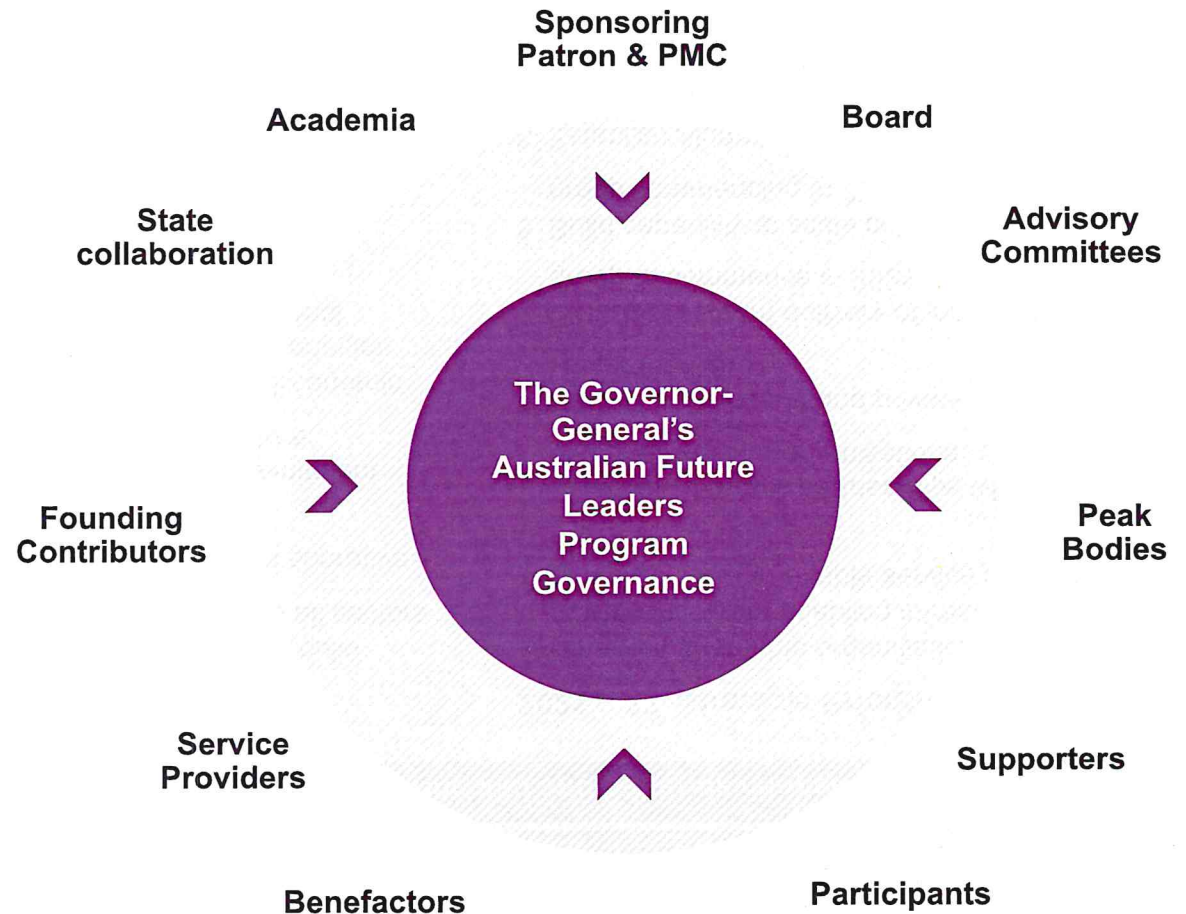
## Contributing...

Talent

Time

Treasure

Thought Leadership



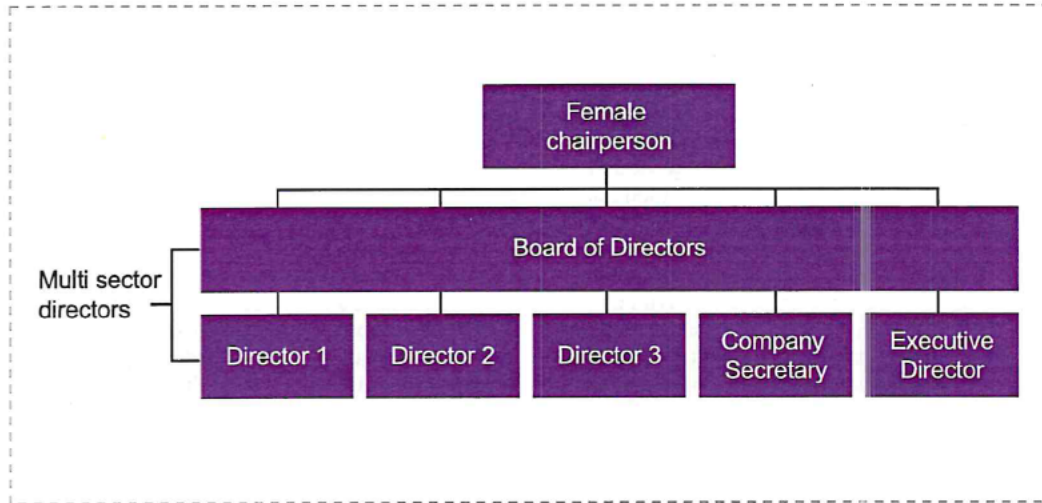
# The program, Cohort 1: 140 participants | Cohort 2: 280

	Event						
	1	2	3	4	5	6	7
Detail	State Foundation Day	Future Fridays	Engagement Tour	State reflection	Reconnect 1	Reconnect 2	Alumni Program
	12 months underpinned by rigorous program research and continuous feedback				12 months later	24 months later	Ongoing
Days	Held in each State Government House or partner University maps the journey, introduces the technology and sponsoring University (s) and bonds each State cohort.	Seven weeks of one day a week virtual learning based on 'adaptive leadership' and 60,000 years of Australian leadership from our leading thinkers and practitioners. Focusing on managing self, managing others and system management. A program that has already been prototyped and will feature the very best of Australian and international contributors	<ul style="list-style-type: none"> <li>• <b>The opening</b>, three days together at Admiralty House in Sydney bonding the entire cohort, exploring Australian issues and opportunities, introducing mentors and preparing for the Engagement tours</li> <li>• <b>7-day experiential</b>, intense engagement in small groups across Australia for a deep dive into the topical issues and opportunities for our nation has already been prototyped. Each State tour will be supported by local Chairs and a named Vice-Chancellor and University (s) specific to the location. No one stays in their home State.</li> <li>• <b>Leaders Feedback</b>. Truth to power. Four days at Government House in Canberra to reconvene, feedback, consider Australia's place in the world and to plan our Future Leaders' own Australian leadership journeys.</li> </ul>	<ul style="list-style-type: none"> <li>• Each State cohort reconvenes to reflect and feedback for a day at State Government House (s) or partner University.</li> <li>• An opportunity to connect, thank and recognise those who have supported local engagement</li> </ul>	The whole cohort reconvenes 12 months later for a three-day report back at Admiralty House, Sydney	The whole cohort reconvenes 24 months later for a three-day long weekend facilitated walking tour with mentors and elders.	We build and nourish an ever expanding cohort that increasingly takes charge of their own destiny and contribution to the program and our nation
	1 Day F2F All Cohort	7 x 1 Day Virtual All Cohort	3 days + 7 Days + 4 Days F2F All Cohort + State Based	1 Day F2F State	3 Days F2F All Cohort	3 Days F2F All Cohort	Ongoing Virtual and F2F
*Cohort 1	SEP 2021	SEP – OCT 2021	NOV 2021	FEB 2022	AUG 2022	AUG 2023	Ongoing
*Cohort 2	SEP 2022	SEP – OCT 2022	NOV 2022	FEB 2023	AUG 2023	SEP 2024	

\*Illustrative timeframes, subject to program mobilisation date

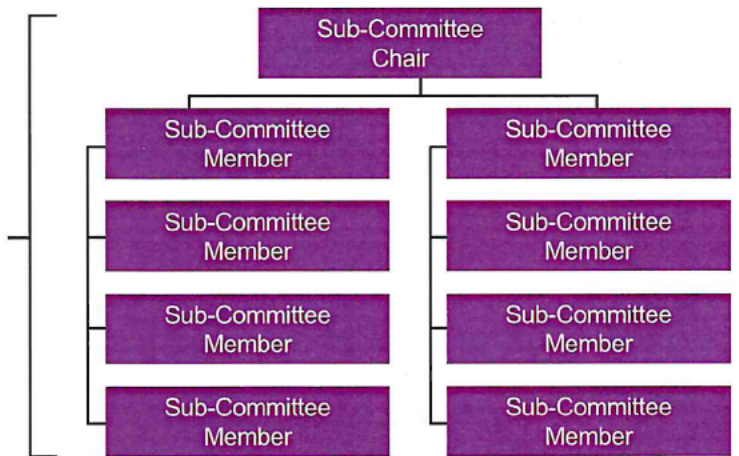
# Target board profile

## Indicative Profile: Board Composition



## Indicative Profile: Committee Strategy & Outcomes

AIASTIS  
 nominated chair  
 Program director  
 Australian  
 Public Service  
 ADF  
 Trade Union  
 strategy firm 1  
 strategy firm 2  
 search firm 1  
 search firm 2  
 academic 1



The Board Nomination Committee will be anchored by

s 47G(1)(a)

## Board Characteristics

gender balanced  
 cognitive diversity  
 geographically diverse  
 Inter generational

Indigenous  
 Collegiate  
 mission positive  
 societally broad

breadth of experience  
 personally impactful  
 curious  
 limited tenure

representative skills  
 considered commitment to nation

**A review was conducted of existing leadership programs in Australia and globally to benchmark this program...**

106 Australian entries + 20 global program detail surveyed.

Australian programs focus on specific industry sector, location, or demographic and are very limited on experiential focus. One can attend a leadership program in s 47G(1)(a) s 47G(1)(a) but nothing that crosses all Australian geography and demography.

Target areas are often further siloed: inclusion and diversity programs are primarily focused on women and indigenous groups.

Mixture of fee-based programs and 'free' programs funded through grants, or corporate philanthropy from 'free to per participant to \$1300 per day. Global programs range price up to \$4K per day per participant

A few target comparisons include (experiential) travel and accommodation. None target the career stage of GGAFLP.

There is no other program of comparable size, reach or participant spread in our research to the proposed Governor-General's Australian Future Leaders Program.

**From:** [Rush, Peter](#)  
**To:** s 22(1)(a)(ii)  
**Cc:**  
**Subject:** FW: Draft email and attachments to Chris H AFLP [SEC=PROTECTED, CAVEAT=SH:CABINET]  
**Date:** Monday, 18 July 2022 5:44:00 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[RE The Governor- General's Australian Future Leaders Program SECOFFIC... \(55.5 KB\).msg](#)

**PROTECTED//CABINET**

**From:** s 22(1)(a)(ii)  
**Sent:** Thursday, 6 May 2021 11:10 AM  
**To:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>  
**Cc:** s 22(1)(a)(ii)  
**Subject:** FW: Draft email and attachments to Chris H AFLP [SEC=PROTECTED, CAVEAT=SH:CABINET]

**PROTECTED//CABINET**

Hi Rush, re-sending to follow my email earlier today regarding s 47C

Happy to discuss.

Many thanks,

s 22(1)(a)(ii)

**From:** s 22(1)(a)(ii)  
**Sent:** Friday, 30 April 2021 3:45 PM  
**To:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>; s 22(1)(a)(ii)  
**Subject:** RE: Draft email and attachments to Chris H AFLP [SEC=PROTECTED, CAVEAT=SH:CABINET]

**PROTECTED//CABINET**

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

Please see attached a proposed email response to Chris Hartley, including attachments containing a list of questions to ask on the AFLP slides and a modified PID form.

The PID form questions were already quite thorough in terms of determining suitability to hold a position of power within an organisation, so these remain unchanged beyond the addition of one question regarding disqualification by ASIC. I've also inserted a request for personal references and some more general personal information (name, DOB, citizenship etc), so please let me know if you think there is anything else we should be asking at this point to inform our assessment. I have not put this modified form past s 22(1)(a)(ii) to review from a privacy legislation perspective, so please let me know if you'd like me to do so before you send this to Chris.

Happy to update any of these materials based on your advice.

Many thanks,

s 22(1)(a)(ii)

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

Government Section | Government Division  
Department of the Prime Minister and Cabinet

s 22(1)(a)(ii) w. [www.pmc.gov.au](http://www.pmc.gov.au)

---

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

**Sent:** Thursday, 29 April 2021 10:20 AM

**To:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>; s 22(1)(a)(ii)

**Subject:** RE: AFLP - Summary of Slides and Update [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED//CABINET

Thanks Rush. s 47C and draft you an email to send back to Chris. I'll also put together a modified form requesting those further character details, for your consideration.

Thanks,

s 22(1)(a)(ii)

---

**From:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>

**Sent:** Thursday, 29 April 2021 10:06 AM

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

**Subject:** RE: AFLP - Summary of Slides and Update [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED//CABINET

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

s 47C

Perhaps we should also go back to Chris with any initial comments or questions?

- Request copy of the Foundation's final constitution.
- Note the majority (67 per cent) of the Foundation's forecasted income over the initial four years (2021-24) is derived from the proposed funding agreement with PM&C.
  - o Does the Foundation have a longer term plan for diversifying its funding sources during or beyond the initial four years?
  - o What would we suggest as a target in terms of revenue mix over time?
- Note other income (philanthropic, corporate and other sources) is contingent on achieving DGR status and assurances that PM&C funding is being provided.
  - o Is there a contingency plan in place in the event that DGR status is not granted?
  - o Likewise if government funding through PM&C is not forthcoming?
- Note the budget breakdown is high-level by nature.
  - o What, if any, contingency is built in to the budget?
  - o In the absence of further information, some cost components seem high s 47G(1)(a)
  - o Can the Foundation specify the sources/surety of non-government funding sources?

- o Does the Program Input and Governance category **s 47G(1)(a)** represent the Foundation's minimum operating costs?
- Have McKinsey, Accenture and/or KPMG provided consultancy services and/or advice to inform the budget and governance arrangements, in a formal or informal capacity?
- When will the Foundation be able to confirm actual membership of the Board and sub-committees?
- If the Program Director will be in effect CEO of the Foundation (appointed by and responsible to the Board), is it intended (or appropriate) that the Program Director/CEO also be a member of the Board?
- Are members of the Board and advisory sub-committees voluntary or remunerated positions?

If you agree, can you draft me an email to Chris accordingly? This might also be an opportunity to seek more details to inform due diligence on Chris and his proposal, e.g. personal details including citizenship, place and date of birth, home address, character references (modelled on info gathered for security clearances), private interests declaration (modelled on Cabinet appointment process).

Cheers - Rush

---

**From:** **s 22(1)(a)(ii)**  
**Sent:** Wednesday, 28 April 2021 3:22 PM  
**To:** **s 22(1)(a)(ii)**; Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>  
**Subject:** AFLP - Summary of Slides and Update [SEC=PROTECTED, CAVEAT=SH:CABINET]

**PROTECTED//CABINET**

Hi Rush and **s 22(1)(a)(ii)**

I've reviewed the slides provided by Chris and provided a summary and analysis below for your information.

**s 47C**  
[Redacted text block]

[Redacted text block]

As it's a decision taken but not yet announced, we would need to seek approval from the PM to announce before the funding is properly released to us and any funding agreement can be formally entered into. It is generally not recommended to enter into an agreement before approval has been given. **s 47C**

s 47C

s 47C

Very

happy to discuss the advice provided below if you have any questions or concerns

Thanks,

s 22(1)(a)(ii)

#### Key risks identified:

- The majority (67 per cent) of the Foundation's forecasted income over the initial four years (2021-24) is derived from the proposed funding agreement with PM&C.
  - It is currently unclear if the Foundation has a longer term plan for diversifying this funding basis after the initial four years.
- The remaining 33 per cent of forecasted income (philanthropic, corporate and other sources) is contingent on achieving DGR status and assurances that PM&C funding is being provided.
  - It is unclear if there is a contingency plan in place in the event that DGR status is not granted.
- The budget breakdown is high-level by nature and does not appear to have a built in contingency.
  - In the absence of further information, some cost components seem excessive (e.g. s 47G(1)(a))
  - The sources/surety of non-government funding sources are not specified.
- While the slides state that consultation with McKinsey, Accenture and KPMG has been undertaken to inform the budget and governance arrangements, it is unclear whether this has been sought in a formal or informal capacity.
- The Governance structure appears very ambitious for a new entity.
  - Recommend requesting further advice on who will be engaged to sit on the Board

#### Summary of Slides:

- Slide 2 - The Program is intended to be delivered over four years (2021-2024) in seven-stages to up to 280 participants in Cohort 2.
- Slide 4 - The program is anticipated to commence in May/June 2021 (contingent on securing PM&C funding).

s 47G(1)(a)

s 47G(1)(a)

s 47G(1)(a)

- Slide 8 – The Foundation will be governed by a Board comprising 6 members (incl. chair, secretary, three directors and the program director)
  - There are a number of advisory sub-committees to the Board. It is unclear how many people will sit on each Committee and if these are voluntary or remunerated positions.
  - The Office of the Program Director is an interesting structure (a Chief of Staff for the Program Director, for example). This will be the office responsible for the five program work streams.
  - KPMG is listed as the official audit and performance partner.

s 22(1)(a)(ii)

Adviser

Government Section | Government Division

Department of the Prime Minister and Cabinet

s 22(1)(a)(ii)

w. [www.pmc.gov.au](http://www.pmc.gov.au)

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



**From:** [Rush, Peter](#)  
**To:** ["Chris Hartley"](#)  
**Cc:** [Paul Singer](#); [Jo Tarnawsky](#); s 22(1)(a)(ii) [Reid, John](#); s 22(1)(a)(ii)  
**Subject:** Australian Future Leaders Program [SEC=OFFICIAL]  
**Date:** Tuesday, 1 June 2021 3:28:27 PM  
**Attachments:** [Questions on AFLP Foundation.docx](#)  
[Private Interests Declaration Attachment \(PID\).docx](#)

---

OFFICIAL

Dear Chris,

We are continuing to explore options for possible funding of the Australian Future Leaders Program. The slide pack you provided has assisted with this process, and I have some further questions which I have attached to this email.

If you have any other updates of significance, e.g. progress towards deductible gift recipient (DGR) status; the Foundation's initial board membership etc., that information would be welcome. I would be grateful if you could also provide a copy of the Foundation's final constitution, noting that I already have a copy of a draft proposed constitution. I understand you held a networking event at Admiralty House recently and we would be interested to know how that went.

You will also find attached a Private Interests Declaration form which I would appreciate you completing and returning. This will assist with our initial due diligence, noting your significant role in the Foundation and, given its infancy, the lack of financial, governance, and performance records for the Foundation itself.

Kind regards,

Peter Rush

-----Original Message-----

**From:** Chris Hartley s 47F  
**Sent:** Tuesday, 27 April 2021 5:29 PM  
**To:** Rush, Peter <Peter.Rush@pmc.gov.au>  
**Cc:** Paul Singer <paul.singer@gg.gov.au>; Jo Tarnawsky <Jo.Tarnawsky@gg.gov.au>; s 22(1)(a)(ii)  
 Reid, John <John.Reid@pmc.gov.au>;  
 s 22(1)(a)(ii)  
**Subject:** Re: The Governor- General's Australian Future Leaders Program [SEC=OFFICIAL]

Thank you for the advice Peter,

I have emailed it directly and will follow up in hard copy.

Kind regards

Chris

> On 27 Apr 2021, at 17:26, Rush, Peter <Peter.Rush@pmc.gov.au> wrote:  
 >  
 > OFFICIAL  
 > Dear Chris,  
 >  
 > Thank you for providing this additional information which I look forward to considering in detail.  
 >  
 > With respect to your letter to the Treasurer about Deductible Gift Recipient status, it would be more appropriate that you send it direct in the usual way rather than through the Department of the Prime Minister and Cabinet.  
 >  
 > Regards,  
 >  
 > Peter Rush

> Assistant Secretary | Parliamentary and Government Branch Government  
> Division | Department of the Prime Minister and Cabinet p. (02) 6271  
> 5909 | 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

>

> -----Original Message-----

> From: Chris Hartley

> Sent: Tuesday, 27 April 2021 4:46 PM

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

> Cc: Paul Singer <paul.singer@gg.gov.au>; Jo Tarnawsky

> <Jo.Tarnawsky@gg.gov.au>; s 22(1)(a)(ii)

> ; Reid, John <John.Reid@pmc.gov.au>;

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

> Subject: The Governor- General's Australian Future Leaders Program

>

> Good afternoon Peter,

>

> to your request of the 13th April I enclose further detail in .ppt format as below. This includes the information you require and covers aspiration, progress, structure and precedent.

>

> The funding review and budget process started with McKinsey & Co and was then detailed by Accenture and subject to review by KPMG, who will be the Foundation's auditors.

>

> The governance model started with Gilbert + Tolbin and has been further reviewed by Accenture and KPMG.

s 47G(1)(a)

>

> s 47G(1)(a)

>

> M&C Saatchi remain engaged on branding and have sought creative contributions from indigenous students in Western Australia, Alice Springs, Broken Hill, Western Sydney

s 47G(1)(a)

>

> On the 17th May the Governor-General is bringing together eighty eminent Australians from business, industry, higher education and the broader community to a roundtable which will help guide development of the Australian Future Leaders Program.

s 47G(1)(a)

> Public Service to private enterprise, Bishops to bankers, they will help us craft a way forward, leveraging the knowledge, insight and experience of some of the country's highest achievers to equip our emerging leaders to counter the challenges – and seize the opportunities – Australia faces in the 21st century.

>

> Whilst the Foundation is in the process of registering with the Australian Charities and Not-for-profits Commission as a charity with the purpose of advancing education, it does not fit neatly within a pre-existing DGR category. This limits the external funding it can receive and the positive effect it can have in the medium and long term. Specific listing as a DGR will open additional revenue streams for the Foundation in the form of deductible gifts and the receipt of grants from foundations and philanthropists, such as private ancillary funds operated by high wealth philanthropic individuals and families who, as a result of law or internal policy, can currently only give to DGRs. So also enclosed is a letter to the Treasurer requesting expedited DGR application which I would be very grateful if you could forward.

>

> Please let me know how else I can help secure the necessary government funding to bring the Governor-General's Australian Future Leaders Program into reality for our nation.

>

> Kind regards

>

> Chris Hartley

> s 47F

>

>

>

> IMPORTANT: This message, and any attachments to it, contains  
> information that is confidential and may also be the subject of legal  
> professional or other privilege. If you are not the intended recipient  
> of this message, you must not review, copy, disseminate or disclose  
> its contents to any other party or take action in reliance of any  
> material contained within it. If you have received this message in  
> error, please notify the sender immediately by return email informing  
> them of the mistake and delete all copies of the message from your computer system.

>

## Questions – Australian Future Leaders Foundation

### Financial

- Note the majority (67 per cent) of the Foundation's forecast income over the initial four years (2021-24) is derived from the proposed funding agreement with PM&C.
  - *Does the Foundation have a longer term plan for diversifying its funding sources during or beyond the initial four years?*
  - *After the initial four years, is it a feasible goal to reduce Government funding to 50 per cent or less of the Foundation's total income?*
- Note other income (philanthropic, corporate and other sources) is contingent on achieving DGR status and assurances that PM&C funding is being provided.
  - *Is there a contingency plan in place in the event that DGR status is not granted? How would this outcome impact interested philanthropic parties?*
  - *Likewise, if government funding through PM&C is not forthcoming?*
- Note the budget breakdown is high-level in nature.
  - *What, if any, contingency is built into the budget?*
  - *Can the Foundation specify the sources/surety of non-government funding sources?*
- In the absence of further information, some cost components seem high s 47G(1)(a)
  - *Can you provide more information to demonstrate the breakdown of these costs and any source material used to inform this?*
    - *Was this information provided to McKinsey, Accenture and/or KPMG to inform their review of the Foundation's budget?*
  - *Does the Program Input and Governance category s 47G(1)(a) represent/include the Foundation's minimum operating costs?*
    - *If not, what do you anticipate these costs (e.g. salaries, rent, other minimum business expenses) will amount to in the first four years?*
- Have McKinsey, Accenture and/or KPMG provided consultancy services and/or advice to inform the budget and governance arrangements, in a formal or informal capacity?
  - *Were these services provided on a fee-for-service basis or pro-bono and, if the latter, under what arrangements?*

### Governance

- Is the Program Director the CEO of the Foundation? Is this position appointed by and responsible to the Board?
  - *If the Program Director is the CEO, is it intended (or appropriate) that they also be a member of the Board?*
- Are members of the Board and advisory sub-committees voluntary or remunerated positions?
  - *How many people will each advisory committee comprise?*
  - *When will the Foundation be in a position to confirm actual membership of the Board and sub-committees?*
  - *If applicable, what will the remuneration arrangements be for significant positions in the Foundation and how were these arrangements determined?*

## PRIVATE INTERESTS DECLARATION

Your response to this form will be treated as confidential and only used for the purposes connected with matters related to the current funding request for the proposed Australian Future Leaders Program and the Australian Future Leader's Foundation (ACN: 649 403 654).

### Personal Details:

First Name:		Middle Name:		Last Name:	
Have you ever been known by any other name?:			Yes/No		
DOB:	DD/MM/YYYY	Contact email:		Contact number:	
Address:				State:	Postcode:
Citizenship:				Do you/ have you hold/held citizenship to any countries other than Australia?	Yes/No/Unknown
If answered Yes, please list countries:					

### Interest Disclosures:

Please answer the following questions by circling the reply that applies to your personal circumstances. **If you answer "yes" to any question, please provide details in a signed and dated attachment to this form.**

1. Do you have any disclosable criminal convictions, i.e. convictions as an adult that form part of your criminal history other than those protected by the Spent Convictions Scheme (see Part VIIC of the <i>Crimes Act 1914</i> )?	Yes / No
2. Are you, or have you been, the respondent or defendant in any civil or criminal court action (including as a company director or other office holder)?	Yes / No
3. (a) Have you ever been declared bankrupt, entered into a debt agreement under Part IX of the Bankruptcy Act 1996 (the Bankruptcy Act) or entered into a personal insolvency agreement under Part X of the Bankruptcy Act? (b) If you are in a partnership, have any of your partners ever been declared bankrupt, entered into a debt agreement under Part IX of the Bankruptcy Act or entered into a personal insolvency agreement under Part X of the Bankruptcy Act?	Yes / No or N/A
4. Has any business or commercial enterprise for which you, or if applicable your partner(s), have had responsibility ever gone into receivership or a similar scheme or arrangement?	Yes / No
5. During the last 10 years have you, or if applicable your partner(s), been the subject of a court order in connection with monies owing to another party?	Yes / No
6. Have you ever been summonsed or charged concerning non-payment of tax or outstanding tax debts, investigated for tax evasion or defaults, or negotiated with the Australian Taxation Office over outstanding tax debts?	Yes / No
7. Have you ever been the subject of a complaint to a professional body which has been substantiated, or is currently under investigation?	Yes / No
8. Have you ever been dismissed from employment because of a discipline or misconduct issue?	Yes / No
9. Are you the director of a company? If yes, please provide details.	Yes / No
10. Have you been banned or disqualified from involvement in the management of a corporation by the Australian Securities and Investments Commission (ASIC)?	Yes/No
11. Do you or your immediate family have any financial interest in any company or business, or are you or your immediate family employed or engaged by any company or business, which might have dealings with, or an interest in the decisions undertaken by you, in the context of your role? If yes, include advice in a separate attachment on how this conflict of interest would be managed.	Yes / No
12. Are you a lobbyist registered on the Australian Government's Lobbyists Register or the register of a state or territory? If yes, please provide details in a separate attachment.	Yes / No
13. Is there any other information which could be relevant to assessing your private interests or that may cause embarrassment to the Government?	Yes / No

**Personal Referees:**

Your nominated personal referees will be contacted to verify your background and character. Your personal referees must have known you for at least ten years or more and must not be family members, including current and ex-significant partners.

Referee 1			
First Name:		Last Name:	
Length of relationship:		Nature of relationship to you:	
Contact number:		Contact email:	

Referee 2			
First Name:		Last Name:	
Length of relationship:		Nature of relationship to you:	
Contact number:		Contact email:	

**PRIVATE INTERESTS DECLARATION - ATTACHMENT**

Please provide details for all 'yes' answers to any question on the Private Interests Declaration form. Please detail how any conflict(s), actual or perceived, will be managed in the context of your role.

QUESTION	DETAILS AND CONFLICT MITIGATION STRATEGY (IF ANY)

**ASSURANCE**

I declare that to the best of my knowledge, the information provided in response to this form is true and correct.		
Name	Signature	Date

**From:** [Chris Hartley](#)  
**To:** [Rush, Peter](#)  
**Cc:** [Paul Singer](#); [Jo Tarnawsky](#); s 22(1)(a)(ii) [Reid, John](#); s 22(1)(a)(ii)  
**Subject:** Re: Australian Future Leaders Program [SEC=OFFICIAL]  
**Date:** Wednesday, 2 June 2021 4:28:31 PM  
**Attachments:** [3455-3418-5747\\_5\\_Constitution - The Australian Future Leaders Foundation.pdf](#)  
[ATT00001.htm](#)  
[Chris Hartley PID.PDF](#)  
[ATT00002.htm](#)

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Good afternoon Peter,

thank you for your email and questions to which I will respond in full shortly.

In the meantime I attach the Constitution and the completed Private Interests Declaration form below.

The Admiralty House events were affirmingly positive and saw an extremely high level of engagement, contribution and support. Participants flew in from every State and Territory for either the morning or afternoon session. There was a huge spectrum of attendees including s 47G(1)(a)

Facilitators from Accenture, McKinsey, BCG and M&C Saatchi produced 49 pages of typewritten notes, ideas and contributions - these will inform the twelve national focus groups we will be running later this month. They were tremendous events and there is high expectation and support across the board.

On DGR status Treasury have been provided with the submission, Constitution, public fund rules and anticipated contributions split between individuals, businesses and ancillary funds.

Lastly, you may find that this animated link provides quick clarity of purpose and intent: <https://vimeo.com/548792752/3b7d3f636e>

I will get back to you shortly on the other items.

Kind regards

Chris

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# Constitution

**The Australian Future Leaders Foundation Limited**  
ACN 649 403 654

A public company limited by guarantee

**13 April 2021**

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## Part A – Preliminary matters

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### 1 Defined terms and interpretation

The Dictionary and Interpretation provisions in Schedule 1:

- (a) define some of the terms used in this constitution;
- (b) set out the rules of interpretation which apply to this constitution; and
- (c) clarify the effect of the Corporations Act on this constitution.

---

### 2 Name, nature of company and liability

- (a) The name of the company is The Australian Future Leaders Foundation Limited or, if the name is lawfully changed in accordance with the Corporations Act and this constitution, that name.
- (b) The company is a public company limited by guarantee which is established to be, and to continue as, a charity.
- (c) The liability of each member is limited. Each member guarantees to contribute up to a maximum of \$10 to the assets of the company if it is wound up while the member is a member, or within one year afterwards, and at the time of winding up the debts and liabilities of the company exceed its assets. The liability of each member is limited to making such contribution and no more.

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## Part B – Purpose

---

### 3 Purpose and activities of the company

#### 3.1 Purpose

The purpose of the company is to advance education, with a focus on building the skills, experience and capability of Australia's future leaders (**Charitable Purpose**).

#### 3.2 Activities

The activities of the company must be conducted in the furtherance of its Charitable Purpose and may include:

- (a) providing education and educational courses relating to leadership skills and strategies;
- (b) promoting and encouraging education related to leadership;
- (c) engaging with Australian Governments and universities to facilitate leadership training and educational courses;

- (d) developing educational material and content, taking from top performing leaders and leadership training from Australia and overseas;
- (e) establishing and fostering a vibrant alumni community; and
- (f) any other activities ancillary to or necessary for the fulfilment of the Charitable Purpose.

---

## Part C – Members and membership

---

### 4 Membership

#### 4.1 Members of the company

- (a) The members of the company are those:
  - (i) noted as such on the application for the incorporation of the company; and
  - (ii) applicants that have been admitted as members of the company in accordance with rule 4.2,and have not since ceased to be a member.
- (b) If an applicant is admitted as a member of the company, the secretary must ensure:
  - (i) the applicant is given notice of admission as a member of the company; and
  - (ii) the name and details of the applicant are entered in the members' register in accordance with rule 4.5.
- (c) The secretary must ensure that each applicant not admitted as a member of the company is informed of this decision. The directors may, but are not required to, provide reasons for the decision not to admit an applicant into membership.

#### 4.2 Becoming a member

- (a) To be eligible to become a member of the company an applicant must:
  - (i) have a genuine commitment to and an understanding of the Charitable Purpose; and
  - (ii) be 18 years of age or older.
- (b) To become a member of the company an applicant must:
  - (i) satisfy the eligibility criteria under rule 4.2(a);
  - (ii) be admitted into membership by a resolution of directors ; and

- (iii) ensure that all information provided when applying for membership of the company is true and accurate and is not misleading or deceptive.
- (c) The directors may, at their complete discretion, choose to postpone the assessment of all (but not some) membership applications received during the period between the calling of a general meeting and the holding of the general meeting to which the notice relates, or any adjournments of that meeting (including by modifying any application delegations or processes).

#### **4.3 Member's rights**

In addition to the voting rights set out in rule 6.8, each member has the right to receive notices of and to attend and be heard at any general meeting of the company.

#### **4.4 Membership not transferable**

Membership of the company and the associated rights cannot be transferred or sold in any manner whatsoever.

#### **4.5 Register of members**

- (a) A register of members must be kept in accordance with the law.
- (b) Without limiting the requirement under rule 4.5(a), the following must be entered in the register in respect of each member:
  - (i) the name and address of the member;
  - (ii) the date of admission to and cessation of membership; and
  - (iii) any other information required by the directors or the law from time to time.

#### **4.6 Membership fees**

- (a) Unless otherwise determined by the members, the joining fee and annual membership fee for membership of the company is \$0.
- (b) A member that has not paid the required membership fee in accordance with this rule 4.6 may not, for as long as the fee remains unpaid, exercise any of the rights associated with that member's membership, including the right to exercise any vote the member may have at a meeting of members.
- (c) The joining fee and annual membership fee that may be required under this rule 4.6 are exclusive of any GST that may be payable.

#### **4.7 Membership renewal**

The directors may, at their discretion, send a notice to one or more members requiring that member to confirm or to renew membership of the company and/or to confirm or update that member's details (**Membership Renewal Notice**).

---

## 5 Ceasing to be a member

### 5.1 General overview

- (a) There are a number of reasons why a member's membership will stop. For instance, if a member:
  - (i) resigns from membership (see rule 5.2);
  - (ii) automatically stops being a member (see rule 5.3); or
  - (iii) is expelled from membership (see rule 5.4).
- (b) The directors may adopt such other policies and procedures relating to the disciplining, suspension and expulsion of members as they so determine from time to time provided they are consistent with the requirements set out in this rule 5.
- (c) Where a member ceases to be a member in accordance with the law or this constitution, that member's name must be removed from the register of members.
- (d) Upon the removal of a member's name from the register of members:
  - (i) the member will forfeit all rights and privileges attached to membership and all rights which that member may have against the company arising out of the membership; and
  - (ii) the company will have no liability to such member in respect of that member's removal from the register of members.
- (e) Any member that ceases to be a member remains liable for:
  - (i) any moneys which may be owing by that member to the company; and
  - (ii) in the case of the company being wound up within one year of the date of cessation of membership, the relevant contribution under rule 2(c).

### 5.2 Resignation from membership

A member may resign from membership of the company at any time by providing written notice to the company addressed to the Chairperson or the secretary. Unless the notice provides otherwise, the resignation takes effect from the date the notice is received.

### 5.3 Automatic stopping of membership

A member's membership will automatically stop if the member:

- (a) dies;
- (b) ceases to be a director of the company;

- (c) fails to be appointed as a director within three months after being admitted into membership;
- (d) fails to pay any required membership fee in accordance with rule 4.6 within one month after the date on which that membership fee becomes due or such later time as the directors may determine; or
- (e) fails to return a Membership Renewal Notice in accordance with rule 4.7 within one month after the return due date specified in that notice or such later time as determined by the directors.

#### **5.4 Disciplining, suspension and expulsion of members**

- (a) This rule 5.4 describes what needs to happen when considering whether to discipline a member. In summary, the process involves:
  - (i) putting the member in question on notice and giving the opportunity to provide information; and
  - (ii) passing a directors' resolution to warn, suspend, expel or otherwise discipline that member.
- (b) Provided the steps set out in this rule 5.4 are followed, the directors may resolve to warn, suspend, expel or otherwise discipline a member if that member:
  - (i) has refused or failed to comply with the provisions of this constitution; or
  - (ii) has acted in a way that, in the opinion of the directors, is, or could be, prejudicial to the interests or reputation of the company,

#### **(Member Disciplinary Resolution).**

- (c) The directors must give the member in question at least 14 days' prior notice of the date that the directors will consider the Member Disciplinary Resolution. This notice must be in writing and inform the member:
  - (i) that the directors are to consider warning, suspending, expelling or otherwise disciplining the member (as the case may be);
  - (ii) of the reasons why the directors are considering taking the determined action;
  - (iii) of the right for the member to give the directors, either orally or in writing, any explanation or defence relevant to the proposed disciplinary action;
  - (iv) of the date, place and time of the meeting at which the resolution is to be considered; and
  - (v) of the right for the member to attend the meeting at which the resolution is to be considered but not to be present during any director deliberations or the putting of or voting on the resolution unless the directors resolve otherwise.

- (d) Where a director is also a member subject to a Member Disciplinary Resolution, that director is not entitled to vote on the relevant Member Disciplinary Resolution.
  - (e) Where a Member Disciplinary Resolution relates to the expulsion of a member, such resolution must be passed as a special resolution of at least 75% of directors. Any other Member Disciplinary Resolution, including in relation to the warning or suspension of a member, may be passed as an ordinary resolution of directors.
  - (f) Directors must notify the relevant member in writing about the directors' decision within 14 days after the date a Member Disciplinary Resolution is passed, but failure to do so does not invalidate the decision.
  - (g) The directors' decision in relation to the Member Disciplinary Resolution is final and takes effect as at the date the Member Disciplinary Resolution is passed.
- 

## **6 General meetings**

### **6.1 Introduction**

- (a) For as long as the company is registered as a charity with the Australian Charities and Not-for-profits Commission or its successor, and for as long as the law permits or requires, the directors:
  - (i) unless the Corporations Act otherwise requires a meeting of members for a particular resolution to be passed, may determine whether or not to hold meetings of members including annual general meetings;
  - (ii) must ensure that the Australian Charities and Not-for-profits Commission Governance Standards, in particular Governance Standard 2 relating to accountability to members, are complied with; and
  - (iii) must ensure that if the company does hold a meeting of members, it does so in accordance with this constitution and the Corporations Act despite the fact that the provisions of the Corporations Act dealing with members' meetings may not be directly applicable to the company.
- (b) If there is any inconsistency between the Corporations Act and this constitution with respect to the calling and holding of members' meetings then, to the extent permitted by law, the provisions of this constitution will prevail.

### **6.2 Calling of general meetings**

A general meeting of members may be initiated by:

- (a) a resolution of the directors;
- (b) the members in accordance with the Corporations Act; or
- (c) the court in accordance with the Corporations Act.

### **6.3 Notice of general meetings**

- (a) Subject to the provisions of the Corporations Act dealing with consent to short notice, if a general meeting of members (including any annual general meeting) is called under rule 6.2 at least 21 days' notice of that meeting must be given to each person who is at the date of the notice:
  - (i) a member of the company eligible to receive notices of meetings;
  - (ii) a director of the company; or
  - (iii) the auditor of the company.
- (b) A notice of a general meeting must specify:
  - (i) the date, time and place of the meeting;
  - (ii) if the meeting is to be held in two or more places, the technology that will be used to facilitate the meeting;
  - (iii) the general nature of the business to be transacted at the meeting, including the text of any resolutions to be proposed at the meeting; and
  - (iv) any other matters required under the law.
- (c) Notwithstanding rule 6.3(b), where the company holds an annual general meeting, the ordinary business of that meeting may include any of the following, even if not referred to in the notice of meeting:
  - (i) the consideration of the annual financial report, the directors' report and the auditor's report; and
  - (ii) the appointment of the auditor and the fixing of the auditor's remuneration.
- (d) A person who is entitled to receive notice of a general meeting or who is requested by the Chairperson to attend a general meeting is entitled to be present whether or not the person is a member.

#### **6.4 Quorum at general meetings**

- (a) No business may be transacted at any general meeting, except the election of a chair (if required) and the adjournment of the meeting, unless a quorum is present when the meeting proceeds to business and the quorum remains present throughout the meeting.
- (b) The quorum for a general meeting of members is a majority of current members present in person or by proxy and entitled under these rules to vote at a general meeting.
- (c) If a quorum is not present within 30 minutes after the time appointed for a general meeting:
  - (i) where the meeting was convened by, or at the request of, a member or members, the meeting must be dissolved; or

- (ii) where the meeting was convened by, or at the request of, the directors or the court:
  - (A) the meeting stands adjourned to the day, and at the time and place, as the directors determine or, if no determination is made by the directors, to the same day in the next week at the same time and place;
  - (B) at the adjourned meeting the quorum is two members present in person or by proxy and entitled under these rules to vote at a general meeting; and
  - (C) if, at the adjourned meeting, a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting must be dissolved.
- (d) In determining whether a quorum is present pursuant to rule 6.4(b) or 6.4(c)(ii)(B):
  - (i) if an individual is attending both as a member and as a proxy, the individual must only be counted once; and
  - (ii) if a member has appointed more than one proxy, only one proxy must be counted.

## **6.5 Chair of general meetings**

- (a) Subject to rule 6.5(b), the Chairperson must preside as chair at each general meeting.
- (b) If at a general meeting:
  - (i) there is no Chairperson;
  - (ii) the Chairperson is absent from the meeting (or part of the meeting); or
  - (iii) the Chairperson is present but is prevented from acting or not willing to act as chair of the meeting or of part of the meeting,

the Deputy Chairperson (if there is one) must preside as chair of that meeting or part of it until such time as the Chairperson joins the general meeting or can resume the role of chair (as applicable).

- (c) Subject to rules 6.5(a) and 6.5(b), if at a general meeting:
  - (i) there is no Chairperson and no Deputy Chairperson;
  - (ii) the Chairperson and Deputy Chairperson are absent from the meeting (or part of the meeting); or
  - (iii) the Chairperson and Deputy Chairperson are present but are prevented from acting or not willing to act as chair of the meeting or of part of the meeting,

the members present may elect a person present to be chair of that meeting or part of it until such time as the Chairperson or Deputy Chairperson joins the general meeting or can resume the role of chair (as applicable).

## **6.6 Conduct of and participation in general meetings**

- (a) The chair of a general meeting is responsible for the general conduct of the meeting and for the procedures to be adopted at the meeting and may require the adoption of any procedures which are in the opinion of the chair necessary or desirable for:
  - (i) proper and orderly debate or discussion; and
  - (ii) the proper and orderly casting or recording of votes.
- (b) The chair of a general meeting at which a quorum is present must if so directed by the members present with a majority of votes, adjourn the meeting from time to time and place to place. However, no business is to be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.
- (c) Notice of an adjournment and the business to be transacted at an adjourned meeting must be given to all persons who were entitled to receive notice of the meeting the subject of the adjournment.
- (d) In addition to the rights provided for in rule 6.3(a)(iii) and 6.3(c), the auditor of the company (if any) will be entitled to be heard at any general meeting which the auditor attends.
- (e) A meeting of members may be held in two or more places linked together by any technology provided it:
  - (i) gives the members as a whole in those places a reasonable opportunity to participate in proceedings;
  - (ii) enables the chair to determine whether the person participating in the meeting is in fact a member or attorney of a member;
  - (iii) enables the chair of the meeting to be aware of proceedings in each place; and
  - (iv) enables the members in each place to vote on a Show of Preference and on a poll.

## 6.7 Decisions at general meetings

- (a) Except in the case of any resolution which under this constitution or as a matter of law requires a special resolution, questions arising at a general meeting are to be decided by a majority of votes cast by the members present at the meeting (including being present by technological means) and who are entitled to vote. Such decision is then for all purposes a decision of the members.
- (b) In the case of an equality of votes upon any proposed resolution at a meeting of members the chair may exercise a second or casting vote in addition to any vote the chair may have as a member of the company.
- (c) Unless a poll is demanded, a resolution put to the vote of a general meeting must be decided on a show of preference of members, with each member present indicating a preference by a means appropriate to that member and that is readily interpreted and understood by the chair (**Show of Preference**).
- (d) A member may only exercise one vote on a Show of Preference regardless of whether that member also holds one or more proxies.
- (e) A poll may be demanded before a vote being decided by a Show of Preference is taken or before or immediately after the declaration of the result of the Show of Preference:
  - (i) by the chair of the meeting;
  - (ii) by at least five members present and entitled to vote on the relevant resolution; or
  - (iii) by a member or members present at the meeting and representing at least 5% of the votes that may be cast on the resolution on a poll.
- (f) Unless a poll is demanded, a declaration by the chair on the result of a vote on a Show of Preference is decisive of the outcome of that resolution. Such declaration does not need to refer to the number or proportion of votes for or against the resolution.
- (g) Except for a poll on the question of an adjournment which must be taken immediately, if a poll is demanded at a general meeting, it will be taken when and in the manner that the chair directs, and in all cases the result of the poll will be recorded as a resolution of the meeting at which the poll was demanded.
- (h) A poll cannot be demanded at a general meeting on the appointment of a chair of the meeting.
- (i) The demand for a poll may be withdrawn.

## 6.8 Voting rights

- (a) Each member has the right to exercise one vote:
  - (i) on a Show of Preference at a meeting of members;
  - (ii) on a poll at a meeting of members; and

- (iii) when voting upon a resolution to be determined without a meeting under rule 6.11.
- (b) An objection to the qualification of a person to vote at a general meeting:
  - (i) must be raised before or immediately after the result of the resolution for which the vote objected to is given; and
  - (ii) must be referred to the chair of the meeting, whose decision is final.
- (c) A vote not disallowed by the chair of a meeting under rule 6.8(b) is valid for all purposes.

## **6.9 Representation at general meetings**

- (a) Subject to this constitution, each member entitled to vote at a meeting of members may vote:
  - (i) in person;
  - (ii) by proxy in a form as the directors may prescribe or accept; or
  - (iii) by attorney in a form as the directors may prescribe or accept.
- (b) A proxy or attorney may, subject to rule 4.2, be a member of the company but does not need to be.
- (c) The chair of a meeting may require any person purporting to act as a proxy or attorney to establish to the satisfaction of the chair that the person has been validly appointed as a proxy or attorney and is the person named in the relevant instrument of appointment, failing which the chair may exclude that person from attending or voting at the meeting.
- (d) If the company receives a proxy form from a member without the name of the proxy in that proxy form filled in, then the proxy of that member will be:
  - (i) the person specified by the company in the proxy form as being the proxy; or
  - (ii) if no such person is specified by the company in the proxy form, the chair of the meeting for which that proxy applies.
- (e) A proxy or attorney may not vote at a general meeting or adjourned meeting unless the instrument appointing the proxy or attorney is received:
  - (i) at the registered office of the company or at another place or electronic address specified for that purpose in the notice convening the meeting; and
  - (ii) at least 48 hours before the time scheduled for the commencement of the meeting.
- (f) Unless the company has received prior written notice of one or more of the circumstances listed at rules 6.9(f)(i) to 6.9(f)(iii), a vote cast by a proxy or

attorney at a meeting of members is valid even if, before the proxy or attorney votes:

- (i) the member dies, or in the case of a member that is a body corporate is subject to an insolvency event, is dissolved or wound up;
  - (ii) the member revokes the proxy's or attorney's appointment; or
  - (iii) the member revokes the authority under which a third party appointed the proxy or attorney.
- (g) Unless otherwise permitted by the chair, the authority of a proxy or attorney to speak and vote for a member at a general meeting is suspended while that relevant member is present at the meeting.

#### **6.10 Meetings conducted using technological means**

- (a) Subject to the Corporations Act and this constitution, the contemporaneous linking together by a form of technology of a number of members sufficient to constitute a quorum constitutes a general meeting.
- (b) Where a general meeting is held at two or more venues using any form of technology:
  - (i) a member participating in the meeting is taken to be present in person at the meeting;
  - (ii) the provisions of this constitution relating to general meetings apply, so far as they can and with such changes as are necessary, to general meetings held using that technology;
  - (iii) the meeting is taken to be held at the place determined by the chair provided that at least one of the members present at the meeting was at the place for the duration of the general meeting; and
  - (iv) the conduct of the meeting must comply with any policies and procedures relating to the meetings conducted using technological means as determined by the directors from time to time.
- (c) If the technology used in rule 6.10(b) encounters a technical difficulty, whether before or during the general meeting, which results in a member not being able to participate in the meeting, the chair may, subject to the Corporations Act and the requirements of rule 6.4 being satisfied:
  - (i) allow the meeting to continue; or
  - (ii) adjourn the meeting either for a reasonable period of time as may be required to fix the technology or to such other date, time and location as the chair of the meeting considers appropriate.
- (d) For the avoidance of doubt, where the chair has allowed the general meeting to continue in accordance with rule 6.10(c)(i), any resolution passed at that meeting is valid.

- (e) Subject to the Corporations Act and this constitution, the directors may make policies and procedures relating to the passing of member resolutions by technological means as determined by the directors from time to time.

#### **6.11 Decisions without meetings**

Unless the Corporations Act requires the holding of a meeting, members may pass resolutions and otherwise make decisions outside of a members' meeting in any manner (including through the use of technology) provided:

- (a) all members entitled to vote on the resolutions are sent a copy of the resolutions and are given a reasonable time to respond considering the urgency and nature of the matters under consideration;
- (b) each such resolution is passed by at least a 75% majority of all current members (unless a higher number or threshold is required under this constitution or by law); and
- (c) such manner complies with:
  - (i) the law; and
  - (ii) any policies and procedures relating to the passing of member resolutions as determined by the directors from time to time.

#### **6.12 Resolutions of single member company**

If the company has only one member, the company may pass a resolution by that member recording it and signing the record. That record is to be taken as a minute of the passing of that resolution.

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## **Part D – Not-for-profit**

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### **7 No profits for members**

- (a) Subject to rule 7(b), the assets and income of the company must be applied solely in furtherance of the Charitable Purpose and no portion of the income or assets of the company may be paid or transferred, directly or indirectly, to any member.
- (b) The company may, with the approval of the directors, make payment in good faith to a member of the company:
  - (i) by way of reasonable and proper payment for any goods supplied or services rendered to the company (including payment as a consultant or employee);
  - (ii) by way of interest on money lent to the company by that member at a reasonable and proper rate per annum not exceeding the rate for the time being charged by the company's bankers on overdrawn accounts;

- (iii) by way of reasonable and proper rent for premises let by that member to the company;
    - (iv) by way of a grant (or similar contribution) awarded in furtherance of the Charitable Purpose;
    - (v) as a result of the member's participation in a social bond or similar program of the company; and
    - (vi) for authorised out-of-pocket expenses reasonably and properly incurred by that member in connection with the affairs of the company.
  - (c) For the avoidance of doubt, nothing in this rule 7:
    - (i) prevents a member from receiving such services as may ordinarily be provided by the company in the course of undertaking its activities; or
    - (ii) prohibits a member from receiving a minor benefit that is directly related to membership of the company.
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## Part E – Directors and secretary

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### 8 Directors

#### 8.1 Number of directors

- (a) The minimum number of directors is three. Subject to rule 8.1(b), the maximum number of directors is nine.
- (b) The directors may change the maximum number of permitted director positions in the manner required by the Corporations Act.
- (c) If at any time the number of directors falls below three, the remaining director or directors may act but only:
  - (i) in an emergency;
  - (ii) for the purpose of convening a general meeting of the company; or
  - (iii) for the purpose of increasing the number of directors to three.

#### 8.2 Becoming a director

Subject to rules 8.3 and 8.4, a person becomes a director of the company by appointment by the directors.

#### 8.3 Qualifications and requirements of directors

To be eligible to become a director a person must:

- (a) be a member of the company;
- (b) be 18 years of age or older;

- (c) subject to rule 8.4(c), be nominated by the Nominations Committee;
- (d) not be ineligible to be a director under the Corporations Act or the ACNC Act;
- (e) have knowledge about and be committed to the Charitable Purpose; and
- (f) meet any other criteria relating to the composition of the board and skills and qualifications of directors as may be determined by the directors from time to time.

#### **8.4 Nominations Committee**

- (a) The directors must establish a committee for the purpose of seeking, assessing and nominating candidates for director positions (**Nominations Committee**).
- (b) The Nominations Committee must:
  - (i) be comprised of three people, one of whom must be a member;
  - (ii) be chaired by a person chosen by the members of the Nominations Committee; and
  - (iii) ensure the board is comprised of directors who collectively have the skills, experience, knowledge and diversity needed to further the Charitable Purpose.
- (c) The directors may appoint one or more persons as a director without first receiving a nomination from the Nominations Committee in the following circumstances:
  - (i) to increase the number of directors to the minimum required under rule 8.1(a);
  - (ii) if a director position has been vacant for at least six months and the Nominations Committee has not nominated anyone appropriate to fill the vacant position; or
  - (iii) if the law requires.
- (d) Each appointment made under rule 8.4(c) is to be for a period of up to 12 months with the precise period to be determined by the directors at the time of the appointment.

#### **8.5 Directors' term of office and term limits**

- (a) The term of office of a director, other than a director appointed under rule 8.4(c), commences on the date that person is appointed as a director and continues for the period determined by the directors at the time of appointment – such period not to exceed three years.
- (b) Each director is to remain as a director until that person's term of office expires or until that person resigns or is otherwise removed as a director of the company in accordance with the law and this constitution.

- (c) A person who holds, or has held, the position of director is not restricted in how many terms of office that person may serve and is eligible for reappointment.

## **8.6 Ceasing to be a director**

- (a) In addition to the circumstances prescribed by law (including the Corporations Act and the ACNC Act), the office of any director becomes vacant if the director:
  - (i) dies;
  - (ii) is, due to physical or mental impairment, unable to properly perform the duties of a director, as determined by a suitably qualified professional acting reasonably;
  - (iii) is convicted of an indictable offence;
  - (iv) ceases to be a member; or
  - (v) fails to attend three or more consecutive directors' meetings in any 12 month period without leave of absence approved by the directors.
- (b) Nothing in rule 8.6(a) prevents a director from vacating office by providing a written notice of resignation to the company addressed to the Chairperson or the secretary. Unless the notice provides otherwise, the resignation takes effect from the date the notice is received.

## **8.7 Payments to directors**

- (a) Directors must not receive any payment for acting as a director but, subject to rule 8.7(b), each director is entitled to:
  - (i) be reimbursed for all reasonable authorised travelling and other expenses properly incurred by them in connection with the affairs of the company, including attending and returning from general meetings of the company, meetings of the directors and meetings of committees; and
  - (ii) receive payment for any goods supplied or services rendered to the company (other than in their role as a director), as long as the amount is proper and reasonable in the circumstances.
- (b) Notwithstanding anything else in this constitution, no payment of any kind can be made by the company to a director unless that payment is approved by:
  - (i) the directors; or
  - (ii) such other person or persons to whom the directors may have delegated such authority in a way consistent with rule 8.17 or rule 8.18.

## **8.8 Interested directors**

- (a) No contract made by a director with the company and no contract or arrangement entered into by or on behalf of the company in which any director may be in any way interested is voided or rendered voidable merely because the director holds office as a director or because of the fiduciary obligations arising out of that office.
- (b) Each director must disclose all personal interests and other matters that could, or do, give rise to a conflict of interest in relation to a matter or decision being considered by the directors.
- (c) Where a director has a material personal interest in a matter to be considered at a meeting, that director must not be present while the matter is being considered at the meeting or vote on the matter, unless the directors who do not have a material personal interest pass a resolution in accordance with the Corporations Act which permits that director to do so.
- (d) If rule 8.8(c) operates to the effect that there are not enough directors to form a quorum for a directors' meeting, one or more directors (including those who have a material personal interest) may call a general meeting and the general meeting may pass a resolution to deal with the matter.
- (e) Subject to rule 8.8(f), a director who is in any way interested in a contract or arrangement (other than by having a material personal interest which is to be dealt with in accordance with rule 8.8(c)) may, despite that interest:
  - (i) be counted in determining whether or not a quorum is present at any meeting of directors considering that contract or arrangement;
  - (ii) sign or countersign any document relating to that contract or arrangement; and
  - (iii) remain present in the meeting and vote in relation to that contract or arrangement or any matter arising out of those things.
- (f) Rule 8.8(e) does not apply if, and to the extent that, it would be contrary to law.

## **8.9 Powers and duties of directors**

- (a) The directors are responsible for the governance, business and affairs of the company and may exercise all the powers of the company which are not required by the law or this constitution to be exercised by the members.
- (b) The directors must comply with their duties as directors under legislation and common law. For as long as the company is registered as a charity with the Australian Charities and Not-for-profits Commission or its successor, the company must also ensure the directors comply with the requirements described in Governance Standard 5 of the regulations made under the ACNC Act which are to ensure the directors:
  - (i) exercise their powers and discharge their duties with the degree of care and diligence that a reasonable individual would exercise if they were a director of the company;

- (ii) act in good faith in the best interests of the company and to further the Charitable Purpose;
  - (iii) do not misuse their position as a director;
  - (iv) do not misuse information that they gain in their role as a director;
  - (v) disclose any perceived or material conflicts of interest;
  - (vi) ensure that the financial affairs of the company are managed responsibly; and
  - (vii) do not allow the company to operate while insolvent.
- (c) Where permitted by the Corporations Act, if the company has only one member, and is a wholly-owned subsidiary of that member, a director may act in the best interests of the member.

#### **8.10 Directors' meetings**

- (a) The directors may hold meetings (including by technological means) for the conduct of business and regulate them as they think fit.
- (b) The directors should meet as often as required for the proper discharge of their directors' duties and in any event no less than four times per year.

#### **8.11 Convening of meetings of directors**

A meeting of directors may be convened by the Chairperson or any two of the directors.

#### **8.12 Notice of directors' meetings**

- (a) Notice of a directors' meeting must be given to each current director, other than a director on leave of absence approved by the directors.
- (b) A notice of a directors' meeting must:
  - (i) be given in a way permitted by rule 14;
  - (ii) specify the time and place of and, if relevant, the form of technology for, the meeting;
  - (iii) state the nature of the business to be transacted at the meeting; and
  - (iv) be provided with sufficient time for the directors to properly consider the subject matter contained within the notice and any accompanying materials.
- (c) A resolution passed at a directors' meeting is valid even in circumstances where a director did not receive notice of the meeting, provided:
  - (i) the notice was not received because of accident or error;

- (ii) before or after the meeting, that director notifies the company of their agreement with the resolution; or
- (iii) the director attended the meeting.

### 8.13 Quorum for directors' meetings

- (a) No business may be transacted at a directors' meeting unless there is a quorum of directors at the time the business is dealt with.
- (b) A quorum consists of a majority of current directors.
- (c) For the avoidance of doubt, a director is present at a meeting if participating by technological means such as by telephone.
- (d) If, within 30 minutes after the time appointed for the meeting, a quorum is not present, then, without prejudice to the right of those present to discuss but not to vote on any matter, the meeting will be dissolved or stand adjourned to such time, date and place as those present at the meeting decide and as notified to all directors in accordance with rule 8.12(a).

### 8.14 Chairperson and Deputy Chairperson

- (a) The directors may appoint a director to the office of chairperson of directors (**Chairperson**) and may appoint a different director to the office of deputy chairperson of directors (**Deputy Chairperson**) and, subject to rule 8.5, determine the period for which each director is to hold such office.
- (b) The directors may remove a director from the office of Chairperson and Deputy Chairperson at any time but doing so does not remove that person as a director.
- (c) A person may only fill the office of Chairperson or Deputy Chairperson for as long as that person is a director of the company.
- (d) Subject to rule 8.14(e), the Chairperson must preside as chair at each directors' meeting.
- (e) If at a meeting of directors:
  - (i) there is no Chairperson;
  - (ii) the Chairperson is absent from the meeting (or part of the meeting); or
  - (iii) the Chairperson is present but is prevented from acting or not willing to act as chair of the meeting or of part of the meeting,

the Deputy Chairperson (if there is one) must preside as chair of that meeting or part of it until such time as the Chairperson joins the meeting or can resume the role of chair (as applicable).
- (f) Subject to rules 8.14(d) and 8.14(e), if at a meeting of directors:
  - (i) there is no Chairperson and no Deputy Chairperson;

- (ii) the Chairperson and Deputy Chairperson are absent from the meeting (or part of the meeting); or
- (iii) the Chairperson and Deputy Chairperson are present but are prevented from acting or not willing to act as chair of the meeting or of part of the meeting,

the directors present may elect one of themselves to be chair of the meeting or part of the meeting until such time as the Chairperson or Deputy Chairperson joins the meeting or can resume the role of chair (as applicable).

#### **8.15 Decisions of directors**

- (a) A directors' meeting at which a quorum is present is competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the directors under the law and this constitution.
- (b) Questions arising at a directors' meeting and any other matter to be determined by the directors under this constitution are (unless a higher number or threshold is required under the law or this constitution) to be decided by a majority of votes cast by the directors present. A decision of a kind made in accordance with this rule is for all purposes a determination of the directors.
- (c) If there are an equal number of votes cast for and against a resolution at a directors' meeting, then the chair may exercise a second or casting vote in addition to any vote the chair may have as a director of the company.

#### **8.16 Decisions without meetings**

Directors may pass resolutions outside of a directors' meeting in any manner (including through the use of technology) provided:

- (a) all directors other than a director on an approved leave of absence are sent a copy of the resolutions and are given a reasonable time to respond considering the urgency and nature of the matters under consideration;
- (b) any such resolution is passed by at least a two thirds majority of all current directors (unless a higher threshold is required by law or this constitution); and
- (c) such manner complies with:
  - (i) the law; and
  - (ii) any policies and procedures relating to the passing of director resolutions as determined by the directors from time to time.

#### **8.17 Committees**

- (a) In addition to the Nominations Committee established in accordance with rule 8.4, the directors may resolve to:
  - (i) establish one or more committees consisting of such persons as they determine;

- (ii) delegate to each committee such of their powers required for the effective and efficient running and administration of the committee;
  - (iii) revoke any or all of the powers delegated to each committee and vary the nature and scope of the powers delegated; and
  - (iv) change the makeup of a committee at any time or dissolve it all together.
- (b) A committee must be conducted, and exercise the powers delegated to it, in accordance with any directions of the directors which, for the avoidance of doubt, may be contained within policies, terms of reference, guidelines or protocols.
- (c) The directors may continue to exercise all of their powers despite any delegation made under this rule.

### **8.18 Delegation to individuals**

- (a) The directors may resolve to delegate any of their powers to such individual or individuals as they so determine including:
  - (i) to one or more directors;
  - (ii) to one or more members; or
  - (iii) to one or more employees.
- (b) The directors may delegate their powers for such time as they determine and may revoke or vary any power so delegated.
- (c) A person to whom any powers have been delegated must exercise the powers delegated in accordance with any directions of the directors.
- (d) The directors may continue to exercise all of their powers despite any delegation.
- (e) A delegation under this rule need not be to a specified person but may be to any person from time to time holding, occupying or performing the duties of a specified office or position.

### **8.19 Validity of acts**

An act done by a director or by a meeting of the directors or a committee attended by a director is not invalid just because:

- (a) of a defect in the appointment of the director;
- (b) the person is disqualified from being a director or has vacated office; or
- (c) the person is not entitled to vote,

if that circumstance was not known by the person or the directors or committee, as the case may be, when the act was done.

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## 9 Secretaries

- (a) The directors must appoint at least one secretary who may be, but does not need to be, a director.
- (b) The appointment of a secretary may be for the period, on the conditions and, subject to rule 9(c), at the remuneration as the directors determine.
- (c) A director must not be remunerated in that person's capacity as a secretary.
- (d) Subject to any contract between the company and the relevant secretary, a secretary of the company may be removed or dismissed by the directors at any time, with or without cause. If that person is a director, such removal or dismissal does not remove that person from office as a director.
- (e) The duties of the secretary include:
  - (i) ensuring that the necessary registers required by the law are established and properly maintained;
  - (ii) ensuring that any required annual returns and annual reports are lodged with the appropriate regulator on time; and
  - (iii) ensuring the organisation of, and attendance at, meetings of the members and the directors, including the sending out of notices, the preparation of agenda and the compilation of minutes.
- (f) An act done by a person acting as a secretary is not invalid just because:
  - (i) of a defect in the person's appointment as a secretary; or
  - (ii) the person is disqualified from being a secretary,if that circumstance was not known by the person or the directors when the act was done.

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## Part F – Winding up and loss of endorsement

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### 10 Winding up

- (a) Before the company is wound up, it must first wind up each of the deductible gift recipient endorsed funds it operates (if any), in accordance with each fund's winding up requirements.
- (b) If upon the winding up or dissolution of the company there remains after satisfaction of all of its debts and liabilities, any property or moneys whatsoever (**Surplus Assets**), such Surplus Assets must only be given or distributed to one or more Eligible Recipients.
- (c) The decision about which Eligible Recipient is (or which Eligible Recipients are) to be given the Surplus Assets under rule 10(b) is to be determined:

- (i) by a resolution of the members at or before the winding up or dissolution of the company; or
- (ii) if no such resolution is passed, by the Supreme Court.

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## 11 Loss of deductible gift recipient endorsement

- (a) If the company is endorsed as a deductible gift recipient as a whole and this endorsement is revoked, then the following assets remaining after the payment of all liabilities must be distributed to one or more Eligible Recipients:
  - (i) deductible gifts of money or property received for the Charitable Purpose;
  - (ii) deductible contributions made in relation to an eligible fundraising event held to raise funds for the Charitable Purpose; and
  - (iii) money received by the company because of such deductible gifts and contributions.
- (b) The decision about which funds, authorities or institutions are to receive the funds distributed in accordance with rule 11(a) is to be determined by a resolution of the members.

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## Part G – Administrative matters

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## 12 Minutes, records and negotiable instruments

### 12.1 Minutes

The directors must ensure that the following minutes are recorded, approved and kept in accordance with the law:

- (a) meetings and resolutions of members (including those made without meetings under rule 6.11);
- (b) meetings and resolutions of directors (including those made without meetings under rule 8.16); and
- (c) meetings and resolutions of committees.

### 12.2 Inspection of records

- (a) Subject to the law and rule 12.2(b), the directors may determine whether and to what extent, and at what time and places and under what conditions, the minute books, accounting records and other documents of the company or any of them will be open for inspection.
- (b) A member may, upon reasonable notice to the directors, inspect any books, records or documents of the company, provided the information obtained is only used for a proper purpose in connection with membership of the company.

- (c) The company must establish and administer all registers required to be kept by law and each member must provide the company with such information as is required for the company to comply with this rule. If events occur which would cause the information contained in a register maintained by the company to be inaccurate the member must notify the company in writing of the change within 21 days of the member becoming aware that such change has occurred.
- (d) Unless proved incorrect, the register is sufficient evidence of the matters shown in the register.
- (e) The company must keep all financial and other records required by law.

### **12.3 Negotiable instruments**

The directors may determine how cheques, promissory notes, banker's drafts, bills of exchange or other negotiable instruments or other documents must be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, by or on behalf of the company.

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## **13 Indemnity and insurance**

- (a) To the extent permitted by law, the company indemnifies its officers (both current and past) for all losses or liabilities incurred by the person as an officer of the company including, but not limited to, a liability for negligence or for legal costs on a full indemnity basis.
- (b) This indemnity:
  - (i) may only be for losses or liabilities incurred as an officer of the company (either before or after the adoption of this rule);
  - (ii) does not cover any loss or liability of an officer seeking to be indemnified under this rule if that loss or liability arises from that person's wilful misconduct or fraud; and
  - (iii) operates only to the extent that the loss or liability is not paid by insurance.
- (c) To the extent permitted by law, the company may take out and pay for insurance for the benefit of its officers (both current and past) against any liability incurred by the person as an officer of the company including, but not limited to, a liability for negligence or for legal costs.
- (d) To the extent permitted by law, the company may enter into an agreement (including a deed) with a person who is or agrees to become or has been an officer of the company on any terms and conditions that the directors think fit to give effect to the rights of that person under this rule 13. Any such agreement may also give the person rights to inspect and obtain copies of the books of the company for the purposes, and on such other terms and conditions, as the directors resolve.

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## 14 Notices

### 14.1 Giving of notices

Any notice, document or other communication required or permitted to be given under this constitution or law may be given in any manner (including through the use of technology) provided such manner complies with:

- (a) the law; and
- (b) any policies and procedures relating to the giving and receiving of notices, documents and other communications as determined by the directors from time to time.

### 14.2 Timing of services

- (a) Where a notice is served personally, service of the notice is taken to be effected when delivered.
- (b) Where a notice is sent by post, service of the notice is taken to be effected if a prepaid envelope containing the notice is properly addressed and placed in the post:
  - (i) in the case of a notice of a general meeting, on the day after the date of its posting; or
  - (ii) in any other case, at the time at which the letter would be delivered in the ordinary course of post.
- (c) Where a notice is sent by electronic means, including email or fax, service of the notice is taken to be effected:
  - (i) when the sender receives an automated message confirming delivery; or
  - (ii) 30 minutes after the time sent (as recorded on the device from which the sender sent the email) unless the sender receives an automated message that the notice has not been delivered,whichever happens first.
- (d) If the delivery or receipt of a notice is on a day which is not a Business Day or is after 5.00pm on a Business Day, it is deemed to be received at 9.00am on the following Business Day.

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## 15 General

- (a) **Common seal:** The company may, but is not required to, have and use a common seal. If the directors determine that the company have a common seal, then it must be kept and used in accordance with the law.
- (b) **Formulating rules:** Without limiting the directors' powers under this constitution, the directors may from time to time make regulations and rules

about any matter related to the operations or conduct of the company (including establishing and maintaining a public fund), provided such regulations and rules are not inconsistent with the law or this constitution. If there is any inconsistency between regulations and rules formulated pursuant to this rule 15(b) and the provisions of this constitution or the law, the provisions of this constitution and the law will prevail.

- (c) **Submission to jurisdiction:** Each member submits to the non-exclusive jurisdiction of the Supreme Court of the State of New South Wales, the Federal Court of Australia and the Courts which may hear appeals from those Courts.

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## Schedule 1 Dictionary

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### 1 Dictionary

In this constitution:

**ACNC Act** means the *Australian Charities and Not-for-Profits Commission Act 2012* (Cth).

**Business Day** means a day on which banks are open for business excluding Saturdays, Sundays and public holidays in the place where the company's registered office is located.

**Chairperson** has the meaning given at rule 8.14(a).

**Charitable Purpose** has the meaning given at rule 3.1.

**Corporations Act** means the *Corporations Act 2001* (Cth).

**Deputy Chairperson** has the meaning given at rule 8.14(a).

**Eligible Recipient** means an organisation that:

- (a) has charitable objects or purposes similar to the Charitable Purpose;
- (b) has a governing document which requires its income and property to be applied in promoting its objects and agrees to use any distribution provided to it by the company to further such objects or purposes;
- (c) is registered as a charity with the Australian Charities and Not-for-profits Commission;
- (d) by law or its constituent rules, is prohibited from distributing, and does not distribute, its income and property amongst its members (either while it is operating or upon winding up) to an extent at least as great as is imposed upon the company; and
- (e) if the company is endorsed as a deductible gift recipient for the purpose of any Australian federal tax law, is similarly endorsed as a deductible gift recipient.

**Member Disciplinary Resolution** has the meaning given at rule 5.4(b).

**Membership Renewal Notice** has the meaning given at rule 4.7.

**Nominations Committee** has the meaning given at rule 8.4.

**Show of Preference** has the meaning given at rule 6.7(c).

**Surplus Assets** has the meaning given at rule 10(b).

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## 2 Interpretation

### 2.1 General

- (a) In this constitution the words 'constitution', 'director', 'secretary', 'member' and the like are, and should be interpreted to be, references to the constitution, director, secretary, member and the like (as the case may be) of the company named in rule 2(a) unless the context otherwise requires.
- (b) A reference in a rule in general terms to a person holding or occupying a particular office or position includes a reference to any person who occupies or performs the duties of that office or position for the time being.
- (c) In this constitution, headings are for convenience only and do not affect the interpretation of this constitution.
- (d) Unless the contrary intention appears, in this constitution:
  - (i) words importing the singular include the plural and vice versa;
  - (ii) words importing a gender include every other gender;
  - (iii) words used to denote persons generally include any individual, company, corporation, body corporate, body politic, partnership, joint venture, association, board, group or other body (whether or not the body is incorporated);
  - (iv) a reference to any statute, regulation, proclamation, ordinance or by-laws includes all statutes, regulations, proclamations, ordinances or by-laws varying, consolidating or replacing them and a reference to a statute includes all regulations, proclamations, ordinances and by-laws issued under that statute;
  - (v) the words 'including', 'such as', 'for example' and the like are not, and should not be interpreted to be, words of limitation, unless explicitly stated otherwise; and
  - (vi) where a word or phrase is given a particular meaning, other parts of speech and grammatical forms of that word or phrase have corresponding meanings.
- (e) A requirement in this constitution for something to be carried out in writing will be satisfied if the matter in question is carried out in some other lawful manner that is approved by the directors.
- (f) In this constitution, where communication from a member to the company must be 'signed' by a member, in addition to any other methods permitted by law, the member may sign in any manner that allows the directors to be satisfied, acting reasonably, that the communication is from the relevant member, including by using an electronic signature.

- (g) 'Writing' or 'written' includes modes of representing or reproducing words, figures, drawings or symbols in a visible or tactile form which renders the message retrievable by people who know the language in question.

## **2.2 Replaceable rules not to apply**

The replaceable rules contained in the Corporations Act from time to time do not apply to the company.

**From:** [Rush, Peter](#)  
**To:** "Executive Director"  
**Cc:** [Paul Singer](#); [Jo Tarnawsky](#); [REDACTED s 22(1)(a)(ii)] [Reid, John](#); [REDACTED s 22(1)(a)(ii)]  
**Subject:** RE: Australian Future Leaders Program [SEC=OFFICIAL]  
**Date:** Tuesday, 8 June 2021 12:18:57 PM

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**OFFICIAL**

Thanks for all this additional information, Chris, which is crucial to enable us to brief the government on possible next steps. Cheers – Peter Rush

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**From:** Executive Director  
**Sent:** Monday, 7 June 2021 2:44 PM  
**To:** Rush, Peter  
**Cc:** Paul Singer ; Jo Tarnawsky [REDACTED s 22(1)(a)(ii)] ; Reid, John ; [REDACTED s 22(1)(a)(ii)]  
**Subject:** Re: Australian Future Leaders Program [SEC=OFFICIAL]

Good afternoon Peter,  
 following on from your email of last week I attach our responses, please come back if anything is less than clear.  
 There is huge appetite for this nation building program and I remain grateful for your support.  
 Kind regards  
 Chris

On 3 Jun 2021, at 13:17, Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)> wrote:

**OFFICIAL**

Thanks Chris

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**From:** Chris Hartley [REDACTED s 47F]  
**Sent:** Wednesday, 2 June 2021 4:28 PM  
**To:** Rush, Peter <[Peter.Rush@pmc.gov.au](mailto:Peter.Rush@pmc.gov.au)>  
**Cc:** Paul Singer <[paul.singer@gg.gov.au](mailto:paul.singer@gg.gov.au)>; Jo Tarnawsky <[Jo.Tarnawsky@gg.gov.au](mailto:Jo.Tarnawsky@gg.gov.au)>; [REDACTED s 22(1)(a)(ii)] Reid, John <[John.Reid@pmc.gov.au](mailto:John.Reid@pmc.gov.au)>; [REDACTED s 22(1)(a)(ii)]  
**Subject:** Re: Australian Future Leaders Program [SEC=OFFICIAL]

Good afternoon Peter,  
 thank you for your email and questions to which I will respond in full shortly.  
 In the meantime I attach the Constitution and the completed Private Interests Declaration form below.

The Admiralty House events were affirmingly positive and saw an extremely high level of engagement, contribution and support. Participants flew in from every State and Territory for either the morning or afternoon session. There was a huge spectrum of attendees including [REDACTED s 47G(1)(a)]

Facilitators from Accenture, McKinsey, BCG and M&C Saatchi produced 49 pages of typewritten notes, ideas and contributions - these will inform the twelve national focus groups we will be running later this month. They were tremendous events and there is high expectation and support across the board. On DGR status Treasury have been provided with the submission, Constitution, public fund rules and anticipated contributions split between individuals, businesses and ancillary funds.

Lastly, you may find that this animated link provides quick clarity of purpose and intent: <https://vimeo.com/548792752/3b7d3f636e>

I will get back to you shortly on the other items.

Kind regards

Chris

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IMPORTANT: This message, and any attachments to it, contains information that is confidential and may also be the subject of legal professional or other privilege. If you are not the intended recipient of this message, you must not review, copy, disseminate or disclose its contents to any other party or take action in reliance of any material contained within it. If you have received this message in error, please notify the sender immediately by return email informing them of the mistake and delete all copies of the message from your computer system.

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The Governor General's Australian Future Leaders Program  
The Australian Future Leaders Foundation  
ABN 28 649 403 654

7 June 2021

Mr Peter Rush  
Assistant Secretary  
Parliamentary and Government Branch  
Department of Prime Minister & Cabinet

Dear Peter

**Response to queries regarding The Governor General's Australian Future Leaders Foundation (Foundation)**

Thank you for your inquiries about the Foundation. Set out below are our responses to each of the questions raised.

**1 Does the Foundation have a longer term plan for diversifying its funding sources during or beyond the initial four years?**

The funding plan for the first four years is based on the important premise that the program includes all Australian geographies and sectors. s 47G(1)(a)

It is further anticipated that other organisations, not limited to trade unions and public service (who all expend significant sums on external training) will add another s 47G(1)(a) is expected to come in the form of deductible gifts, grants and donations from public and private ancillary funds.

This modus operandi will continue after the first four years.

During those first four years the intent is to establish a corpus fund to further co-finance future years and we are confident in our ability to do so.

The Admiralty House events of last month provided further confidence in this given the extremely high level of engagement, contribution and support.

Participants flew in from every State and Territory for either the morning or afternoon session. The spectrum of attendees included s 47G(1)(a)

etc.

s 47G(1)(a)

Facilitators from Accenture, McKinsey, BCG and M&C Saatchi produced 49 pages of typewritten notes, ideas and contributions. This work will inform the planned contribution from the thirteen University Vice-Chancellors engaged and will be further tempered by the twelve national focus groups we will be running later this month with KPMG.

There is both high expectation and clear support for the program from business, community and the broader Australian society.

**2 After the initial four years, is it a feasible goal to reduce Government funding to 50 per cent or less of the Foundation's total income?**

Yes. The goal is to establish a foundational corpus fund for future programs which would help reduce the need for Government funding. Achieving this goal is dependent on the Foundation obtaining deductible gift recipient (DGR) status as this will enable the Foundation to receive grants from foundations and philanthropists (such as private ancillary funds operated by high wealth philanthropic individuals and families) which, as a result of law or internal policy, can only give to DGRs.

**3 Is there a contingency plan in place in the event that DGR status is not granted?**

There is no contingency plan. DGR status is fundamental to the success of the Foundation as it will enable the Foundation to obtain additional revenue streams in the form of deductible gifts and grants and donations from public and private ancillary funds.

Treasury have been provided with the submission, Constitution, public fund rules and anticipated contributions split between individuals, businesses and ancillary funds.

**4 How would this outcome impact interested philanthropic parties?**

Due to the nature of the Foundation's purpose, it is unlikely to attract much, if any, financial support from the general public who are likely to see the development of Australia's future leaders as a legitimate focus for government. Aside from government, the primary target donor group is high net worth individuals and families, many of which operate private ancillary funds. These will be unable to financially support the Foundation unless it is endorsed as a DGR (due to the nature of the restrictions placed on private ancillary funds). If DGR status is not granted, the Foundation will not have access to that large portion of funding restricted to DGRs.

**5 Likewise, if government funding through PM&C is not forthcoming?**

If government funding through PM&C is not forthcoming, the Foundation is unlikely to move forward. Philosophically and financially, those who privately fund this nation building program expect to see its aims, aspirations and their own willingness to back the endeavour, led by government.

An alternate approach might be to increase the corporate participation but this defeats the very objective and equity of the exercise and compromises its ability to reach all Australians.

**6 What, if any, contingency is built into the budget?**

There is a 10% contingency built into the budget.

**7 Can the Foundation specify the sources/surety of non-government funding sources?**

DGR status and the initial leadership of government funding are pre-requisites. s 47G(1)(a)

**8 Can you provide more information to demonstrate the breakdown of the costs associated with participant selection, travel and logistics and any source material used to inform this?**

Based on local advice and international experience the anticipated applications are expected to number between s 47G(1)(a) per program. Even for those who fall at the first hurdle, their experience must be demonstrative of the high reputation and intent of the program.

For those who proceed further, the level of scrutiny and referencing needs to fit the aspirations and expected impact of the program. This 'high touch' approach is expensive as is the need to identify leaders in communities that are difficult to reach but impactful on the program and our nation, including minorities, marginalised people and the geographically isolated. The need for face-to-face interviews as the cohort is chosen, is a major cost burden. An averaged budget cost of s 47G(1)(a) per applicant is in line with tested commercial world experience.

The experiential component of the program, bringing the participants to Sydney from their home State/Territory, distributing them in small groups on seven day engagement tours and then bringing them back to Canberra is an expensive but critical process. Bringing the cohort back to Admiralty House in the following year and then reconvening twelve months after that adds to the cost but also underpins the focus of building a better connected, collaborative national cohort of future leaders.

We have used current flight costs and corporately contracted hotel rates to build the budget from a bottom up basis. These will be subject to market changes.

**9 Was this information provided to McKinsey, Accenture and/or KPMG to inform their review of the Foundation's budget?**

The initial budget was created by McKinsey using their lived cost experience of running corporate focussed programs both online and in person. The base numbers were not provided to McKinsey, they were provided in good faith by McKinsey. That budget was then validated and further detailed on a line by line basis by the Accenture accountants – based on the Accenture's experience of program costs and budgets. The budget was then forwarded to KPMG for further scrutiny and input. McKinsey and Accenture managers are available for further clarification on details of the budget as required.

**10 Does the Program Input and Governance category s 47G(1)(a) represent/include the Foundation's minimum operating costs?**

Yes, however, to categorise this as a minimum operating cost would not be accurate given that the Foundation's sole objective is to run the program. Without an intent or ability to run the program the operation of the Foundation would cease.

**11 Have McKinsey, Accenture and/or KPMG provided consultancy services and/or advice to inform the budget and governance arrangements, in a formal or informal capacity and were these services provided on a fee-for-service basis or pro-bono and, if the latter, under what arrangements?**

The services and advice given by McKinsey, Accenture, KPMG, Deloitte, Boston Consulting Group, s 47G(1)(a) M&C Saatchi, Australian Technology Network, Group of 8, AIASTIS, Gilbert + Tobin and a number of prominent individuals and corporations have been given in good faith and on a collaborative, pro bono basis. Their collective 'best endeavours' commitment is demonstrative of a desire to contribute to the greater good of Australia. No expectation of subsequent advantage, engagement, participation, reward or recognition has been expected or offered.

**12 Is the Program Director the CEO of the Foundation? Is this position appointed by and responsible to the Board?**

The use of the term 'project director' is an anomaly and should be reference to the 'executive director' who is the chief executive officer.

The Executive Director (CEO) will be appointed by the board and will be supervised by and accountable to the board.

**13 If the Program Director is the CEO, is it intended (or appropriate) that they also be a member of the Board?**

The Executive Director will be a director on the board of the Foundation. This is common enough practice in both not-for-profit and commercial organisations and is well within usual governance practices as the CEO's input is imperative to informing the board's decision on the strategy, governance and the operations of the Foundation. The Foundation will implement sound governance and conflict of interest policies (including to manage any conflicts that may arise considering the CEO's role as employee and director) not just because this is the proper thing to do but also because it will be required to do so in compliance with the Australian Charities and Not-for-profits Commission Governance Standards.

**14 Are members of the Board and advisory sub-committees voluntary or remunerated positions?**

In accordance with rule 8.7 of the Foundation's constitution, board members cannot receive payment for acting as a director.

Sub-committees are voluntary positions with the exception of employees who may be drafted in support.

**15 How many people will each advisory committee comprise?**

It is expected that each advisory committee will comprise of no more than six people.

**16 When will the Foundation be in a position to confirm actual membership of the Board and sub-committees?**

s 47G(1)(a)

[REDACTED]

This board will supervise the establishment of the foundation and review the program details, inputs and outcomes.

s 47G(1)(a)

Sub-committees will be appointed concurrently.

**17 If applicable, what will the remuneration arrangements be for significant positions in the Foundation and how are these arrangements determined?**

The directors of the Foundation will not be remunerated. Remuneration of other significant positions will be determined by a sub-committee of the Board with advice from the appointed search companies s 47G(1)(a) and the auditors KPMG at market and comparable rates.

Please do not hesitate to contact me if you need further information.

Yours sincerely,

s 47F

Chris Hartley  
Executive Director designate

s 47F