

# 6

PERFORMANCE  
REPORTING FOR  
OUTPUT GROUP 4:  
SUPPORT SERVICES  
FOR GOVERNMENT  
OPERATIONS



## OUTPUT 4.1: CABINET SUPPORT

Output	Performance information
Coordination of Cabinet business	<p><i>Quality:</i> Degree of satisfaction of the Prime Minister, the Secretary, and the Secretary to Cabinet<sup>1</sup> with the services provided by the Cabinet Secretariat.</p> <p><i>Timeliness:</i> Submissions or memoranda are cleared and distributed as soon as practicable after clearance by Cabinet Secretariat.</p> <p>Cabinet minutes are circulated within 24 hours of Cabinet meetings.</p> <p><i>Quantity:</i> 60 meetings of the Cabinet and its committees (other than the National Security Committee of Cabinet) are expected to be organised and coordinated.</p>
Coordination of the National Security Committee of Cabinet (NSC) and Secretaries' Committee on National Security (SCNS) business.	<p><i>Quality:</i> Degree of satisfaction of the Secretary to Cabinet<sup>1</sup> and the departmental secretaries associated with SCNS with the support required for the smooth operation of the NSC and SCNS.</p> <p><i>Timeliness:</i> As for Cabinet business.</p> <p><i>Quantity:</i> 11 meetings each of NSC and SCNS are expected to be organised and coordinated.</p>
Support for Federal Executive Council.	<p><i>Quality:</i> Degree of satisfaction of the Governor-General and his Official Secretary with the support provided by the Executive Council Secretariat.</p> <p><i>Timeliness:</i> Papers and schedules are delivered to Government House two working days before an Executive Council meeting.</p> <p><i>Quantity:</i> 30 meetings of the Executive Council are expected to be organised and coordinated.</p>
Monitoring of the implementation of strategic Cabinet decisions.	<p><i>Quality:</i> Degree of satisfaction of the Prime Minister, the Secretary, the Secretary to Cabinet and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the monitoring role provided by the Cabinet Implementation Unit.</p> <p><i>Timeliness:</i> Quarterly reports are produced within agreed timeframes.</p> <p><i>Quantity:</i> Some 200 policy measures are monitored throughout the year.</p>

1 The Cabinet Secretary was an official appointed under the Howard Government. In December 2007 the Cabinet Secretary, a Cabinet Minister in the Rudd Government, replaced the Secretary to Cabinet in this position.

## ROLE OF THE DIVISION

Cabinet Division includes the Cabinet Secretariat, the Community Cabinet Secretariat and the Cabinet Implementation Unit (CIU).

The Cabinet Secretariat provides administrative services to the Cabinet and its committees to support the government's decision making processes. The Cabinet Secretariat is also responsible for supporting the Federal Executive Council, the Secretaries' Committee on National Security, maintaining the registry of Cabinet documents for the current government and preserving the Cabinet records of previous governments.

The Community Cabinet Secretariat was established in January 2008 to plan, coordinate and deliver a series of Community Cabinet meetings, on average, once a month, in metropolitan and regional centres across Australia. Community Cabinet meetings provide opportunities for people to bring their concerns directly to the government, to meet with Cabinet ministers in person and ask questions that are important to them.

The CIU works with Australian Government agencies and other divisions in the department to monitor and report on the implementation of government decisions and programs. Since its establishment in October 2003, CIU has increased the focus on implementation and has encouraged better thinking about the design and delivery of programs during the early stages of policy development.

## PERFORMANCE: CABINET SECRETARIAT

The Prime Minister, the Cabinet Secretary, the Secretary to Cabinet, the Secretary of the department and the Official Secretary to the Governor-General each expressed satisfaction with the support services provided, and with the professionalism and responsiveness of the Cabinet Secretariat in servicing the Cabinet and Executive Council during 2007–08. Informal feedback from other stakeholders, including members of the Cabinet, was also favourable.

During the caretaker period, the Cabinet Secretariat provided written advice on the security, handling and destruction procedures of Cabinet documents held by ministers, parliamentary secretaries, departments and agencies. Immediately following the outcome of the 2007 election, the Cabinet Secretariat provided stocktake reports of all Cabinet documents held by outgoing ministers and parliamentary secretaries and their departments during the life of the previous government. Assurances were sought from all departing ministers, parliamentary secretaries and departments that all previous government Cabinet documents had been destroyed in accordance with Cabinet protocols and the *Cabinet Handbook*.

The Cabinet Secretariat provided assistance to the incoming government (ministers and their offices) through the transition period on standard Cabinet procedures, handling and security protocols for the distribution and handling of classified material and provided training on the use of the secure electronic database CABNET. Ongoing training and support is provided to ministers' offices in relation to Cabinet processes and CABNET, helping to ensure a smooth transition.

**Coordination of Cabinet business:** From July to November 2007, the Cabinet Secretariat supported eight Cabinet meetings, including the National Security Committee of Cabinet. No Cabinet meetings were held during the caretaker period for the 2007 election (that is, between 17 October and 24 November 2007).



*Senator Faulkner at a Community Cabinet meeting in Narangba, QLD, March 2008 (photo courtesy of AUSPIC)*

Since the 2007 election, the Cabinet Secretariat has provided support for nine Cabinet Committees that have been established by the Prime Minister. The Cabinet Secretariat has also provided logistical and secretariat support for Cabinet meetings that have been held in conjunction with Community Cabinet meetings at interstate locations. In the first six months of 2008, 83 Cabinet meetings were held, including Cabinet Committee meetings, and eight Cabinet meetings were held interstate at metropolitan, regional or remote locations.

**Coordination of National Security Committee of Cabinet and Secretaries' Committee on National Security business:**

In 2007–08 the Cabinet Secretariat supported a total of 13 meetings of the National Security Committee (NSC).

The Cabinet Secretariat also provides secretariat support to the operation of the Secretaries' Committee on National Security (SCNS). The purpose of the SCNS is to allow relevant departmental secretaries to consider submissions and memoranda before they are considered by the NSC. During 2007–08 the Cabinet Secretariat supported nine meetings of the SCNS.

**Support for Federal Executive Council:**

During the year, the Executive Council Secretariat (a unit within the Cabinet Secretariat) provided advice, briefings and administrative support to the Governor-General, the Executive Council and the Official Secretary to the Governor-General.

A total of 28 meetings of the Executive Council were held, with 515 papers considered. Of these, only 5.8 per cent (30) were not available by the required two days before the relevant meeting.

**Figure 6.1: Trends in services to Cabinet and other decision makers**

	2003–04	2004–05	2005–06	2006–07	2007–08
<b>MEETINGS HELD OF THE CABINET AND ITS COMMITTEES</b>					
Cabinet	30	26	26	33	30
Ministry	3	3	3	3	6
National Security Committee	16	10	23	18	13
Parliamentary Business Committee	21	14	19	19	14
Other Cabinet committees	21	21	11	14	41
<b>TOTAL</b>	<b>91</b>	<b>74</b>	<b>82</b>	<b>87</b>	<b>104</b>
Cabinet meetings held outside Canberra (not including Cabinet committee meetings)	4	2	2	6	8
Other committee meetings held outside Canberra	2	0	0	3	4
Secretaries' Committee on National Security	15	11	11	10	9
<b>CABINET MINUTE RELEASE WITHIN 24 HOURS OF MEETING</b>					
National Security Committee	70%	100%	99%	100%	75%
Cabinet and all other committees	99%	97%	99%	94%	56%
<b>OTHER INDICATORS OF CABINET WORKLOAD</b>					
Cabinet documents lodged	706	641	740	739	571
Cabinet minutes recorded	856	696	832	835	811
<b>SUPPORT OF THE GOVERNOR-GENERAL IN COUNCIL (THE FEDERAL EXECUTIVE COUNCIL)</b>					
Meetings held	28	28	29	26	28
Papers considered	591	542	547	635	515
Availability of papers two working days before meeting	91%	94%	95%	93%	94%

The figures in table 6.1 show there has been a deterioration in performance against the 24-hour turn-around of Cabinet minutes during the 2007–08 financial year. This decline in the availability of Cabinet and National Security Committee minutes within 24 hours of the meeting is due to a number of factors. The increase in the number of meetings and the number of interstate meetings outside of Sydney

and Melbourne has impacted on Cabinet Secretariat's ability to release and circulate minutes in a timely way, as there are occasional delays in getting minutes circulated and access to the CABNET system exists only in Canberra, Sydney and Melbourne. This means the minutes must be brought back to Canberra for release and timing becomes dependent on travel arrangements.

**Public release of Cabinet records:**

The Cabinet Secretariat helped the National Archives of Australia prepare for the release of Cabinet documents from 1977 and the release of Cabinet notebooks from 1957. These documents can be accessed at [www.naa.gov.au](http://www.naa.gov.au).

The *Archives Act 1983* (the Act) provides for Cabinet notebooks to be opened to public access (subject to the conditions of the Act) after 50 years, rather than the 30-year period that applies to most Australian Government records, including other Cabinet documents.

**PERFORMANCE: COMMUNITY CABINET SECRETARIAT**

The Community Cabinet Secretariat as a new initiative did not have established performance indicators at the beginning of the last financial year. Success has been measured by the following indicators based on the indicators developed for the 2008–09 Portfolio Budget Statements, with a minor amendment to reflect the establishment of the initiative part way through the year.

Output	Performance information
Coordination of Community Cabinet meetings	<p><i>Quality:</i> The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the Secretary, the Secretary to Cabinet and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the secretariat’s work.</p>
	<p><i>Timeliness:</i> Delivery of Community Cabinet meetings, briefings and reports within agreed timeframes.</p>
	<p><i>Quantity:</i> Delivery of four Community Cabinet Meetings across Australia from January to June 2008.</p>

The Prime Minister, the Cabinet Secretary, the Secretary of the department and the departmental Executive each expressed satisfaction, through formal and informal feedback mechanisms, with the secretariat’s work, professionalism and responsiveness in organising Community Cabinet meetings during 2008. Informal feedback from other stakeholders, including members of the Cabinet, the Prime Minister’s Office, external stakeholders, and members of the public was also favourable.

The secretariat was assessed as having provided effective and timely organisation, briefing material, and reporting of outcomes for each Community Cabinet Meeting.

Since the inception of the secretariat in January 2008, four Community Cabinet meetings have been held at the following locations:

- Canning Vale, Western Australia, on Sunday 20 January
- Narangba, Queensland, on Sunday 2 March
- Penrith, New South Wales, on Tuesday 15 April, and
- Mackay, Queensland, on Sunday 29 June.

Approximately 2,300 individuals attended Community Cabinet meetings, and around 300 one-on-one meetings took place with ministers. We expect 10 Community Cabinet meetings to be organised and coordinated in 2008–09.

**Reporting:** The Cabinet Secretary, Senator the Hon John Faulkner, is tasked by the Prime Minister to oversee follow-up issues from Community Cabinet meetings and analysis of the outcomes of the program. The Community Cabinet Secretariat liaises closely with Senator Faulkner and his office to establish both formal and informal reporting mechanisms on outcomes from the Community Cabinet meetings. An event report is provided following each meeting, with a quarterly report also prepared to summarise and analyse information gathered from Community Cabinet meetings in each quarter.

The Prime Minister’s Office continues to work closely with the secretariat on meeting location

and venue selection, meeting themes and/or focuses, and on creating a successful meeting environment which facilitates an open discussion forum. The secretariat provides a number of briefing documents to key stakeholders before each Community Cabinet meeting, including logistical and operational information as well as briefings on relevant local issues.

**Database:** A major achievement for the Community Cabinet Secretariat in May 2008 was the development of a comprehensive database to record and summarise all Community Cabinet meeting information. This database, which records attendees, issues raised, post-event enquiries, and follow-up outcomes across whole-of-government, has greatly improved the secretariat's ability to coordinate meeting follow-up processes and analyse meeting trends and outcomes.

## PERFORMANCE: CABINET IMPLEMENTATION UNIT

Since December 2007 the CIU has reported to the Cabinet Secretary. Informal feedback provided by key stakeholders during the year indicated that the CIU's work was well regarded as evidence-based and continuing to provide the Prime Minister and the Cabinet with a clear understanding of the status of key measures and associated implementation trends and issues. In addition, informal feedback from agencies indicated that they found the CIU's contribution to implementation planning useful, along with its advice when measures experienced difficulties. Agencies also found the unit's outreach program very valuable.

During 2007–08 the unit worked closely with a large number of departments and agencies on implementation issues at the policy development stage, implementation planning post-decision by government, governance and reporting arrangements for key policy measures. The main priorities of the unit in 2007–08 were to:

- maintain the quality of the unit's monitoring and reporting, and improving its capabilities

- provide advice to the Prime Minister and the Cabinet on implementation trends and issues across government, including trend analysis, systemic barriers to implementation, and potential solutions
- help departments and agencies improve the implementation of government decisions that face problems
- provide advice and support to the Prime Minister in relation to the establishment and management of strategic priorities for portfolios, and
- run an effective outreach program which contributes to better implementation practices across portfolios and builds APS capability.

The unit was successful in pursuing these priorities. It provided four detailed reports to the Prime Minister and senior ministers on the implementation status of around 300 measures. These reports were produced on time and in close consultation with relevant agencies and divisions within the department.

The unit also made a number of changes to its reporting arrangements, resulting in it combining its coverage of national security measures with other measures and introducing a new reporting process for key COAG measures. In addition, the unit changed its reporting structure to capture more information about the status of measures, with a particular focus on benefits realisation and the long-term outlook for measures.

During the year, the unit reviewed the implementation arrangements proposed in more than 1,509 individual draft and final Cabinet submissions and memoranda, ministers' letters to the Prime Minister and Budget-related outcomes. The unit was also involved with the exchange program between Cabinet Division and central government agencies in the Republic of Indonesia. This program has received support under the Government Partnership Fund administered by AusAID.

The CIU was also active on other fronts. It provided support to the Prime Minister in relation to the implementation of the government's election

commitments. The unit also assisted in the coordination of a whole-of-government response to the outcomes of the 2020 Summit. In addition, the CIU ran an active outreach program providing 30 major speeches or presentations to other agencies, conferences and educational institutions. This compares with 31 such presentations last year. Attendance of APS staff at the CIU's regular briefing sessions about implementation issues and approaches has increased significantly, demonstrating the unit's increasing influence across the APS.



*Former Secretary Dr Peter Shergold AC and former Deputy Secretary Ms Jenny Goddard with members of the Cabinet Implementation Unit celebrating the Unit's fourth birthday, October 2007*

## SPECIAL FEATURE: TAKING THE CABINET TO THE COMMUNITY

Community Cabinet meetings have been introduced by the government so that members of the public can have direct access in their communities to Cabinet ministers to pursue matters and concerns that are important to them. The Community Cabinet Secretariat was established in the department shortly after the November 2007 election to plan, coordinate and deliver the meetings.

Community Cabinet takes place on a more-or-less monthly basis in metropolitan and regional centres across Australia, usually on a weekend afternoon or weekday evening to enable community attendance. In the first half of 2008, Community Cabinet meetings were held in:

- Canning Vale, Western Australia, on Sunday 20 January
- Narangba, Queensland, on Sunday 2 March
- Penrith, New South Wales, on Tuesday 15 April, and
- Mackay, Queensland, on Sunday 29 June.



*The Parliamentary Secretary to the Prime Minister, Mr Byrne, Prime Minister Rudd and our Secretary at a Community Cabinet meeting in Penrith, NSW, April 2008 (photo courtesy of AUSPIC)*

These meetings attracted some 2,300 individuals, and there were around 300 one-on-one meetings with ministers.

Each Community Cabinet meeting starts with a public forum. Attendees are welcomed by the Prime Minister and local community representatives, and then there is question and answer session in which members of the public can ask questions of—or make statements to—the assembled ministers.

After the public forum, individuals can attend one-on-one meetings with ministers in order to pursue matters of personal interest to them. Individuals usually pre-register for those meetings, and ministers are supported by senior officials from their departments.



*Senator Faulkner at a Community Cabinet meeting in Narangba, QLD, March 2008 (photo courtesy of AUSPIC)*

Where possible, issues or problems are dealt with on the spot, but in some cases ministers undertake to clarify matters or provide further information after the meeting once further enquiries can be made. If attendees do not get an opportunity to ask a question in the public forum, or to have an individual meeting with a minister, post-event inquiry forms are made available and are collected at the end of the day so they can be referred back to relevant ministers and departments. In all cases, the Community Cabinet Secretariat keeps a record of the matters raised and tracks their resolution.

The Community Cabinet Secretariat works closely with the Prime Minister's Office, the Cabinet Secretary, other ministerial offices and government departments and agencies to plan and conduct the meetings. There is also substantial consultation with state and local government bodies. The secretariat also has a reporting function to inform the government in a structured way of the issues that have arisen in Community Cabinet meetings.

Reports on individual Community Cabinet meetings can be found at [www.pmc.gov.au/community\\_cabinet/](http://www.pmc.gov.au/community_cabinet/).



*Community Cabinet meeting in Canning Vale, WA, January 2008 (photo courtesy of AUSPIC)*

## OUTPUT 4.2: MACHINERY OF GOVERNMENT

Output	Performance information
<p>Advice, briefing and support on parliamentary, machinery of government, privacy, freedom of information, legal and cultural issues (including the National Australia Day Council), including on presentation of the government's decisions in these areas.</p> <p>Development of international instruments and engagement in international dialogue on privacy matters, in particular through involvement in negotiations in international forums.</p> <p>Scrutiny of Bills and assistance to other agencies in relation to privacy and freedom of information policy.</p>	<p><i>Quality:</i></p> <p>The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the Parliamentary Secretary, their offices and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the timeliness and quality of material for the Prime Minister's and other ministers' consideration.</p> <p>Maintenance of clear and up-to-date guidelines for annual reports, caretaker conventions, the <i>Guide for official witnesses appearing before parliamentary committees</i> and the <i>Legislation Handbook</i>.</p> <p>Extent to which advice on privacy and freedom of information matters assist the government in meeting its objectives and officials in understanding their obligations.</p> <p>Timely introduction of amendments to portfolio legislation, as necessary.</p> <p>Extent to which the interests of the Commonwealth are successfully protected in legal actions involving the department or the portfolio's ministers.</p> <p>The degree of satisfaction of the Parliamentary Business Committee with the timeliness and accuracy of the production and distribution of:</p> <ul style="list-style-type: none"> <li>• the legislation program</li> <li>• public lists of proposed legislation</li> <li>• reports of unproclaimed legislation.</li> </ul>
<p>Policy, coordination and promotion of the national honours system and national symbols.</p>	<p>The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the Parliamentary Secretary, their offices, the departmental Executive and Government House with:</p> <p>the quality and timeliness of policy advice, secretariat support and operational matters</p> <p>accurate and timely preparation of anniversary messages and flag announcements</p> <p>effective promotion of national honours and symbols.</p>
Administered item	
<p>National Australia Day Council (NADC)</p>	<p><i>Quality:</i></p> <p>Grant administered in compliance with the reporting mechanisms, objectives and other provisions of the grant funding deed with the NADC so as to contribute to achieving the vision of the council (to inspire national pride and spirit to enrich the life of the nation).</p>

## ROLE OF THE DIVISION

The term ‘machinery of government’ refers to the allocation of functions to ministers and agencies, and to the institutions and structures that are established to deliver government policies and programs.

In this context, Government Division assists the Prime Minister by:

- advising the Prime Minister on (and preparing) the Administrative Arrangements Order and appointment documentation.
- preparing the documentation required to establish Royal Commissions and administering relevant legislation
- helping the government manage its legislative program, and
- providing guidance to other agencies on a range of whole-of-government processes.

In addition to advising on machinery of government issues, we advise the Prime Minister on parliamentary, legal and cultural issues.

The division also works to maintain a good working relationship with the National Australia Day Council, the Privacy Commission, the Office of Auditor-General, the Australian Public Service Commission, Government House, the Commonwealth Ombudsman, the National Archives of Australia and Old Parliament House.

A new position of Cabinet Secretary was created as part of the new ministry sworn in on 3 December 2007. We assist the Cabinet Secretary by advising on matters related to privacy and freedom of information (FOI), awards and culture (including the National Australia Day Council) and a range of governance issues. We also provide policy advice and administration relating to national honours and symbols. The division has provided advice on the National Archives of Australia since it moved to the portfolio on 1 May 2008.

Following the machinery of government changes implemented on 3 December 2007, the division took on responsibility for FOI and privacy policy

and legislation that were previously in the Attorney-General’s portfolio. These functions reside in the new Privacy and FOI Policy Branch. As well as the central policy development role, the branch scrutinises Bills and other proposals and assists other agencies in relation to privacy and FOI policy. This year’s report encompasses the time that the Attorney-General’s Department had responsibility for the Privacy and FOI Acts before the administrative changes.

## OUR PERFORMANCE

On 14 October 2007, the then Prime Minister, the Hon John Howard MP, announced that the Governor-General had agreed to an election for the House of Representatives and half the Senate to be held on 24 November 2007. The parliament was prorogued on 15 October 2007 and the House dissolved on 17 October 2007. We provided advice on arrangements and timing in relation to the election.

We also coordinated the briefing for the incoming Prime Minister and provided advice to the Prime Minister and to other departments and agencies about the caretaker conventions.

The Prime Minister and the Executive provided direct positive feedback to the division on the comprehensiveness of the Incoming Government Brief and the arrangements for transition to government. We also received favourable comments from secretaries and officials in departments generally about the quality of the guidance provided during the caretaker period.

In 2007–08 we updated the *Guidance on caretaker conventions* and the *Requirements for departmental annual reports*. We also provided wide-ranging guidance to departments on the development and processing of draft legislation.

We provided a comprehensive Cabinet memorandum within approved deadlines for each of the 14 meetings of the Parliamentary Business Committee of Cabinet during the year. We also met agreed deadlines for the provision of

information to the parliament and the public in relation to lists of unproclaimed legislation and legislation proposed for introduction in the forthcoming parliamentary sittings.

We provided advice and support on the arrangements for the parliament's apology to the stolen generations on 13 February 2008. The Prime Minister provided direct positive feedback to the officers involved in the department's contribution.

We received direct positive feedback from the Cabinet Secretary in relation to the work undertaken with officers of the Department of Finance and Deregulation on the development of guidelines on government advertising campaigns.

In 2007–08, the Privacy and FOI Policy Branch helped to finalise the agreement between the European Union (EU) and Australia on the processing and transfer of EU-sourced passenger name record data by air carriers to the Australian Customs Service. The branch also continued to chair the work of the APEC Data Privacy Sub-Group and, in September 2007, the APEC Data Privacy Pathfinder was endorsed by APEC Ministers.

In relation to honours matters, we consistently received positive feedback from stakeholders regarding the quality and timeliness of our advice and support.

In the reporting year, the division processed 11,917 congratulatory messages to Australians celebrating significant birthdays and wedding anniversaries. Allowing for belated requests, over 99.95 per cent of nominees received a timely message.

**Federal election:** Following the Prime Minister's announcement that a general election would be held on 24 November 2007, we:

- coordinated the preparation of the Incoming Government Brief for the Prime Minister
- provided advice to the Prime Minister and to other departments and agencies about the caretaker conventions applying from the time of dissolution of the House of Representatives until the outcome of the election was clear

- made arrangements for swearing-in the new ministry, and
- prepared a new consolidated Administrative Arrangements Order, published in the Gazette on 3 December 2007 and the documentation necessary to implement the Prime Minister's decisions on the structure of the new government. A further consolidated Administrative Arrangements Order was made by the Governor-General on 25 January 2008.

We are also responsible for advising the Prime Minister on the creation and abolition of executive agencies under the *Public Service Act 1999*. In 2007–08 we prepared advice and Executive Council papers to implement the government's decision to create Old Parliament House as an Executive Agency in the Prime Minister's portfolio with effect from 1 July 2008. The Administrative Arrangements Order was also amended to transfer responsibility for the National Archives of Australia from the Finance and Deregulation portfolio to the Prime Minister's portfolio, with effect from 1 May 2008. The Cabinet Secretary is the responsible minister for both agencies.

We were also involved in the preparation of the *Standards of ministerial ethics* released by the Prime Minister on 6 December 2007. Included in these standards was a commitment that the department would establish and maintain a Register of Lobbyists and make it available online. We subsequently provided advice to the Prime Minister and the Cabinet Secretary on the development of the Register and the Lobbying Code of Conduct. The Lobbying Code of Conduct was released for public comment on 2 April 2008, and tabled in the Senate in its final form by the Cabinet Secretary on 13 May 2008. The Lobbying Code of Conduct is a public document available on the department's website at [www.lobbyists.pmc.gov.au/lobbyistsregister](http://www.lobbyists.pmc.gov.au/lobbyistsregister). The code became operational on 1 July 2008.

**Governor-General:** We were involved in the arrangements for the announcement on 13 April 2008 of Australia's first female Governor-General, Her Excellency Ms Quentin Bryce AC.

**Royal Commissions:** Royal Commissions may be set up from time to time to inquire into specific matters referred to them by government. We prepare the documentation required to establish a Royal Commission, administer the *Royal Commissions Act 1902* (the Act) and take responsibility for a Royal Commission's non-administrative records once the commission is completed.

In 2007–08 regulations were made to amend the **Royal Commissions Regulations 2001** in relation to the custody and use of the records of the Inquiry into Certain Australian Companies in relation to the United Nations Oil-for-Food Program (the Cole Inquiry). This provided clarification that the circumstances in which the custodian could give or allow access to Cole Inquiry records to others are not limited

**Coordination of parliamentary business:**

We provided secretariat support to the Parliamentary Business Committee of Cabinet. A comprehensive Cabinet memorandum was prepared before each of the three parliamentary sitting periods (2007 Spring, 2008 Autumn and 2008 Winter) which set out the government's legislation program. In addition, a memorandum proposing variations to the legislation program and the parliamentary debate program for the week ahead was prepared for each sitting week.

During the year, the department also:

- coordinated the drafting of responses for a significant proportion of requests for policy approval involving legislation
- issued 13 legislation circulars to departments and agencies about legislation and parliamentary matters
- liaised with the Office of Parliamentary Counsel and departments about legislation, and
- prepared advice on parliamentary matters generally.

As part of the legislation approval process, 156 legislation submissions were prepared for the Parliamentary Secretary to the Prime Minister. We compiled a list of the bills proposed for introduction and debate (the 'public list') for

distribution to senators and members before each of the three sittings of parliament. We also coordinated the preparation of the report on unproclaimed legislation which was tabled in the Senate in August 2007.

**Whole-of-government guidelines:** We issue guidelines to agencies on a number of whole-of-government processes. Major publications include the:

- Legislation Handbook
- guidance on caretaker conventions
- guidelines for official witnesses before parliamentary committees
- guidelines on presenting government documents to parliament, and
- annual report requirements for departments, agencies and other bodies subject to the *Financial Management and Accountability Act 1997*.

The *Guidance on caretaker conventions* was updated and made available on our website in August 2007. The *Requirements for departmental annual reports* were revised and reissued to departments in June 2008 following their approval by the Joint Committee of Public Accounts and Audit. The requirements were revised to take account of new employment arrangements for APS staff and include guidance for reporting financial statements following the machinery of government changes made after the general election of 24 November 2007.

**Legal policy issues:** In 2007–08 we continued to support the Prime Minister by providing whole-of-government leadership and advice on a range of significant legal policy issues, including:

- Commonwealth legislation that may discriminate against people in same-sex and interdependent relationships
- particular law and justice elements of the Northern Territory National Emergency Response
- the establishment of an inquiry into the case of Dr Mohamed Haneef
- contributing to the development of a reform proposal for consideration by the Council of Australian Governments regarding basic

- protective security from violence for Indigenous parents and children, and
- the *Civil Partnerships Act 2008* (ACT).

We also provided advice to the Cabinet Secretary on the implementation of the government's election commitment to strengthen protections for whistleblowers in the APS.

**Legislative reform issues:** In 2007–08 we supported the Cabinet Secretary in developing a discussion paper on electoral reform.

**Legal actions involving the department and the Prime Minister:** In 2007–08 the department's Legal Policy Branch contributed to the protection of the government's interests in legal proceedings involving the department or the Prime Minister in the following ways:

- We defended applications for a review by the Administrative Appeals Tribunal (AAT) of FOI decisions to refuse access to documents on the basis that release would be contrary to the public interest. The department was the respondent in several cases, including *McKinnon and Secretary, Department of Prime Minister and Cabinet*, and *Seven Network (Operations) Limited and Department of Prime Minister and Cabinet*.
- We coordinated the provision of the department's evidence in support of Cabinet document exemption claims made by other agencies in applications for review of FOI decisions before the AAT. The department provided such evidence in a number of proceedings before the AAT, including *Fisse and Department of Treasury*.

We represented the department, along with the International Division, on an IDC responsible for managing the government's involvement in the case of *Habib v the Commonwealth* before the Federal Court, including issuing instructions to the Australian Government Solicitor and Counsel.

- We represented the department on an IDC responsible for managing the government's involvement in the case of *Wurridjal & Ors v Commonwealth & Anor* before the High Court of Australia.

- We instructed the Australian Government Solicitor regarding public interest immunity claims over Cabinet and Cabinet-related material.

The department has not been the subject of any judicial decisions or decisions of administrative tribunals during the reporting period that have had, or may have, a significant impact on its operations.

**International engagement on privacy matters:** The Privacy and FOI Policy Branch helped to finalise a bilateral treaty between the EU and Australia on the transfer of EU-sourced passenger name record data by air carriers to the Australian Customs Service. Australia has sought to establish a bilateral treaty with the EU for transferring passenger name record data since January 2004.

The Privacy and FOI Policy Branch continued to chair the work of the APEC Data Privacy Sub-Group. The APEC Data Privacy Pathfinder, a mechanism to develop and 'road-test' elements of a cross-border privacy rules system across APEC member economies, was endorsed by APEC Ministers in Sydney in September 2007.

The branch has also continued to engage in the work of the OECD Working Party on Information Security and Privacy in relation to data privacy issues and has provided briefing on privacy issues before the OECD Ministerial Meeting on the Future of the Internet Economy.

The branch participated in the negotiation of a number of Free Trade Agreements with Chile, ASEAN, China and Japan. Before the machinery of government changes implemented on 3 December 2007, this role included providing advice on the legal framework for electronic commerce.

**FOI policy and domestic privacy policy:**

The Privacy and FOI Policy Branch assisted the Australian Law Reform Commission's consultation process for its review of privacy laws. The department was a member of the commission's expert advisory committee for this review.

In 2007–08, the branch provided advice to other Australian Government agencies through scrutiny of their draft Bills and proposed policies or programs.

During the year, the Privacy and FOI Policy Branch:

- participated in three working groups of the Standing Committee of Attorneys-General, on residential tenancy databases, the unauthorised publication of photos on the internet, and workplace privacy
- prepared the *2006–07 Annual report on the operation of the Freedom of Information Act 1982*, which is a comprehensive record of FOI statistics of Australian Government agencies
- prepared electronic templates for the Prime Minister's or the Attorney-General's declaration to enable agencies and private sector organisations to exchange personal information in emergencies or disasters, so that the emergency provisions can be activated as quickly as possible, and
- prepared a discussion paper, for consultation with states and territories, on implications of the 2005 United Nations Convention on the Use of Electronic Communications in International Contracts for uniform electronic transactions.

The FOI information website, formerly in the Attorney-General's Department, was successfully transferred to the department's website at [www.pmc.gov.au/foi](http://www.pmc.gov.au/foi). The FOI website contains useful information for both practitioners in other agencies who must apply the Act and the general public interested in making an FOI request. The published guidelines on the operation of the FOI Act make an important contribution to the consistent application of the Act across all government agencies.

**Australian honours system:** The Awards and Culture Branch advises the Prime Minister on the overall operation of Australia's honours system. The honours system provides national recognition through individual awards for outstanding contribution, service awards for military, police and humanitarian operations, and long service awards for those who serve the community in hazardous environments.

The department is represented on the Council for the Order of Australia and the Australian Bravery Decorations Council. The branch also provides secretariat services to the committees that consider public service honours, such as the Public Service Medal.

In 2007–08 the branch provided advice on issues including allowing service with the Shepparton Search and Rescue Squad to count towards the National Medal and nominations of non-Australians for awards in the General Division of the Order of Australia.

Australians are recognised for their contribution to other nations and in 2007–08 the branch processed 2,966 proposals by foreign governments to grant Australians foreign honours. The branch also processed applications for a small number of civilian service awards.

We provided secretariat support to the independent panel appointed to review recognition for the Battle of Long Tan (Vietnam, 18 August 1966) and service recognition for RAAF personnel who served at Royal Thai Air Force Base Ubon between 1965 and 1968. The review was announced on 12 October 2007 and met eight times before finalising and presenting its report to the Government on 31 March 2008. The reports were published on the department's website on 30 April 2008. In supporting the review we undertook research, arranged and hosted panel meetings, brought key individuals to Canberra for interview and provided editorial services for the reports.

The branch promoted awareness of the honours system, working closely with the Honours and Awards Secretariat (Office of the Official Secretary to the Governor-General). Promotional activities in 2007–08 included the following:

- With the Honours and Awards Secretariat, the department held a workshop in November 2007 to review the honours awareness program and make recommendations for future activities.

- The travelling exhibition visited five locations in regional Victoria and two locations in regional South Australia.
- The outreach program raised awareness of the range of Australian awards and acknowledged local achievers in the Australian honours system at the Local Government Association of Tasmania conference in Launceston.
- Two issues of the magazine, *It's an honour*, were published, each with a different theme: 'Land and water: honouring the cultivators' (December 2007) and 'Science and engineering' (June 2008).

Approximately 467,245 visitors accessed the website at [www.itsanhonour.gov.au](http://www.itsanhonour.gov.au) that features a complete list of Australia's honours and awards, the latest honours announcements, A–Z fact sheets, profiles of previous recipients, a search facility to find individuals who have received an Australian honour, and three electronic subscription services: *Honouring Australia*, *Commonwealth flag network* and *It's an honour* magazine. A new addition to the site was content in Greek, Italian, Spanish, traditional Chinese, simple Chinese, Vietnamese and Arabic. The branch also commissioned and developed editorial and resource material for upper primary students and teachers about national symbols and honours for the website.

- The branch maintained the database of more than 254,500 recipients of Australian honours since 1901. The audit program to ensure database integrity continued.
- The branch commissioned and developed new concepts and material for promoting Australian honours in the future.

**National symbols:** The branch provides information about—and promotes the proper use of—Australia's national symbols, including the Australian National Flag and the Australian National Anthem. We achieve this through our website at [www.itsanhonour.gov.au](http://www.itsanhonour.gov.au) and through the publications *Australian flags* and *Australian symbols*. Members of the public can also obtain a

DVD presentation and CD recording of the Australian national anthem by contacting their local senator or member of parliament.

Through the Commonwealth Flag Network, the department provides advice on when to fly the flag on occasions of national significance and when to half-mast the flag to recognise State funerals, State memorial services and national commemorative services. Such occasions in 2007–08 included flying the Australian National Flag along with the Indigenous flags on the day of the Australian Government apology to the stolen generations and half-masting the Australian National Flag to coincide with the National Memorial Service for *HMAS Sydney II*.

The branch also provides advice on the use of the Commonwealth Coat of Arms, the official symbol of the Commonwealth of Australia. The Coat of Arms is not available for general public use. However, exceptions may be granted for educational materials and for teams representing Australia in international competitions. Since December 2007, Government Division has been responsible for the Australian Government Branding Guidelines.

## ADMINISTERED ITEM: NATIONAL AUSTRALIA DAY COUNCIL

The National Australia Day Council (NADC) is a Commonwealth company within the Prime Minister's portfolio that is responsible for coordinating Australia Day celebrations each year. The council is subject to the provisions of the *Commonwealth Authorities and Companies Act 1997* (the CAC Act).

In accordance with the provisions of that Act, the NADC produces an annual report that provides

further information about the NADC's activities each year. More information about the National Australia Day Council can be found on their website at [www.australiaday.gov.au](http://www.australiaday.gov.au).

We administer the government's grant of funding to the NADC and advise on various aspects of the NADC's funding, activities and board memberships. We administered the grant in compliance with requirements in 2007–08.



*Prime Minister Kevin Rudd and Ms Therese Rein with 2008 Australian of the Year nominees, January 2008 (photo courtesy of AUSPIC)*

## **OUTPUT 4.3: GOVERNMENT COMMUNICATIONS**

The Government Communications Unit was abolished on 3 December 2007. The aggregate media buying function and AUSPIC, the government photographic service, were transferred to the Department of Finance and Deregulation which will report on these functions for the 2007–08 reporting period. Residual functions were transferred to output 4.5.

Before it was abolished, the Government Communications Unit provided secretariat support to the Ministerial Committee on Government Communications. During the period 1 July 2007 to 17 September 2007, the MCGC met 25 times and considered 35 information activities.

The Government has released new advertising guidelines which govern the content of Commonwealth Government campaign advertising. The department worked with the Department of Finance and Deregulation in the development of these guidelines and the administrative arrangements which underpin the Government's campaign advertising. The new guidelines provide for review of campaigns with expenditure in excess of \$250,000 compliance with the guidelines by the Australian National Audit Office.

## OUTPUT 4.4: SUPPORT TO OFFICIAL ESTABLISHMENTS

Output	Performance information
Management of the Prime Minister's official residences.	<p><i>Quality:</i></p> <p>The degree of satisfaction of the occupants and departmental Executive with the management of the Prime Minister's official residences. This must be consistent with the status of the residences as part of the National Estate and in line with statutory heritage and planning obligations.</p>
Secretariat support for the Official Establishments Trust.	<p><i>Quality:</i></p> <p>The degree of satisfaction of Official Establishments Trust members with the timeliness and quality of advice and secretariat support.</p>

### ROLE OF THE SECTION

The Official Establishments Section manages the Prime Minister's Official Residences, The Lodge and Kirribilli House, in consultation with the Official Establishments Trust and other relevant agencies. The section also provides secretariat support to the Official Establishments Trust, administers a grant-in-aid to The Australiana Fund and liaises with The Fund in relation to the Prime Minister's official residences.

### OUR PERFORMANCE

We continued to provide a high-quality management service for the Prime Minister's official residences and efficient secretariat support to the Official Establishments Trust. During meetings of the Trust and in discussions, the Chairman indicated the Trust's satisfaction with the quality of secretariat support provided.

**Official residences:** The key achievement during the year was the efficient and timely management and coordination of the new occupancy arrangements at the residences following the federal election. This included the physical

removal of personal effects for both the outgoing and incoming Prime Minister and their families, as well as reviewing and finalising staffing arrangements at both residences to reflect the change of principal residence.

**Official Establishments Trust:** The Official Establishments Trust met four times during 2007–08 and we provided secretariat support for each of these meetings. An additional member was appointed to the Trust in September 2007 and the government agreed in June 2008 to reappoint each of three other members of the Trust (whose terms of appointment ceased during the year) for a further one-year term.

For more information about the work of the Trust during the year, refer to the 2007–08 annual report of the Official Establishments Trust.

**The Australiana Fund:** A grant-in-aid was provided to The Australiana Fund to enable The Fund to obtain professional assistance to meet the objectives set out in its memorandum of association. The grant also ensures that money raised by The Fund is available for the acquisition of Australian objects for placement or display. The 2007–08 grant-in-aid was \$113,300 (including GST) and is classified as a discretionary grant.

## ADMINISTERED ITEM: PRIME MINISTER'S OFFICIAL RESIDENCES

Output	Performance information
Prime Minister's official residences	<i>Quality:</i> The serviceability and standard of The Lodge and Kirribilli House, including practicality, level of amenity, style and presentation. This must be consistent with the status of the residences as part of the National Estate and in line with statutory heritage and planning obligations.

### OUR PERFORMANCE

During 2007–08 the department received formal and informal feedback that it had been responsive in delivering services and had provided accurate and timely advice.

**The Lodge:** During 2007–08 air conditioning was installed in two rooms of the residence, which were the only rooms previously not serviced with air conditioning. A dual flush toilet was installed and two hot water services replaced. Three low-flow shower heads were installed, completing the changeover to water efficient showers throughout the residence.

No major works were undertaken in the grounds or gardens.

**Kirribilli House:** One bathroom was refurbished, completing the program of bathroom refurbishments. Low-flow shower heads were installed in the bathrooms, completing the changeover to water efficient showers throughout the residence.

Following consultation with relevant heritage bodies, a 23,000 litre rainwater tank was installed and associated landscaping undertaken to appropriately screen the tank. The tank provides the water for the grounds and gardens.

## OUTPUT 4.5: SUPPORT FOR MINISTERIAL OFFICES

Output	Performance information
Provision of office services for the Prime Minister, the Cabinet Secretary, the Parliamentary Secretary, their offices and the departmental Executive.	<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 office services provided.

### ROLE OF THE SECTION

Official Establishments coordinates support for the Prime Minister's Office and other ministerial offices, including departmental liaison officers.

### OUR PERFORMANCE

During 2007–08 the department received formal and informal feedback that it had been responsive in delivering services and had provided accurate and timely advice.

A key achievement during 2007–08 was the department's efficient and timely management and coordination of the various moves out of and into ministerial office accommodation following the federal election. This included offices in Canberra, Sydney and Brisbane.

The department continued to provide high-quality support services to all offices, particularly during the initial settling in period for the new government.

Departmental liaison officers play a coordination role between the department and the ministerial office in which they are placed. At 30 June 2008 there were four full-time departmental liaison officers in place: two in the Prime Minister's office, one in the office of the Cabinet Secretary and Special Minister of State, and one in the office of the Parliamentary Secretary to the Prime Minister.

## ADMINISTERED ITEM: ALLOWANCES AND SUPPORT TO FORMER GOVERNORS-GENERAL

Output	Performance information
Allowances and support to former Governors-General.	<i>Quality:</i> Former Governors-General receive allowances and support in accordance with their entitlement.

### OUR PERFORMANCE

During 2007–08 all allowances to former Governors-General were paid in accordance with the relevant Remuneration Tribunal determination. All other support was provided in accordance with the agreed entitlements for former Governors-General.

Support arrangements for former Governors-General continued to operate smoothly.

The lease for office accommodation for the Hon Bill Hayden AC was renewed during the year. No major refurbishments or projects in relation to the offices of the former Governors-General were undertaken during 2007–08.

## OUTPUT 4.6: CEREMONIAL AND HOSPITALITY

Output	Performance information
Provision of support services to the government relating to overseas visits by the Prime Minister, government hospitality for overseas dignitaries and official ceremonies.	<p><i>Quality:</i></p> <p>The degree of satisfaction of the Prime Minister, the Parliamentary Secretary, their offices and the departmental Executive with management of the government's ceremonial and hospitality services.</p>
<b>Administered items</b>	
State occasions and official visits	<p><i>Quality:</i></p> <p>The degree of satisfaction of the Prime Minister, the Parliamentary Secretary, their offices, the departmental Executive and the Governor-General's Office, as expressed through formal and informal feedback mechanisms, with:</p> <ul style="list-style-type: none"> <li>visits to Australia by heads of State and government</li> <li>arrangements for the Prime Minister's overseas visits</li> <li>State occasions</li> <li>advice on relevant matters, including official gifts.</li> </ul> <p>Assessment by the sponsoring minister, minister's office or department, together with Australian and foreign diplomatic representatives, as expressed through formal and informal feedback mechanisms, of:</p> <ul style="list-style-type: none"> <li>the benefits from the program of official visits</li> <li>the efficient organisation and presentation of ceremonial occasions and hospitality services.</li> </ul> <p><i>Quantity:</i></p> <p>On the basis of recent experience, Ceremonial and Hospitality Branch would expect to facilitate eight head-of-State and head-of-government visits, 25 ministerial visits and four State funerals.</p>

### ROLE OF THE BRANCH

The Ceremonial and Hospitality Branch plans, coordinates and facilitates the conduct of State occasions, Guest of Government visits to Australia and official visits overseas by the Prime Minister. The successful conduct of these events requires detailed administrative and logistic planning.

### OUR PERFORMANCE

The suspension of the Guest of Government program from July to September 2007 due to

APEC, and the Federal election held in November, resulted in a lower number of events organised by the Branch this year when compared with 2006–07 (see table 6.2 page 76).

**Feedback on services:** Feedback from the Prime Minister and his office, combined with letters of appreciation from visitors and their diplomatic representatives, post-visit cables from Australia's overseas missions, and other feedback from the recipients of official hospitality and State functions, indicated that we maintained our consistently high standard of coordination and facilitation services.

## ADMINISTERED ITEMS: STATE OCCASIONS AND OFFICIAL VISITS

**Prime Minister's overseas visits:** We planned and coordinated seven official visits overseas for the Prime Minister during the year. Details of these visits, which lasted from one to 18 days each, are as follows.

### 26–27 July 2007

- East Timor to meet with the President, Prime Minister and United Nations representative, and to visit Australian personnel; and Indonesia to meet with the President and open the Australia–Bali Memorial Eye Clinic.

### 11–14 December 2007

- Indonesia to meet with the President, the Secretary-General of the United Nations, the President of the World Bank, Sir Nicholas Stern (author of the Stern Review on the Economics of Climate Change), and Mr Al Gore (Former Vice President of the United States of America and Nobel Peace Prize Laureate), to hold bilateral discussions with other regional heads of government, and to attend the United Nations Framework Convention on Climate Change Conference of the Parties; and East Timor to meet with the President, Prime Minister and President of the Parliament, and to visit Australian International Stabilisation Force personnel.

### 20–24 December 2007

- Iraq to meet with the Prime Minister, United States Ambassador and General Petraeus, and to visit Australian Defence Force personnel; and Afghanistan to meet with the President and visit Australian troops.

### 15 February 2008

- To East Timor to meet with the Prime Minister and United Nations representative and to visit Australian International Stabilisation Force personnel.

### 6–8 March 2008

- Papua New Guinea to meet with the Governor-General, the Prime Minister, members of the Cabinet and the Opposition; and Solomon Islands to meet the Prime Minister and members of the Cabinet, and visit personnel attached to the Regional Assistance Mission to Solomon Islands.

### 27 March – 13 April 2008

- United States of America to meet with the President and other senior political, economic and foreign policy figures and the United Nations Secretary-General; Brussels to meet with the Secretary-General of the Council of the European Union, the President of the European Commission and European Commissioners; Romania to hold discussions with North Atlantic Treaty Organisation leaders; the United Kingdom to meet with the Her Majesty The Queen, the Prime Minister, Cabinet members and the Commonwealth Secretary-General, and to attend the Progressive Governance Leaders' Summit and Conference; and the People's Republic of China to meet with the President and Premier, and to attend the Forum for Asia in Boao and meet other regional heads of State and heads of government.

### 8–14 June 2008

- Japan to meet with Their Majesties the Emperor and Empress, the Prime Minister and other political, business and academic leaders; and Indonesia to meet with the President, Vice President and ASEAN Secretary-General, witness the signing of a number of memoranda of understanding and commercial agreements, meet with the Governor of Banda Aceh and meet Australians and Indonesians working on Banda Aceh's reconstruction and rehabilitation.

We also coordinated overseas visits to the Kingdom of Tonga for the Pacific Islands Forum, Singapore for the East Asia Summit, and the Republic of Uganda for the Commonwealth Heads of Government Meeting. The Prime Minister was represented on these visits by the Minister for Foreign Affairs (Tonga and Singapore) and the High Commissioner to the United Kingdom (Uganda).

**Visits to Australia:** There were 21 Guest of Government visits to Australia, with individual visits lasting from one to seven days each. Visitors to Australia under the Guest of Government program included:

- the Heads of State of the People's Republic of China, the United States of America, the Russian Federation, New Zealand and the Republic of Kiribati
- the Heads of Government of Canada, Solomon Islands, New Zealand and the Kingdom of Tonga, and
- twelve ministers, including the Minister for Trade in the Republic of Iraq and the Minister for Foreign Affairs in the People's Republic of China.

We also managed 107 airport facilitations for heads of State and heads of government transiting or making private visits to Australia. The number of airport facilitations doubled from last year, with events in the Pacific region having a significant impact on the number of such visits this year.

**Coordination of State occasions and other events:** Other events held in 2007–08 included three State funeral services for:

- the Hon Kim Edward Beazley AO (20 October 2007)
- the Hon Clyde Cameron AO (20 March 2008), and
- the Hon John Button (15 April 2008).

In addition to State funerals, we provided coordination services for 11 other events:

- A working luncheon in honour of the President of the Republic of Indonesia (on 10 September 2007).
- A working luncheon in honour of the Prime Minister of New Zealand (on 9 December 2007).

- Three Council of Australian Government meetings (on 20 December 2007, 26 March 2008 and 3 July 2008 – see also chapter 3).
- A reception for the United States Congressional Delegation (on 6 January 2008).
- A reception for the United States Congressional Delegation (on 10 January 2008).
- A morning tea for the Australian of the Year finalists (on 25 January 2008).
- A reception for Australia Day (26 January 2008).
- A reception for the Prime Minister's XI cricket match (on 29 January 2008).
- A luncheon for the Prime Minister's XI v Sri Lanka cricket match (on 30 January 2008).
- A morning tea for the National Apology to the Stolen Generations (on 13 February 2008).



*Prime Minister Kevin Rudd at the Prime Minister's XI vs Sri Lanka cricket match, January 2008 (photo courtesy of AUSPIC)*

**Relationships with regional counterparts:** In 2007–08 we established and furthered professional development links with a number of regional counterparts. Two members of the branch undertook a training and development secondment to the Singapore Ministry of Foreign Affairs from 16–22 September 2007. Another member of the branch undertook a secondment to the New Zealand Visits and Ceremonial Office from 22 October to 9 November 2007.

**Figure 6.2: Trends in ceremonial and hospitality services**

	2002–03	2003–04	2004–05	2005–06	2006–07	2007–08
<b>PRIME MINISTER'S OVERSEAS VISITS</b>						
Visits made	7	9	8	8	7	7
Nations visited <sup>a</sup>	13	12	10	14	9	12
Total duration of visits (whole or part days)	53	50	37	64	26	40
<b>OFFICIAL VISITS TO AUSTRALIA BY GUESTS OF THE AUSTRALIAN GOVERNMENT</b>						
Heads of State	–	4	5	6	4	5
Heads of government	3	7	6	6	7	4
Ministers	15	14	13	14	19	12
Other guests <sup>b</sup>	5	–	2	–	5	–
<b>TOTAL VISITS</b>	<b>23</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>35</b>	<b>21</b>
Airport facilitations <sup>c</sup>	87	206	97	148	52	107
<b>OTHER EVENTS OF STATE</b>						
State funerals	–	3	2	3	2	3
State memorial services	2	2	1	3	1	–
Other events	5	3	5	8	12	11
<b>TOTAL OTHER EVENTS</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>14</b>	<b>15</b>	<b>14</b>

a Nations may be visited on more than one trip in any given year.

b Other guests have included visitors who are royalty but not heads of State.

c Airport facilitation involves coordinating airport and border control procedures for, and greeting, heads of State and heads of government on private or transit visits on their international arrival and departure. The facilitation is undertaken by part-time visit consultants.

# AUSTRALIA 2020 SUMMIT

Output	Performance information
Planning, logistics and secretariat support for the Australia 2020 Summit.	<p><i>Quality:</i></p> <p>2020 Summit outcomes are presented for publication to an agreed quality and on a timely basis.</p> <p>High level of satisfaction from 2020 Summit participants and the Prime Minister and achievement of key tasks delivered to agreed timeframes.</p> <p>High level of public interest in publication.</p>

## ROLE OF THE SECRETARIAT

On 3 February 2008 the Prime Minister announced that the Australia 2020 Summit would be held at Parliament House, Canberra, over the weekend of 19–20 April 2008, bringing together 1,000 Australians in discussion and debate about some of the key long-term challenges for the nation.

The government set a framework for the summit discussions based around 10 areas of major public policy:

- the productivity agenda, including education, skills, training, science and innovation
- the future of the Australian economy
- population, sustainability, climate change, water and the future of our cities
- future directions for rural industries and rural communities
- a long-term national health strategy
- strengthening communities, supporting families and social inclusion
- options for the future of Indigenous Australia
- towards a creative Australia: the future of the arts, film and design
- the future of Australian governance, and
- Australia's future security and prosperity in a rapidly changing region and world.

The Prime Minister and Professor Glyn Davis AC, Vice Chancellor of the University of Melbourne, co-convened the summit. An independent

steering committee was appointed by the Prime Minister on 26 February 2008 to help select participants and guide discussions.

A secretariat was established in the department on 8 February 2008 with responsibility for event planning and logistics, including technology support, transport, broadcasting, catering, scribing and reporting, protocol, liaison and security, along with accreditation and registration arrangements. The work of the secretariat allowed the event to run smoothly, and enabled participants to focus on their ideas, discussions and debates. A symposium for members of the Jewish community was also organised by the secretariat.

In managing these tasks, the secretariat worked closely with Professor Davis and the 12-member independent steering committee. A small team working separately from Professor Davis was responsible for developing the program, content and facilitation arrangements for the summit.

Performance information is taken from the department's 2008–09 Portfolio Budget Statements.

## OUR PERFORMANCE

**Feedback from stakeholders:** We undertook intensive planning and preparatory work to manage the challenges of staging the largest community consultative discussion ever held in Australia. The summit co-convenors, the independent steering committee and summit

participants all provided positive feedback on the logistical, planning and secretariat support provided by the department.

**Reporting the outcomes:** We worked closely with the summit co-convenor, Professor Davis, the independent steering committee, ministerial co-chairs, facilitators and volunteer scribes to produce an initial report of the key summit recommendations by 20 April 2008, the closing day of the summit. Participants were provided with a hard copy version of the initial report at the end of formal proceedings, which was also simultaneously published on the official website at [www.australia2020.gov.au](http://www.australia2020.gov.au). This initial report was delivered on time, and met the expectations of the Prime Minister and Professor Davis in providing a consolidated summary of the key results of summit discussions.

A final report of the summit was subsequently released on 31 May 2008, meeting the Prime Minister's commitment to make a full and complete record of discussions and recommendations publicly available by the end of May 2008. This report was based on the detailed notes of 95 volunteer scribes, capturing the ideas, themes and ambitions put forward by participants during the summit discussion sessions. It also included the outcomes from preliminary summit events, and ideas generated from public submissions received before the summit. The final report provides over 850 summit recommendations across the 10 summit discussion areas for consideration by the government.



*Professor Glyn Davis presenting the Australia 2020 Summit Initial Report to Prime Minister Rudd on behalf of all the participants (photo courtesy of AUSPIC)*

### **Public engagement with the summit**

**outcomes:** Public interest in the summit recommendations was high, with over 100,000 visits to the official website occurring in the two months following the summit, with a significant number of visitors seeking information about the initial or final reports.

**Public nominations process:** A public nominations process between 11 and 29 February 2008 allowed all interested Australians to either self-nominate or to nominate a third party by filling out and submitting an application form. Nearly 8,000 formal nominations were submitted to the secretariat by the close of the nominations period. While selection of the 1,000 participants was the responsibility of the independent steering committee, the secretariat supported this decision making process by maintaining and updating a register of valid nominations, and by providing the steering committee with relevant information on nominees and their claims for selection.

**Venue planning and logistics:** The secretariat worked closely with the three Australian Government departments with responsibility for Parliament House, along with the team working to Professor Davis to develop the summit program and facilitation.

Challenges included providing accreditation and catering for more than 1,600 people, organising transport services for participants, ensuring appropriate protocol and liaison arrangements were in place for invited dignitaries, arranging security, cleaning, technology and other services, and overseeing staging and creative direction for the summit's plenary sessions. Detailed briefings were also undertaken for the 230 volunteers who undertook event roles, including facilitating discussions, liaison, media liaison and scribing.

Befitting its status as a national conversation, volunteer scribes, liaison officers, media liaison officers and some facilitators were drawn from within each of the major Australian Government portfolios, along with a number of senior public servants from New South Wales and Victoria.

**Jewish Symposium:** As the summit dates conflicted with religious commitments in the Jewish community, the Prime Minister convened a symposium with 57 Jewish community representatives to ensure the concerns and visions of the Jewish community could feed into the summit. The symposium took place on 14 April 2008 in Sydney, with discussions noted and the record provided to summit co-chairs.

**Submissions to the summit:** Over 8,700 submissions were received from individuals and organisations between February and April 2008, with the majority submitted online through an internet interface available on the Australia 2020 Summit website. These were circulated to participants ahead of the summit, and the themes and ideas in submissions were also reflected in the final report. Australian Government departments lent considerable expertise by providing advice on the nominations process and in producing summaries of the submissions, which were circulated to participants.

**Support for participants:** In the lead-up to the summit, a secure intranet site was developed to allow summit participants, co-chairs and facilitators to exchange ideas, 'blog', review public submissions, and engage with each other and the summit program in advance of the event.

The secretariat also oversaw the registration and accreditation arrangements for the 1,000 participants, and also accredited around 600 people who attended the summit as volunteer facilitators, scribes, liaison officers, media liaison officers, or as members of media organisations.

The financial hardship claims of 30 summit participants were assessed and accepted by the secretariat, with policy assistance provided by officers from the Department of Families, Housing, Community Services and Indigenous Affairs and Centrelink. While the summit was convened on the basis that participants would fund the costs of their attendance, provision was made for special circumstances. Financial support was provided where participants faced financial, health or access difficulties (including participants travelling from

remote locations or with disabilities) that may have otherwise prevented their participation.

**Engagement and information activities:**

The secretariat oversaw an extensive program of activities to engage with, and inform, the public.

An official website ([www.australia2020.gov.au](http://www.australia2020.gov.au)) was maintained as a central point of information, which was progressively updated with information about how the public could participate (through the public nominations and submissions processes), background papers and information, online video footage, and details of related events. These included a Youth Summit, a series of school summits, and a range of local summits organised by members of parliament and senators.

A hotline number was established for the secretariat, which took up to 250 calls per day from members of the public, participants, members of the media and other interested parties. The secretariat also provided specialist media liaison support for steering committee members, fielding almost 300 media enquiries over a 10-week period.

Media operations and broadcast planning was also undertaken to ensure that the proceedings of the summit would be recorded and distributed in various formats and mediums to interested media (almost 300 of whom registered to attend), and members of the public. This included developing a program of summit discussions, which were viewed online by more than 23,500 people via the Australia 2020 website during the weekend of the summit, and the three days following. As well as having a focus on providing information to the public and the media, broadcasting and technology planning allowed live television and audio feeds to be available, in real time, to the volunteer scribes responsible for recording the outcomes and discussions.

**Next steps:** The government has committed to respond to the ideas in the summit's final report by the end of 2008. We will have an ongoing role in assisting the government to finalise and publish its response to the summit recommendations.

## SPECIAL FEATURE: BEHIND THE SCENES OF THE AUSTRALIA 2020 SUMMIT

*To see the beautiful working spaces of Parliament House—normally off-limits to all but the elected representatives and those who lobby them or work for them—filled for a weekend with young people, old people, famous faces and the unrecognised, people who looked like traditional Aussies and Australians in traditional African garb and Sikh turbans was itself remarkable.*

Dr Julianne Schultz (Co-chair, Creative Stream)

As an exercise in open dialogue, the Australia 2020 Summit represented the largest ever gathering of Australians in community consultation. Such a process—inviting 1,000 Australians to engage in conversation about the challenges and opportunities for the nation over the coming decades—was an unprecedented opportunity for government to draw on the expertise, understanding and practical experience residing in all parts of the Australian community.

People from all around Australia responded keenly to this open invitation to contribute to the development of long-term strategies for the future. The Australia 2020 Summit Secretariat in the department fielded up to 250 calls per day,



*Hugh Jackman with Summit participant Professor Edward Wilkes at the closing plenary on day one of the Summit (photo courtesy of AUSPIC)*

and processed approximately 8,000 nominations within a three-week period. The secretariat also published submissions from over 3,600 individuals and organisations, with ideas ranging from the possibility of a national train network powered by solar energy, through to a proposal to develop bamboo as a major forestry industry.

While the summit recommendations are ultimately a testament to the perspectives, ambitions and intellectual input of the 1,000 participants, the event was also very much influenced by the symbolism of the venue, Parliament House, in Canberra.

Parliament House is a vast, distinctive building, with 4,500 rooms spread across 240,000 square metres of enclosed space, and it often takes new members of parliament and senators weeks to become familiar with its layout. The sheer scale of the building was demonstrated by the summit Co-convenor, Professor Glyn Davis, who wore a pedometer during the summit weekend, which later showed that he had walked more than 29 kilometres over the course of the two days. More than 40 volunteer liaison officers were on hand to direct participants to different parts of Parliament House, while a colour-coding system for participants was also developed to help with navigation and the flow of people.

Ahead of the summit, considerable discussions and negotiations took place with the parliamentary departments, the Federal Opposition, and the presiding officers of the House of Representatives and the Senate to find appropriate spaces in the building that could safely and comfortably hold the 1,000 participants in their 10 discussion groups. As a result, many of the summit discussions were held in rooms and spaces that are normally not open to the general public, such as the Government and Opposition party rooms.

The layout and size of Parliament House were not the only considerations. Due to its status as a working parliament, even seemingly simple matters of logistics were potentially subject to assessment against building code regulations, fire



A volunteer facilitator in the Population, Sustainability, Climate Change, Water and the Future of our Cities stream recording the group's ideas (photo courtesy of AUSPIC)

safety, and occupational health and safety considerations. We also had to take into account heritage issues relating to the collection of 5,000 nationally significant works of art and furniture housed within the building.

Providing catering for the 1,000 participants and more than 600 volunteers and journalists also proved a major undertaking. The menu was informal – lunches and breakfasts were served in environmentally friendly, biodegradable boxes, with options available to meet the special dietary, religious and cultural needs of participants. Throughout the weekend, 10,404 meals were served, including 2,520 lunch boxes and 1,050 breakfast boxes, along with 1,500 scones and 3,780 biscuits and cakes during morning and afternoon teas.

In keeping with the democratic spirit of the event, the unlikely mix of actors, farmers, CEOs, scientists, academics and self-confessed 'battlers' resulted in participants continuing topical discussions and debates as they found impromptu places to eat their breakfasts and lunches.

While the Australia 2020 Summit was one of the largest single meetings ever held in the 20-year history of Parliament House, it was staged without any significant disruption to other users of the precinct. The building remained open to visitors, who had normal access to most of the public areas of the House.

*I spoke at length to an Imam, to a Buddhist Monk and to a priest. I discussed volunteerism with the national president of the RSL and talked about Aboriginal rock art with a pastoralist from the Kimberley. I shared lunch with a mum working with disadvantaged Year 10 kids and I had a laugh with the artists and musicians and rubbed shoulders with Hollywood, and chiefs of global companies. Most of all we talked, debated, negotiated and fiercely agreed...*

Vivienne Amery, Australia 2020 Summit participant, Strengthening Communities, Supporting Families and Social Inclusion discussion stream

The organisational effort behind the scenes drew heavily upon a large team of volunteers from within the APS. Their assistance was an integral component in the successful delivery of a national debate about ideas and future directions. Volunteer guides, scribes, liaison officers and media liaison officers ensured that participants and media were looked after, guided through the building, and their discussions faithfully recorded.

Parliament House, including its many references to the nation's past and present, proved an entirely fitting backdrop for a new type of democratic discussion among the people of Australia.

