

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

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)

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 47F

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 | ☐ ☐

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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 22nd 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
 Government House, Canberra ACT 2600
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s 22(1)(a)(ii)

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 Fiona,

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

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

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cid:image005.jpg@01D30607.6CF4DA00

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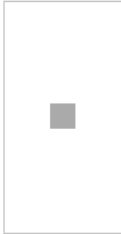
From: s 22(1)(a)(ii)
To:
Subject: RE: Tomorrow [SEC=OFFICIAL]
Date: Monday, 15 February 2021 1:22:05 PM
Attachments: [image001.jpg](#)
[image002.jpg](#)
[image003.png](#)

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

Further to my last email, can you please confirm is celeste or Peter have any dietary requirements?

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

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s 22(1)(a)(ii)

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]

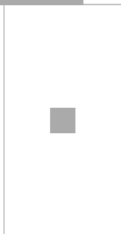
Hi s 22(1)(a)(ii)

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
- 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

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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](#)

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)

s 22(1)(a)(ii)

| w. www.pmc.gov.au

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

PLEASE NOTE: I do not work on Fridays.

Duplicate



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

E: paul.singer@gg.gov.au | W: www.gg.gov.au

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

OFFICIAL

s 22(1)(a)(ii) if OK with Paul, can s 22(1)(a)(ii) also join? 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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E: s 22(1)(a)(ii) | W: www.gg.gov.au

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From: [Chris Hartley](#)
To: [Rush, Peter](#)
Subject: The Governor-General's Australian Future Leaders Programme
Date: Thursday, 18 February 2021 11:15:19 AM

Good morning Peter,

great to meet both you and s 22(1)(a)(ii) with Paul Singer on Tuesday.

As promised links to two short videos that give further background on the Governor-General's Australian Future Leaders Programme:

s 47G(1)(a)

The Governor-General's Australian Future Leaders Programme - prototyping the E learning model s 47G(1)(a)

The second is an exemplar contribution from s 47F which is both a great example and a brilliant presentation, once you start you will want to finish (and sadly somewhat relevant to our pre meeting comments also)

The Governor-General's Australian Future Leaders Programme - exemplar contribution from s 47F s 47G(1)(a)

These are private links but not password protected. They are not for public consumption yet.

I will work with s 47F to produce a governance and structural model for your perusal. It will envisage creation of 'The Australian Future Leaders Foundation' as a charitable entity with accelerated DGR status that delivers 'The Governor-General's Australian Future Leaders Program' (Incidentally, could you advise any Federal preference for 'programme' or 'program'? Key question!)

Members and Directors will be indivisible, the board no larger than ten with two primary objectives: governance and participant selection. There will be two principal committees with the 'nominations' committee being chaired externally by the Official Secretary's nominee, which will effectively control the make up of the board. Although we will put in 'place holder' directors for the time being (Gilbert and Tolbin Partners) we will need to select individuals who collectively reflect the breadth of the programme and have some immediate connection. Board tenure will be limited to enable recent alumni to serve on a revolving basis. After our discussion we will drop the idea of external nomination for the participant selection committee chair by the OS.

If there is anything else that springs to mind please shout.

The rest of my day went exceedingly well, we are very close to getting 14 Vice-Chancellors not only singing the same song but also walking in the same direction while they do so. Their individual focus on each of the study tours and separately on evaluation and selection, adds academic rigour and reach.

We are going to build a compellingly positive outcome for our nation.

Kind regards

Chris

From: [Chris Hartley](#)
To: [Rush, Peter](#); [Paul Singer](#)
Cc: [Jo Tarnawsky](#); s 22(1)(a)(ii)
Subject: Constitution AFLF re the GGAFLP
Date: Thursday, 4 March 2021 12:03:34 PM
Attachments: [Proposed Constitution – The Australian Future Leaders Foundation'.docx](#)
[ATT00001.txt](#)

Good morning Peter and Paul,

please find the Gilbert + Tolbin proposed Constitution of 'The Australian Future Leaders Foundation' as promised.

Please revert with any questions and we will aim to lodge next week.

I will stand by.

Kind regards

Chris

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](#)

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



Paul Singer MVO | Official Secretary to the Governor-General

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 Government House, Canberra ACT 2600

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

E: paul.singer@gg.gov.au | W: www.gg.gov.au | 

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From: Rush, Peter [<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 |  | e. peter.rush@pmc.gov.au | w. www.pmc.gov.au
One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600
cid:image005.jpg@01D30607.6CF4DA00

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

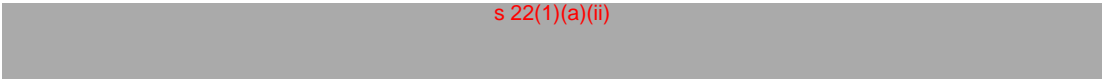
Hi Paul,
It's always good to see you and your staff.

 s 22(1)(a)(ii)

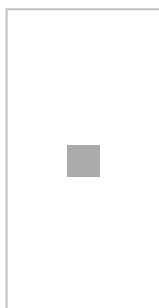

I will get back with some lines about FLP.
Cheers - Rush


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

Good afternoon Peter,
Good to see you earlier this week, and I'm sure the PM&C agencies appreciated your support at Estimates.
Two quick ones.

- 1)  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



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Government House, Canberra ACT 2600
T: +61 2 6283 3508 |  s 22(1)(a)(ii)

E: paul.singer@gg.gov.au | W: 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](#)

OFFICIAL

Thanks Paul

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 | W: 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>; Tarnawsky, Jo <Jo.Tarnawsky@gg.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii) Reid, John
 <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 | w. www.pmc.gov.au

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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>

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

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 bot s 47G(1)(a) and BCG would be very helpful

Kind regards

Chris Hartley

s 47F

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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: The Governor-General's Programme - timetable, constitution and contacts [SEC=OFFICIAL]
Date: Tuesday, 13 April 2021 8:18:19 PM

Good evening Peter and thank you for your email earlier today.

As a consequence, The Australian Future Leaders Foundation Limited has been established with A.C.N. 649 403 654.


Tomorrow we will secure an ABN and complete the charity application with the ACNC. Once registered as a charity it will be called The Australian Future Leaders Foundation.

By the end of the week we will have a completed Treasury application for DGR status, the detailed budget, costing and funding overview you request, and the wider governance model to share.

Both [s 47G\(1\)\(a\)](#) and BCG are now supporting our progress alongside Gilbert +Tolbin, McKinsey, KPMG, [s 47G\(1\)\(a\)](#) and [s 47G\(1\)\(a\)](#). Others will follow as we build this collaborative, strategic initiative for Australia's future.

In the meantime I thought you might be interested in my notes as I write a more detailed report for the Governor General on the last two weeks, first in Canberra and then WA:

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



You will hear from me shortly, thank you very much for your support.

Kind regards

Chris

Duplicate



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 4:46:57 PM
Attachments: [Confidential_GGAFLP_Governance and Budget Overview 270421.pdf](#)
[GGAFL_Treasurer.DGR_27.04.21.PDF](#)
[ATT00001.txt](#)

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\(1\)\(a\)](#)

[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. ^{s 47G(1)(a)} 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, ^{s 47G(1)(a)} ^{s 47G(1)(a)} 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.

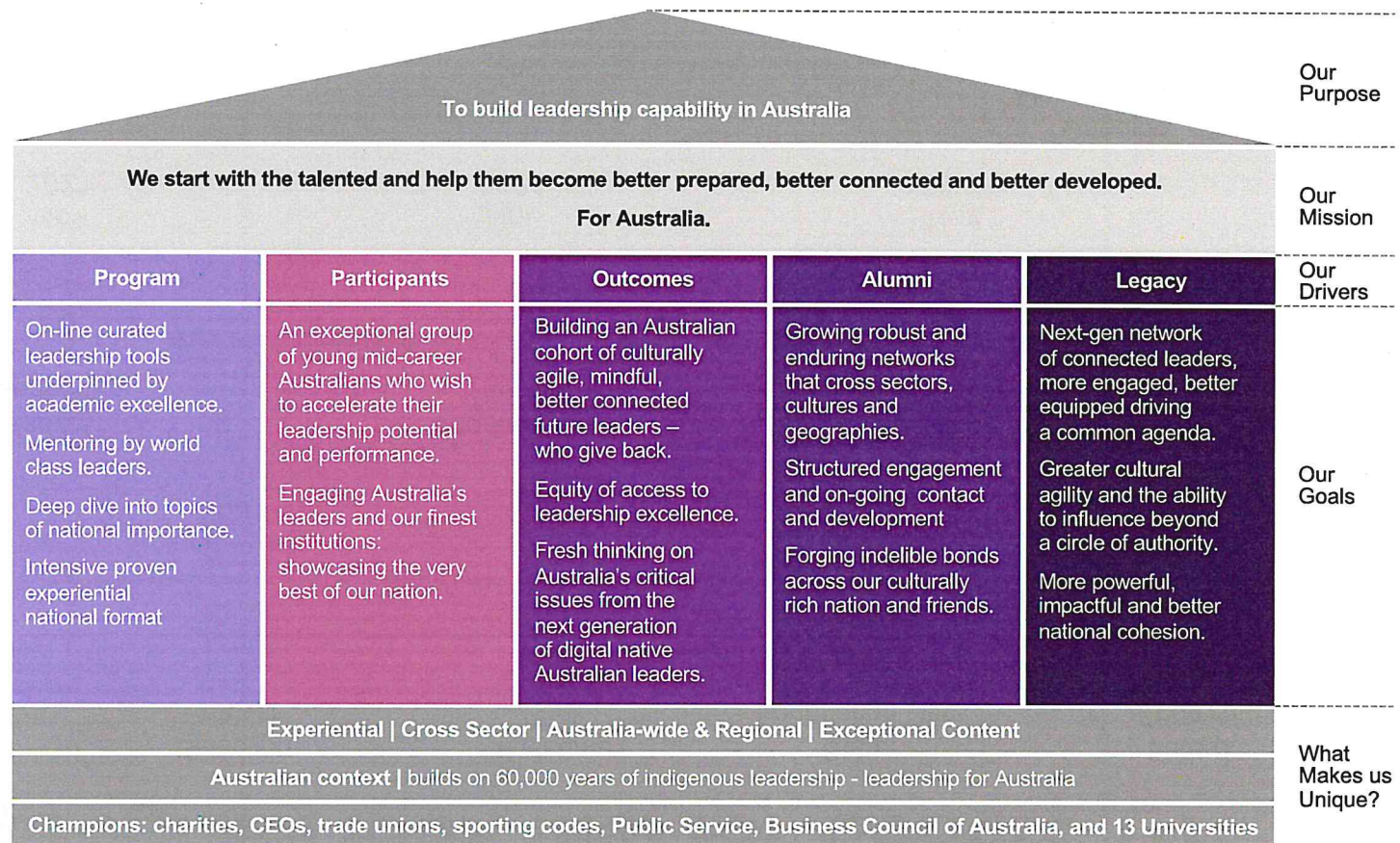
Who?

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.

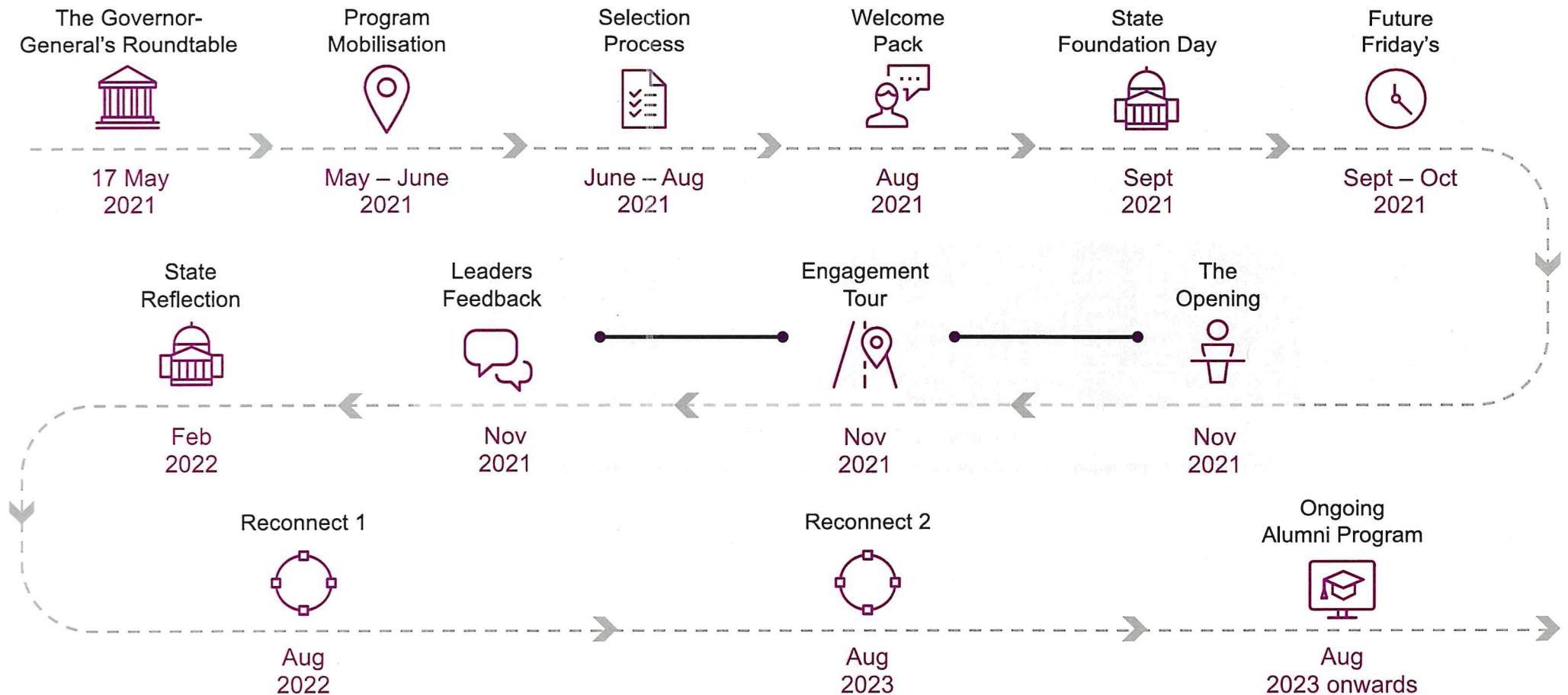
When?

*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*?

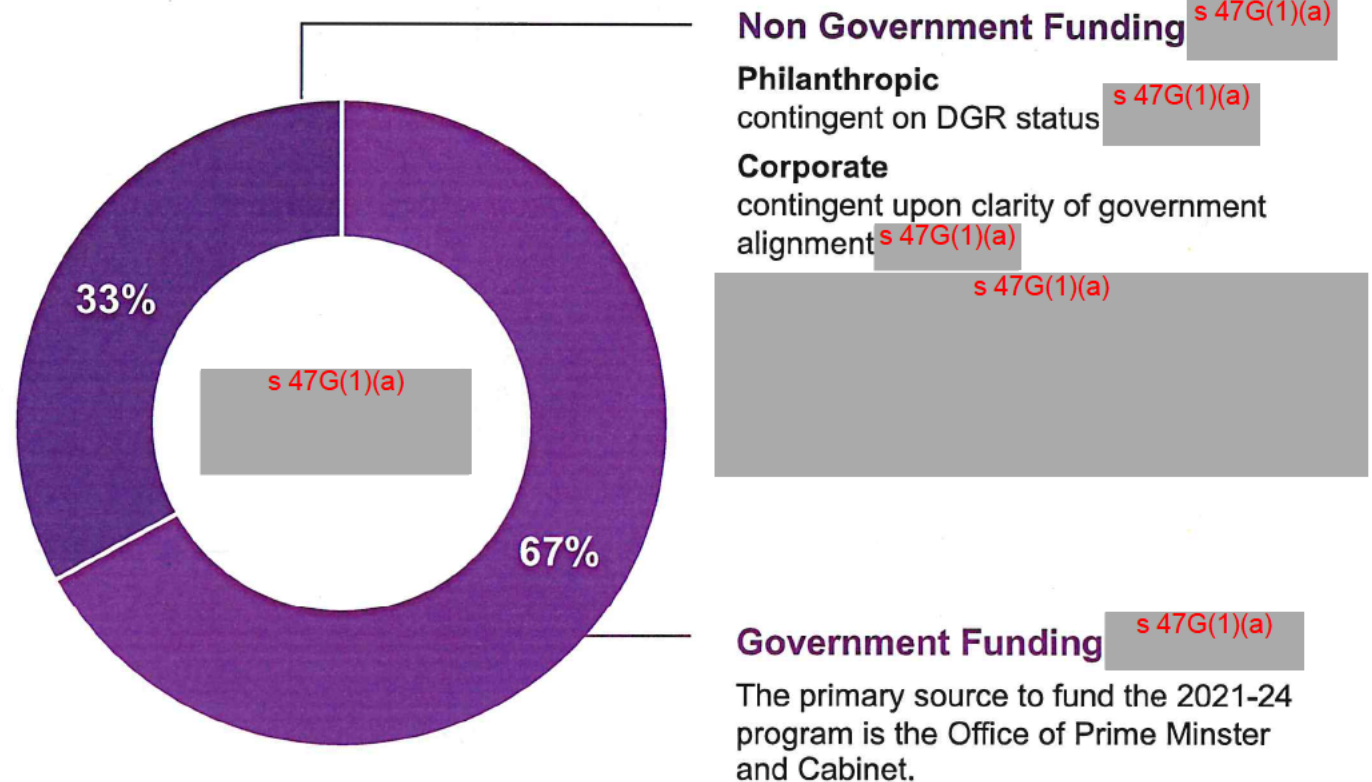


*Illustrative timeframes, subject to program mobilisation date

Proposed funding sources | Cohort 1 + 2

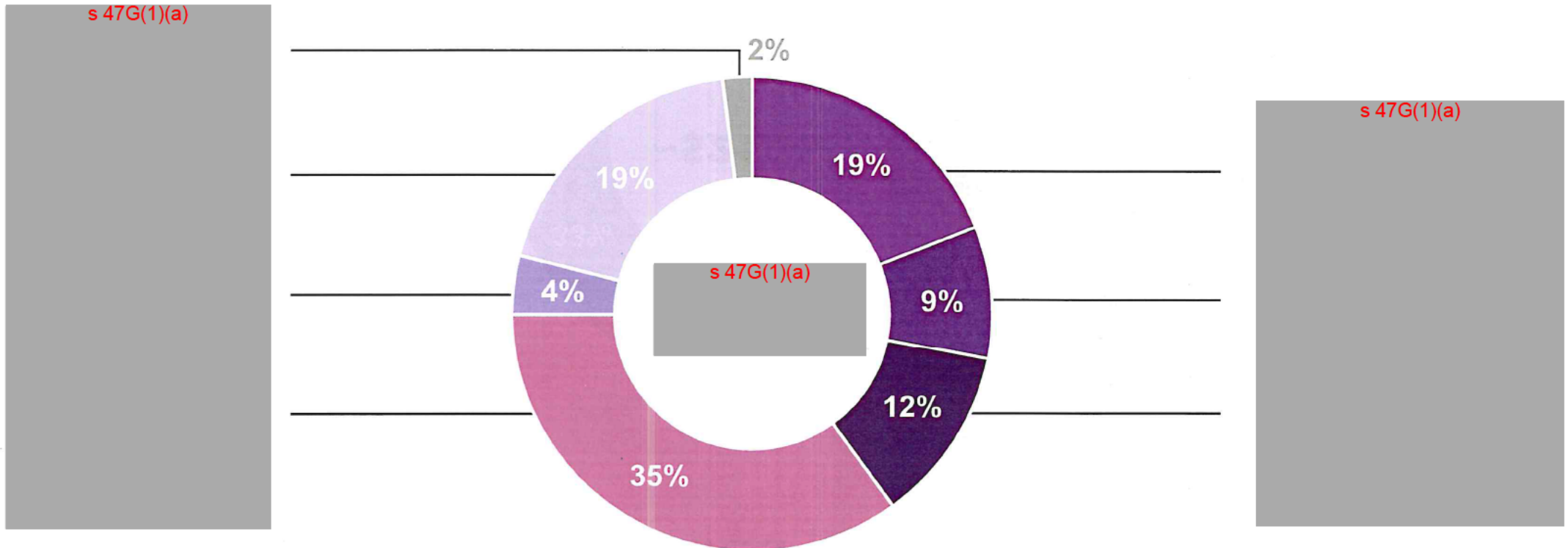
Australian Government, philanthropic, corporate and pay-for-service have been identified as the key revenue sources for the inaugural program delivery of Cohort One and Two, which are proposed to run from 2021 – 2024.

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.

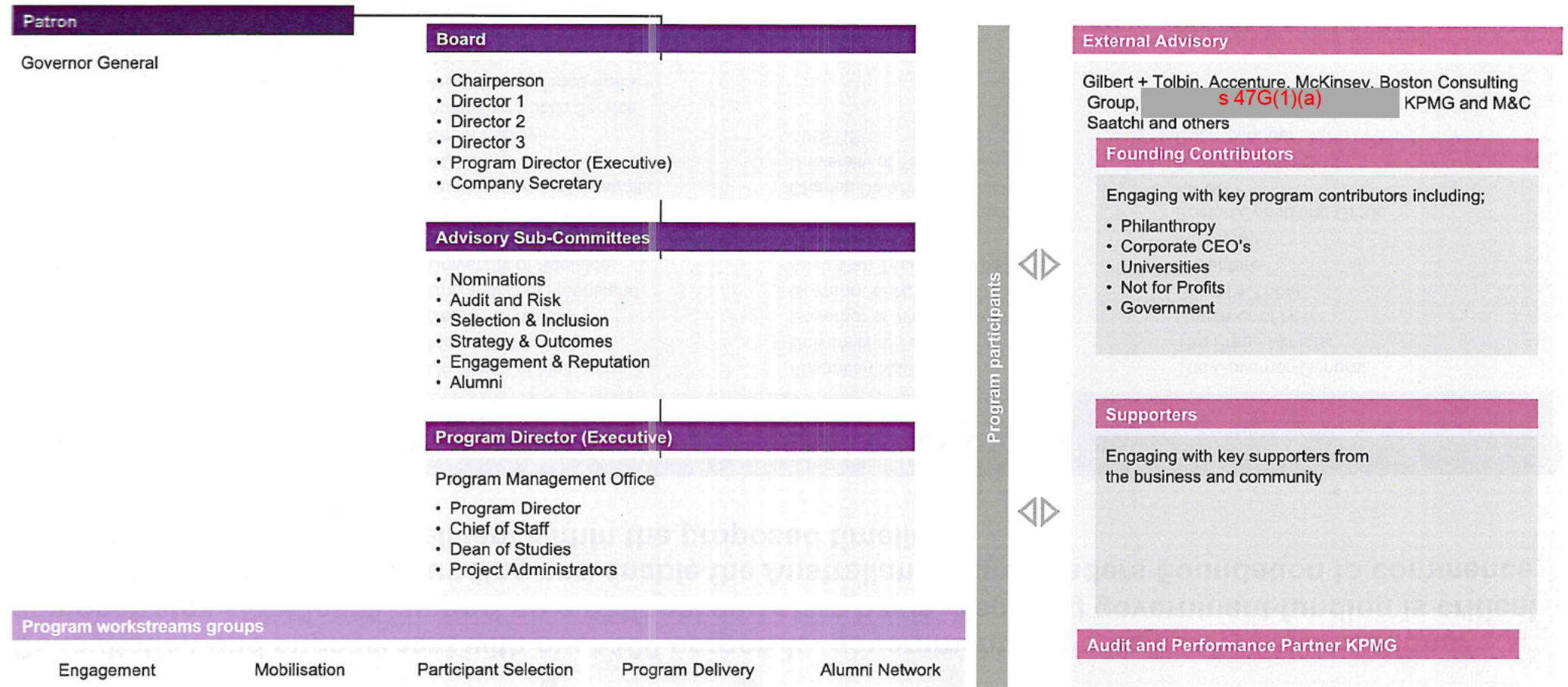


The commitment journey

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 17th 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&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

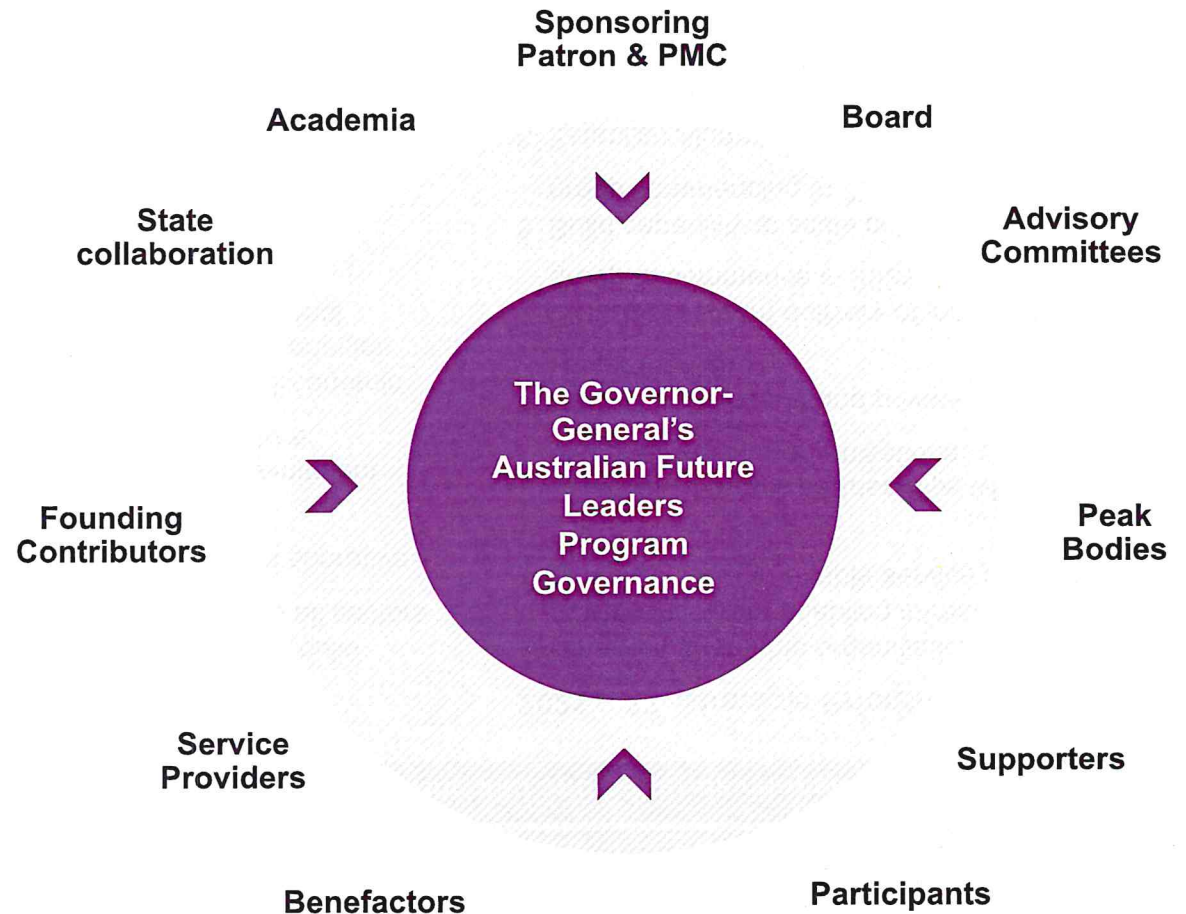
Contributing...

Talent

Time

Treasure

Thought Leadership



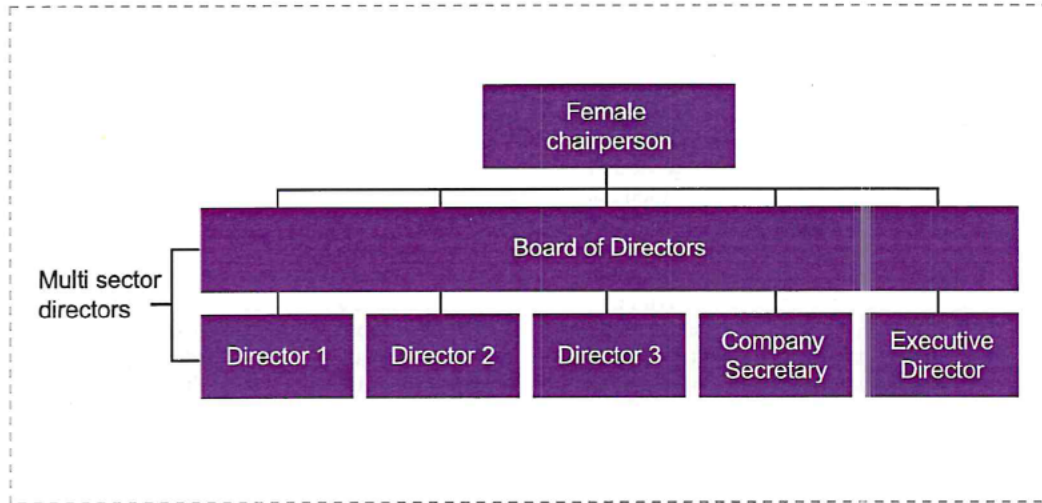
The program, Cohort 1: 140 participants | Cohort 2: 280

	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"> • The opening, 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 • 7-day experiential, 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. • Leaders Feedback. 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. 	<ul style="list-style-type: none"> • Each State cohort reconvenes to reflect and feedback for a day at State Government House (s) or partner University. • An opportunity to connect, thank and recognise those who have supported local engagement 	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

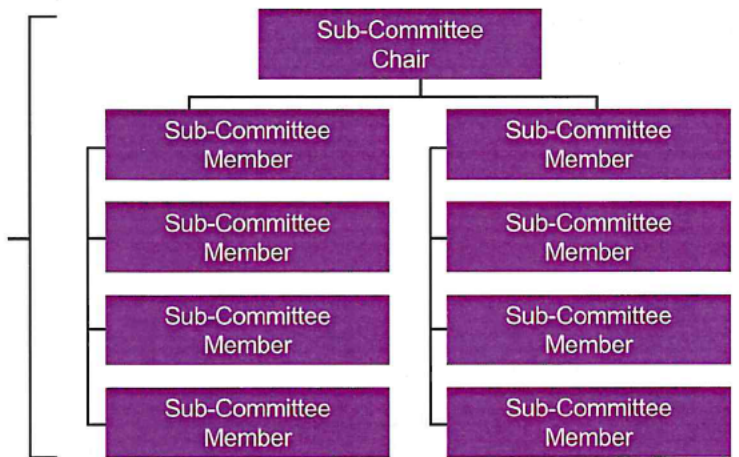
Target board profile

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.

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

27th April 2021

The Hon J Frydenberg MP
Federal Treasurer
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

Email: dgr@treasury.gov.au

Dear Treasurer,

Request for assistance to attain specific listing for The Australian Future Leaders Foundation (ABN 28 649 403 654) (Foundation)

I am writing to ask for your assistance in establishing the Foundation as a Deductible Gift Recipient (**DGR**) in the *Income Tax Assessment Act 1997* (Cth).

As you may know, the Foundation was established in April 2021 as a public company limited by guarantee with the core purpose of building the skills, experience and capability of Australia's future leaders through The Governor-General's Australian Future Leaders Program (**Program**). The Program is an innovative Australian leadership program that aims to build a cadre of Australian leaders across all sectors who are better connected, more collaborative and better equipped to make an impact for our nation. These individuals jointly share a commitment to Australia, our values and our future. The Program builds upon 60,000 years of Indigenous leadership to develop cutting edge innovation and collaboration that delivers in an Australian context for Australia. It also complements the Government's Economic Recovery Plan to catalyse societal cohesion and fairness with a focus on the national interest, issues and opportunities.

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 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.

I understand the Foundation and the Program have been discussed at some length by His Excellency The Governor-General and the Prime Minister, and I have kept the Prime Minister & Cabinet Office well briefed on the progress. We have a corporate, NFP, Labour, public service and philanthropic groundswell of support and 12 of Australia's leading Vice-Chancellors have signed up to champion the Program in each State and Territory. We also have a raft of Australian's most prominent thinkers, advisors and leadership practitioners engaged in the initiative.

We would greatly appreciate an expedited DGR listing to catalyse the private funding we will raise to support this initiative, which will complement the core Government financial support that we anticipate. By specifically listing the Foundation, the Government will be supporting the advancement of education and the future leaders of Australia.

Our full submissions and rationale regarding the specific listing is enclosed as an Annex to this letter. To help expedite the process, we also attach:

- the Foundation's constitution; and

- a set of public fund rules, which we understand are required by the Australian Taxation Office for specifically listed entities.

Please do not hesitate to contact me if you need further information about the Foundation or this request or to verify any of the above with the Official Secretary.

I have taken the liberty of asking Prime Minister & Cabinet Office to draw this to your attention directly.

Yours sincerely,

s 47F

Chris Hartley
Executive Director

s 47F

Annex

1 Establishment and Structure of the Foundation

The Australian Future Leaders Foundation Limited (ABN 28 649 403 654) (**Foundation**) was established as a public company limited by guarantee in April 2021. It is currently in the process of registering with the Australian Charities and Not-for-profits Commission (**ACNC**), as a charity under the subtype of advancing education.

No other initiative can speak of material contribution, support and encouragement from all the top tier consulting companies ^s 47G(1) McKinsey, Boston Consulting Group and Accenture) or collaboration between leading search companies ^s 47G(1)(a)

The governance model enshrined in the Foundation's constitution has been designed and drafted by Gilbert + Tobin. McKinsey & Co were commissioned to expand the working governance model and Accenture have added further detail in a governance review. KPMG have also been commissioned as Auditors and are involved in both the final budget review (which originated with McKinsey and was then further detailed by Accenture) and a final sign off on governance.

The Foundation is currently governed by an interim board of directors who will step down on or before 30 June 2021. Russell Reynolds and Egon Zehnder have been commissioned to advise on substantive appointments to the board. The working committees under the board will include representatives from the Australian Public Service, the Australian Defence Force, trade unions, for purpose organisations, Indigenous groups and the corporate sector.

2 Purpose

The purpose of the Foundation and the reason for its establishment and existence is found at rule 3.1 of its constitution, which states:

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

By pursuing its purpose, the Foundation aims to fill a gap that currently exists in Australia in relation to leadership programs. Research commissioned from Accenture, which analysed 106 Australian and 20 overseas leadership programs, found that whilst there are a number of notable leadership programs, few are experiential, and all are focussed on leadership in specific areas. This means that whilst it is possible to hone leadership skills in ^s 47G(1)(a) there are no programs available that cover the breadth of our nation, inclusive of geography, demographic and sector.

Through the Foundation's Governor General's Australian Future Leaders Program (**Program**), participants will be able to develop broad leadership skills underpinned by academic excellence and experience. Participants will be drawn from various sectors and areas within Australia and will receive exceptional experiences, unparalleled access, a multitude of perspectives and an unrivalled network. The impact on Australia will be immense. As a result of the Program, a cadre of Australian leaders across all sectors who are better connected, more collaborative and impactful and who jointly share a determination to build a better Australia will arise.

3 Activities

The activities of the Foundation will be conducted in the furtherance of its charitable purpose and can be broadly categorised as:

- providing education and educational courses relating to leadership skills and strategies;
- promoting and encouraging education related to leadership

- engaging with Australian Governments and universities to facilitate leadership training and educational courses;
- developing educational material and content, taking from top performing leaders and leadership training from Australia and overseas; and
- establishing and fostering a vibrant alumni community.

Many of these activities will specifically relate to the Program which will be run by the Foundation to help advance its charitable purpose. In part, this is an online program that provides participants with curated leadership tools that are underpinned by world class academic excellence. Participants in the program will also have access to mentoring from outstanding leaders to help develop their skills and will undertake a series of intensive study tours, providing a deep dive into topics and opportunities of national importance in a nation-wide format. The Program is underpinned and subject to the academic rigour of a remarkable 12 Australian Universities and their Vice-Chancellors who will help ensure the success of the Program and growth, education and development of the participants.

The target cohort of the Program are people with between 12 and 15 years of experience in their workplace, community or profession and between 20 and 25 years to contribute further. Participants will be enlisted from all Australian geographies and demographics with a gender split of 49/49/2. There will be 140 participants in the first cohort and 280 participants in the second and ongoing cohorts. From bee keepers to ballet dancers and financiers to preachers these individuals will already be recognised by their peers and society as current or future leaders and the Program will assist them in honing their leadership skills and capacity.

4 Specific listing

4.1 Introduction

The Foundation does not neatly meet the endorsement requirements set down for any of the deductible gift recipient (**DGR**) categories covering whole of organisation endorsement. In addition, the categories of DGR endorsement for funds, authorities or institutions are also unsuitable for the nature of the Foundation. For example the Foundation is not:

- a 'public university'¹ or 'public fund for the establishment of a public university'² because its activities include partnerships with existing universities rather than having created or intending to create a new university;
- a 'public library'³ because it does not meet the definition and characteristics of a library; or
- an 'approved research institute'⁴ because it does not undertake scientific research which is, or may prove to be, of value to Australia.

In reviewing the available DGR categories, the one that is perhaps the most closely aligned with the purpose and activities of the Foundation is a scholarship fund⁵. However, on closer examination, this option is not suitable because a scholarship fund is established and maintained solely for providing money for eligible scholarships, bursaries or prizes and must have certain mandated characteristics. This includes that the scholarship must promote the recipient's education at approved Australian courses or via overseas study (where this is by way of study or a component of an approved Australian course). While the Foundation will be offering education, the curriculum and the courses will not be

¹ *Income Tax Assessment Act 1997* (Cth), item 2.1.1 in the table at section 30-25.

² *Income Tax Assessment Act 1997* (Cth), item 2.1.2 in the table at section 30-25.

³ *Income Tax Assessment Act 1997* (Cth), item 12.1.2 in the table at section 30-100.

⁴ *Income Tax Assessment Act 1997* (Cth), item 3.1.1 in the table at section 30-40.

⁵ *Income Tax Assessment Act 1997* (Cth), item 2.1.13 in the table at section 30-25.

officially approved or part of a primary, secondary or tertiary course as is required by the rules surrounding DGR endorsed scholarship funds.

With the above in mind, the only remaining avenue open to the Foundation is to be specifically listed in the *Income Tax Assessment Act 1997* (Cth) (ITAA97) as a DGR. We note that the specific listing of organisations with a similar scope of activities to those of the Foundation is not unprecedented. There are several organisations that have been specifically listed that focus on one area or another analogous to the work of the Foundation. In many respects the activities of the Foundation are akin (whether in whole or part) to organisations such as the Commonwealth Study Conferences (Australia) Inc which is listed by name as a DGR and covered by Item 1 of the table in section 30-15 of the ITAA97.

4.2 Why DGR endorsement is important to the Foundation

DGR endorsement is important for the future sustainability and growth of the Foundation.

The budget for the first two cohorts, which totals 440 participants, is approximately ^{s 47G(1)(a)} which includes the set up costs and all components of the Program from the State forums to the national study tours and plenary gatherings at Admiralty House and Government House. Of this ^{s 47G(1)(a)} approximately 70 per cent ^(a) is anticipated from Government with the remaining 30 per cent ^(a) anticipated to be received from corporate and philanthropic sources. Corporate involvement on the Program itself is limited to 10 per cent of the cohort in order to deliver a broad based national representation. With 'payment for service', matched contributions and aggressive philanthropic targets, private sector funding significantly relies on DGR status.

As this is a long term initiative destined to make a national impact over many generations, private sector financial commitments are imperative to the success of the Program and it is crucial that the Foundation attract donors now. From a risk management perspective, there is also a prudent desire to diversify funding sources rather than remaining significantly dependent on a single donor.

Endorsement as a DGR by way of specific listing will enable the Foundation to increase its revenue through the attraction of deductible gifts and from the receipt of grants from foundations and philanthropists that can, because of law or internal policy, only give to DGRs. Due to the nature of the Foundation's purpose, it is unlikely to attract much, if any, financial support from donations from the general public. Rather, its primary target donor group is high net worth individuals and families, many of which operate private ancillary funds. For those that operate private ancillary funds, if they desire to support the Foundation they will (due to the nature of the restrictions placed on private ancillary funds) be unable to do so unless the Foundation is endorsed as a DGR. Notably, as private ancillary funds are already exempt from income tax, the foregone revenue to Treasury because of the specific listing of the Foundation is likely to be minimal.

5 Conclusion

The Foundation is not eligible to be endorsed as a DGR under any of the current DGR provisions contained in the income tax laws. Specific listing would allow the Foundation to obtain seed and growth funding other than by way of Government contributions or industry impost.

Given the Foundation's intended donors, the amount of revenue foregone by Treasury arising from granting DGR endorsement to the Foundation will be minimal and is an investment that will provide a significant benefit to the Australian public and the Australian Government into the future.

We therefore request that the Foundation be specifically listed in the ITAA97 as a DGR.

The Australian Future Leaders Foundation Ltd (ABN 28 649 403 654)

Public Fund Governing Rules

Adopted by a resolution of the directors

1 Introduction

The Australian Future Leaders Foundation Limited (ABN 28 649 403 654) (**Foundation**) is a not-for-profit public company limited by guarantee. At the time of writing the Foundation has applied for registration as a charity with the Australian Charities and Not-for-profits Commission.

The Foundation is to be specifically listed as a deductible gift recipient in the *Income Tax Assessment Act 1997* (Cth). In anticipation of the specific listing, the Foundation has established a public fund named 'Australian Future Leaders Fund (**Fund**)'.

This document sets out the rules for the management, administration and winding up of the Fund.

2 Purpose

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

3 Gifts

- (a) The public will be invited to contribute to the Fund to be used for the Sole Purpose.
- (b) The Fund will receive all gifts and contributions made directly to the Foundation, together with any income generated from the assets of the Fund, but will not receive any other money or property.
- (c) The Foundation will establish and maintain a separate bank account in the name of the Fund (**Fund Account**).
- (d) All gifts and contributions made directly to the Foundation, together with any income generated from the assets of the Fund, will be kept separate from the other funds of the Foundation and will be deposited into the Fund Account directly, or as soon as reasonably practicable after the receipt of the funds.
- (e) Receipts for gifts and contributions made directly to the Foundation will:
 - (i) be issued in the name of the Foundation;
 - (ii) state the receipt is for a gift or contribution (as applicable); and

- (iii) state the ABN of the Foundation.
 - (f) All amounts shown on those receipts described above will be credited to the Fund.
 - (g) No amount credited to the Fund will be transferred out of the Fund or disbursed other than:
 - (i) for the Sole Purpose;
 - (ii) for investing or lending in the pursuit of the Sole Purpose; or
 - (iii) on the winding up of the Fund or upon the revocation of the Foundation's status as a deductible gift recipient in accordance with rule 6.
-

4 Administration and management

4.1 The Committee

The Fund will be controlled or administered by a committee, the majority of whom must be individuals with a degree of responsibility to the general community (**Committee**).

4.2 Board as the Committee

- (a) If all of the directors of the Foundation alone form the Committee then the Foundation board:
 - (i) must be constituted in such a way as to meet the requirement described at rule **Error! Reference source not found.**;
 - (ii) will be responsible for meeting all of the obligations of the Committee described in these rules; and
 - (iii) must ensure all decisions made by the Foundation directors in their capacity as the Committee of the Fund are properly recorded and readily identified as decisions of the Committee.
- (b) Where the Foundation directors form the Committee and these rules require the Committee to seek Foundation director approval, it is sufficient for the Foundation directors, either meeting separately or under a specific agenda item at a general directors' meeting, to make a decision in its own right, provided such decisions are made in accordance with the *Corporations Act 2001* (Cth), *Australian Charities and Not-for-Profits Commission Act 2012* (Cth) and the Foundation's constitution.

4.3 Proper use of funds

The Committee must ensure the Fund is administered and the funds of the Fund are used:

- (a) in accordance with all relevant charitable fundraising and taxation laws; and
- (b) in a manner consistent with the Foundation's financial management and reporting policies and procedures.

5 Not-for-profit

- (a) Subject to rule 5(b), the assets and income of the Fund must be applied solely in furtherance of the Sole Purpose and no portion of the income or assets of the Fund may be paid or transferred, directly or indirectly, to any member of the Committee, or members or directors of the Foundation.
- (b) The Fund may, with the approval of the Committee, make payment in good faith to any member of the Committee, or members or directors of the Foundation:
 - (i) by way of reasonable and proper payment for any goods supplied or services rendered to, or for the benefit of, the Fund;
 - (ii) by way of interest on money lent to the Fund by that person at a reasonable and proper rate per annum not exceeding the rate for the time being charged by the Foundation's bankers on overdrawn accounts;
 - (iii) by way of reasonable and proper rent for premises let by that person to, or for the benefit of, the Fund;
 - (iv) by way of a grant (or similar contribution) awarded in furtherance of the Sole Purpose;
 - (v) as a result of the person's participation in a social bond or similar program of the Fund; and
 - (vi) for authorised out-of-pocket expenses reasonably and properly incurred by that person in connection with the affairs of the Fund.

6 Winding up and revocation of endorsement

Upon the winding up or dissolution of the Fund or upon the revocation of the Foundation's deductible gift recipient status, the Foundation must:

- (a) satisfy all liabilities of the Fund from the Fund's assets; and
- (b) ensure the following assets remaining after the payment of all liabilities in accordance with rule 6(a) are distributed to another fund, authority or institution in Australia with similar objects to the Fund, which is charitable at law and which is endorsed as a deductible gift recipient:
 - (i) deductible gifts of money or property received;
 - (ii) deductible contributions made in relation to an eligible fundraising event; and
 - (iii) money received by the Foundation because of such deductible gifts and contributions.

7 Changes to these rules

These rules may only be amended by resolution of the Foundation directors and in accordance with the Foundation's constitution.

8 Notifying the Australian Taxation Office

The Australian Taxation Office must be notified of:

- (a) any change to these rules; or
- (b) any change within the Foundation affecting the operational or financial arrangements of the Fund.

From: [Reid, John](#)
To: s 22(1)(a)(ii)
Subject: Australian Future Leaders Forum [SEC=OFFICIAL:Sensitive]
Date: Thursday, 29 April 2021 1:13:18 PM
Attachments: [psc260_27-04-2021_11-41-30.pdf](#)
[image001.png](#)
[image002.png](#)

OFFICIAL: Sensitive

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

As discussed, and for your awareness, here is the invitation received by Mr Woolcott.

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 | w. www.pmc.gov.au

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





OFFICE OF THE OFFICIAL SECRETARY
TO THE GOVERNOR-GENERAL

Peter - there is an APS200 placeholder in the diary on 17 May (4:30-5:30pm).

s 22(1)(a)(ii)

Dear Mr Woolcott

On behalf of His Excellency General the Honourable David Hurley AC DSC (Retd), Governor-General of the Commonwealth of Australia, I am writing to invite you to a roundtable at Admiralty House, Kirribilli, on Monday 17 May 2021, from 1:30 pm to 4:30 pm.

Bringing together eminent Australians from business, industry, higher education and the broader community, the roundtable will guide development of the *Australian Future Leaders Program*.

This includes 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.

During the roundtable, you will hear the Governor-General's vision for the *Australian Future Leaders Program* and, in collaboration with your peers, identify:

- themes and topics to be covered
- learning outcomes and experiences; and
- options and opportunities for broader engagement.

Your involvement in the roundtable will be fundamental in establishing both the foundation and ongoing framework for the Program, and ensuring the currency and relevance of its outputs.

I would be grateful if you could advise your attendance by reply email by Friday 30 April 2021.

Please note due to the limit on numbers for this event, invitations are not transferrable on this occasion.

Should you have questions, please contact my Senior Program and Events Adviser,

s 22(1)(a)(ii)

Yours sincerely

s 22(1)(a)(ii)

Paul Singer MVO
Official Secretary to the Governor-General

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](#)

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

[REDACTED]. 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 | w. 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](#); [Rob](#) s 22(1)(a)(ii) [Reid, John](#); s 22(1)(a)(ii)
Bcc: s 22(1)(a)(ii)
Subject: Australian Future Leaders Program [SEC=OFFICIAL]
Date: Tuesday, 1 June 2021 3:28:26 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)
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 | m. 0404 851 356 | e. peter.rush@pmc.gov.au | w. www.pmc.gov.au
- > One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

Duplicate



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](#)

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)

[REDACTED]. 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

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

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.

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.

Part D – Not-for-profit

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

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.

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.

Part F – Winding up and loss of endorsement

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.

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.

Part G – Administrative matters

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.

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.

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.

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.

Schedule 1 Dictionary

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).

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](#); [s 22\(1\)\(a\)\(ii\)](#) [Reid, John](#); [s 22\(1\)\(a\)\(ii\)](#)
Subject: RE: Australian Future Leaders Program [SEC=OFFICIAL]
Date: Tuesday, 8 June 2021 12:18:57 PM

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

From: Executive Director
Sent: Monday, 7 June 2021 2:44 PM
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]

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> wrote:

OFFICIAL

Thanks Chris

Duplicate



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)

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

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]

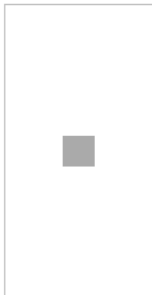
Good evening John,

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 | W: 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, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

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>
Cc: Rush, Peter <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>

Sent: Friday, 20 August 2021 3:01 PM

To: Singer, Paul <Paul.Singer@gg.gov.au>

Cc: Rush, Peter <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 | w. www.pmc.gov.au

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

From: Singer, Paul <Paul.Singer@gg.gov.au>

Sent: Friday, 20 August 2021 1:01 PM

To: Reid, John <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.

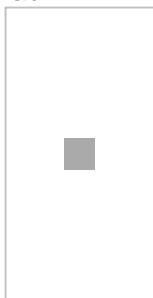
The briefing prompted the Governor-General to ask for an update on funding from government, and when we should be thinking about publicly launching the program. The funding, I hope, based on our conversations, may be relatively straight forward and I would be grateful for your advice on where this is 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

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

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From: s 22(1)(a)(ii)
To: s 22(1)(a)(ii)
Cc: [Rush, Peter](#); [Reid, John](#)
Subject: Australian Future Leaders Program [SEC=PROTECTED, CAVEAT=SH:CABINET]
Date: Friday, 5 November 2021 3:21:07 PM
Attachments: [image001.png](#)

PROTECTED//CABINET

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

Following up your discussion with Peter Rush about the Australian Future Leaders Program – I checked in with Treasury - s 34(3)

Following approval by the Prime Minister, PM&C can enter into a funding agreement with the Foundation to deliver the funding approved in the last budget. This could happen before ERC approval, or given the proximity of the ERC meeting on s 34(2), a decision by the Prime Minister could also be held until after ERC.

Thanks and happy to discuss.

s 22(1)(a)(ii)

| **A/g Assistant Secretary**

Parliamentary and Government Branch | Department of the Prime Minister and Cabinet

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

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



From: s 22(1)(a)(ii)
To: [Rush, Peter](#)
Cc: [Reid, John](#); s 22(1)(a)(ii) [DLO](#)
Subject: Re: Australian Future Leaders Program - update [SEC=PROTECTED, CAVEAT=SH:CABINET]
Date: Saturday, 4 December 2021 11:02:44 AM

Thanks, Peter.

On 3 Dec 2021, at 2:14 pm, Rush, Peter wrote:

PROTECTED//CABINET

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

Some further advice to inform MS21-001056 (with PMO) on the funding for the Australian Future Leaders Programme.

We've received confirmation from Treasury that the Australian Future Leaders Foundation will be listed to receive Deductible Gift Recipient (DGR) status. s 34(3)

It's expected to be communicated post MYEFO via letter from the Assistant Treasurer informing the Foundation of the outcome, any conditions and next steps.

This decision means the Foundation will be able to seek additional non-government funding to support its financial independence from the Government in the future.

This was one of the key risks that we raised in our brief.

As you know, funding is held in contingency reserve (our brief recommends approval to release). s 47C

DLOs: please provide hard copy of MS21-001056 to s 22(1)(a)(ii)

Please call if you'd like to discuss further.

Cheers - Rush

From: [DLO](#)
To: [s 22\(1\)\(a\)\(ii\)](#)
Cc: [DLO; QID; CSO-DLO;](#) [s 22\(1\)\(a\)\(ii\)](#)
[Martin, Gerard; Crowther, Michelle; S 22\(1\)\(a\)\(ii\)](#)
[Kush, Peter; Reid, John; Foster, Stephanie; Arnold, Debbie;](#) [s 22\(1\)\(a\)\(ii\)](#)
Subject: SIGNED MS21-001056 - PM to Frydenberg and Birmingham - Funding for the proposed Australian Future Leaders Program [SEC=PROTECTED, CAVEAT=SH:CABINET]
Date: Tuesday, 25 January 2022 5:14:27 PM
Attachments: [SIGNED MS21-001056 - PM to Frydenberg and Birmingham - Funding for the proposed Australian Future Leaders Program.pdf](#)
[SIGNED MS21-001056 - PM to Frydenberg and Birmingham - Funding for the proposed Australian Future Leaders Program \(with brief\).pdf](#)

PROTECTED//CABINET

Hi [s 22\(1\)\(a\)\(ii\)](#)

The Prime Minister has signed the attached brief and letter.

Hard copy to return to PMC.

Thanks

[s 22\(1\)\(a\)\(ii\)](#)

| Departmental Liaison Officer

Office of the Prime Minister, the Hon Scott Morrison MP

MG 8, Parliament House, Canberra ACT 2600

[s 22\(1\)\(a\)\(ii\)](#)

e. DLO@pm.gov.au | [s 22\(1\)\(a\)\(ii\)](#)

DEPARTMENT OF THE PRIME MINISTER AND CABINET

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

s 22(1)(a)(ii)

PMO
Dr Kunkel

s 22(1)(a)(ii)

CABINET
SECRETARY

s 22(1)(a)(ii)

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).

FUNDING FOR THE PROPOSED AUSTRALIAN FUTURE LEADERS PROGRAMME

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.

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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.

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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

From: s 22(1)(a)(ii)
To: Executive Director s 47F
Cc: s 22(1)(a)(ii); Rush, Peter; Reid, John
Subject: Australian Future Leaders Program - Next Steps [SEC=OFFICIAL]
Date: Thursday, 3 February 2022 4:35:27 PM
Attachments: image001.jpg
image002.jpg
image005.png
image003.jpg

OFFICIAL

Dear Mr Hartley,

My name is s 22(1)(a)(ii) and I work with John Reid and Peter Rush in Government Division at PM&C.

I'm touching base with you as I will be looking after the establishment of the grant agreement between PM&C and the Foundation for the Australian Future Leaders Program.

There is one mandatory process that needs to occur with the Department of Finance before I can commence work on the grant agreement itself. As soon as I have final advice back from Finance on this, I will be able to give you some more certainty around timing for establishing the agreement and how you will be involved. I am in the process of seeking this advice and hope to be able to update you next week.

I'm very much looking forward to working with you and the Foundation to get the program up and running. Please don't hesitate to reach out to me with any questions in the interim.

Kind regards,

s 22(1)(a)(ii)

| Adviser

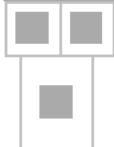
Government Section, Government Division

Department of the Prime Minister and Cabinet

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

s 22(1)(a)(ii)

w. pmc.gov.au



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.

s 22(1)(a)(ii)

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

Sent: Friday, 4 February 2022 6:58 PM

To: DLO Morton <DLOMorton@pmc.gov.au>

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

Subject: Re: Urgent Morton sig – MS22-000076– 2021-22 PM&C Portfolio Additional Estimates Statements [SEC=PROTECTED, CAVEAT=SH:CABINET]

Brilliant. Thank you

Sent from my iPhone

On 4 Feb 2022, at 6:32 pm, DLO Morton <DLOMorton@pmc.gov.au> wrote:

PROTECTED//CABINET

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

This change has been made – new version attached.

For your clearance,

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

| Departmental Liaison Officer

Office of the Hon Ben Morton MP
Minister Assisting the Prime Minister and Cabinet
Minister for the Public Service
Special Minister of State

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

e. DLOMorton@pmc.gov.au

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

Sent: Friday, 4 February 2022 5:36 PM

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

[REDACTED] DLO Morton <DLOMorton@pmc.gov.au>; s 22(1)(a)(ii)

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

Subject: RE: Urgent Morton sig – MS22-000076– 2021-22 PM&C Portfolio
Additional Estimates Statements [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED//CABINET

Sorry for the delay.

DO NOT approve without PMC making the following change:

On Page 22 and 23 “Governor General’s Future Leaders Programme” needs to be changed to “Australia’s Future Leaders Program” - it official title and as it is reflected in the PMC brief.

Thanks

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

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

From: DLO Morton <DLOMorton@pmc.gov.au>

Sent: Thursday, 3 February 2022 2:11 PM

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

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

[REDACTED] DLO Morton <DLOMorton@pmc.gov.au>

Subject: FW: Urgent Morton sig – MS22-000076– 2021-22 PM&C Portfolio
Additional Estimates Statements [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED//CABINET

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

Just checking up on this one.

The department is hoping to get this signed to progress for printing as soon as possible.

Kind regards,

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

[REDACTED] | Departmental Liaison Officer
Office of the Hon Ben Morton MP

Minister Assisting the Prime Minister and Cabinet
Minister for the Public Service
Special Minister of State
s 22(1)(a)(ii)

e. DLOMorton@pmc.gov.au

From: DLO Morton <DLOMorton@pmc.gov.au>

Sent: Monday, 31 January 2022 7:24 PM

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

Cc: DLO Morton <DLOMorton@pmc.gov.au>; s 22(1)(a)(ii)

s 22(1)(a)(ii)

Subject: Urgent Morton sig – MS22-000076– 2021-22 PM&C Portfolio Additional
Estimates Statements [SEC=PROTECTED, CAVEAT=SH:CABINET]

PROTECTED//CABINET

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

Please see attached Minister Morton brief for your clearance, titled *2021-22 PM&C
Portfolio Additional Estimates Statements*

For decision by **2 February**.

Apologies for the tight turnaround,

s 22(1)(a)(ii)

| Departmental Liaison Officer

Office of the Hon Ben Morton MP
Minister Assisting the Prime Minister and Cabinet
Minister for the Public Service
Special Minister of State

s 22(1)(a)(ii)

e. DLOMorton@pmc.gov.au

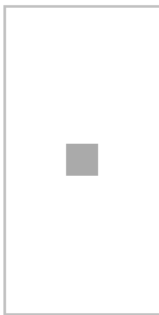
From: [Singer, Paul](#)
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii) [Exco](#)
Subject: RE: Possible late item for Executive Council meeting 3 March 2022 [SEC=OFFICIAL]
Date: Monday, 28 February 2022 5:20:45 PM
Attachments: [image001.jpg](#)
[image008.jpg](#)
[image009.png](#)
[image002.jpg](#)
[image005.png](#)

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 | W: 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, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

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)

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](#)

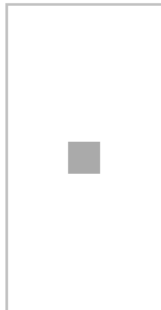
Good afternoon John and Peter,

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 | W: 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, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

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