

From: s 22(1)(a)(ii)
To: [Walter, Andrew](#)
Cc: s 47E(d)
Subject: RE: For comment: Sec Board Priorities [SEC=OFFICIAL]
Date: Wednesday, 22 November 2023 11:26:00 AM
Attachments: [image001.png](#)
[image009.jpg](#)
[image010.gif](#)
[image011.jpg](#)
[image012.jpg](#)
[image013.png](#)
[image002.jpg](#)

OFFICIAL

Thanks Andrew, thoughts on keeping the 12pm meeting?

If no meeting is needed, are you happy for us to send to Deanna for input/comment? Papers are due Thursday.

Two questions:

- Are you the contact point for the paper or me?
- Thoughts on attaching the ToRs to the paper as a reference document, noting revised ToRs seems to be in the task list for Sec Board

From: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Sent: Wednesday, 22 November 2023 11:22 AM

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

Cc: s 47E(d)


Walter, Andrew <Andrew.Walter@pmc.gov.au>

Subject: RE: For comment: Sec Board Priorities [SEC=OFFICIAL]

OFFICIAL

Excellent, I think that's all that is needed at this point. Thanks Andrew

s 22(1)(a)(ii)



s 22(1)(a)(ii)

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

Sent: Tuesday, 21 November 2023 9:41 PM

To: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Cc: s 47E(d)

Subject: For comment: Sec Board Priorities [SEC=OFFICIAL]

OFFICIAL

Hi Andrew

We have a 12pm meeting in the diary to discuss the Sec Board priorities with Deanna, Lisa, s 22(1)(a)(ii)

Here is a first cut Sec Board paper for your consideration:

s 47E(d)

Welcome your feedback on a) the paper, and b) whether a meeting as proposed is needed.

Thanks

s 22(1)

From: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Sent: Thursday, 16 November 2023 4:51 PM

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

Cc: s 47E(d)

Walter, Andrew <Andrew.Walter@pmc.gov.au>

Subject: RE: Sec Board Priorities [SEC=OFFICIAL]

OFFICIAL

Leave it there for the moment but probably not. Deanna was open to cancelling. A

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

Sent: Thursday, 16 November 2023 4:48 PM

To: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Cc: s 47E(d)

Subject: RE: Sec Board Priorities [SEC=OFFICIAL]

OFFICIAL

Thanks Andrew, I will make a start on the paper on that basis.

Do you think there is still merit in discussing the paper and/or approach with Deanna and Lisa E?
Meeting currently in the diary to discuss at 2:30pm Wednesday.

From: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Sent: Thursday, 16 November 2023 4:09 PM

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

s 22(1)(a)(ii)

Cc: Walter, Andrew <Andrew.Walter@pmc.gov.au>

Subject: Sec Board Priorities [SEC=OFFICIAL]

OFFICIAL

s 22(1)(a)(ii)

Further to our discussion yesterday, I've spoken with Deanna about a possible email from the Secretary to other secretaries about priorities etc. Her suggestion, which I think is not a bad one, is to draft the paper and then we can circulate it from Glyn to the other Secretaries indicating in advance he would like Secretaries to come prepared for a discussion. On that basis, I think we would just cover off the two issues: priorities, suggest we just highlight the current ones and the history of why they are there and perhaps put in a discussion point (are these the right priorities) and then do the same on frequency, length and format of meetings.

Happy to discuss.

Andrew

Andrew Walter

First Assistant Secretary

Government Division

Department of the Prime Minister and Cabinet

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

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

e. andrew.walter@pmc.gov.au w. pmc.gov.au

Executive Assistant: s 22(1)(a)(ii)

s 22(1)(a)(ii)



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.

From: s 22(1)(a)(ii)
To: [Walter, Andrew](#)
Cc: s 47E(d)
Subject: RE: For review: Sec Board - Draft paper - 2024 Strategic Priorities [SEC=OFFICIAL:Sensitive]
Date: Thursday, 23 November 2023 12:55:00 PM
Attachments: [Item 03_2024 Strategic Priorities - Draft.docx](#)
[image003.png](#)
[image001.jpg](#)

OFFICIAL: Sensitive

Thanks Andrew, I've accepted your changes and made minor edits to remove duplication I had in the document s 47E(d) [REDACTED] If the **attached** version is ok with you I'll accept track and sent to Lisa's office for clearance.

Thanks

s 22(1)

From: Walter, Andrew <Andrew.Walter@pmc.gov.au>
Sent: Thursday, 23 November 2023 8:11 AM
To: s 22(1)(a)(ii) [REDACTED]
Cc: s 47E(d) [REDACTED] Walter, Andrew <Andrew.Walter@pmc.gov.au>
Subject: RE: For review: Sec Board - Draft paper - 2024 Strategic Priorities [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Thanks s [REDACTED]

Some suggestions attached (sorry it wouldn't save when I opened it through the link). Happy to discuss any of these. Unfortunately my IT skills were incapable of making the cascade note move to its appropriate place (sorry).

Thanks again

Andrew

From: s 22(1)(a)(ii) [REDACTED]
Sent: Wednesday, 22 November 2023 10:46 PM
To: Walter, Andrew <Andrew.Walter@pmc.gov.au>
Cc: s 47E(d) [REDACTED]
Subject: For review: Sec Board - Draft paper - 2024 Strategic Priorities [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi Andrew

Following our meeting with Lisa and Deanna today I updated the draft 2024 Strategic Priorities paper.

For your review please – [Link](#) and **attached** (in case the link doesn't let you access the doc).

I'll work on the accompanying Chairs Brief and have it to you tomorrow afternoon to review.

Thanks

s 22(1)(a)(ii)

a/g Senior Adviser | Public Sector Policy and Governance

Department of the Prime Minister and Cabinet

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

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

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



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Secretaries Board

OFFICIAL

Meeting Paper

2024 Board Priorities

Lead: Professor Glyn Davis AC, Secretary, Department of the Prime Minister and Cabinet

Action required

- Board to discuss and agree the 2024 Secretaries Board priorities.
- Board to discuss and agree the approach to how the Board will function for the 2024 calendar year.
- s 47E(d)

Purpose of discussion

The Secretaries Board is responsible for *'the stewardship of the APS and for developing and implementing strategies to improve the APS'* and *'identifying strategic priorities for the APS and considering issues that affect the APS'* (s 64(3), Public Service Act 1999 (PS Act)).

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For discussion

- Are the current priorities the right ones for Secretaries Board in 2024?
- How should the priorities be taken forward? For example, this could be through quarterly strategic discussions or a structured annual work plan for each priority?

OFFICIAL

s 22(1)(a)(ii)

Attachment

A. Secretaries Board Terms of Reference

Lead Agency Contact:	Paper cleared by Secretary:
Andrew Walter	Professor Glyn Davis
Prime Minister and Cabinet	Prime Minister and Cabinet
s 22(1)(a)	s 22(1)
Andrew.walter@pmc.gov.au	Glyn.davis@pmc.gov.au

DRAFT

From: s 22(1)(a)(ii)
To:
Subject: RE: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]
Date: Friday, 24 November 2023 10:14:00 AM
Attachments: [image001.gif](#)
[image002.gif](#)
[image003.jpg](#)
[image004.png](#)
[image005.png](#)

OFFICIAL

Thanks so much s 22 – appreciate it.

Did Andrew say he would action? It probably sits with me to finalise and get to the Sec Office...

From: s 22(1)(a)(ii)
Sent: Friday, 24 November 2023 10:12 AM
To: s 22(1)(a)(ii)
Subject: RE: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]

OFFICIAL

Lisa E's comments attached FYI.

s 22(

From: s 22(1)(a)(ii)
Sent: Friday, 24 November 2023 10:10 AM
To: s 22(1)(a)(ii)
Subject: RE: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]

OFFICIAL

Yes I already went and got it and have given it to Andrew – she's recommended changes but not written changes so I'm hoping Andrew adds to the paper.

Enjoy your day off.

s 22(

From: s 22(1)(a)(ii)
Sent: Friday, 24 November 2023 9:57 AM
To: s 22(1)(a)(ii)
Subject: FW: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]

OFFICIAL

Hi s 22

If possible, would you mind collecting this from s 22 and scanning and emailing the hard copy with Lisa's comments to me so I can progress today?

Thank you

s 22(1)
() (ii)

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

Sent: Friday, 24 November 2023 9:31 AM

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

Cc: s 47E(d)

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Subject: RE: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]

OFFICIAL

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

Lisa has cleared the Secretaries Board Strategic Priorities paper with comments.

The hard copy (with Lisa’s comments) is available for collection from the G&C EO desk on level 4.

Many thanks

s

s 22(1)(a)(ii)

A/g Executive Officer Governance and Corporate
Department of the Prime Minister and Cabinet

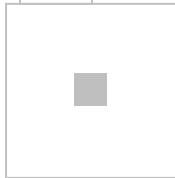
s 22(1)(a)(ii)

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

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




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s 22(1)(a)(ii)



s 22(1)(a)(ii)



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

Sent: Thursday, 23 November 2023 2:42 PM

To: Elliston, Lisa <Lisa.Elliston@pmc.gov.au>; s 22(1)(a)(ii)

Cc: s 47E(d)

Walter, Andrew <Andrew.Walter@pmc.gov.au>

Subject: For clearance - Sec Board paper - 2024 Strategic Priorities [SEC=OFFICIAL]

OFFICIAL

Hi Lisa

Thanks for time yesterday regarding the *2024 Strategic Priorities* paper for the 6 December Secretaries Board meeting.

Draft paper **attached** for your review and clearance, ideally today if possible. Once cleared we will send through to Deanna for the Secretary's clearance.

The intention is for the Secretary to circulate this paper ahead of the pack of papers which will go out on Wednesday next week.

Kind regards

s 22(1)(a)(ii)

a/g Senior Adviser | Public Sector Policy and Governance
Department of the Prime Minister and Cabinet
p. s 22(1)(a)(ii)

Note: I work part time (Mon, Wed, Thurs, Fri)



Secretaries Board

OFFICIAL

Meeting Paper

2024 Board Priorities

Lead: Professor Glyn Davis AC, Secretary, Department of the Prime Minister and Cabinet

Action required

- Board to **discuss** and **agree** the 2024 Secretaries Board priorities.
- Board to **discuss** and **agree** the approach to how the Board will function for the 2024 calendar year.
- s 47E(d)

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1. First Nation priorities including Closing the Gap.
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4. Other priorities as determined by the Chair in consultation with the Board.


The Secretaries Board may wish to consider and confirm its key strategic priorities for the 2024 calendar year.

For discussion

- Are the current priorities the right ones for Secretaries Board in 2024?
- How should the priorities be taken forward? For example, this could be through quarterly strategic discussions or a structured annual work plan for each priority?

OFFICIAL

s 22(1)(a)(ii)



Attachment

A. Secretaries Board Terms of Reference

Lead Agency Contact:	Paper cleared by Secretary:
Andrew Walter Prime Minister and Cabinet s 22(1)(a) Andrew.walter@pmc.gov.au	Professor Glyn Davis Prime Minister and Cabinet s 22(1) Glyn.davis@pmc.gov.au

DRAFT



Secretaries Board

Terms of Reference

Purpose of the Secretaries Board

Section 64 of the *Public Service Act 1999* (Attachment A) establishes the Secretaries Board and sets out its functions as follows:

- a) to take responsibility for the stewardship of the APS and for developing and implementing strategies to improve the APS;
- b) to identify strategic priorities for the APS and consider issues that affect the APS;
- c) to set an annual work program, and direct subcommittees to develop strategies to address APS-wide issues and make recommendations to the Secretaries Board;
- d) to draw together advice from senior leaders in government, business and the community; and
- e) to work collaboratively and model leadership behaviours.

In accordance with its legislated functions, the Secretaries Board provides leadership to the APS as an integrated organisation with a shared vision and purpose, with individual members of the Secretaries Board to retain autonomy and statutory responsibilities as the heads of their respective departments.

The Secretaries Board is committed to an integrated approach to national priorities and will focus its conversations on:

1. First Nation priorities including Closing the Gap.
2. The APS Reform priorities.
3. Budget and economic priorities.
4. Other priorities as determined by the Chair in consultation with the Board.

Membership of the Secretaries Board

The Secretary of the Department of the Prime Minister and Cabinet (PM&C) is the Chair of the Secretaries Board. If the Secretary is not available, the Australian Public Service Commissioner or the acting Secretary of the Department of the Prime Minister and Cabinet will chair Board meetings

The Group membership comprises:

- all departmental secretaries;
- Secretary for Public Sector Reform; and
- the Australian Public Service Commissioner.

The Chief Executive Officer of the National Indigenous Australians Agency will be a co-opted participant as required by the relevant meeting agenda.

Sub-Committees of the Secretaries Board

The Secretaries Board may establish senior leadership groups or sub-committees, consisting of members determined by the Secretaries Board, to assist the Secretaries Board in performing its functions (sub-section 64(4) of the Public Service Act 1999).

The role of sub-committees includes:

- Developing forward working plans for current and future reports in the context of the strategic directions set out by the Secretaries Board.
- Working in portfolio clusters to deliver Government priorities. This includes undertaking short, sharp pieces of work on specific emerging issues, as well as proactively identifying emerging risks with regards to longer-term issues, and proposing a path forward for the Board.

In establishing such groups or sub-committees of the Secretaries Board, the Secretaries Board may give consideration to:

- Whether the sub-committee is to be a standing sub-committee or a time-limited, more informal working group to deliver a specific task identified by the Secretaries Board.
- Membership of the sub-committee – including appropriate representation of relevant portfolios to provide a whole-of-government view, with members to have appropriate seniority to commit their portfolio departments or agencies to action.
- Arrangements necessary to ensure an appropriate feedback loop between the Secretaries Board and the sub-committee – including regular reporting arrangements, format and frequency of progress updates from the sub-committee, and any recommendations or issues to be raised for the Secretaries Board's consideration.
- Setting out the purpose, roles and responsibilities of the sub-committee and governance arrangements in a Terms of Reference, which should be endorsed by the Secretaries Board.

Chairs of the Board's sub-committees are responsible for providing six-monthly reports, at a minimum, to inform the Board of each sub-committee's strategic priorities and key deliverables. These reports will be presented to the Board for discussion by exception, or for consideration out-of-session.

The Secretariat will work with relevant agencies and the secretariats for the Board's subcommittees to schedule these reports.

Meetings

The Secretaries Board will meet monthly, usually on the second Wednesday of every month. The Chair may call extraordinary meetings of the Secretaries Board, as required.

The Board is committed to a dynamic board agenda that devotes sufficient time for strategic, forward-looking discussions on significant public policy or administration matters, while balancing the need for Board discussions on regular reports relating to matters of shared interest.

Attendance

Group members are expected to attend all meetings in-person and as scheduled, noting proxies are permitted to attend when substantive acting arrangements are in place, or as agreed on a case-by case basis by the Chair.

The Deputy Secretary Governance PM&C, First Assistant Secretary Government Division PM&C and the PM&C Secretary's Chief of Staff will attend all meetings as notetakers. Senior thinkers or practitioners, including from outside the Australian Public Service, may be co-opted for items at the request of Board members.

All Group members must declare any potential, apparent or actual conflicts of interest as they arise.

Secretariat

The Secretaries Board is supported by a Secretariat located within Government Division, PM&C.

The Secretariat is responsible for providing administrative and strategic support to the Secretaries Board including, but not limited to:

- developing meeting agendas in consultation with Secretaries Board members and distributing agendas once approved by the Chair, at least one week prior to a scheduled meeting;
- collating and distributing meeting papers one week prior to a schedule meeting and keeping meeting minutes;
- liaising with Secretaries Board members and their offices;
- keeping a forward work plan and tracking agreed actions from the Secretaries Board; and
- supporting the Secretaries Board in overseeing its sub-committees and working groups, including:
 - o providing advice to sub-committees, working groups and their respective Secretariats on governance and reporting arrangements to ensure an appropriate feedback loop between sub-committees and the Secretaries Board; and
 - o liaising with sub-committees and working groups to progress agreed actions from the Secretaries Board.

The Secretariat will ensure all significant decisions are referred to the Secretaries Board at its regular meetings or, where appropriate, out-of-session for consideration and decision. Transactional issues or matters that do not warrant the Secretaries Board's consideration should, as much as practicable, be dealt with out-of-session or tasked to sub-committees.

The secretariat can be contacted via email on SecretariesBoard@pmc.gov.au

Out-of-session items

All matters requiring discussion and/or endorsement by the Group should be dealt with as part of a scheduled meeting. Papers may be considered out-of-session, with the approval of the relevant member.

Out-of-session items will be circulated to members by the Secretariat.

Out-of-session items will be formally noted at the next available scheduled meeting.

Review

The Terms of Reference may be reviewed at the discretion of the Chair in consultation with members of the Secretaries Board.

Transparency

The Secretariat will publish a Communique on the PM&C website within three business days following each Board meeting, outlining the key outcomes of the Board's discussion at the meeting.

From: s 22(1)(a)(ii)
To: [Walter, Andrew](#)
Subject: FW: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 29 November 2023 9:40:00 AM
Attachments: [Item 03. 2024 Strategic Priorities.SO.docx](#)

OFFICIAL: Sensitive

Hi Andrew

Can we discuss when you have a minute this morning?

Thanks

s 22(1)
(a)(ii)

From: Easton, Deanna <Deanna.Easton@pmc.gov.au>
Sent: Tuesday, 28 November 2023 3:28 PM
To: s 22(1)(a)(ii)
Cc: s 47E(d) Walter, Andrew
<Andrew.Walter@pmc.gov.au>; Elliston, Lisa <Lisa.Elliston@pmc.gov.au>; s 22(1)(a)(ii)
s 22(1)(a)(ii)
Subject: RE: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft
[SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi s
22(1)

Thanks for the work on this paper and the useful discussion last week. The Secretary has cleared the attached version – he was happy it should stimulate a good discussion.

s 47C

Given the timing, happy for this to be circulated with the December meeting papers.

Happy to discuss.

Thanks

Deanna

Deanna Easton | Chief of Staff
Department of the Prime Minister and Cabinet
p: s 22(1)(a)(ii) m: s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: Friday, 24 November 2023 3:01 PM
To: Easton, Deanna <Deanna.Easton@pmc.gov.au>

Cc: s 47E(d)

Walter, Andrew <Andrew.Walter@pmc.gov.au>; Elliston, Lisa <Lisa.Elliston@pmc.gov.au>

Subject: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft
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Hi Deanna

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s 22(1)(a)(ii)

a/g Senior Adviser | Public Sector Policy and Governance
p. s 22(1)(a)(ii)

Note: I work part time (Mon, Wed, Thurs, Fri)



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2024 Board Priorities

Lead: Professor Glyn Davis AC, Secretary, Department of the Prime Minister and Cabinet

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s 22(1)(a)(ii)

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Andrew Walter Prime Minister and Cabinet s 22(1)(a) Andrew.walter@pmc.gov.au	Professor Glyn Davis Prime Minister and Cabinet s 22(1)(a) Glyn.davis@pmc.gov.au



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s 47C , s 47E(d)

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s 47C , s 47E(d)

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OFFICIAL

s 22(1)(a)(ii)



Attachment

- A. Secretaries Board Terms of Reference
- B. Strategic Leadership Group Terms of Reference

Lead Agency Contact:	Paper cleared by Secretary:
Andrew Walter	Professor Glyn Davis
Prime Minister and Cabinet	Prime Minister and Cabinet
s 22(1)	s 22(1)
andrew.walter@pmc.gov.au	glyn.davis@pmc.gov.au

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OFFICIAL

From: s 22(1)(a)(ii)
To: [Easton, Deanna](#)
Cc: s 47E(d); [Walter, Andrew](#); [Elliston, Lisa](#); s 22(1)(a)
Subject: RE: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft [SEC=OFFICIAL:Sensitive]
Date: Wednesday, 29 November 2023 11:35:00 AM
Attachments: [Item 03. 2024 Strategic Priorities - SO cleared.docx](#)

OFFICIAL: Sensitive

Hi Deanna

s 47C



Thanks

s
22(1)

From: Easton, Deanna <Deanna.Easton@pmc.gov.au>
Sent: Tuesday, 28 November 2023 3:28 PM
To: s 22(1)(a)(ii)
Cc: s 47E(d); [Walter, Andrew](#) <Andrew.Walter@pmc.gov.au>; [Elliston, Lisa](#) <Lisa.Elliston@pmc.gov.au>; s 22(1)(a)(ii)
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Deanna

Deanna Easton | Chief of Staff

Department of the Prime Minister and Cabinet

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

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Sent: Friday, 24 November 2023 3:01 PM

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a/g Senior Adviser | Public Sector Policy and Governance

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2. The APS Reform priorities.
3. Budget and economic priorities.
4. Other priorities as determined by the Chair in consultation with the Board.

The Secretaries Board may wish to consider and confirm its key strategic priorities for 2024.

For discussion

- Are the current priorities the right ones for Secretaries Board in 2024?
- How should the priorities be taken forward? For example, this could be through quarterly strategic discussions and/or a structured annual work plan?

OFFICIAL

s 22(1)(a)(ii)



Attachment

- A. Secretaries Board Terms of Reference
- B. Strategic Leadership Group Terms of Reference

Lead Agency Contact:	Paper cleared by Secretary:
Andrew Walter	Professor Glyn Davis
Prime Minister and Cabinet	Prime Minister and Cabinet
s 22(1) () (ii) andrew.walter@pmc.gov.au	s 22(1) glyn.davis@pmc.gov.au

s 22(1)(a)(ii)

From: Easton, Deanna
Sent: Wednesday, 29 November 2023 1:36 PM
To: s 22(1)(a)(ii)
Cc: s 47E(d); Walter, Andrew; Elliston, Lisa; s 22(1)(a)(ii)
Subject: RE: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft [SEC=OFFICIAL:Sensitive]

Follow Up Flag: Follow up
Flag Status: Completed

OFFICIAL: Sensitive

Hi s 22(1)

Could we be s 22(1)(a)(ii)
 s 22(1)(a)(ii) Board's Terms of Reference and functioning in Q1 2023?

The timing could then be confirmed through the TORs.

For the Cascade Note, suggest shortening:

The Board discussed the key strategic priorities for 2024, Board arrangements s 22(1)(a)(ii)
 s 22(1)(a) for subcommittees.

Thanks
 Deanna

Deanna Easton | Chief of Staff
 Department of the Prime Minister and Cabinet
 p: s 22(1)(a)(ii) m: s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
 Sent: Wednesday, 29 November 2023 11:35 AM
 To: Easton, Deanna <Deanna.Easton@pmc.gov.au>
 Cc: s 47E(d); Walter, Andrew <Andrew.Walter@pmc.gov.au>;
 Elliston, Lisa <Lisa.Elliston@pmc.gov.au>; s 22(1)(a)(ii)
 Subject: RE: For clearance - Sec Board paper - Item 03. 2024 Strategic Priorities - Draft [SEC=OFFICIAL:Sen

From: s 22(1)(a)(ii)
To: [Walter Andrew](#)
Subject: Sec Board - 2024 Strategic Priorities paper [SEC=OFFICIAL]
Date: Thursday, 30 November 2023 1:26:00 PM
Attachments: [image004.jpg](#)
[image005.png](#)

OFFICIAL

Hi Andrew

Can I call you to discuss the 2024 Strategic Priorities papers s 47E(d) s 47E(d) when you have a minute?

Thanks

s 22(1)(a)(ii)

a/g Senior Adviser | Public Sector Policy and Governance
Department of the Prime Minister and Cabinet
p: s 22(1)(a)(ii)

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

Subject: 2024 Secretaries Board priorities- discussion in advance of the 6 December Sec Board meeting paper [SEC=OFFICIAL]

Location: MR-ONC-L4W-Ian Kiernan Room

Start: Wed 22/11/2023 12:00 PM

End: Wed 22/11/2023 12:30 PM

Recurrence: (none)

Meeting Status: Accepted

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

Required Attendees: Easton, Deanna; Walter, Andrew; Elliston, Lisa; s 22(1)(a)(ii)
Secretaries Board

Hi All

As discussed with all, setting aside some time to discuss the 2024 Secretaries Board priorities ahead of the Secretariat writing a meeting paper for the 6 December Secretaries Board meeting.

The Ian Kieran meeting room has been booked and teams linked below if needed.

Cheers, s
22(1)

s 22(1)(a)(ii)

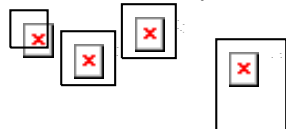
Secretariat | Secretaries Board and COO Committee
Public Sector Policy and Governance | Government Division
Department of the Prime Minister and Cabinet

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

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

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

** I work a 9 day fortnight – have every second Friday off.



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.

Microsoft Teams meeting

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s 47E(d) Australia, Sydney

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Chair's Brief

Secretaries Board – Wednesday, 6 December 2023

2024 Board Priorities

PM&C Recommended Action

You may wish to:

- **Note** this is the last Board meeting of the 2023 calendar year, making it an opportune time to reflect and to plan for the year ahead.

Invite the Board to:

- Discuss and **agree Secretaries Board strategic priorities in 2024.**
 - **Ask** the Board whether the current priorities are the right ones for Secretaries Board in 2024, and whether they are meeting the needs of the Board.
 - **Ask** the Board how the priorities should be taken forward – for example through quarterly strategic discussions, or a structured annual work plan?

s 22(1)(a)(ii)




s 47E(d)




OFFICIAL: SENSITIVE

s 47E(d)




s 22(1)(a)(ii)




Preferred outcome

The Board **agrees** to at least two priorities for 2024 Secretaries Board, and how the priorities will be taken forward.


s 22(1)(a)(ii)



s 47E(d)



s 22(1)(a)(ii)



s 22(1)(a)(ii)

Chair’s Brief prepared by:	s 22(1)(a)(ii)	1 December 2023
SES Clearance:	Andrew Walker, First Assistant Secretary, Government Division	
Deputy Secretary clearance	Lisa Elliston, A/g Deputy Secretary	
Consultation:	Nil	