



Australian Government

<ITEM_NUMBER>

Cabinet Submission

Title

<DOCUMENT_TITLE>

Sponsoring Minister(s)

<NAME OF SPONSORING MINISTERS OR DEPARTMENTS>

Summary

***Do not adjust the formatting or margins of the submission. Do not delete the blue dividing lines. The Summary must fit on one to two pages.**

For submissions that are jointly sponsored, or contain NPPs that are jointly sponsored by more than one Minister, the sponsoring Ministers are to be thoroughly consulted during the preparation of the submission and must jointly approve the submission and/or NPP before Coordination Final lodgement. Delete all instructional text before lodgement.*

[You should consult Cabinet Division before drafting the submission. They can help you understand the Cabinet process and the required content of the submission, as well as connect you with other stakeholders.]

Proposal and Key Reasons

Summarise in no more than four lines **what** the submission proposes the Cabinet agree. This should capture the recommendations at a high level, which you will detail in the Recommendations section.

Explain in no more than four lines **why** the Cabinet should agree the proposal. Consider the outcomes the proposal will deliver, impacts on the economy and society and why this proposal is the best way to achieve them. You will expand on these in the Policy Proposals and Reasoning section.

Key Risks and Sensitivities

Summarise in no more than three lines any major risks or sensitivities associated with agreeing the proposal (**what if**) the Cabinet should be aware of. Note whether legal risks exist and if new legislation would be required to implement your proposal. You will explain these further in the 'Risks and Sensitivities' section and 'Impacts' section.

Implementation

Summarise in no more than four lines the key implementation planning (**the how**), issues and mitigations the Cabinet should be aware of. You will explain these further in the Implementation section.

Financial Implications

Specify **how much** financial and/or Average Staffing Level (ASL) impact the proposal will have in the tables below, after figures are agreed with the Department of Finance, and the Department of the Treasury where appropriate. If there is no impact, write 'Nil' and delete the relevant table/s. Add a line for revenue or balance sheet impacts if required.

State any significant financial impacts beyond the forward estimates or contingent liabilities so the Cabinet is aware of all possible financial implications.

Impact on underlying cash (\$ millions)						
	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Expenditure	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0
Savings	+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Total	+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0

Average Staffing Level (ASL) for this Submission					
	2025-26	2026-27	2027-28	2028-29	2029-30
[Portfolio] ASL impact for this Submission	0.0	0.0	0.0	0.0	0.0
[Second Portfolio] ASL impact for this Submission (if required)	0.0	0.0	0.0	0.0	0.0
Total ASL requested in this Submission	0.0	0.0	0.0	0.0	0.0

Have agencies agreed to the submission? Yes / No (Cabinet Division to complete)

1 Recommendations

Formatting below is mandatory. Recommendations section should be no more than one page unless the submission is a Portfolio Budget Submission.

I recommend the Cabinet / Cabinet committee:

1. Agree the {ongoing} measure [Measure Title All in Title Case] {terminating on [date]}, with the following impact on underlying cash (\$ millions) (Attachment X to the Submission refers):

		2025-26	2026-27	2027-28	2028-29	2029-30
[Department/Agency 1][If costs involve multiple departments or agencies, these should be identified on separate lines]		+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0
[Department/Agency 2]		+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0
Total [Delete this row if only one Department/Agency]		+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0

2. Agree the {ongoing} measure [Measure Title All in Title Case] {terminating on [date]}, with no impact on underlying cash (\$ millions) (Attachment X to the Submission refers).
3. Agree the following:
 - (a) action 1
 - (b) action 2 involving:
 - i. sub point 1
 - ii. sub point 2
 - (c) action 3.

Ensure that the decision that is sought from Cabinet is comprehensively and accurately reflected in the recommendations. Start each recommendation with the action verb, 'Agree'. Avoid drafting recommendations for the Cabinet to 'Note'. Noting recommendations should only be used where there is a critical fact or important risk that needs to be explicitly drawn to the Cabinet's attention prior to decision making. Further noting information can be included in the Reasons section or attachments.

Each recommendation needs to be one unambiguous sentence. Recommendations should be sufficiently self-contained so the Cabinet decision will be clear when the Recommendation section is used to prepare draft meeting minutes. However, you can refer to attachments where appropriate, such as: 'Agree to the release of the green paper (Attachment A1 to the Submission refers).'

Contact Cabinet Division for help drafting recommendations.

[DAY MONTH YEAR]

[MINISTER'S NAME]

(this is the meeting date)

(For submission only – drafters to complete)

2 Policy Proposals and Reasoning

* The supporting argument (from the Policy Proposals and Reasoning section to the Communication and consultation section) should not exceed six pages. With the early agreement of Cabinet Division, more complex proposals may exceed six pages but be no more than nine pages long.*

- 2.1 The Policy Proposals and Reasoning (section 2), Risks and Sensitivities (section 3), Impacts (section 4), Implementation (section 5) and Consultation and Communication Plan (section 6) sections are compulsory for all submissions except for Portfolio Budget Submissions (PBSs). For PBSs, these sections are optional and may be removed, with these details to instead be included in each NPP. If you choose to use the Reasons section in a PBS, it should be a high-level narrative of the portfolio or short summaries of the new policy proposals attached to the PBS.
- 2.2 Readers should be able to scan the headings in this section and understand at a glance **why** the Cabinet should support the recommendations and what the policy impacts are for Australia's interests. Where appropriate, quantified figures and facts should be used to support readers in understanding the impacts on the economy and society.
- 2.3 Where options are presented, this section should focus on why the Cabinet should support the Minister's preferred option. Include evidence that supports the reason under each heading. Contact Cabinet Division for help drafting headings.

Ask why the Cabinet should support the recommendations

- 2.4 The reasons to consider in structuring this section might include the:
 - (a) problem or issue that the recommendations will address
 - (b) outcomes that are expected
 - (c) policy commitments or previous Cabinet decisions (refer to the previous minute)
 - (d) costs and benefits of the proposal, including economy-wide and major social impacts
 - (e) options considered and why the preferred option is recommended
 - (f) consequence(s) of not taking action or agreeing to the proposal.

Capture each reason in an analytical heading

- 2.5 Once you have identified the key reasons for the recommended proposal(s), capture them using analytical headings that do not go over one line. The content below each heading should summarise the key evidence that supports each reason and summarise the key economy-wide and social impacts on individuals, businesses and community organisations. This should be quantified, and empirical detail provided on the number of people affected, and the magnitude of impacts. Acknowledge where there may be limits in the evidence.
- 2.6 The use of analytical headings differs from a traditional narrative structure that organises content by proposal elements or the development process. Instead, you need to foreground **why** the Cabinet should agree to the recommendations.
- 2.7 Add subheadings where necessary to provide further detail.

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Keep it brief and to the point

- 2.9 Be strategic in the content for this section and keep it concise. You have a maximum of six pages for your supporting arguments, so generally keep the Policy proposals and reasoning section to one or two pages.

3 Risks and Sensitivities

Highlight how risks arising from the proposal will be mitigated

- 3.1 Outline the key risks and sensitivities mentioned in the Summary section. Emphasise how risks will be mitigated, including any legal risks and whether legislation is required. Do not outline the risks of **not** agreeing the policy – these can be addressed in the Policy Proposals and Reasoning section. Aim for half a page maximum.

Capture each risk or sensitivity in an analytical heading

- 3.2 As for the Policy proposals and reasoning section, capture each risk or sensitivity with an analytical heading that does not go over one line.

4 Impacts

- 4.1 [Summarise the impacts of the proposal in the below table. Consult early and agree content with relevant departments/agencies (refer to checklist and contact list) such as the Department of Finance (financial), Office of Impact Analysis (impact analysis)

Australian Government Solicitor (legal), the National Indigenous Australians Agency (First Nations), and the Digital Transformation Agency (digital). .

- 4.2 If applicable, add reference numbers as evidence to confirm that consultation has occurred. Keep the text in each row to 2 or 3 lines. Any elaborations should be written below the table under subheadings. Do not add any types of impact outside of the template. If there are no impacts to report, write 'Nil' in the description of impact. If there are multiple NPPs, summarise the overall impact and include specific impact advice in the impacts table of relevant NPPs.

Type of impact	Description of impact
Financial	[Total impact on underlying cash, estimated Average Staffing Level (ASL) impacts, a split of administered and estimated departmental costs (as applicable), significant financial impacts beyond the forward estimates or contingent liabilities, financing options considered where proposing major infrastructure]
Economic, Social and Community (Impact Analysis)	Briefly describe (e.g. more than minor, minor, nil), as agreed with the Office of Impact Analysis (OIA), the scale of the impacts on Australians (businesses, communities and/or individuals). [Add the Attachment number of the Impact Analysis (where impacts are more than minor).]
Legal	s 47E(d) [Briefly summarise any additional legal advice that has been provided. Include advice on the lawful implementation of the proposal, including constitutional advice and the need for legislation. If AGS provided the advice, provide AGS ref and date of AGS advice. If not, indicate whether AGS has reviewed and agrees with the advice.]
Gender	[Briefly summarise the gender analysis undertaken for the submission. Assumptions of gender neutrality, i.e. phrases such as 'nil impacts' are not sufficient and must be explained. Add the Attachment number if a GIA has been prepared.]
First Nations	[Briefly describe any impacts on First Nations Peoples, including, but not limited to, how the proposal will support implementation of commitments, consistent with the National Agreement on Closing the Gap, including the Priority Reforms, socio-economic targets and cross-cutting policy areas.]
Digital	[Briefly describe how any proposed Digital and ICT investment capabilities (including skills) will support the implementation of this submission.]
Other (e.g. regional, Commonwealth–State relations)	Briefly describe any impacts on regional Australia [e.g. impacts on particular region(s)/communities] and/or Commonwealth-State relations, if applicable. Inform and consult the relevant Finance AAU, Commonwealth-State Relations Division in Treasury and the Commonwealth-State Relations Branch in the PM&C on all payments to States matters.

5 Implementation

Highlight how success will be measured

- 5.1 Briefly explain how the proposal's progress and success in delivering the outcome will be measured, including any specific outcomes-based metrics and any specific performance review arrangements (i.e. departmental review, public review etc.). Be specific about whether a formal evaluation will be conducted (i.e. what type of evaluation is proposed – process, outcome and/or impact – and when will it occur).

Summarise any implementation issues and mitigation strategies

- 5.2 If there are implementation issues the Cabinet needs to be aware of, discuss them briefly and refer to any attachment(s) that provide further detail. For submissions with complex implementation requirements, seek advice from your PM&C policy line area and PM&C's Priority Reporting team about whether an Implementation Plan is required. Identify whether any legislation or legislative instruments are required to implement the proposal and flag any potential concerns with parliamentary support.

Implementation Plan

- 5.3 Briefly summarise the key aspects of any Implementation Plan, including proposed communications strategies, key announcements, key milestones and forthcoming stakeholder engagement related to implementation. If an Implementation Plan is not required provide an explanation as to why.

6 Consultation and Communication Plan

This heading may be deleted in consultation with Cabinet Division if the matter is not applicable or has been addressed in another part of the submission

- 6.1 Describe any previous consultation with industry, the public and the states and territories in developing the policy proposals.
- 6.2 Confirm that engagement with the Office for Women and the National Indigenous Australians Agency has been undertaken to consider gender equality impacts, and impacts on First Nations Peoples and links to Closing the Gap targets, respectively.

6.3

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- 6.4 Briefly describe any communication or announcement strategies associated with the policy proposals. Attachments may also be used to set out the timeframes for communication activities and draft media releases.

6.5

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6.6

Coordination Comments

The Coordination comments outline the feedback on the submission from relevant departments and agencies.

Agencies with substantive comments can provide a maximum half a page on the submission.

Comments should focus on major issues to inform the Cabinet discussion rather than highlight minor grammatical or typographical issues. Spell out the department's name the first time it is referred to.

Coordination comments must be kept at the classification of the submission. Should departments wish to submit comments at a higher classification, please contact Cabinet Division.

Use subheadings if needed.

Agencies can use subheadings or bullet points to structure their comments. Acronyms and other abbreviations should be avoided.

When submitting coordination comments, do not include the submission title or information regarding clearing officers. Only the comments your agency wants to make need to be submitted.

Please ensure you use text only when submitting Coordination Comments. Please do not use tables, text box or graphs, as these may not be accurately reflected in the final submission.

Use bullet points if appropriate

- (a) Example 1
- (b) Example 2
- (c) Example 3 etc.

Supported and noted responses

Where agencies support a submission or have no comment to make, this will be recorded with the agency name and 'Supported' or 'Noted' below.

Attachments and Supporting Documents

***Note:** Details of the Attachments and Supporting Documents (if applicable) will be automatically updated based on the documents created in the CabNet+ Workspace. No action is required to update this page.*

Cabinet Confidentiality of Attachments and Supporting Documents

If an attachment or supporting document is brought into existence for the dominant purpose of submission for consideration by the Cabinet, then the attachment or supporting document should contain the following statement 'This document was brought into existence for the dominant purpose of submission for consideration by the Cabinet.' This statement should be clearly included on the attachment or supporting document. ***This text, including the title, can be deleted prior to circulation.***

Attachments

Only list attachments that the Cabinet genuinely needs to make its decision. These will be attached separately in the Cabinet submission attachment template.

Attachments are not compulsory and should be kept to a minimum. Consider summarising lengthy documents or attaching them as supporting documents available on request.

Impact Analysis – must be circulated with the submission for Coordination comments and at the Final stage, unless OIA agrees otherwise. A one-page Impact Analysis summary may also be attached if this aids comprehension of long Impact Analysis documents. Where a lengthy Impact Analysis is attached for Coordination comments, agreement may be sought from OIA to provide that Impact Analysis as a Supporting Document at the Final Stage.

Gender Impact Assessment – Entities must self-assess whether a Gender Impact Assessment (GIA) is required. If required, entities must then complete the GIA Summary template and include a final version as an attachment.

The Cabinet Division will advise if a Communications and Stakeholder Engagement attachment is required.

Attachments should be numbered: A1, A2, A3 etc.

- A1 Summary of all New Policy Proposals (NPP)
- A2 Title of New Policy Proposal
- A3 Impact Analysis or Minor Impact Analysis
- A4 Gender Impact Assessment
- A5 Implementation Plan
- A6 Consultation and Communication Plan

Supporting Documents (available on request)

List documents that provide background, technical or process information that is more useful at Exposure Draft and Draft stages, particularly for agency readers. These should be included in the attachment template at the Exposure Draft and Draft stages. The Cabinet will be able to request these documents from the drafting agency at the Final stage.

Supporting documents are numbered: S1, S2, S3 etc.

S1 Assurance Plan as agreed with the Digital Transformation Agency (if required)

S2 Add title of supporting document

If there are no supporting documents, write 'There are no supporting documents for this Submission.' under the Supporting documents heading and delete all other text. Otherwise, include the list of supporting documents.

Cabinet Submission Checklist

Delete the checklist in the Final Submission

Compliance and Consultation

- ☐ Is there authority for the submission to come forward? (consult Cabinet Division)
- ☐ Has the submission been drafted using the current template on CabNet+? (consult Cabinet Division)
- ☐ Are New Policy Proposals needed and do they comply with Budget Process Operational Rules? (please consult the Department of Finance (Finance))
- ☐ Do Recommendations align with authority and the scope of the Committee or Subcommittee that will consider them? (consult Cabinet Division)
- ☐ Have you met all mandatory timeframes? Exposure Drafts must be circulated 16 business days in advance of scheduled consideration; Coord-Finals six business days; and Finals three business days. Special approval is required by the Cabinet Secretary's office to agree a shorter timeframe for submission.
- ☐ Are financial costs agreed with Finance (for expenditure) or the Treasury (for taxation revenue)?
- ☐ An Impact Analysis is required for any new policy proposal, unless the Office of Impact Analysis (OIA) agrees otherwise. If an Impact Analysis has been prepared for the submission, has it been assessed by the OIA?
- ☐ Has the Australian Government Solicitor (AGS) reviewed and agreed to any legal advice in the submission?
- ☐ Has AGS been consulted on the constitutional basis and legislative risk of the proposal(s)? (please consult early in the development of the proposal)
- ☐ Does the proposal need legislative authority through Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997*? (If so, consult Finance)
- ☐ Have you reviewed Including Gender: An APS Guide to Gender Analysis and Gender Impact Assessment? Have you self-assessed the proposal against the criteria in the Guide to check if a Gender Impact Assessment is required in addition to gender analysis?
- ☐ Have you consulted the National Indigenous Australians Agency and relevant First Nations stakeholders as early as possible in the policy development process on potential impacts on First Nations Peoples of the proposal, or how the proposal could support the Government to deliver on the outcomes and Priority Reforms of the National Agreement on Closing the Gap? Have you identified pathways for working in partnership with First Nations communities and stakeholders throughout the policy lifecycle?
- ☐ Have you consulted the Digital Transformation Agency (DTA) early to ensure the submission meets the requirements of the Digital and ICT Investment Oversight Framework and to determine whether the proposal should be subject to the ICT Investment Approval Process? Have you received and included an Investment Assessment Number (INV#) prior to Exposure Draft lodgement? Has the agreed Assurance Plan been included as supporting document to the submission?
- ☐ Does the submission include an Implementation Plan? (please consult your PM&C policy area and PM&C's Priority Reporting Team)
- ☐ If the NPP relates to the net zero economic transition, have you consulted early with the Net Zero Economy Authority?
- ☐ Does the submission outline what needs to occur in 6 to 12 months to evidence implementation is on track? (consult your PM&C policy area and PM&C's Priority Reporting Team)

Content and Structure

<ITEM_NUMBER> <CABNET_USER> <PRINT_DATE_TIME> <PRINT_NUMBER>

- ☐ Does the submission fit within the page limit of 9-12 pages total, or do you have Cabinet Division approval to go beyond this length?
- ☐ Would the recommendations translate into a clear minute? (consult Cabinet Division)
- ☐ Do the headings in section 2 clearly capture the reasons for the recommendations at a glance?
- ☐ Does the submission identify the major risks and how they will be mitigated?
- ☐ Does the submission need an Impact Analysis or Impact Analysis summary?
- ☐ Does the submission require a communication campaign and have costs been included? (consult with the Communication Advice Branch within Finance).

Design and Formatting

- ☐ Are visual elements, such as lists, tables, graphs, charts and diagrams included where helpful?
- ☐ Are all visual elements clear and readable?
- ☐ Are paragraphs generally three to five lines maximum to ensure plenty of white space?
- ☐ Does the submission use only the pre-set styles without changing fonts, numbering or margins?
 - Do not overwrite or delete the classification of the document or the list of sponsoring minister(s) unless you use the tools in the CabNet Sub/memo functions tab
 - Avoid use of hard breaks (↵). To keep text together use Nonbreaking Spaces (Ctrl+Shift+Space)
- ☐ Are any graphics used not linked to other documents, not password protected, and able to be understood and printed in grayscale?

Expression

- ☐ Does the submission use short words where feasible ('use' not 'utilisation')?
- ☐ Is the average sentence length 15–20 words over the document?
- ☐ Are sentences active rather than passive ('x will do y' not 'y will be done by x')?
- ☐ Does the submission minimise repetition and process detail?
- ☐ Does the text follow contemporary standards for style, grammar, punctuation and usage?

Key contacts for further help

Delete this page in the Final Submission

Department of the Prime Minister and Cabinet

Cabinet Division

Cabinet Operations

Cabinet Submissions –
Domestic Policy

Cabinet Submissions –
National Security

Other

PM&C's Priority Reporting
Team

Office of Impact Analysis
(OIA)

Office for Women

Commonwealth-State
Relations

Net Zero Economy Agency

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Training on Cabinet Processes

Australian Public Service
Commission

Reform, Engagement and
CabNet+ Implementation

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Department of Finance

Budget Process
Operational Rules

Charging Policy

Assurance Reviews Unit

New
Bodies/Commonwealth
Governance Structures
Policy

Communications Advice
Branch

Property and Construction
Division

Digital Transformation
Agency

Refer to your Budget area or Agency Advice Unit.

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Digital Transformation
Agency (DTA)

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Attorney-General's Department

Office of Constitutional
Law

Australian Government
Solicitor, Office of General
Counsel

Office of Parliamentary
Counsel

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National Indigenous Australians Agency

First Nations Impacts
consultation

s 47E(d)

**Department of Infrastructure, Transport, Regional Development and Communications and
the Arts**

Regional Australia Impact
Statements

s 47E(d)



Australian Government

<ITEM_NUMBER>

Cabinet Memorandum

Title

<DOCUMENT_TITLE>

Sponsoring Department(s)

<NAME OF SPONSORING DEPARTMENTS>

Summary

*Do not adjust the formatting or margins of the memorandum. Do not delete the blue dividing lines. The Summary must fit on one to two pages.

For memoranda that are jointly sponsored the sponsoring Departments are to be thoroughly consulted during the preparation of the memorandum and must jointly approve the memorandum before Coordination Final lodgement. Delete all instructional text prior to lodgement.*

[You should consult Cabinet Division before drafting the memorandum. They can help you understand the Cabinet process and the required content of the memorandum, as well as connect you with other stakeholders.]

Reasons

Summarise in no more than four lines **what** the memorandum proposes the Cabinet consider. This should capture the conclusions at a high level, which you will detail in the conclusions section.

Explain in no more than four lines **why** the Cabinet should consider the memorandum. Consider the outcomes, impacts on the economy and society and why the conclusions are the best way to achieve them. You will expand on these in the Reasons section.

Key Risks and Sensitivities

Summarise in no more than three lines any major risks or sensitivities associated with considering the memorandum (**what if**) the Cabinet should be aware of. Note whether legal risks exist and whether new legislation would be required. You will explain these further in the Risks and Sensitivities section and 'Impacts' section.

Implementation

Summarise in no more than four lines the key implementation planning (**the how**), issues and mitigations the Cabinet should be aware of. You will explain these further in the Implementation section.

Financial Implications

If relevant to the memorandum, specify **how much** the financial impact of relevant options in the memorandum will have in the table below. If there is no impact, write 'Nil' and delete the table.

Anticipated Financial Impact (\$ millions)							
		2025-26	2026-27	2027-28	2028-29	2029-30	Total
Expenditure		-0.0	-0.0	-0.0	-0.0	-0.0	-0.0
Savings		+0.0	+0.0	+0.0	+0.0	+0.0	+0.0
Total		+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0

Have agencies agreed to the memorandum?

Yes / No (Cabinet Division to complete)

1 Conclusions

*Formatting below is mandatory. *

The Cabinet may wish to:

1. Consider action 1.
2. Consider the following:
 - (a) action 2
 - (b) action 3 involving:
 - i. sub point 1
 - ii. sub point 2
 - (c) action 4.

Include the financial table below only if relevant to the options Cabinet is being asked to consider, otherwise please delete.

Note the possible financial impacts of 'x option', as specified below:

Anticipated Financial Impact (\$ millions)							
		2025-26	2026-27	2027-28	2028-29	2029-30	Total
Expenditure		-0.0	-0.0	-0.0	-0.0	-0.0	-0.0
Savings		+0.0	+0.0	+0.0	+0.0	-0.0	+0.0
Total		+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0	+/-0.0

Start each conclusion with the action verb, 'Consider'. Avoid drafting conclusions for the Cabinet to 'Note'. Noting conclusions should only be used where there is a critical fact or important risk that needs to be drawn to the Cabinet's attention prior to decision making. Further noting information can be included in the Reasons section or attachments.

Each conclusion needs to be one unambiguous sentence. Conclusions should be sufficiently self-contained so the Cabinet decision will be clear when the conclusion section is used to prepare draft meeting minutes. However, you can refer to attachments where appropriate, such as: 'Consider the release of the green paper (Attachment A1 to the Memorandum refers).'

Keep your conclusion section to no more than one page.

Contact Cabinet Division for help drafting conclusions.

[DAY MONTH YEAR]

(this is the meeting date)

[DEPARTMENT]

(For memorandum only – drafters to complete)

2 Reasons

* The supporting argument (from the Reasons section to the Communication and consultation section) should not exceed six pages. With the early agreement of Cabinet Division, more complex memoranda may exceed six pages but be no more than nine pages long.*

- 2.1 The Reasons (section 2), Risks and Sensitivities (section 3), Impacts (section 4), Implementation (section 5) and Consultation and Communication Plan (section 6) sections are compulsory for all memoranda.

2.2

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- 2.3 Where options are presented, this section should focus on why the Cabinet should consider the Department's preferred option. Include evidence that supports the reason under each heading. Contact Cabinet Division for help drafting headings.

Ask why the Cabinet should support the conclusions

- 2.4 The reasons to consider in structuring this section might include the:
- (a) problem or issue that the conclusions will address
 - (b) outcomes that are expected
 - (c) policy commitments or previous Cabinet decisions (refer to the previous minute)
 - (d) costs and benefits of the proposal, including economy-wide and major social impacts
 - (e) options considered and why the preferred option is recommended
 - (f) consequence(s) of not taking action or agreeing to the proposal.

Capture each reason in an analytical heading

- 2.5 Once you have identified the key reasons for the recommended proposal(s), capture them using analytical headings that do not go over one line. The content below each heading should summarise the key evidence that supports each reason and summarise the key economy-wide and social impacts on individuals, businesses and community organisations. This should be quantified, and empirical detail provided on the number of people affected, and the magnitude of impacts. Acknowledge where there may be limits in the evidence.
- 2.6 The use of analytical headings differs from a traditional narrative structure that organises content by proposal elements or the development process. Instead, you need to foreground **why** the Cabinet should consider the conclusions.
- 2.7 Add subheadings where necessary to provide further detail.

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Keep it brief and to the point

- 2.9 Be strategic in the content for this section and keep it concise. You have a maximum of six pages for your supporting arguments, so generally keep the Reasons section to one or two pages.

3 Risks and Sensitivities

Highlight how risks arising from agreement to the memorandum will be mitigated

- 3.1 Outline the key risks and sensitivities mentioned in the Summary section. Emphasise how risks will be mitigated, including any legal risks and whether legislation is required. Do not outline the risks of **not** agreeing the policy – these can be addressed in the Reasons section. Aim for half a page maximum.

Capture each risk or sensitivity in an analytical heading

- 3.2 As for the Reasons section, capture each risk or sensitivity with an analytical heading that does not go over one line.

4 Impacts

- 4.1 [Summarise the impacts of the proposal in the below table). Consult early and agree content with relevant departments/agencies (refer to checklist and contact list) such as the Department of Finance (financial), Office of Impact Analysis (impact analysis) Australian Government Solicitor (legal), the National Indigenous Australians Agency (First Nations), and the Digital Transformation Agency (digital).
- 4.2 If applicable, add reference numbers as evidence to confirm that consultation has occurred. Keep the text in each row to 2 or 3 lines. Any elaborations should be written below the table under subheadings. Do not add any types of impact outside of the template. If there are no impacts to report, write 'Nil' in the description of impact.]

Type of impact	Description of impact
Financial	[expected financial impact, significant financial impacts beyond the forward estimates or contingent liabilities, financing options considered where proposing major infrastructure]
Economic, Social and Community (Impact Analysis)	Briefly describe (e.g. more than minor, minor, nil), as agreed with the Office of Impact Analysis (OIA), the scale of the impacts on Australians (businesses, communities and/or individuals). [Add the Attachment number of the Impact Analysis (where impacts are more than minor).]
Legal	s 47E(d) [Briefly summarise any additional legal advice that has been provided. Include advice on the lawful implementation of the proposal, including constitutional

	advice and the need for legislation. If AGS provided the advice, provide AGS ref and date of AGS advice. If not, indicate whether AGS has reviewed and agrees with the advice.]
Gender	[Briefly summarise the gender analysis undertaken for the memorandum. Assumptions of gender neutrality, i.e. phrases such as 'nil impacts' are not sufficient and must be explained. Add the Attachment number if a GIA has been prepared.]
First Nations	[Briefly describe any impacts on First Nations Peoples, including, but not limited to, how the proposal will support implementation of commitments, consistent with the National Agreement on Closing the Gap, including the Priority Reforms, socio-economic targets and cross-cutting policy areas.]
Digital	[Briefly describe how any proposed Digital and ICT investment capabilities (including skills) will support the implementation of this memorandum.]
Other (e.g. regional, Commonwealth –State relations)	Briefly describe any impacts on regional Australia [e.g. impacts on particular region(s)/communities] and/or Commonwealth-State relations, if applicable.

5 Implementation

Highlight how success will be measured

- 5.1 Briefly explain how the proposal's progress and success in delivering the outcome will be measured, including any specific outcomes-based metrics and any specific performance review arrangements (i.e. departmental review, public review etc.). Be specific about whether a formal evaluation will be conducted (i.e. what type of evaluation is proposed – process, outcome and/or impact – and when will it occur).

Summarise any implementation issues and mitigation strategies

- 5.2 If there are implementation issues the Cabinet needs to be aware of, discuss them briefly and refer to any attachment(s) that provide further detail. For memoranda with complex implementation requirements, seek advice from your PM&C policy line area and the PM&C's Priority Reporting Team about whether an Implementation Plan is required. Identify whether any legislation or legislative instruments are required to implement the proposal and flag any potential concerns with parliamentary support.

Implementation Plan

- 5.3 Briefly summarise the key aspects of any Implementation Plan, including proposed communications strategies, key announcements, key milestones and forthcoming stakeholder engagement related to implementation. If an Implementation Plan is not required provide an explanation as to why.

6 Consultation and Communication Plan

This heading may be deleted in consultation with Cabinet Division if the matter is not applicable or has been addressed in another part of the memorandum

- 6.1 Describe any previous consultation with industry, the public and the states and territories in developing the policy proposals.

- 6.2 Confirm that engagement with the Office for Women and the National Indigenous Australians Agency has been undertaken to consider gender equality impacts, and impacts on First Nations people and links to Closing the Gap targets respectively.

6.3

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- 6.4 Briefly describe any communication or announcement strategies associated with the policy proposals. Attachments may also be used to set out the timeframes for communication activities and draft media releases.

6.5

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6.6

Coordination Comments

The Coordination comments outline the feedback on the memorandum from relevant departments and agencies.

Agencies with substantive comments can provide a maximum half a page on the memorandum.

Comments should focus on major issues to inform the Cabinet discussion rather than highlight minor grammatical or typographical issues. Spell out the department's name the first time it is referred to.

Coordination comments must be kept at the classification of the memorandum. Should departments wish to submit comments at a higher classification, please contact Cabinet Division.

Use subheadings if needed.

Agencies can use subheadings or bullet points to structure their comments. Acronyms and other abbreviations should be avoided.

When submitting coordination comments, do not include the memorandum title or information regarding clearing officers. Only the comments your agency wants to make need to be submitted.

Please ensure you use text only when submitting Coordination Comments. Please do not use tables, text box or graphs, as these may not be accurately reflected in the final memorandum.

Use bullet points if appropriate

- (a) Example 1
- (b) Example 2
- (c) Example 3 etc.

Supported and noted responses

Where agencies support a memorandum or have no comment to make, this will be recorded with the agency name and 'Supported' or 'Noted' below.

Attachments and Supporting Documents

Note: It is mandatory that all attachments and supporting documents (where required) are listed below prior to circulation. For advice contact Cabinet Division

Cabinet Confidentiality of Attachments and Supporting Documents

If an attachment or supporting document is brought into existence for the dominant purpose of consideration by the Cabinet, then the attachment or supporting document should contain the following statement 'This document was brought into existence for the dominant purpose of consideration by the Cabinet.' This statement should be clearly included on the attachment or supporting document. ***This text, including the title, can be deleted prior to circulation.***

Attachments

Only list attachments that the Cabinet genuinely needs to make its decision. These will be attached separately in the Cabinet memorandum attachment template.

Attachments are not compulsory and should be kept to a minimum. Consider summarising lengthy documents or attaching them as supporting documents available on request.

Impact Analysis – including Minor Analyses – must be circulated with the memorandum for Coordination comments and at the Final stage. A one page Impact Analysis summary may also be attached if this aids comprehension of long Impact Analysis documents. Where a lengthy Impact Analysis is attached for Coordination comments, agreement may be sought from OIA to provide that Impact Analysis as a Supporting Document at the Final Stage.

Gender Impact Assessment – Entities must self-assess whether a Gender Impact Assessment (GIA) is required. If required, entities must then complete the GIA Summary template and include a final version as an attachment.

The Cabinet Division will advise if a Communications and Stakeholder Engagement attachment is required.

Attachments should be numbered: A1, A2, A3 etc.

- A1 Summary of all New Policy Proposals (NPP)
- A2 Title of New Policy Proposal
- A3 Impact Analysis or Minor Impact Analysis
- A4 Gender Impact Assessment
- A5 Implementation Plan
- A6 Consultation and Communication Plan

Supporting Documents (available on request)

List documents that provide background, technical or process information that is more useful at Exposure Draft and Draft stages, particularly for agency readers. These should be included in the attachment template at the Exposure Draft and Draft stages. The Cabinet will be able to request these documents from the drafting agency at the Final stage.

Supporting documents are numbered: S1, S2, S3 etc.

S1 Assurance Plan as agreed with the Digital Transformation Agency (if required)

S2 Add title of supporting document

If there are no supporting documents, write 'There are no supporting documents for this memorandum.' under the Supporting documents heading and delete all other text. Otherwise, include the list of supporting documents.

Cabinet Memorandum Checklist

Delete the checklist in the Final memorandum

Compliance and Consultation

- ☐ Is there authority for the memorandum to come forward? (consult Cabinet Division)
- ☐ Has the memorandum been drafted using the current template on CabNet+? (consult Cabinet Division)
- ☐ Are New Policy Proposals needed and do they comply with Budget Process Operational Rules? (please consult the Department of Finance (Finance))
- ☐ Have you met all mandatory timeframes?
- ☐ An Impact Analysis is required for any new policy proposal, unless the Office of Impact Analysis (OIA) agrees otherwise. If an Impact Analysis has been prepared for the memorandum, has it been assessed by the OIA?
- ☐ Has the Australian Government Solicitor (AGS) reviewed and agreed to any legal advice in the memorandum?
- ☐ Has AGS been consulted on the constitutional basis and legislative risk of the proposal(s)? (please consult early in the development of the proposal)
- ☐ Does the proposal need legislative authority through Schedule 1AB to the *Financial Framework (Supplementary Powers) Regulations 1997*? (If so, consult Finance)
- ☐ Have you reviewed Including Gender: An APS Guide to Gender Analysis and Gender Impact Assessment? Have you self-assessed the proposal against the criteria in the Guide to check if a Gender Impact Assessment is required in addition to gender analysis?
- ☐ Have you consulted the National Indigenous Australians Agency and relevant First Nations stakeholders as early as possible in the policy development process on potential impacts on First Nations Peoples of the proposal or how the proposal could support the Government to deliver on the outcomes and Priority Reforms under the National Agreement on Closing the Gap? Have you identified pathways for working in partnership with First Nations communities and stakeholders throughout the policy lifecycle?
- ☐ Have you consulted the Digital Transformation Agency (DTA) early to ensure the memorandum meets the requirements of the Digital and ICT Investment Oversight Framework and to determine whether the proposal should be subject to the ICT Investment Approval Process? Have you received and included an Investment Assessment Number (INV#) prior to Exposure Draft lodgement? Has the agreed Assurance Plan been included as supporting document to the memorandum? if the proposal is digital or ICT-enabled, and described how the proposal aligns with requirements of the Digital Transformation Priorities?
- ☐ Does the memorandum include an Implementation Plan? (please consult your PM&C policy area and PM&C's Priority Reporting Team)
- ☐ If the memorandum relates to the net zero economic transition, have you consulted early with the Net Zero Economy Authority?
- ☐ Does the memorandum outline what needs to occur in six to 12 months to evidence implementation is on track? (consult your PM&C policy area and PM&C's Priority Reporting Team)

Content and Structure

- ☐ Does the memorandum fit within the page limit for the Summary page and sections 1 to 6?
- ☐ Would the conclusions translate into a clear minute? (consult Cabinet Division)
- ☐ Do the headings in section 2 clearly capture the reasons for the conclusions at a glance?
- ☐ Does the memorandum identify the major risks and how they will be mitigated?

<ITEM_NUMBER> <CABNET_USER> <PRINT_DATE_TIME> <PRINT_NUMBER>

- ☐ Does the memorandum need an Impact Analysis or Impact Analysis summary?

Design and Formatting

- ☐ Are visual elements, such as lists, tables, graphs, charts and diagrams included where helpful?
- ☐ Are all visual elements clear and readable?
- ☐ Are paragraphs generally three to five lines maximum to ensure plenty of white space?
- ☐ Does the memorandum use only the pre-set styles without changing fonts, numbering or margins?
- Do not overwrite or delete the classification of the document or the list of sponsoring Department(s) unless you use the tools in the CabNet Sub/memo functions tab
 - Avoid use of hard breaks (↵). To keep text together use Nonbreaking Spaces (Ctrl+Shift+Space)
- ☐ Are any graphics used not linked to other documents, not password protected, and able to be understood and printed in grayscale?

Expression

- ☐ Does the memorandum use short words where feasible ('use' not 'utilisation')?
- ☐ Is the average sentence length 15–20 words over the document?
- ☐ Are sentences active rather than passive ('x will do y' not 'y will be done by x')?
- ☐ Does the memorandum minimise repetition and process detail?
- ☐ Does the text follow contemporary standards for style, grammar, punctuation and usage?

Key contacts for further help

Delete this page in the Final Memorandum

Department of the Prime Minister and Cabinet

Cabinet Division

Cabinet Operations

Cabinet Submissions –
Domestic Policy

Cabinet Submissions –
National Security

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Other

PM&C's Priority Reporting
Team Implementation
Plans

Office of Impact Analysis
(OIA)

Office for Women

Commonwealth-State
Relations

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Training on Cabinet Processes

Australian Public Service
Commission

Reform, Engagement and
CabNet+ Implementation

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Department of Finance

Budget Process
Operational Rules

Charging Policy

Assurance Reviews Unit

New Bodies/Schedule
1AB

Communications Advice
Branch

Digital Transformation
Agency

Digital Transformation
Agency (DTA)

Refer to your Budget area or Agency Advice Unit.

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Attorney-General's Department

Office of Constitutional
Law

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Australian Government
Solicitor, Office of General
Counsel

Office of Parliamentary
Counsel

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National Indigenous Australians Agency

First Nations Impacts
consultation

**Department of
Infrastructure,
Transport, Regional
Development and
Communications and
the Arts**

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