

OVERVIEWS



PORTFOLIO OVERVIEW



THIS SECTION PROVIDES AN OVERVIEW OF THE AGENCIES IN THE PRIME MINISTER'S PORTFOLIO, DETAILING THEIR OBJECTIVES, CHIEF EXECUTIVES AND WEBSITE ADDRESSES.

MISSION

The department and the seven agencies comprising the Prime Minister's portfolio share the following mission:



to achieve well-coordinated, efficient and accountable public administration, supported by a values-based Australian Public Service.

PORTFOLIO AGENCIES

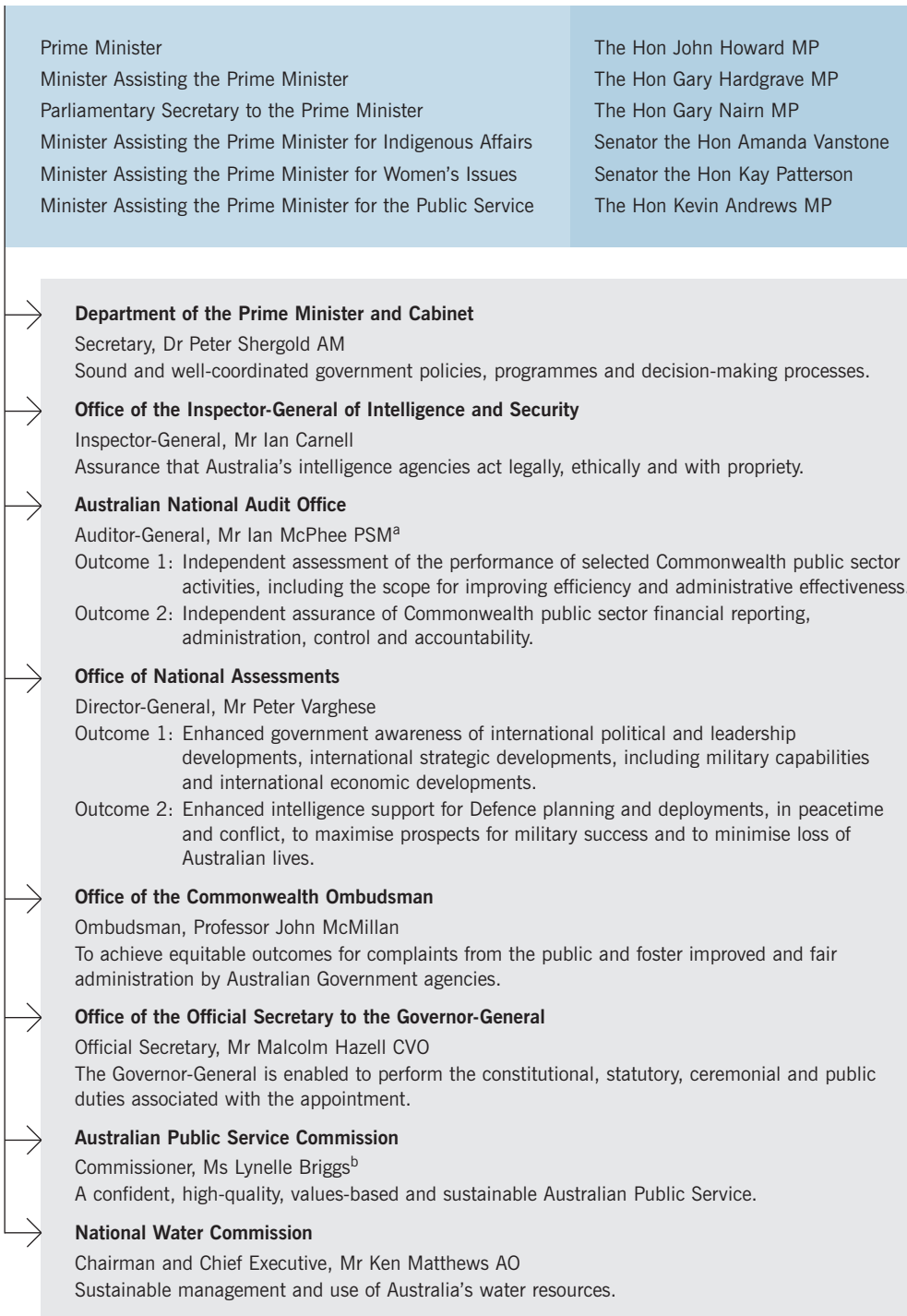
Figure 1 lists the agencies which comprise the portfolio, showing their planned outcomes and identifying their executive officers.

An overview of the role and functions of the Department of the Prime Minister and Cabinet is presented in the departmental overview. More detailed information about the activities and responsibilities of the other portfolio agencies, which are administered under the *Financial Management and Accountability Act 1997*, may be obtained from each agency's annual report or website.

The websites for the department and its seven agencies are:

- Department of the Prime Minister and Cabinet, www.pmc.gov.au
- Office of the Inspector-General of Intelligence and Security, www.igis.gov.au
- Australian National Audit Office, www.anao.gov.au
- Office of National Assessments, www.ona.gov.au
- Office of the Commonwealth Ombudsman, www.ombudsman.gov.au
- Office of the Official Secretary to the Governor-General, www.gg.gov.au
- Australian Public Service Commission, www.apsc.gov.au
- National Water Commission, www.nwc.gov.au.

FIGURE 1 Structure of Prime Minister and Cabinet portfolio



a Succeeded Mr Pat Barrett AO in March 2005.

b Succeeded Mr Andrew Podger AO in November 2004.

DEPARTMENTAL OVERVIEW



THIS SECTION PROVIDES AN OVERVIEW OF THE DEPARTMENT OF THE PRIME MINISTER AND CABINET, DESCRIBING HOW THE DEPARTMENT'S OBJECTIVES, STRUCTURE AND ACTIVITIES RELATE TO ITS PERFORMANCE-REPORTING FRAMEWORK AND RESPONSIBILITIES. IT ALSO IDENTIFIES THE SENIOR STAFF IN CHARGE OF DELIVERING THE DEPARTMENT'S OUTPUTS.

ROLE AND OUTCOME

The primary role of the Department of the Prime Minister and Cabinet is to provide support to the Prime Minister and to achieve a coordinated approach to the development and implementation of government policies. The planned outcome for the department is:

sound and well-coordinated government policies, programmes and decision-making processes.

Figure 2 shows the relationship between the department's key drivers, outcomes and outputs.

MISSION → To provide support to the Prime Minister and to achieve a coordinated approach to the development and implementation of government policies

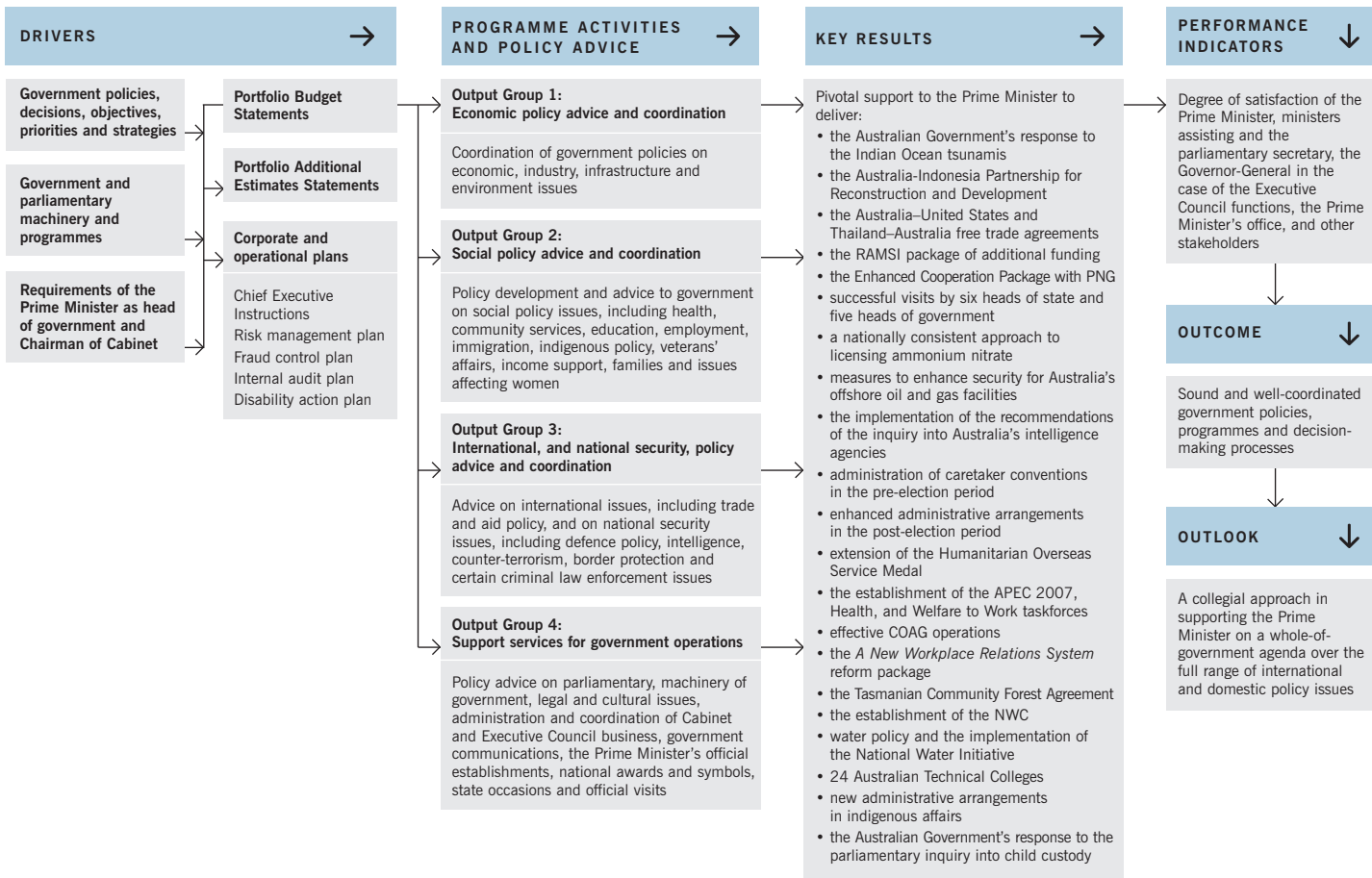


FIGURE 2 Performance framework

STRUCTURE AND OUTPUTS

At 30 June 2005, the department comprised the Executive; nine divisions (including the newly established APEC 2007 Taskforce); the Health Taskforce; the Biofuels Taskforce; and the National Competition Policy Review Taskforce.

In September 2004, the Asia Pacific Economic Cooperation (APEC) 2007 Taskforce was established within the department's Output Group 3. In February 2005, the responsibilities of the taskforce were expanded beyond the scope of the APEC Leaders' Meeting. The head of the taskforce is responsible for the management of organisational and logistical arrangements, including security for all APEC meetings associated with the APEC Leaders' Meeting and for all ministerial and senior officials' meetings in 2007. Security is being coordinated by the Protective Security Coordination Centre in consultation with responsible departments and agencies, including the taskforce. It has a branch co-located within the taskforce. The taskforce reports under Output 3.1 in 2004–05.

As part of the machinery of government changes implemented on 26 November 2004, the Office of the Status of Women (OSW) was relocated to the Department of Family and Community Services and renamed the Office for Women. The performance of OSW, including in women's leadership and domestic violence programmes, is reported on in the Department of Family and Community Services 2004–05 annual report. The department has retained responsibility for policy development and advice to the Prime Minister on a range of issues affecting women. This is reported on under Output 2.1.

A further variation to the department's outcome occurred on 1 July 2004 with the transfer of ongoing funding from the Department of Immigration and Multicultural and Indigenous Affairs to cover this department's new Indigenous Policy Branch following the revision of indigenous affairs administration. The branch report appears under Output 2.1.

The establishment of the Health Taskforce was announced by the Prime Minister on 22 October 2004. Its role is to advise the Australian Government on options to improve the delivery of health services. The taskforce is chaired by Andrew Podger and includes officers from the departments of the Prime Minister and Cabinet, the Treasury, and Health and Ageing. The taskforce reports under Output 2.1.

On 30 May 2005, the Prime Minister announced the appointment of a taskforce to examine the latest scientific information on the impacts of ethanol and other biofuel use on human health, environmental outcomes and automotive operations. The Biofuels Taskforce, headed by Conall O'Connell, Deputy Secretary of the Department of the Environment and Heritage, has a small whole-of-government secretariat based in the Department of the Prime Minister and Cabinet and is due to report to government by the end of July 2005. The taskforce reports under Output 1.1.

Following the Council of Australian Governments (COAG) meeting held on 3 June 2005, a whole-of-government secretariat was set up in the department to support the Commonwealth–state working group on national competition policy and the forward microeconomic reform agenda. The National Competition Policy Review Taskforce secretariat is headed by a former Treasury official, John Jepsen, and is expected to run until the end of 2005. This taskforce also reports under Output 1.1.

During 2004–05, the department contributed to the achievement of its outcome through four output groups, as follows:

- Output Group 1 provided policy advice on economic, industry, infrastructure and environment issues, forecasts of Australia’s economic performance, coordination of the budget processes and effective COAG operations.
- Output Group 2 provided policy development and advice on social policy issues, including health and ageing, community services, education, employment, immigration, indigenous policy, veterans’ affairs, income support, families and women.
- Output Group 3 provided policy advice on international issues, including trade and aid policy; policy advice on national security issues, including defence policy and operations, intelligence, non-proliferation, counter-terrorism, border protection and certain criminal law enforcement issues; and organisational and logistical arrangements, including security of the 2007 APEC meetings.
- Output Group 4 provided policy advice on parliamentary, machinery of government, legal and cultural issues, and a range of support services, including secretariat services to Cabinet and its committees and the Executive Council; monitoring of the implementation of Cabinet decisions; development and coordination of the government’s legislation programme; coordination of government communications; coordination and promotion of awards and national symbols; support to the official establishments and former Governors-General; and administration of the state occasions and official visits programme.

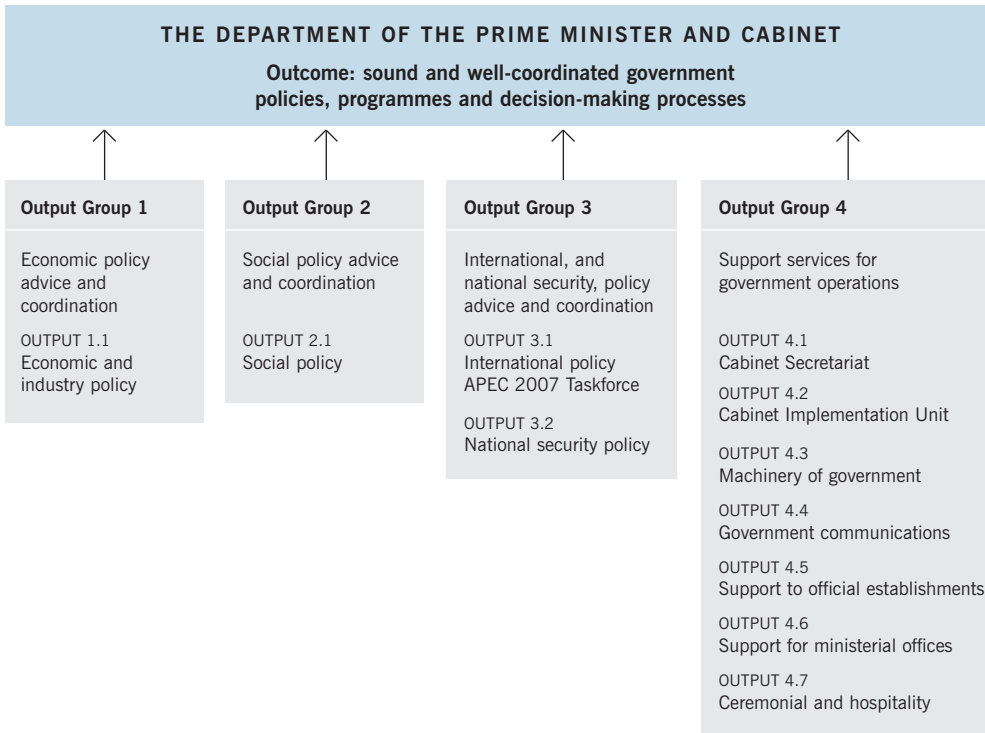
The costs of corporate services were apportioned across the four output groups, and are reflected in each group’s price of outputs.

Figure 3 sets out the organisational structure and names the senior staff responsible for each division and the corresponding output or outputs. The outputs are set out in Figure 4. Some of the outputs involved administered items; these are described in detail in the relevant reports on performance.

FIGURE 3 Organisational structure and senior staffing as at 30 June 2005



FIGURE 4 Departmental outcome and output groups



RESPONSIBILITIES

The principal matters with which the department deals are:

- coordination of government administration—ensuring a whole-of-government approach on issues ranging from national security and border protection to programmes supporting individuals, families and communities
- assistance to the Cabinet and its committees—managing processes and procedures to facilitate the decision-making role of the Cabinet and monitoring the implementation of Cabinet decisions
- policy advice and administrative support to the Prime Minister—covering the full spectrum of the Australian Government’s responsibilities, including major domestic and international matters
- intergovernmental relations and communications with state and territory governments—coordinating arrangements for meetings of COAG, and developing strategies and providing advice on a diverse range of matters from sport and tourism to natural resources policy
- Australian honours and symbols policy—providing support for related public education and communications campaigns, nominations for awards and applications for medals
- government ceremonial and hospitality activities—organising major events such as visits by heads of state, making logistic arrangements for the Prime Minister’s overseas visits, and organising memorial services and welcome-home parades to honour personnel who have contributed to overseas military operations
- coordination of government communications and advertising—ensuring the development and implementation of government information campaigns and ensuring a reliable and cost-effective media placement service for departments and agencies through the Central Advertising System.

PERFORMANCE OVERVIEW



THIS SECTION PROVIDES AN OVERVIEW OF STAFF PERFORMANCE, AND DEPARTMENTAL PERFORMANCE ASSESSED IN TERMS OF PRICE, QUALITY AND OTHER DEPARTMENT-WIDE MEASURES. EACH OUTPUT REPORTS ON ITS INDIVIDUAL PERFORMANCE, IN TERMS OF THE INDICATORS IDENTIFIED IN THE PORTFOLIO BUDGET STATEMENTS, IN THE REPORT ON PERFORMANCE CHAPTER.

STAFF PERFORMANCE

The performance of individual staff members is monitored and measured through the department's Performance Management and Development Scheme (introduced in August 2001), which involves the negotiation of individual performance agreements, incorporating common performance standards at each level, and a process to review and assess performance against those agreements. More information about the scheme is provided in the Management and Accountability chapter.

PRICE

The total price of the department's outputs in 2004–05 was \$64 million. This comprised \$60.7 million from government and \$3.3 million from other sources (namely, the sale of goods and services, special accounts and miscellaneous revenue).

Details of the price of outputs and the administered and departmental expenses incurred in delivering the department's outputs are detailed in Table 1. The table also shows the budget allocation for the 2005–06 financial year for these items.

TABLE 1 Total resources for Outcome 1 (\$'000), 2004–05

	(1) Budget 2004–05 ^a	(2) Actual expenses 2004–05	Variation (1) – (2)	Budget 2005–06 ^b
ADMINISTERED EXPENSES				
Allowances to former Governors-General	784	1,866	-1,082	785
Support to former Governors-General	1,102	990	112	1,130
State occasions and official visits	2,886	2,966	-80	2,900
Women's programmes ^c	3,920	3,920	0	0
Prime Minister's official residences	1,747	1,389	358	1,714
Compensation and legal expenses	476	45	431	400
National Australia Day Council	1,309	1,309	0	1,309
National Counter-terrorism Committee	63	88	-25	65
ANZSOG funding ^d	10,000	10,000	0	0
Total Administered Expenses^e	22,287	22,573	-286	8,303
DEPARTMENTAL PRICE OF OUTPUTS				
Output Group 1: Economic policy advice and coordination				
Output 1.1—Economic and industry policy	12,376	11,885	491	11,010
Subtotal Output Group 1	12,376	11,885	491	11,010
Output Group 2: Social policy advice and coordination				
Output 2.1—Social policy	7,389	7,923	-534	7,650
Output 2.2—Women's policy ^c	2,676	2,676	0	0
Subtotal Output Group 2	10,065	10,599	-534	7,650
Output Group 3: International, and national security, policy advice and coordination				
Output 3.1—International policy	6,958	6,627	331	4,519
Output 3.2—National security policy	6,324	8,504	-2,180	8,440
Output 3.3—APEC 2007 Taskforce	0	0	0	30,039
Subtotal Output Group 3	13,282	15,131	-1,849	42,998
Output Group 4: Support services for government operations				
Output 4.1—Cabinet Secretariat	3,392	3,649	-257	3,545
Output 4.2—Cabinet Implementation Unit	1,379	1,865	-486	1,798
Output 4.3—Machinery of government	7,793	8,224	-431	7,872
Output 4.4—Government communications ^g	4,670	5,552	882	3,540
Output 4.5—Support to official establishments	722	637	85	556
Output 4.6—Support for ministerial offices	2,655	2,489	166	2,564
Output 4.7—Ceremonial and hospitality	2,817	3,133	-316	2,983
Subtotal Output Group 4	23,428	25,549	-2,121	22,858
Revenue from government (appropriation) for departmental outputs	58,383	60,741	-2,358	84,515
Revenue from other sources^f	2,842	3,295	-453	3,008
Total price of outputs^g	61,225	64,036	-2,811	87,523
TOTAL FOR OUTCOME 1 (total of price of outputs and administered expenses)	83,512	86,609	-3,097	95,826
STAFFING	375	373^h	-2	450

- a This column shows the full-year budget, including additional estimates, supplementary additional estimates and Administrative Arrangement Orders.
 - b This column shows the budget estimates prior to additional estimates.
 - c The result reflects the transfer of the Office of the Status of Women to the Department of Family and Community Services following the Administrative Arrangements Order of 26 October 2004.
 - d This payment was a one-off capital grant to the Australia and New Zealand School of Government.
 - e The total Administered Expenses in this table do not agree with the total Administered Expenses in the financial statements as this table is limited to appropriated expenses and therefore does not include expenses from the Media Commissions Special Account.
 - f Revenue from other sources includes receipts from the Campaign Advertising Special Account and resources received free of charge.
 - g The total price of outputs does not agree with the total resources for outputs in this table as the receipts in the Campaign Advertising Special Account that contribute to departmental outputs are limited to the expenses incurred by the Central Advertising System which forms part of Output 4.4. The balance of the receipts retained in the Special Account.
 - h This figure represents the average staffing level for 2004–05.
- Note: Figures have been rounded to the nearest \$1,000.

PERFORMANCE CRITERIA

All the department's activities are expected to achieve satisfactory results in terms of:

- the degree of satisfaction with the quality and timeliness of advice and the achievement of key tasks, as expressed through formal and informal feedback, of the Prime Minister, other portfolio ministers, the Minister assisting the Prime Minister and the Parliamentary Secretary, their offices and the departmental Executive
- an assessment of outputs against the annual divisional work plans and individual performance agreements.

During 2004–05, the department achieved satisfactory results in terms of the above criteria.

OTHER DEPARTMENT-WIDE MEASURES

There are certain issues in relation to which the department's performance is measured across all output groups, rather than separately by output. They are: ministerial correspondence, parliamentary questions on notice, ministerial briefings, and requests made under the *Freedom of Information Act 1982* (FOI Act). Each of these is discussed in more detail below.

MINISTERIAL CORRESPONDENCE

QUANTITY	On the basis of recent experience, in 2004–05 the department expected to: <ul style="list-style-type: none"> • process in excess of 120,000 items of ministerial correspondence • provide over 4,700 briefings to the Prime Minister, the portfolio ministers and their offices.
TIMELINESS	The department aimed to meet specific deadlines as follows: <ul style="list-style-type: none"> • for correspondence on substantive issues from Australian Government ministers, heads of state, premiers, chief ministers and the like, prepare a response within ten working days • for other correspondence, prepare a response or carry out appropriate action within 20 working days • prepare briefings reasonably in advance of when they are required or within such other time periods as may be specified by the Prime Minister, the other portfolio ministers, the Parliamentary Secretary to the Prime Minister or their offices.

During the period 1 July 2004 to 30 June 2005, the department processed more than 164,000 items of correspondence—an average of 657 per day—addressed to the Prime Minister.

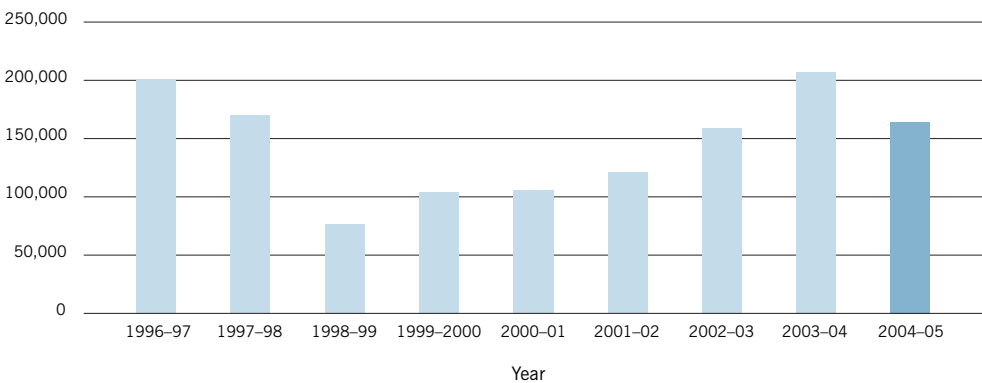
The largest volumes of correspondence related to the continuing involvement of the Australian Defence Force in Iraq, immigration issues, Millennium Development Goals, maritime borders with East Timor, live animal exports, and forestry in Tasmania.

Approximately 93 per cent of correspondence was processed on time.

Some 5,995 briefings (minutes) were provided to the Prime Minister, parliamentary secretary and ministers assisting the Prime Minister—more than twice the number for 2003–04.

The volume of ministerial correspondence received in the past ten years is shown in Figure 5.

FIGURE 5 Items of correspondence processed



PARLIAMENTARY QUESTIONS ON NOTICE

QUANTITY	On the basis of recent experience and the average number of questions received in the previous four years, the department expected to: <ul style="list-style-type: none"> prepare draft answers to 145 parliamentary questions on notice.
TIMELINESS	The department aimed to meet specific deadlines as follows: <ul style="list-style-type: none"> prepare responses to parliamentary questions on notice within the number of days set in the standing orders of each House; 60 days for the House of Representatives and 30 days for the Senate.

The number of parliamentary questions on notice increased substantially in 2004–05 compared to previous years. The Prime Minister received 207 parliamentary questions on notice during the year, of which 203 were received in the period following the 2004 election. This can be compared to 93 questions in 2003–04 and an average of 86 questions per year in the four years from 2000–01 to 2003–04.

Of the 207 questions received in the year, 173 were from the House of Representatives and 34 were from the Senate.

Responses to 65 questions were lodged during the year: 55 from the House of Representatives and ten from the Senate. The average time taken to lodge responses to questions asked in 2004–05 was 89 days for the House of Representatives and 97 days for the Senate.

Eleven questions asked in 2004–05—eight from the House of Representatives and three from the Senate—were transferred to other ministers. There were 127 questions on hand as at 30 June 2005.

Many questions had a significant number of sub-questions and sought annual data for up to eight years.

FREEDOM OF INFORMATION REQUESTS

QUANTITY	On the basis of recent experience, in 2004–05 the department expected to: <ul style="list-style-type: none">• respond to 35 freedom of information requests.
TIMELINESS	The department aimed to meet specific deadlines as follows: <ul style="list-style-type: none">• meet the various timing requirements for freedom of information requests as specified in the <i>Freedom of Information Act 1982</i>.

The department was responsible for managing 34 requests for information under the FOI Act received during 2004–05, plus 24 existing FOI requests on hand at 1 July 2004. During the year, 39 FOI requests were finalised, leaving 19 FOI requests on hand at 30 June 2005.

The department received three applications for internal review during the reporting period, and four were finalised.

Further information about the department's FOI procedures and about access to departmental and archival records in various categories appears in Appendix 2. More information on FOI activity is to be found in the annual report on the operation of the FOI Act produced by the Attorney-General's Department.

FINANCIAL OVERVIEW



THIS SECTION PROVIDES AN OVERVIEW OF THE DEPARTMENT'S FINANCIAL PERFORMANCE FOR 2004-05. DEPARTMENTAL AND ADMINISTERED ITEM RESULTS ARE SHOWN IN THE AUDITED FINANCIAL STATEMENTS, AND THIS SUMMARY SHOULD BE READ IN CONJUNCTION WITH THOSE STATEMENTS. THE TOTAL RESOURCES FOR THE DEPARTMENT'S OUTCOME ARE SHOWN IN SOME DETAIL IN TABLE 1.

AUDIT REPORT

The department received an unqualified audit report for 2004-05.

OPERATING RESULT

The department's Statement of Financial Performance reports an operating surplus for 2004-05 of \$0.9 million comparable to the \$0.2 million operating surplus reported in 2003-04. The result was an increase on the operating result of \$0.5 million forecast in the 2004-05 Portfolio Budget Statements.

Table 2 demonstrates the department's key results for the financial years 2003-04 and 2004-05.

TABLE 2 Key results in financial performance

Indicator	2003-04 (\$'000)	2004-05 (\$'000)	Movement (per cent)
Revenues from government	56,695	60,741	7.0
Other revenues	3,299	3,295	0.0
Total revenue	59,994	64,036	6.7
Employee expenses	35,983	37,729	4.9
Supplier expenses	20,158	20,174	0.1
Other expenses	3,616	5,267	45.6
Total expenses	59,757	63,170	5.7
Operating result	237	866	

SPECIAL ACCOUNTS

The Campaign Advertising Special Account is administered by the Central Advertising System within the department, which manages all government campaign advertising to ensure that the government obtains the best possible advertising rates. It does this by gaining economies of scale and removing the potential for competition between agencies. The account derives revenue through the imposition of a 1.5 per cent levy on all government campaign advertising. These expenses are included in tables 1 and 2 above. The account achieved a small surplus for the 2004–05 financial year.

The Other Trust Monies Special Account is a generic departmental special account for moneys temporarily held on trust for the benefit of a person other than the Commonwealth. The account is not frequently used and the balance as at 30 June 2005 was \$23,928.

The Services for Other Government and Non-agency Bodies Account is maintained for expenditure in connection with services performed on behalf of other governments and bodies that do not fall within the jurisdiction of the *Financial Management and Accountability Act 1997*. At 30 June 2005 the account held \$1.1 million; however, these funds will be returned to the Official Public Account during 2005–06.

STATEMENT OF FINANCIAL PERFORMANCE

REVENUE

Total revenue received in 2004–05 was \$64.0 million, made up of \$58.9 million from appropriations for outputs, \$1.8 million from resources received free of charge and \$3.3 million from revenue from other sources. This represented a total increase of revenue of \$4.0 million from 2003–04.

Appropriation revenue increased by \$4.0 million from that provided in 2003–04. This was to fund additional functions, including the establishment of the APEC 2007 Taskforce; taskforces associated with health and welfare activities, and a water policy unit; additional indigenous administration and security functions; and research into counter-terrorism technology.

Revenue from other sources remained constant.

EXPENSES

The department's total expenses for 2004–05, \$63.2 million, were \$3.4 million higher than those for 2003–04. This was due to increased activity within the department, represented by additional employee, grant and depreciation expenses.

STATEMENT OF FINANCIAL POSITION

EQUITY

The department's total equity decreased by \$3.8 million from \$12.5 million in 2003–04 to \$8.7 million in 2004–05. The decrease in equity was largely due to the transfer of \$5.0 million in cash from the departmental special accounts to consolidated revenue.

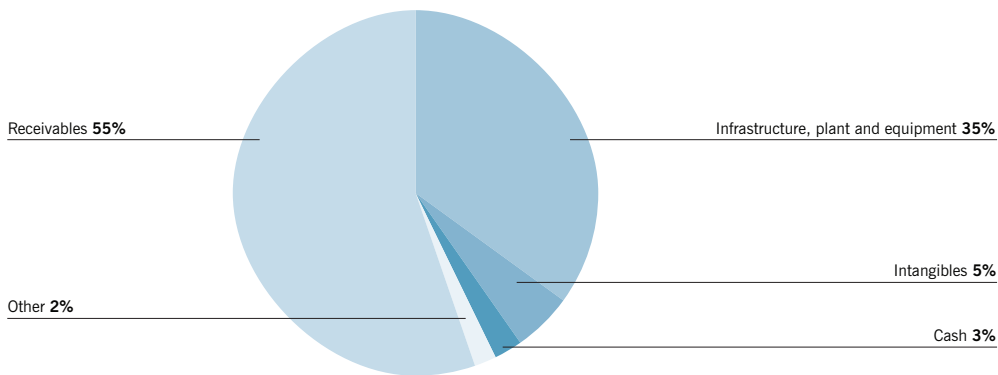
ASSETS

The department's assets are broken into four main categories:

- cash
- infrastructure, plant and equipment
- intangibles (non-physical assets such as software)
- receivables (amounts due to be paid to the department).

'Other departmental assets' relates to prepayments and 'Other administered assets' relates to prepayments and inventories. The proportions of each type held during 2004–05 are illustrated in Figure 6.

FIGURE 6 Departmental assets shown by category



Financial assets

Financial assets increased by \$1.1 million to reach \$14.8 million in 2004–05. The increase comprised an additional \$0.5 million in cash and \$0.5 million in receivables.

Non-financial assets

Non-financial assets decreased by \$2.3 million when compared to those for 2003–04. The value of infrastructure, plant and equipment declined from \$11.3 million in 2003–04 to \$8.9 million for 2004–05, mainly because of the acceleration of depreciation of fit-out to ensure it is fully written off before the department moves into the new purpose-built building in 2006–07. The value of intangibles and other financial assets remained relatively constant.

LIABILITIES

The department's total liabilities increased by \$2.6 million to reach \$16.9 million in 2004–05. Employee entitlements increased by \$1.5 million and payables by \$1.2 million.

ADMINISTERED ITEMS

'Administered items' are those assets, liabilities, revenues and expenses that are controlled by the Australian Government but managed or overseen by the department on the government's behalf.

EXPENSES

Table 3 enables comparisons between the department's 2003–04 and 2004–05 administered expenses.

TABLE 3 Key results for administered expenses

Administered expense	2003–04 (\$'000)	2004–05 (\$'000)	Movement (per cent)
Allowances to former Governors-General	1,434	1,866	30
Support to former Governors-General	1,098	990	-10
State occasions and official visits	1,684	2,966	76
Women's programmes	24,900	3,920	-84
Prime Minister's official residences	1,460	1,389	-5
Compensation and legal expenses	45	45	0
National Australia Day Council	1,147	1,309	14
National Counter-terrorism Committee	42	88	109
Australia and New Zealand School of Government	0	10,000	n.a.
Total administered expenses	31,800	22,573	-29

Note: Expenses from the Media Commissions Special Account do not form part of administered expenses as these are funded from revenue earned by the account and not from appropriations.

Significant variations in expenses

Activities undertaken by 'women's programmes' reduced by \$21.1 million during 2004–05, because that function was transferred to the Department of Family and Community Services, under the revised Administrative Arrangements Order issued on 26 October 2004.

The department made a one-off grant to the Australia and New Zealand School of Government (ANZSOG) in 2004–05. The funding is an administered capital grant, meaning ANZSOG must invest the capital under the terms of a deed of agreement and use the interest earned to meet certain operating expenses of the ANZSOG Foundation.

Expenses relating to 'state occasions and official visits' increased by \$1.05 million over the previous financial year with noteworthy events including the visits of the Prince of Wales, the Crown Prince and Crown Princess of Denmark, the President of Israel, the President of Singapore, the President of Indonesia, the President of Pakistan and the President of Bosnia and Herzegovina.

Special account

The department administers the Media Commissions Special Account on behalf of the Australian Government. Revenue to the account is derived from the commission paid by the media to the Australian Government when it places its advertising. The funds in the account are used to pay for activities performed by media agencies, advertising agencies and related agencies, and for related incidental activities. Refer to Note 19 of the financial statements for more details.

Assets

The majority of the department's administered assets are comprised of land and buildings which are collectively valued at \$32 million. The total value of administered assets reduced slightly during 2004–05.

FACTORS AFFECTING FUTURE PERFORMANCE

The department is budgeting for revenue of \$87.5 million in 2005–06, which represents an increase of \$23.5 million from 2004–05. This increase is mainly due to an additional \$30 million allocated to the APEC 2007 Taskforce, offset by a reduction of \$3.1 million arising from the transfer of the Office of the Status of Women to the Department of Family and Community Services in 2004–05 and the absence of some ad hoc taskforces.

The department will receive two equity injections in 2005–06. They are \$4.8 million for preparatory work on the department's new accommodation in Canberra and \$5.6 million to enable the APEC 2007 Taskforce to fit out and equip its new office accommodation in Sydney.