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PERFORMANCE
REPORTING FOR
OUTPUT GROUP 3:
INTERNATIONAL
AND NATIONAL
SECURITY POLICY



OUTPUT 3.1: INTERNATIONAL POLICY

Output	Performance information
Advice, briefing and support to the Prime Minister on international issues, including trade and aid policy, including on presentation of the government's decisions in these areas.	<p><i>Quality:</i></p> <p>The degree of satisfaction of the Prime Minister, the Parliamentary Secretary, their offices and the departmental Executive with the timeliness and quality of material for the Prime Minister's consideration, including in developing and pursuing Australia's key foreign and trade policy interests.</p>

ROLE OF THE DIVISION

The International Division provides the Prime Minister and the Executive group with international policy innovation, advice and support on foreign affairs, trade and aid issues. The division is responsible for the delivery of high-level support to the government for official overseas visits by the Prime Minister and government hospitality for overseas dignitaries, State occasions and official ceremonies.

OUR PERFORMANCE

Prime Ministers, the Prime Minister's Office, the Secretary and the departmental Executive provided positive feedback across the range of the division's work. We were complimented on our support for the Prime Minister's overseas visits, as well as the briefings given to the Prime Minister on topics raised by high-level overseas visitors.

MAINTAINING AND BUILDING RELATIONSHIPS

We contributed to strengthening Australia's key international relationships—bilaterally, regionally and multilaterally—and provided briefing and policy advice to support the Prime Minister's program of overseas travel.

In the South Pacific, we provided briefing for Australia's representative to the Pacific Islands Forum Leaders' meeting in Tonga in October 2007. We also supported the Prime Minister's visit to Papua New Guinea and Solomon Islands in March 2008. We provided advice to the Prime Minister on a new Pacific engagement strategy and the division contributed to the drafting of the Prime Minister's Port Moresby Declaration, which sets out the government's commitment to a new era of cooperation with the island nations of the Pacific.

We provided advice to the Prime Minister for his meetings with individual island leaders, including visits to Australia by:

- the Prime Minister of Solomon Islands, the Hon Dr Derek Sikua MP, in January 2008
- the Prime Minister of New Zealand, the Rt Hon Helen Clark, in February 2008
- the Prime Minister of Tonga, the Hon Dr Feleti (Fred) Sevele MP, in May 2008, and
- the President of Kiribati, HE Anote Tong, in June 2008.

We worked closely with other agencies to develop a Pacific labour mobility pilot program. We also arranged for a meeting in Canberra between the Prime Minister and all of Australia's Pacific island Ambassadors and High Commissioners.

International Division led and coordinated early work by the government to help Papua New Guinea preserve the iconic Kokoda Track. The division convened three interdepartmental

meetings to formulate a response to the development aspirations of local landowners and interest from Papua New Guinea in exploring a possible World Heritage nomination for the area and the surrounding Owen Stanley Ranges. This work culminated in the announcement of a \$15.9 million initiative in October 2007, with implementation led by the Department of Environment, Heritage and the Arts.

We supported the appointment of the Prime Minister's Special Representative on Kokoda Track, Mr Sandy Hollway AO. A senior departmental officer accompanied Mr Hollway in negotiations with the Government of Papua New Guinea about Australian support for their policy objectives for the area. This led to the signature, in April 2008, of the Joint Understanding between Papua New Guinea and Australia on the Kokoda Track and the Owen Stanley Ranges.

We coordinated the briefing process to support Prime Minister Rudd in leading the Australian delegation to attend the United Nations Framework Convention on the Climate Change Conference of the Parties in Bali (on 12 December 2007) and in his meetings with the Indonesian President and other national leaders.

We supported three prime ministerial visits to East Timor (in July 2007, December 2007 and February 2008) to register Australia's commitment to development and stability, and to support democracy in East Timor. The division, together with the Office of National Security, played a leading role in the government's response to the 11 February attacks on East Timor's President and Prime Minister, including the medical evacuation of President Ramos-Horta to Darwin.

The division provided briefing and policy advice for Prime Minister Rudd's first major overseas visit to the United States of America, Brussels, Romania, the United Kingdom and the People's Republic of China from 27 March – 13 April 2008.

In conjunction with the Office of National Security, we made a major contribution to developing the government's policy on Afghanistan. We also supported the Prime Minister's participation in the meeting on Afghanistan held at the North Atlantic Treaty Organisation (NATO) Summit on 3 April 2008, at which the member countries of the International Security Assistance Force in Afghanistan adopted a comprehensive political military strategy, incorporating the Prime Minister's message on the need for measurable



Former Prime Minister John Howard in East Timor with President HE Dr José Ramos-Horta, July 2007 (photo courtesy of AUSPIC)



Prime Minister Kevin Rudd in Indonesia with President HE Susilo Bambang Yudhoyono, June 2008 (photo courtesy of AUSPIC)

benchmarks. We provided advice to the Prime Minister for his visits to Iraq and Afghanistan in December 2007 and his meetings with deployed Australian Defence Force personnel and the leaders of Iraq and Afghanistan.

We coordinated and facilitated the major outcomes for the Prime Minister's visit to China from 9–13 April 2008, which included agreement to re-commit to free trade negotiations, a ministerial-level dialogue on climate change and the establishment of a ministerial-level services round-table. We advised the Prime Minister on the handling of disturbances in Tibet, which assisted in the Prime Minister registering Australian concerns directly with the Chinese leadership.

During the Prime Minister's visit to Japan from 8–12 June 2008, we provided briefs on the comprehensive strategic, security and economic partnership, including defence exchanges and the initiative for an international commission on nuclear non-proliferation and disarmament.

The division played a key role in coordinating the development of a number of initiatives which were announced by the Prime Minister during his visit to Indonesia on 12–14 June 2008. Agreement

was reached on expanded cooperation under the Lombok Treaty, co-hosting the Bali Democracy Forum and a global inter-faith dialogue, a joint feasibility study on a possible regional disaster management centre and a commitment to negotiate arrangements to make it possible for young Australians and Indonesians to combine work and holidays in each other's countries.

We worked with a number of agencies to formulate the government's response to the humanitarian crisis in Burma caused by Cyclone Nargis. We supported the Prime Minister's advocacy to key regional leaders in seeking to persuade the Burmese authorities to allow entry of international humanitarian relief supplies and personnel.

Around APEC Leaders Week, the department supported Guest of Government visits by:

- the President of China, His Excellency Hu Jintao
- the President of the United States of America, the Honourable George W Bush
- the President of the Russian Federation, His Excellency Mr Vladimir Putin, and
- the Prime Minister of Canada, the Right Honourable Stephen Harper.

The division provided advice to the Prime Minister on the international dimensions of the government's decisions to withdraw combat troops from Iraq and to recognise the newly independent state of Kosovo. The division participated in whole-of-government policy formulation through participation in various interdepartmental committees (IDCs), including the Iraq Task Force, the Regional Assistance Mission to Solomon Islands IDC, and the Fiji IDC.

We provided advice to other Australian Government agencies to advance the government's consideration of Australia's position on a range of international legal issues, including:

- the United Nations Declaration on the Rights of Indigenous People
- two conventions dealing with cultural protection issues
- the International Criminal Court, and
- Optional Protocols for the Convention against Torture and the Convention on the Elimination of Discrimination Against Women.

We provided the Prime Minister with letters to 159 foreign heads of government, seeking their support for Australia's candidacy for the United Nations Security Council for the period 2013–14.

For more information about the Prime Minister's visits overseas, and Guest of Government visits to Australia, that were coordinated by International Division's Ceremonial and Hospitality Branch, see output 4.6 on page 73.)

ADVANCING AUSTRALIA'S TRADE AGENDA

The division helped to advance the government's substantial international trade agenda during the year, providing policy coordination and advice to the Prime Minister on key multilateral, regional and bilateral trade priorities.

The highest priority was to re-energise the World Trade Organisation Doha Development Round negotiations, with the aim of entering a decisive

phase. The division, working closely with the Department of Foreign Affairs and Trade, supported the Prime Minister's advocacy to leaders of a number of key trading nations to encourage the necessary concessions to produce a genuinely trade liberalising outcome for the round.

We also advised the Prime Minister on advancing the government's Free Trade Agreement (FTA) agenda to ensure trade liberalising outcomes, which support the multilateral trading system. This included:

- completion of a high-quality FTA with Chile, the most comprehensive agreement negotiated by Australia
- the acceleration of FTA negotiations with China
- entry into the final phase of negotiations of an ASEAN, Australia, New Zealand FTA, and
- ongoing negotiations with Japan and the Gulf Cooperation Council.

In giving effect to the government's election commitment to enhance Australia's trade performance in the services sector, we supported the Prime Minister in promoting the interests of the Australian financial services sector during his respective visits to China and Japan.



Prime Minister Kevin Rudd in New York with HE Mr Ban Ki-Moon, Secretary-General of the United Nations, March 2008 (photo courtesy of AUSPIC)

INCREASING AUSTRALIAN AID EFFECTIVENESS

Australia's international aid budget continues to grow significantly. A scaling up in Australia's official development assistance to \$3.7 billion—equal to 0.32 per cent of gross national income—was announced in the 2008–09 Budget.

In 2007–08 International Division worked closely with AusAID and other government agencies to ensure the effective use of Australian aid funds. This was mainly achieved through the design of Pacific Partnerships for Development and through an increased focus on public sector capacity building and economic infrastructure in partner countries.

This included regular participation in secretaries' committee meetings on the Australia–Indonesia Partnership for Reconstruction and Development and the deputy secretary-level Development Effectiveness Steering Committee. This committee was established to advise the government on the effectiveness of the aid program, including major new Budget proposals. We also provided input through participation in the Development Effectiveness Working Group and various AusAID-led steering groups.



Prime Minister Kevin Rudd in the United States of America with President the Hon George W Bush, March 2008 (photo courtesy of AUSPIC)

CONSULTING WITH STATES AND TERRITORIES

To ensure the states and territories are kept informed of international treaty negotiations in which Australia is involved, we chaired (and provided the secretariat for) the Standing Committee on Treaties which met in Canberra in September 2007 and April 2008.

APEC AUSTRALIA 2007

Australia's year as host of Asia Pacific Economic Cooperation (APEC) was a major foreign and trade policy priority for the government throughout 2007.

The department played key roles in the delivery of APEC Leaders Week, which culminated in the APEC Economic Leaders Meeting (AELM) from 8–9 September 2007. In the lead-up to APEC Leaders Week, we worked with other agencies to develop key policy outcomes and objectives for Australia and leaders.

Our hosting of APEC 2007 and the AELM reaffirmed APEC's position as the premier regional forum and produced three important statements:

- the Sydney APEC Leaders Declaration on Climate Change, Energy Security and Clean Development
- the Statement on the World Trade Organisation Negotiations, and
- the 2007 APEC Leaders Declaration.

The Secretary received letters from the then Prime Minister and the Chairman of the APEC Business Summit specifically recognising the efforts of the International Division in supporting the policy outcomes of APEC 2007 and in managing the associated Guest of Government visits. Eight officers in the division received 2008 Australia Day Achievement Awards from the Secretary for their role in APEC.

OUTPUT 3.2: NATIONAL SECURITY POLICY

Output	Performance information
Advice, briefing and support to the Prime Minister on national security issues, including defence policy and operations, defence capabilities, intelligence, non-proliferation, counter-terrorism, border protection, hazardous materials control, research for national security, emergency management and certain criminal law enforcement issues, including through coordination across Australian Government agencies and, as appropriate, with the states and territories.	<i>Quality:</i> The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the Parliamentary Secretary, their offices and the departmental Executive with the timeliness and quality of advice and achievement of key tasks.

ROLE OF THE OFFICE

Since 1 July 2003, the National Security Division has provided advice and support to the Prime Minister and the departmental Executive on domestic security, defence capability and operations, intelligence policy, and security threats posed by chemical, biological, radiological and nuclear (CBRN) materials. We have also promoted research and development to address national security capability needs. In addition, we maintain a constructive working relationship with the Office of National Assessments.

In December 2007, the Office of National Security was established within the department. In addition to subsuming the functions of the National Security Division, the Office of National Security's mandate includes:

- emerging national security challenges, including international security, and stabilisation and capacity-building operations in fragile and failed states
- economic, resources and trade security, and
- the impacts of climate change and environmental issues on security.

In addition, the Office of National Security is now seeking to become more directly engaged in the implementation of some aspects of national security policy.

OUR PERFORMANCE

In 2007–08, there were a number of developments and reviews affecting national security strategy, including:

- the 2008–09 Budget outcomes
- the Homeland and Border Security Review
- drafting the National Security Statement
- the Clarke Inquiry into the Haneef case, and
- the Defence White Paper process.

In the last 12 months, the department adapted its focus and internal structures to reflect the changes occurring in national security policy. Feedback from both the current and the former Prime Minister, the Minister Assisting, the Parliamentary Secretary, their offices and the departmental Executive, indicates their satisfaction with the quality and timeliness of advice that the Office of National Security provides; including on those issues that have arisen as a consequence of

the expansion in the department's role in the area of national security. Feedback from our broader stakeholders indicates that they value the constructive role that the Office of National Security plays in the development of national security policy.

In addition, the achievement of key tasks and the outcomes of intergovernmental and inter-agency meetings and working groups demonstrate that the Office of National Security is effectively addressing the Australian Government's national security priorities. These key outcomes and tasks are described in the following sections.

Counter-terrorism and law enforcement:

We provided advice and/or policy support on a range of counter-terrorism and law enforcement issues, including:

- the Oil-for-Food Taskforce
- the Federal Audit of Police Capabilities
- telecommunications interception and surveillance
- counter-terrorism and law enforcement-related legislation, and
- other law enforcement policy issues, including Australian Federal Police overseas deployments, counter-terrorism operations and prosecutions, organised crime, and drug trafficking.

On 22 February 2008, the Australian Government announced the Homeland and Border Security Review. We provided administrative support for the establishment of the review.

Border and transport security:

The department provides briefing to the Prime Minister on border entry issues and systems, offshore maritime security, people smuggling, illegal fishing and aviation security. In 2007–08 we coordinated the development of a policy framework for assessing areas and facilities of national significance under the National Counter-Terrorism Plan. We also worked with relevant agencies to develop and refine issues such as the Border Security Initiative to ensure the integrity of the Australian border and the Australian

Government response to emerging issues, such as the response to laser pointers disrupting civil aircraft operations.

The office provides the chair and secretariat support for the Strategic Maritime Management Committee. In 2007–08 the committee met four times and advanced a number of issues, including:

- development of a mechanism for assessing risks in the maritime sector across eight threat categories
- consideration of the effectiveness of maritime security enforcement programs, and
- development of policy associated with the introduction of the Automated Maritime Identification System.

National Counter-Terrorism Committee

(NCTC) support: During 2007–08, in addition to functions performed as part of the administered item (see page 44), we provided secretariat support to a number of NCTC working groups and the chair for the National Crisis Committee. This committee provides a forum for information coordination in a terrorist-related crisis between the Australian Government, states and territories.

The office provided policy oversight for special event protective security, including APEC 2007, ANZAC Day Commemorations, the Canberra Olympic Torch Relay, and preparation for World Youth Day 2008. The office also provided policy coordination for government initiatives on communications-in-a-crisis and continuity of government planning for the Australian Government.

Defence policy and operations: In 2007–08 the office provided advice on Australian Defence Force (ADF) deployments to Afghanistan, Iraq, East Timor and Solomon Islands, as well as the ADF's non-regional peace and humanitarian operations. This included advice on significant events, such as the rapid reinforcement of ADF stabilisation troops to East Timor, the draw-down of ADF combat troops from Iraq and the generation of the ADF commitment to Darfur. We also managed an interdepartmental committee on the implementation of the visa policy for locally engaged employees in Iraq, and led whole-of-

government discussions on Australia's long-term strategy for Afghanistan.

During the year, we provided advice and briefing on a range of defence policy issues, including:

- defence personnel and retention policy
- defence estate and ADF housing matters
- defence and veterans' affairs Budget matters, and
- veterans' affairs issues, including military commemorative events and memorials.

We also provide the secretariat function for the Strategic Policy Coordination Group meetings, an informal meeting of deputy secretaries, which aims to enhance whole-of-government interaction on strategic and security issues, and ensure the necessary arrangements for supporting ministers are in place.

Defence capability and acquisition:

We provided advice to the Prime Minister and the Cabinet on defence capability, acquisition and industry policy issues, including briefing on the 10-year Defence Capability Plan and each major project as it came forward for approval. We also contributed to briefing the Prime Minister on the Defence Portfolio Budget Submission and the developing Defence White Paper.

In the last 12 months, we provided briefs on Australia's acquisition of air warfare destroyers, amphibious ships, and field vehicles and trailers. We also provided advice on issues such as Australia's air combat capability plans, the Super Seasprite helicopter, and Airborne Early Warning and Control aircraft programs.

We took a leading role in the interdepartmental steering group on the review of net personnel and operating costs in the Defence Capability Plan. The work of the steering group has been incorporated into the Defence White Paper process.

Intelligence: In 2007–08, Australia's intelligence agencies continued their significant growth, increasing demands on the office in terms of contribution to and management of intelligence policy and the various issues surrounding Australia's intelligence and security agencies. After

the 2007 federal election, the office coordinated a number of steps to ensure the incoming Prime Minister and other relevant ministers were briefed on intelligence-related matters as soon as possible after taking office.

We also advised the Prime Minister and the National Security Committee of Cabinet on improving oversight and management of the Australian Intelligence Community in accordance with the recommendations of the Inquiry into Australian Intelligence Agencies in 2004.

We contributed to the Foreign Intelligence Coordination Committee, the National Intelligence Collection Management Committee and other intelligence-related forums by ensuring a strong correlation between Australia's foreign intelligence priority-setting, resources and reporting effort, the government's priorities, and the national interest.

National security strategic policy: Consulting with other Australian Government agencies, we took the lead in developing the National Security Statement which will outline the Australian Government's vision for national security.

We have been working closely with other Australian Government agencies to support the Department of Defence in developing the Defence White Paper.

National security science and technology policy and strategy:

We provided input to the science and technology-based components of the:

- National Security Statement
- Homeland and Border Security Review, and
- Defence White Paper.

We also engaged more broadly with academia and think-tanks on the subject of science and technology development in relation to security issues, and worked with other Australian Government agencies on future policy and program approaches for national security science and innovation.

We continue to award grants to industry, academia and government research agencies through the Research Support for Counter-

Terrorism Program. It is classified as a discretionary grant. In 2007–08 we provided co-funding of \$5.9 million to 31 new research projects with a combined value of \$17.9 million.

Research projects are undertaken in priority areas identified by the NCTC and other peak groups. Significant advances in capability were achieved in 2007–08 through innovations such as:

- the first field-portable prototypes in Australia for identifying explosives and chemical warfare agents
- world-leading radiological forensic capabilities
- means to defeat vehicle-borne improvised explosive devices, and
- increased protection from cyber attacks.

In 2007–08 we also provided ongoing support for international cooperation in national security science and technology through two international agreements with the United States of America (US), managed in the US by the US Departments of Defense and Homeland Security. Eight new projects were finalised in 2007–08, addressing first responder capabilities and protection, chemical/biological countermeasures, information-sharing to expand domestic security technology capabilities, and assistance for the establishment of a Global Chemical/Biological Knowledge Centre.

We continued to provide the chair and secretariat for the Publicly-funded Agencies Collaborative Counter-Terrorism program. This program brings together the Defence Science and Technology Organisation, the Commonwealth Scientific and Industrial Research Organisation, the Australian Nuclear Science and Technology Organisation and Geoscience Australia with agencies such as the Australian Federal Police, Defence and the Attorney-General's Department to provide coordinated input on counter-terrorism-related policy and projects.

Chemical, biological, radiological, nuclear and explosive security: We provide whole-of-government coordination for chemical, biological, radiological, nuclear and explosive (CBRNE) security, including counter-proliferation and

NCTC-related issues. In 2007–08 the NCTC established the CBRN Security Sub-Committee (CBRNSSC), chaired by the department and its three supporting working groups: the Equipment Working Group, the Training Working Group, and the Site Decontamination Working Group.

In the last year, the CBRNSSC has undertaken the following pieces of work:

- a CBRN Risk Environment Statement to help prioritise resources, and
- a comprehensive national CBRN Capability Gap Analysis to identify current CBRN security structures.

We continue to lead the COAG Review of Chemicals of Security Concern. This is the fourth and final component of the COAG Review of Hazardous Materials. From February to April 2008, a final phase of public consultation was conducted seeking stakeholder feedback on a draft COAG report.

We also provided whole-of-government advice to the Prime Minister on counter-proliferation policy. This included Australia's participation in the Dublin Diplomatic Conference on Cluster Munitions and the Prime Minister's announcement of an International Commission on Nuclear Non-Proliferation and Disarmament.

Critical infrastructure protection and technology security: We worked in partnership with the Attorney-General's Department to progress the Australian Government's critical infrastructure protection and national security agenda, including working with states, territories and industry through the National Committee for Critical Infrastructure Protection, the Critical Infrastructure Advisory Council, the National Identity Security Coordination Group and the Business–Government Advisory Group on National Security.

We provided the chair and secretariat support to the COAG Private Security Industry working group that developed a nationally-consistent approach for the regulation of the private security industry, agreed by COAG on 3 July 2008. The proposal aims to improve the probity, competence and



*Former Prime Minister Howard with other world leaders at APEC Leaders Week, September 2007
(photo courtesy of AUSPIC)*

mobility of private security industry personnel across all states and territories.

We continued to support the Attorney-General's Department and other relevant agencies in implementing e-security initiatives in the 2007–08 Budget, and we participated in exercise Cyber Storm II held in March 2008.

Emergency management: We chaired an inter-jurisdictional working group to review the National Emergency Protocol and to develop the Model Arrangements for Leadership during Emergencies of National Consequence. These arrangements are aimed at ensuring effective coordination and communication between state and territory and Commonwealth leaders in the event of an emergency of national consequence. These arrangements were endorsed by COAG on 3 July 2008.

ADMINISTERED ITEM: NATIONAL COUNTER-TERRORISM COMMITTEE

Output	Performance information
Administered item National Counter-Terrorism Committee (NCTC)	<i>Quality:</i> Secretariat support is provided to the satisfaction of the NCTC.

ROLE OF THE COMMITTEE

Australia's counter-terrorism arrangements are coordinated through the National Counter-Terrorism Committee (NCTC), comprising officials of relevant Australian Government agencies, Premiers' and Chief Ministers' departments and jurisdictional police services.

The role of the NCTC is to implement the national counter-terrorism framework as set out in the Intergovernmental Agreement agreed by the then Prime Minister, Premiers and Chief Ministers on 24 October 2002, through:

- a. maintaining the National Counter-Terrorism Plan and associated documentation
- b. providing expert strategic and policy advice to heads of government and other relevant ministers
- c. coordinating an effective nationwide counter-terrorism capability
- d. maintaining effective arrangements for the sharing of relevant intelligence and information between all relevant agencies in all jurisdictions, and
- e. providing advice in relation to the administration of the special fund to maintain and develop the nationwide counter-terrorism capability, administered by the Commonwealth on the basis of advice from the NCTC.

We provide the permanent chair for the NCTC at deputy secretary level, and the secretariat to support the work of the committee.

PERFORMANCE

In mid-2008 NCTC members, through the research and findings of GHD Security as part of the NCTC triennial review, indicated their satisfaction with the secretariat support provided by the department.

During 2007–08 we provided a dedicated secretariat, through the NCTC Section, for four NCTC meetings (held in August 2007, November 2007, March 2008 and June 2008) and one extraordinary NCTC meeting in September 2007.

The NCTC Capability Steering Group, also chaired by the department, met on three occasions (in November 2007, February 2008 and May 2008).

Issues considered by NCTC included:

- the NCTC triennial review
- NCTC exercises, including:
 - Tactical Response Exercise *Southern Contact* in Tasmania in October 2007
 - Investigation and Consequence Management Exercise *Capital ImpACT* in the ACT in November 2007
 - Investigation and Consequence Management Exercise *Nexus 08* in Victoria in February 2008
 - Investigation and Consequence Management Exercise *Southern Rebound* in SA in April 2008, and
 - Tactical Response Exercise *Ochre Baru* in NT in May 2008
- the establishment of the Investigations Support Capability Coordination Sub-Committee, and
- the successful implementation of the National Capability Review and Development Process.

OUTPUT 3.3: APEC TASKFORCE

Output	Performance information
Output 3.3: APEC Taskforce	<p><i>Quality:</i></p> <p>The degree of satisfaction of the Prime Minister, the Minister for Foreign Affairs and Trade, the Minister for Transport and Regional Services, the Treasurer, the Minister for Health and Ageing and the Minister for Industry, Tourism and Resources, as ministers hosting APEC meetings during 2007, and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the quality and timeliness of advice and achievement of key tasks.</p>

ROLE OF THE TASKFORCE

Asia Pacific Economic Cooperation (APEC) is the premier forum for facilitating economic growth, cooperation, trade and investment in the Asia–Pacific region. It comprises 21 members spanning four continents and represents the most economically dynamic region in the world, accounting for approximately 40 per cent of the world's population, 56 per cent of world gross domestic product and 48 per cent of world trade.

The APEC 2007 Taskforce was established within the department in 2004–05 to coordinate and manage the logistics and security aspects of hosting the APEC 2007 year. The responsibilities of the taskforce included providing the venues, staff, accommodation, hospitality, technology, delegation liaison, protocol services and media facilities for the official series of APEC 2007 meetings, which took place in a number of locations around Australia.

The taskforce began winding up following Leaders Week in September 2007 and was formally stood down in May 2008.

PERFORMANCE

Positive feedback was received from the then Prime Minister, Australian host ministers, their departmental officials, other economy delegates and the APEC Secretariat on logistical, security and organisational aspects for the meetings held from 1 July 2007 to the conclusion of the APEC Economic Leaders Meeting (AELM) on 9 September 2007.

All Australian host ministers personally thanked taskforce staff and commended them on delivery of the various ministerial meetings via video presentation in advance of Leaders Week in Sydney. The Prime Minister hosted a special thank you function for taskforce staff and New South Wales Police in the week following the AELM.

Feedback from those associated with sponsorship of the APEC 2007 meetings and events including the APEC Business Summit, both government and corporate, has been positive.

The taskforce provided timely and accurate advice to the Prime Minister and his office regarding the preparations of arrangements for, and delivery of, Leaders Week in September 2007.

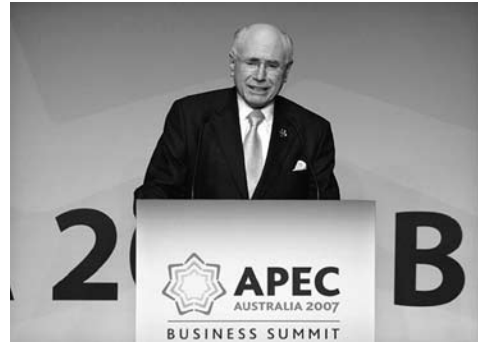
Hosting APEC in 2007 allowed Australia to assume a key coordination and agenda-setting role. As host, Australia chaired most major meetings, set

the annual themes and priorities, and drove substantial elements of the work program. This provided a valuable opportunity to set the future direction of the APEC organisation and to pursue important trade and foreign policy goals.

The leaders of all major regional economies and thousands of delegates and support personnel were brought together for the AELM, held in Sydney in September 2007.

Meetings: From January to September 2007, over 100 days of meetings were hosted across the country. In addition to the APEC Economic Leaders Meeting and the APEC Australia 2007 Business Summit, there were four senior officials meetings, eight ministerial meetings, and over 50 working group and experts sub-group meetings. The meetings managed by the taskforce and numbers of delegates were:

- Senior Officials Meeting I (Canberra, 15–26 January, 1,426 delegates and 44 registered media representatives)
- Ministers Responsible for Mining (Perth, 12–16 February, 300 delegates and 69 registered media representatives)
- Small and Medium Enterprises Ministers Meeting (Hobart, 4–9 March, 144 delegates and 24 registered media representatives)
- Transport Ministers Meeting (Adelaide, 28–30 March, 200 delegates and 26 registered media representatives)
- Senior Officials Meeting II (Adelaide, 16–24 April, 562 delegates and four registered media representatives)
- Energy Ministers Meeting (Darwin, 27–30 May, 200 delegates and 33 registered media representatives)
- Health Ministers Meeting (Sydney, 5–8 June, 165 delegates and 40 registered media representatives)
- Senior Officials Meeting III and Ministers Responsible for Trade Meeting (Cairns, 22 June – 3 July, 1,256 delegates and 64 registered media representatives)
- Finance Ministers Meeting (Coolool, 30 July – 3 August, 273 delegates and 72 registered media representatives)
- Leaders Week (Sydney, 5–10 September), including the APEC Ministers' Meeting (Foreign and Trade Ministers 5–6 September), Business Summit (6–7 September) and APEC Economic Leaders Meeting. Leaders Week was attended by 21 economic leaders, 42 ministers, 5,791 delegates and 2,059 media representatives.



Former Prime Minister Howard at APEC Business Summit, September 2007 (photo courtesy of AUSPIC)

Leaders Week

For the organisers of an APEC year, Leaders Week is in a different category to the preceding events. This is due to the sheer size and complexity of Leaders Week, and because of the very large numbers of VIPs attending—most notably, APEC Economic Leaders.

Gatherings of APEC Economic Leaders require significant support and infrastructure. When the total number of delegates and staff are taken into consideration, staging Leaders Week in Sydney became the equivalent of establishing a small town: this number reached more than 24,000 people, including a workforce that was 9,421 people strong, 5,791 delegates and 2,059 media.

The coordination of services—including aircraft facilitation, accommodation, transport and security—for APEC leaders, ministers and delegates was a formidable challenge for the taskforce. In Leaders Week, APEC events are held on a rolling basis, allowing for no 'breathing space' between events. This demands the highest standards of planning and delivery from the organising body.

ACHIEVEMENTS

Leaders Retreat I and II: The taskforce worked with the Sydney Opera House and the Historic Houses Trust to create aesthetically beautiful and technologically suitable Leaders Retreat venues within the Sydney Opera House and Government House, Sydney.

Airport facilitation: The high volume of arrivals and departures by State, charter and private aircraft at Sydney Airport during Leaders Week required careful management. The timeframes for arrivals and departures were limited by existing commercial airline schedules, and by the 11.00pm to 6.00am curfew at Sydney Airport.

Working closely with Sydney Airport, Customs, Quarantine and the Australian Federal Police, the taskforce allocated arrival and departure timeslots for APEC aircraft and facilitated 'parking' for aircraft at airfields around Australia.

Security: The success of APEC 2007 was very much dependent on a strong relationship between policy, logistics and security aspects. Whole-of-government security arrangements for the APEC year were coordinated by the Protective Security Coordination Centre (a division of the Attorney-General's Department), a branch of which was co-located with the taskforce. A New South Wales Police command was also co-located with the taskforce.

Delegate transport: The planning and management of transport during Leaders Week was one of the biggest challenges for the taskforce. The taskforce coordinated 353 drivers using 282 vehicles to deliver transport services to leaders, ministers, media representatives and delegates during Leaders Week.

Cultural performance: The evening cultural performance during APEC Economic Leaders Meeting is now a well established part of APEC Leaders Week. The cultural performance is an opportunity for the host economy to present the best of its cultural assets to an international audience.

The taskforce worked closely with a professional events company to design and manage the APEC 2007 cultural performance. The performance

ran for 40 minutes, and included a wide range of elements, from ballet and opera to popular music and modern dance. A well known Australian performer, Hugh Jackman, was the Master of Ceremonies. All guests at both dinners were able to view a fireworks display over the harbour and to watch a flotilla of tall ships and accompanying smaller vessels with a light show playing on their sails in accompaniment to a music program.

International Media Centre: The taskforce built an International Media Centre within the Sydney Convention & Exhibition Centre, offering 10,000 square metres of space for media facilities and operations for the 2,059 media representatives attending Leaders Week in Sydney. The International Media Centre offered a wide range of television, production and broadcast services and facilities.

This successfully allowed for comprehensive media coverage of the meetings and contributed to the high profile of the event, increasing the stakeholders' satisfaction.

Public engagement: The taskforce developed a comprehensive communication strategy for implementation by various state and Commonwealth bodies. The strategy aimed to inform Sydneysiders about the impact of Leaders Week on residents and the CBD business community. The strategy included stakeholder briefings, community meetings, distribution of an information booklet, a radio and newspaper advertising campaign and establishment of a national information line.

Knowledge transfer: In order to assist future APEC host economies, the taskforce designed and implemented a knowledge transfer program providing future hosts with an opportunity to observe several of the meetings, including the AELM, and comprehensive documentation of the taskforce's planning approach and tools as well as statistical data about each event. The observer program was open to any interested economy but priority was given to the next two host economies: Peru and Singapore. The knowledge transfer documentation was presented to the APEC Secretariat in Singapore so it could be made available to all future host economies.

SPECIAL FEATURE: APEC 2007 VOLUNTEER PROGRAM

Australia has a long tradition of volunteering, and APEC provided another opportunity to demonstrate community commitment to significant national events. Unlike other event volunteering programs, APEC focused exclusively on recruiting university students, generally aged in their 20s.

BACKGROUND

The mission of the APEC Australia 2007™ Volunteer Program was to assist APEC Program areas with providing high-level customer service to delegates and other participants during APEC Leaders Week through the recruitment of around 550 volunteers.

The program also provided an opportunity for APEC 2007 to demonstrate its commitment to community participation during Leaders Week, while signifying in real terms APEC's commitment to youth.

A Volunteer Program team was established within the APEC Taskforce Corporate Branch. The branch developed the recruitment strategy for the volunteers and facilitated the recruitment, uniforming, training and accreditation of volunteers for Leaders Week. The Volunteer Program team also worked with program areas to develop volunteer roles, assist with rostering and operational training, and provide management support during the event.

The volunteers undertook mainly customer service roles, such as help desk officers at the airport, hotels and venues, as liaison officers for delegates, as curb-side coordinators for transport, and as document runners within meeting rooms. The other roles the volunteers undertook involved working in the International Media Centre as media assistants.

Orientation sessions were held where all stakeholders in the delivery of Leaders Week had the opportunity to engage with the 550 volunteers and start building their program teams before the event.



The department's 2007 graduate group volunteering at APEC Leaders Week, September 2007

A Volunteer Working Group was established early in 2007, with all program areas requiring volunteers represented on that working group. The group met monthly and was a way of disseminating and discussing information and policies on recruitment, training, uniforms and accreditation.

All volunteers who completed at least one shift received a personalised certificate of appreciation signed by the Prime Minister.

VOLUNTEER OPERATIONS

The APEC Leaders Week operationally started on 28 August 2007, with the first of the volunteers assigned to the Transport, Accreditation and Airport Program areas starting their shifts.

By 2 September 2007 all programs using volunteers were fully operational. This included Delegate Liaison Services, Accommodation, Business Summit, Observers Program, Sydney Opera House, Sydney Convention and Exhibition Centre, Media Centre and Broadcast Centre. By 9 September 2007 all volunteers had finished their shifts.

The program was highly successful, with no major issues arising from volunteers. Program areas reported exceptional performances by some individuals and received positive feedback from delegates. There were 527 volunteers who started their first shift as rostered, while 12.2 per cent withdrew beforehand due to exam, study and other commitments. By 9 September 2007, 513 volunteers remained in the Volunteer Program, which represented a retention rate of 98 per cent over the life of the event.

Volunteer feedback following the event was extremely positive, with most expressing their gratitude for the 'outstanding opportunity' afforded by volunteering.

PROJECT HIGHLIGHTS

- The diversity of the group was demonstrated by having students born in all of the APEC member economies.
- Sydney's tertiary academic community was engaged in promoting and screening suitable tertiary students for the volunteer program. The recruitment strategy involved several meetings with the management of university and other tertiary institutions and gaining their support for, and commitment to, recruiting students.
- Online accreditation application forms made it easier for students to apply for the volunteer positions and also provided the opportunity to screen and evaluate students' motivation, availability and commitment to volunteering. The APEC Volunteer Program received more than 1,200 applications by the closing date.
- Face-to-face interviews of 600 students were undertaken in a five-day period, with measurable criteria being applied to each applicant. All volunteers were interviewed individually to assess their customer service and language skills, with a ranking system used in the interviews.

