



DEPARTMENT OF THE PRIME MINISTER & CABINET

ANNUAL REPORT 2000-01



Department
of the Prime Minister

CELEBRATING
ACHIEVEMENT
IN THE
AUSTRALIAN
PUBLIC SERVICE



THE DEPARTMENT OF THE PRIME MINISTER AND CABINET

ANNUAL REPORT 2000-01

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Cover photo

Centenary award winners: Pictured on the front cover are the members of the department who received awards for exemplary service at a dinner in the Great Hall of Parliament organised by the Institute of Public Administration Australia in June 2001. The dinner was held to mark the Centenary of the Australian Public Service. From left to right: Tony Levy, Judi Holgate, David Webster, Barbara Belcher, Liz Hickey, Henry Hilhorst and Julie Yeend.



THE DEPARTMENT OF
THE PRIME MINISTER AND CABINET

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SECRETARY

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27 September 2001

The Hon. John Howard, MP
Prime Minister
Parliament House
Canberra ACT 2600

Dear Prime Minister

I have pleasure in submitting the Annual Report of the Department of the Prime Minister and Cabinet for the financial year ending 30 June 2001 prepared in accordance with subsection 63(2) of the *Public Service Act 1999*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'M W Moore-Wilton', written in a cursive style.

M W Moore-Wilton

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Executive and staff of the Department of the Prime Minister and Cabinet photographed in front of the department's offices in Barton in August 2001.



SECRETARY'S REVIEW



A year of centenaries

We celebrated the Centenary of Federation and the Centenary of the Australian Public Service in 2001.

The Centenary of Federation provided us with the opportunity to reflect with great pride on our achievements as Australians over the past century. As the Prime Minister has remarked on several occasions, Australia was a pioneer of democracy among free nations, becoming one of the first nations in which women could both vote and stand for Parliament. As the Prime Minister has also noted, we are one of a limited number of countries that remained democratic throughout the course of the twentieth century.

Celebrations for the Centenary of the Australian Public Service were organised in June 2001 by the Australian Capital Territory Division of the Institute of Public Administration Australia. I had the honour of addressing the dinner held in the Great Hall of Parliament. Among other things, I noted that:

The way the Service has handled the quite remarkable social, cultural and economic developments in Australia over the last century has been a testament to its strengths, its intellectual capacities and its integrity – its 'character', for want of a better term. We can take pride in the way that we are carrying on a long tradition of adapting and reinventing our Service to meet new challenges. The APS today is meeting the needs of the twenty-first century in ways that suit the needs of our times.

At the dinner, several present and former members of the Department of the Prime Minister and Cabinet were honoured for their exemplary service. They were: Barbara Belcher, Liz Hickey, Henry Hilhorst, Judi Holgate, Tony Levy, David Webster and Julie Yeend who are featured on the cover of this report. Also honoured at the dinner were two former secretaries of the department, Michael Codd, AC and Michael Keating, AC.

The department itself postdates Federation. As noted in the Special Report, 'Supporting the Cabinet' (page 79), the first Prime Ministers personally, and very briefly, recorded decisions in Cabinet diaries. It was not until 1911 that the business of the Commonwealth Government became sufficiently complex to require the creation of a Prime Minister's department.

Over the past 90 years officers of the department have supported the work of our Prime Ministers and their Cabinets, bringing to that role the skills and experience exemplified by the 2001 recipients of awards. The department looks forward to celebrating its own centenary in 2011. In its ninetieth year the department's challenges and achievements were those described below.

Sydney 2000 Games

Many Australians contributed to the success of the Sydney 2000 Olympic and Paralympic Games, described as the 'best ever' by the Presidents of the International Olympic and Paralympic committees. Seven years of work in leading and coordinating the extensive involvement of the Commonwealth in the Sydney 2000 Games represented this department's contribution to those very significant sporting events.

The department's Sydney 2000 Games Coordination Task Force, which played an important role, was commended for its excellent work by the Prime Minister, the New South Wales Government and the organising committees.

The economy

The New Tax System was introduced on 1 July 2000. The department provided extensive policy advice to the Prime Minister and his office on a range of tax issues following the introduction of The New Tax System. This included advice on measures to simplify the Business Activity Statement and on tax rebate measures affecting part-pensioners and self-funded retirees, announced in the 2001-02 Budget.

The department provided advice to the Prime Minister on current and prospective economic conditions in Australia and overseas. Our assessments of economic conditions were complicated by the temporary distortions to the profile of economic activity associated with the introduction of The New Tax System and with the Sydney Olympics. High and volatile world oil prices, exchange rate fluctuations and a sharp slowing in world economic growth, also had an impact on the Australian economy and influenced the advice we provided to the Prime Minister.

Backing Australia's Ability, a package of initiatives announced on 29 January 2001, was an important focus for us in 2000-01. We advised the Prime Minister and his office on many measures associated with the development of the package, including the development of changes to tax incentives for research and development. *Backing Australia's Ability* commits substantial additional money to the already significant funding provided for science, research and innovation.

Council of Australian Governments

The department supported the Prime Minister in his role as Chairman of the Council of Australian Governments (COAG), which met twice in 2000-01. COAG achieved significant outcomes in a range of important policy areas in 2000-01, including endorsement of the National Action Plan for Salinity and Water Quality, and agreements on a response strategy for handling an outbreak of foot-and-mouth disease, a framework for practical reconciliation, and nationally consistent provisions in legislation to prohibit human cloning.

Transport and communications

We provided advice on a number of important transport and communications issues in 2000-01, including issues related to Sydney's transport needs, proposed new rail links, and proposals for road funding (for example, the Roads for Recovery package). Improving transport links and communications services is reducing the tyranny of distance faced by many Australians.

The department also played a significant role in developing the Government's response to the Telecommunications Service Inquiry, and on issues related to implementation of the Telstra social bonus.

Social issues

In 2000-01, the department, working with other departments, was closely involved in a range of important social issues. The department was involved, for example, in promoting a national response to problem gambling in Australia. The department also made a significant contribution to the development of initiatives relating to veterans and aged Australians. Those initiatives were announced in the 2001-02 Budget.

The department led the negotiation of new bilateral social security arrangements with New Zealand, which were jointly announced by the Australian and New Zealand Prime Ministers on 26 February 2001. The new arrangements secure a durable and affordable approach to bilateral social security payments for both countries and remove uncertainties about the extent of, and responsibilities for, future costs.

In late 2000 the department chaired a whole-of-government review of measures to tackle people smuggling and to streamline processing of asylum seeker claims. It also contributed to detailed planning for the management of future arrivals.

From December 2000, the department chaired and provided the secretariat for an interdepartmental task force on welfare reform. The task force developed the Australians Working Together package announced in the 2001-02 Budget, a \$1.7 billion investment in making sure Australia's social safety net of employment services, income support and community services keeps pace with current needs.

The Prime Minister launched the Honouring Women project, which aims to increase the number of women who are nominated for awards and honours, at the Australia Day Awards ceremony in

January 2001. The department is working in partnership with the Honouring Women ambassadors, some 30 high-profile women with diverse backgrounds, to promote and increase awareness of this initiative.

Advice was provided to Ministers on a range of issues associated with violence against women, including domestic and family violence and sexual assault. The department continued to manage the Partnerships Against Domestic Violence initiative.

International relations

The department supported the Prime Minister on a range of critical international, defence, intelligence and security issues, including implementation of the 2000 Defence White Paper. We provided secretariat support to the National Security Committee and continued to coordinate Australian initiatives in key areas, including East Timor, Bougainville and the Solomon Islands. Australia promoted a smooth transition to independence and for long-term stability in independent East Timor, provided assistance to facilitate Papua New Guinea government reform and the Bougainville peace process, and encouraged a return to peace in the Solomon Islands through the Townsville Peace Agreement.

Major state visits coordinated by the department in 2000-01 included visits by His Excellency Dr Johannes Rau, President of the Federal Republic of Germany and His Excellency K H Abdurrahman Wahid, President of the Republic of Indonesia. President Wahid's visit was particularly significant as it was the first visit to Australia by an incumbent Indonesian President in 26 years.

The department is leading policy preparations for the Commonwealth Heads of Government Meeting (CHOGM), which will bring together nearly a quarter of the world's leaders, representing one third of its population, in Brisbane in October 2001. The CHOGM 2001 Task Force expanded to accommodate the logistics, security, delegate relations and media elements of the meeting. A Brisbane office was established in January 2001 to provide a local task force presence.

Support services for government operations

The Cabinet Secretariat assisted with transitional arrangements and support for the Secretary to Cabinet. The Prime Minister appointed Mr Paul McClintock as Cabinet Secretary following the appointment of the former Secretary to Cabinet, Mr Michael L'Estrange, as Australian High Commissioner in London.

Concerted efforts were made during 2000-01 to reinforce messages about the need for sound process in bringing complex issues to Cabinet. In particular, efforts were renewed to improve compliance with the requirement that Cabinet submissions be circulated at least five days before Cabinet consideration of them. Ministers and departments have responded positively to those efforts.

The department assisted with arrangements for the appointment of the new Governor-General, His Excellency the Right Reverend Dr Peter Hollingworth, AC, OBE, on 29 June 2001.

Along with other agencies, the department was closely involved in the refurbishment of 4 Treasury Place, Melbourne, which accommodates the Prime Minister's Office and the offices of former Governors-General Sir Zelman Cowen and Sir Ninian Stephen. The Prime Minister reopened the refurbished offices on 8 May 2001 as part of the Centenary of Federation celebrations.

The department

Our people

The department's second Certified Agreement for non-SES staff was negotiated during the year. The agreement covers the period 1 October 2000 to 31 September 2002 and provides for moderate pay increases, a revised four-band structure providing separate bands for Executive Level 1 and Executive Level 2 employees and more flexible leave arrangements to assist staff to balance their work and private lives.

Australian Workplace Agreements, offered to Executive Level 1 and Executive Level 2 employees, included access to performance bonuses and revised travel expense arrangements for employees who travel on duty.

The department revised its Performance Appraisal and Development Scheme, with the revision simplifying the documentation associated with the scheme and improving its transparency.

As at 30 June 2001, 363 staff were employed by the department. Staff numbers during the year were affected by structural changes associated with the disbanding of the Olympics Task Force, the departure of the Office of Indigenous Policy and the build up of the CHOGM Task Force. Adjusted for those changes, staff numbers were effectively the same at the end of the year as at the start.

Changes to our role and structure

A number of adjustments were made to the role and structure of the department in 2000-01, reflecting changing priorities and government decisions about the machinery of government.

The Forests and Olympics Division, in the Economic, Industry and Resources Group, was abolished. The Forests Task Force was re-integrated into an expanded Industry, Infrastructure and Environment Division. The Sydney 2000 Games Coordination Task Force was disbanded when its work was completed.

The Office of Indigenous Policy ceased to be part of the Social Policy Group and became the new Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs (DORATSIA). The new department advises the Minister for Reconciliation and Aboriginal and Torres Strait Islander Affairs. When DORATSIA was established, the role of providing policy advice on Indigenous issues to the Prime Minister passed to the Social Policy Division of this department.

Unauthorised release of information

In April 2001, the department learnt of an unauthorised release of Budget related briefing material prepared within the department. The unauthorised release of briefing documents constitutes a serious breach of professional standards of behaviour, which is damaging to the effectiveness of the department. The Australian Federal Police are investigating the matter.

Financial performance

In 2000-01, total expenses for the department were \$58.3 million, of which \$13.2 million related to CHOGM. Total revenues were \$61.9 million and the operating surplus was \$3.6 million.

The department finished the year with a strong net asset position of \$12 million and is well placed financially to meet the challenges of the coming year.

The department received an unqualified audit report on 6 August 2001.

The year ahead

The department will be involved in a number of major events in financial year 2001-02. Chief among those will be the Commonwealth Heads of Government Meeting in Brisbane and the federal General Election.

The department looks forward to assisting the Government to host a successful and productive CHOGM and in providing advice to the Government and Commonwealth agencies on preparations for the calling of the election and the application of the caretaker conventions.

In the forthcoming year we will continue to play a key role coordinating the Government's economic, industry and social policy activities and the administrative operations related to those.

DEPARTMENTAL OVERVIEW



Portfolio agencies and outcomes

Prime Minister and Cabinet

Prime Minister The Hon. John Howard, MP

Minister Assisting the Prime Minister The Hon. Wilson Tuckey, MP

Parliamentary Secretary to Cabinet Senator the Hon. Bill Heffernan

Minister Assisting the Prime Minister for the Status of Women Senator the Hon. Amanda Vanstone

Minister Assisting the Prime Minister for the Public Service The Hon. Dr David Kemp, MP

Department of the Prime Minister and Cabinet Secretary Mr Max Moore-Wilton, AC

Outcome: Sound and well coordinated government policies, programmes and decision-making processes.

Office of the Inspector-General of Intelligence and Security Inspector-General Mr Bill Blick, PSM

Outcome: An environment in which Australia's intelligence agencies act legally, ethically and with propriety.

Australian National Audit Office Auditor-General Mr Pat Barrett, AM

Outcome 1: Independent assessment of the performance of selected Commonwealth public sector activities, including the scope for improving efficiency and administrative effectiveness.

Outcome 2: Independent assurance of Commonwealth public sector financial reporting, administration, control and accountability.

Office of National Assessments Director-General Mr Kim Jones, AM

Outcome 1: Enhanced government awareness of international political and leadership developments, international strategic developments, including military capabilities and international economic developments.

Outcome 2: Enhanced intelligence support for Defence planning and deployments, in peacetime and conflict, to maximise prospects for military success and to minimise loss of Australian lives.

Office of the Commonwealth Ombudsman Ombudsman Mr Ron McLeod, AM

Outcome: To achieve equitable outcomes for complaints from the public and foster improved and fairer administration by Commonwealth agencies.

Office of the Official Secretary to the Governor-General Official Secretary Mr Martin Bonsey, LVO

Outcome: The Governor-General is enabled to perform the constitutional, statutory, ceremonial and public duties associated with the appointment.

Public Service and Merit Protection Commission Commissioner Ms Helen Williams, AO

Outcome: Encourage the development of an Australian Public Service in which agencies:

- maximise Australia's position in a global environment by ensuring that we are future-focused and actively seek the changes that will guarantee our national future;
- provide innovative, professional and impartial public interest policy advice to government;
- provide the best service to Australians taking into account quality, accessibility and cost; and
- achieve a culture based on the APS Values.

Organisational structure and senior staffing

June 2001

Secretary Max Moore-Wilton	
<p>Output Group 1 Economic policy advice and coordination</p> <p>Executive Coordinator Economic, Industry and Resources Policy <i>Vacant</i></p> <p>Economic Division First Assistant Secretary <i>Richard Murray</i></p> <p>Economic Policy Assistant Secretary <i>Arthur Camilleri</i></p> <p>Fiscal Policy Assistant Secretary <i>Barry Sterland</i></p> <p>Taxation and Superannuation Assistant Secretary <i>Paulette Quang</i></p>	<p>Output Group 2 Social policy advice and coordination</p> <p>Executive Coordinator Social Policy <i>Jane Halton</i></p> <p>Social Policy Division First Assistant Secretary <i>Katrina Edwards</i></p> <p>Health and Community Services Assistant Secretary <i>David Webster</i></p> <p>Education and Immigration Assistant Secretary <i>Jennifer Bryant</i></p> <p>Families and Income Support Assistant Secretary <i>Cathy Halbert*</i></p> <p>Employment and Indigenous Policy Assistant Secretary <i>Helen Hambling</i></p>
<p>Output Group 3 International policy advice and coordination</p> <p>Reports directly to the Secretary</p> <p>International Division First Assistant Secretary <i>Michael Potts</i></p> <p>Pacific, Rest of the World and Multilateral Assistant Secretary <i>Patrick Cole</i></p> <p>Asia, Americas and Trade Assistant Secretary <i>Ric Wells</i></p> <p>Defence, Intelligence and Security Assistant Secretary <i>Brendon Hammer</i></p>	<p>Output Group 4 Support services for government operations</p> <p>Executive Coordinator Government and Corporate <i>Alan Henderson</i></p> <p>Cabinet Secretariat Assistant Secretary <i>John Doherty</i></p> <p>Cabinet Support Assistant Secretary <i>Tony Levy*</i></p> <p>Corporate Support Assistant Secretary <i>Richard Oliver</i></p> <p>Ceremonial and Hospitality Assistant Secretary <i>Julie Yeend</i></p> <p>CHOGM 2001 Task Force Assistant Secretary <i>Hugh Craft</i></p>

DEPARTMENTAL OVERVIEW

<p>Industry, Infrastructure and Environment Division</p> <p>First Assistant Secretary <i>James Horne</i></p> <p>Infrastructure and Regional Policy Assistant Secretary <i>Stuart Sargent</i></p> <p>Industry Policy Assistant Secretary <i>Sean Immis*</i></p> <p>Rural and Environment Assistant Secretary <i>Jenny Goddard</i></p> <p>Overseas Investment Promotion Review Task Force <i>Keri Hartland</i></p>	<p>Office of the Status of Women</p> <p>First Assistant Secretary <i>Rosemary Calder</i></p> <p>Assistant Secretaries <i>Joanne Caldwell</i> <i>Karen Bentley</i></p>		<p>Government Division</p> <p>First Assistant Secretary <i>Barbara Belcher</i></p> <p>Parliamentary and Government Assistant Secretary <i>Peter Hamburger</i></p> <p>Legal and Culture Assistant Secretary <i>David McGill*</i></p> <p>Awards and National Symbols Assistant Secretary <i>Paul O'Neill</i></p> <p>Parliamentary Liaison Officer House of Representatives <i>Alistair Sherwin*</i></p> <p>Parliamentary Liaison Officer Senate <i>Myra Croke*</i></p>
			<p>Government Communications Division</p> <p>First Assistant Secretary <i>Greg Williams</i></p> <p>Information Services Assistant Secretary <i>Susan Ball</i></p>

* denotes acting

Role and functions

The primary role of the department is to provide support to the Prime Minister and to achieve a coordinated approach to the development and implementation of government policies.

The principal matters the department deals with are:

- coordination of government administration;
- assistance to Cabinet and its committees;
- policy advice and administrative support to the Prime Minister;
- intergovernmental relations and communications with state and territory governments;
- Australian honours and symbols policy;
- government ceremonial and hospitality;
- status of women; and
- coordination of government communications and advertising.

The former Office of Indigenous Policy in the department was superseded in January 2001 by the new Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs (DORATSIA). As a result, the role of advising the Prime Minister on Indigenous policy issues passed to the department's Social Policy Division.

Outcome and outputs

The planned outcome for the Department of the Prime Minister and Cabinet is *sound and well coordinated government policies, programmes and decision-making processes*.

The department contributes to the achievement of this outcome through four output groups:

- group 1 outputs include policy advice on economic, industry, infrastructure and environment issues; and effective Council of Australian Governments (COAG) operations;
- group 2 outputs include policy advice on social and women's issues, as well as administering on behalf of the Government a number of programmes, including Partnerships Against Domestic Violence and grants to non-government women's organisations;
- group 3 outputs include policy advice on international issues; and
- group 4 outputs include policy advice on parliamentary, machinery of government and legal and cultural issues; provision of a range of support services for government operations, including coordination of Cabinet and Executive Council business; policy advice on coordination and promotion of national awards and symbols; coordination of government communications and advertising; administration of the Prime Minister's official establishments; administration of the visits and hospitality programme; and staging of the next Commonwealth Heads of Government Meeting (CHOGM).

At 30 June 2001 the department comprised an executive, seven divisions, the Cabinet Secretariat, the Ceremonial and Hospitality Branch and two task forces (the Overseas Investment Promotion Review Task Force and CHOGM Task Force), all of which are supported by corporate service units, which also purchase a range of goods and services from private sector providers. The costs of corporate services are apportioned as a component of each of the four output groups' price of outputs.

Administered appropriations

Administered appropriations are funds appropriated, usually for specific purposes, and not directly controlled by the department. They may include grants, subsidies or benefits. In many cases, administered appropriations pay for the delivery of third party outputs.

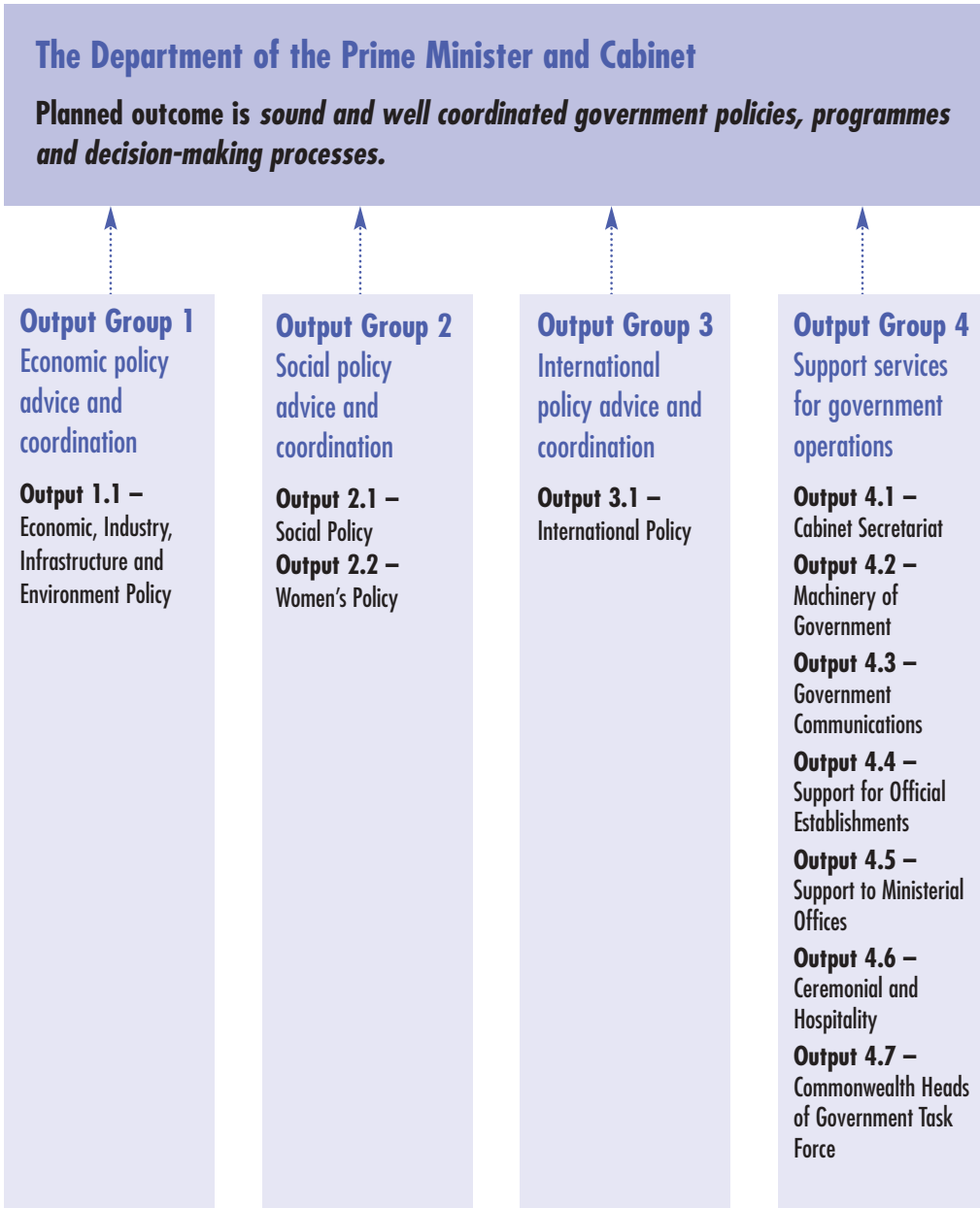
In 2000-01, the department administered the following appropriations on behalf of the Government:

- allowances to former Governors-General;
- state occasions and guest of government;
- women's programmes;
- Prime Minister's official residences;
- compensation and legal expenses;
- the reconciliation process between the Commonwealth and Aboriginals; and
- CHOGM security.

Each of those administered appropriations is discussed within the relevant output group in the Report on Performance section of this annual report.

Departmental outcome and output groups

June 2001



REPORT ON PERFORMANCE



Total resources for Outcome 1 (\$'000)

	<i>Budget Estimate (price) 2000-01</i>	<i>Actual (cost) 2000-01</i>
ADMINISTERED EXPENSES		
Allowance to former Governors-General	508	424
Support to former Governors-General	441	489
State occasions and official visits	3,854	3,416
Women's programmes	8,763	5,923
Prime Minister's official residences	1,850	1,624
Compensation and legal expenses	450	38
Reconciliation process between the Commonwealth and Aboriginals	3,944	7,710
Indigenous affairs litigation	3,300	1,889
CHOGM security	2,424	7,424
Total Administered	25,534	28,937
DEPARTMENTAL PRICE OF OUTPUTS		
Output Group 1 – Economic policy advice and coordination		
Output 1.1 – Economic and Industry Policy	8,242	8,169
Output 1.2 – Olympics Task Force	1,165	1,186
Subtotal Output Group 1	9,408	9,355
Output Group 2 – Social policy advice and coordination		
Output 2.1 – Social Policy	4,444	4,210
Output 2.2 – Office of the Status of Women	5,136	5,083
Output 2.3 – Office of Indigenous Policy	5,123	5,117
Subtotal Output Group 2	14,704	14,410
Output Group 3 – International policy advice and coordination		
Output 3.1 – International Policy	3,747	3,722
Subtotal Output Group 3	3,747	3,722
Output Group 4 – Support services for government operations		
Output 4.1 – Cabinet Secretariat	2,583	2,515
Output 4.2 – Government	6,605	6,528
Output 4.3 – Government Communications	3,492	2,798
Output 4.4 – Support to Official Establishments	480	430
Output 4.5 – Support to Ministerial Offices	3,155	2,786
Output 4.6 – Ceremonial and Hospitality	2,782	2,560
Output 4.7 – CHOGM Task Force	14,089	13,224
Subtotal Output Group 4	33,186	30,841
Total Price / Cost of Outputs	61,044	58,328
TOTAL RESOURCES	86,578	87,265
AVERAGE STAFFING LEVEL	380	358

Overview

Revised performance indicators and assessment measures – covering quality, timeliness, quantity and price of outputs at the department-wide level and at the level of individual outputs – were developed and implemented in 1999–2000, as noted in the department’s 1999–2000 annual report. The financial year 2000–01 is thus the second year in which the department has used those indicators and processes to monitor and report on its performance.

The key department-wide performance indicators and assessment processes are set out in this Overview under the headings ‘Quality’, ‘Timeliness’ and ‘Quantity’. The indicators and processes specific to each of the 11 output units are set out below.

Appraising performance

The department-wide performance indicators link to the department’s Performance Appraisal and Development Scheme, which was recently amended. The revised scheme will be introduced in the first half of financial year 2001–02.

Individual performance agreements will continue to be derived from the organisational goals and objectives of the department, through the agreed annual work plan for each division. This will ensure that employees’ achievements and efforts are closely aligned with the requirements and expectations of the Prime Minister, Ministers Assisting and the department’s Executive.

As well as specifying more clearly what is expected of supervisors and staff members at different levels, the new performance appraisal scheme will emphasise the importance of people management. Senior Executive Service (SES) employees, for example, are expected to give timely recognition for good performance, and take personal responsibility for the effective use of the department’s Performance Appraisal and Development Scheme.

Quality

For most of the department’s output groups, performance is monitored on the basis of:

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

Results

Feedback from the Prime Minister, other Ministers in the portfolio and their offices was that the department’s policy advice was considered to be of a high standard. Ministers also commended the performance of the several task forces led by the department – the Sydney 2000 Games Coordination Task Force, the Commonwealth Heads of Government Meeting (CHOGM) 2001 Task Force and the Welfare Reform Task Force.

In addition, outputs were assessed against annual divisional work plans and individual performance agreements. This was linked to performance pay. For the year ending 30 September 2000 (the end of the most recent appraisal round), 40 of the 43 senior managers eligible to be assessed received performance pay. (More details on the determination of SES remuneration are presented in part five of this report, 'Management and Accountability'.)

Timeliness and quantity

Timeliness

The department aims to meet the following specific deadlines:

- for correspondence on substantive issues from heads of state, Premiers and Chief Ministers, a response is to be prepared within 10 working days;
- for other correspondence, a response is to be prepared within 20 working days;
- the various timing requirements for Freedom of Information (FOI) requests, as specified in the *Freedom of Information Act 1982*, apply;
- the preparation of responses to parliamentary questions on notice must be completed within 60 days for the House of Representatives and 30 days for the Senate; and
- the preparation of briefings must be completed reasonably in advance of when they are required or within such other time periods as may be specified by the Prime Minister, other portfolio Ministers or their offices.

The department noted in its annual report last year that it would be reporting full year statistics for Cabinet minutes for the first time in 2000-01, and the outcome is noted below.

Quantity

Based on experience, the department expected to have to:

- process in excess of 110,000 items of ministerial correspondence;
- provide 2,750 briefings to the Prime Minister, other portfolio Ministers and their offices;
- prepare draft answers to 85 parliamentary questions on notice; and
- respond to 25 FOI requests.

The actual 12-month figures are noted below.

Cabinet minutes

The operational target is to release Cabinet minutes within 24 hours of a Cabinet or committee meeting.

For the period 1 July 2000 to 30 June 2001, over 94 per cent of Cabinet meeting minutes met this performance target. A small proportion of minutes required additional time to finalise, due mainly to the large volume of business dealt with during the Budget period.

Ministerial correspondence

The operational target is to respond to correspondence on policy issues from federal Ministers, Chief Ministers, heads of government et cetera within 10 working days and all other correspondence within 20 working days. Referral of correspondence to other Ministers should occur within five working days of receipt in the department.

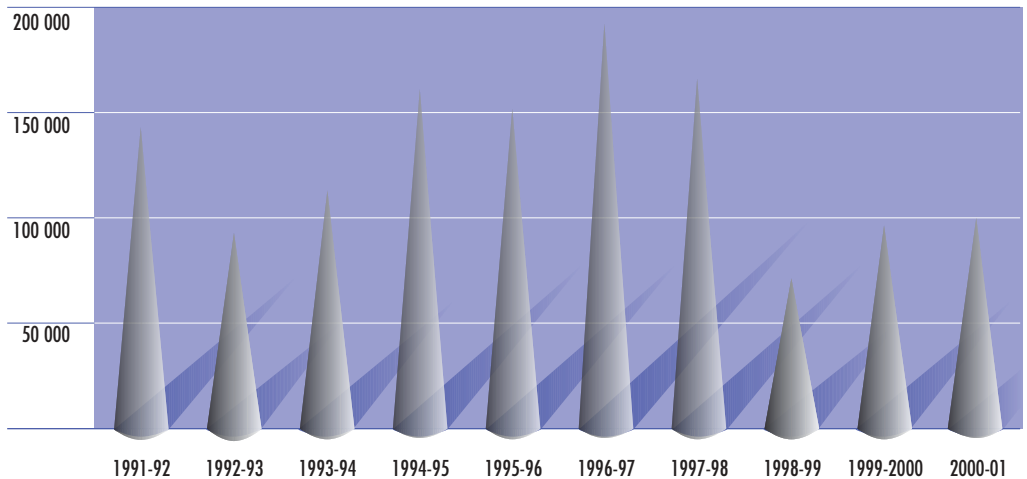
The department processed approximately 106,000 pieces of correspondence (an average of 425 per day), addressed to the Prime Minister or Ministers Assisting. Approximately 55,000 of these items related to campaigns on topical issues. The largest volume of correspondence related to tax treatment of capital gains (11,966 items), fuel prices (10,278 items), school funding (2,387 items) and in-vitro fertilisation (1,767 items).

Approximately 89 per cent or 93,810 items of correspondence were processed within the department's operational targets.

Some 2,520 briefings (minutes) were provided to the Prime Minister, Parliamentary Secretary and Ministers Assisting the Prime Minister.

The volume of ministerial correspondence received over the past 10 years is shown below.

Items of correspondence



During the years 1996 and 1997 there was a large quantity of correspondence, on the gun issue, following the Port Arthur massacre in April 1996; childcare funding; and Sydney's proposed second airport. Since then ministerial correspondence received by the department, particularly in the form of proformas and coupons, has declined.

Parliamentary questions on notice

The aim of the department is to respond to parliamentary questions on notice within the number of days set in the Standing Orders of each house, currently 60 days for the House of Representatives and 30 days for the Senate.

The department received 82 parliamentary questions on notice during 2000-01: 44 from the House of Representatives and 38 from the Senate. The department had 31 questions on hand at 1 July 2000. It lodged responses to 76 questions during the year: responses to 36 House of Representatives questions and responses to 40 Senate questions. The average time taken to lodge responses to questions asked in 2000-01 was 61 days for the House of Representatives and 51 days for the Senate. There were 30 questions on hand at 30 June 2001. Seven questions asked in 2000-01 – two from the House of Representatives and five from the Senate – were transferred to other Ministers.

Freedom of Information requests

The various timing requirements for Freedom of Information requests are specified in the Freedom of Information Act 1982.

The department received 24 FOI requests during 2000-01. The department had three FOI requests on hand at 1 July 2000. Twenty-two FOI requests were finalised during the year and five FOI requests were on hand at 30 June 2001.

Price

The total price of the department's outputs in 2000-01 was \$61.9 million.

Financial performance

Price of outputs

The department's price of outputs is summarised below.

	<i>\$'000</i>
Appropriation revenue	56,039
Other revenue*	5,891
Total price	61,930

*Other revenue includes interest, resources received free of charge, special accounts and other section 31 revenue.

The department's appropriation (\$56.0 million) was higher than usual because of additional funding (\$13.9 million) provided for the staging of CHOGM in October. The department also earned \$5.9 million in revenue from other sources.

The former Office of Indigenous Policy was transferred to the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs (DORATSIA) in February 2001, reducing the department's appropriation by \$1.3 million in 2000-01 and by \$3.2 million (indexed) ongoing.

In 2000-01 total expenses for the department were \$58.3 million. An operating surplus of \$3.6 million was realised. CHOGM accounted for \$13.2 million of those expenses, special account

activities for \$0.8 million and the balance, \$44.3 million, related predominantly to the department's ongoing activities.

A sizeable proportion of the surplus (\$2.5 million) related to the activities of the Campaign Reserve special account, with the balance (\$1.1 million) relating to departmental activities.

The department's cash balance at 30 June 2001 was \$21.7 million – \$6.7 million of this related to special accounts (\$5.4 million in Campaign Reserve). The remainder of the cash balance (\$15.0 million) related to departmental activities. The opening cash balance was \$7.4 million, and CHOGM generated a cash surplus for the year of \$7.7 million.

Administered expenses

The administered appropriation for 2000-01 was \$29.1 million. Administered expenses were \$28.9 million. The table on page 16 provides the expenses against budget for each of the nine administered items.

In order to better meet the demands of the Partnerships Against Domestic Violence initiative, an amount of \$1.656 million was rephased from 2000-01 to 2001-02 for the Women's programmes item during the 2001-02 Budget process in April 2001.

Funding of \$5 million from the Advance to the Finance Minister was required during June 2001 to enable payment of increased funding to the Queensland Government for security for CHOGM.

The transfer of the Office of Indigenous Policy mentioned above also involved the transfer of \$1.4 million administered funding for Indigenous Litigation from the department to DORATSIA in 2000-01.

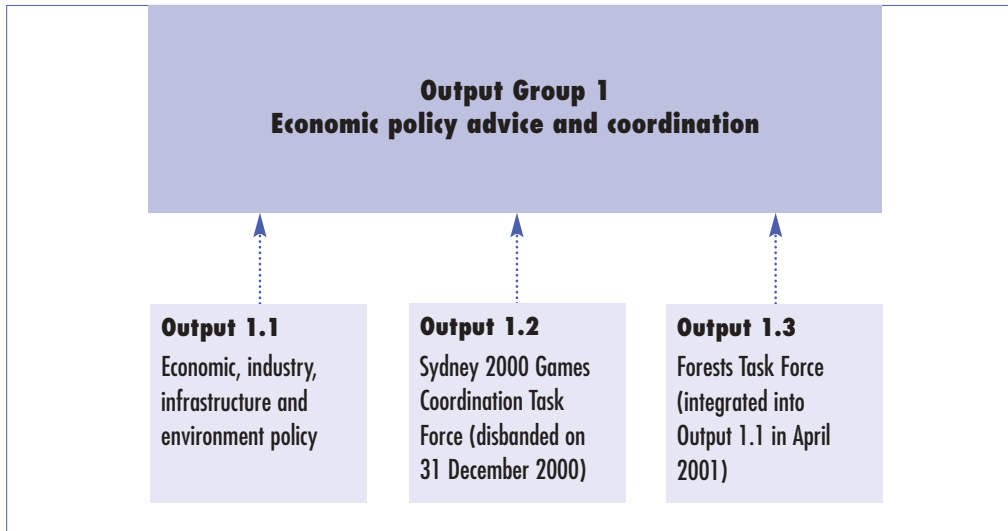
Purchaser-provider arrangements

The department is not appropriated funds to deliver outcomes through purchaser-provider arrangements.

Output Group 1 – Economic Policy Advice and Coordination

Price of Outputs	\$9.4m	Cost of Outputs \$9.4m
Appropriations	\$8.4m	
Administered Expenses	nil	

Group Outputs



Group 1 outputs included policy advice on economic, industry, infrastructure, environment and resources issues (including Queensland land clearing); effective Council of Australian Governments (COAG) operations; and a coordinated contribution to the Sydney 2000 Olympic and Paralympic Games.

Outputs for the Sydney 2000 Games Coordination Task Force (Output 1.2) were included in Output Group 1 until 31 December 2000, when the task force was disbanded. The Forests Task Force, which had been Output 1.3, was integrated into Output 1.1 in April 2001.

This chapter reports on performance for outputs 1.1–1.3.

Output Group 1

As of 30 June 2001, Output Group 1 comprised one output and functionally consisted of:

- Economic Division;
- Industry, Infrastructure and Environment Division; and
- Overseas Investment Promotion Review Task Force.

Output Group 1 is managed by the Executive Coordinator, Economic, Industry and Resources Policy Group.

Output 1.1 – Economic, Industry, Infrastructure and Environment Policy

Performance indicators and results

Output 1.1 Economic, industry, infrastructure and environment policy

Advice and support to the Prime Minister and assistance in coordination of government policies on economic, industry, infrastructure, environment and resources issues, including for presentation of the Government's decisions in these areas.

Manage and coordinate the work programme of the Council of Australian Governments.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Prime Minister's Office and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the quality and timeliness of advice and the achievement of key tasks.

Annual evaluation of Budget preparation and coordination process and ad hoc internal evaluation of major policy advising activities.

Cost of Outputs – \$8.2m (includes the cost of output for 1.3, Forests Task Force).

Qualitative assessment

Methodology

Throughout 2000-01, Output 1.1, Economic, Industry, Infrastructure and Environment Policy, received feedback from the Prime Minister, the Secretary and the departmental Executive, and the Prime Minister's Office about its performance.

Feedback was provided through a number of mechanisms, including regular meetings, formal discussions with the Prime Minister's Office, regular contact with the Secretary and the departmental Executive, periodic individual performance reviews conducted through the formal performance appraisal process, and ongoing informal assessment.

Feedback

Output 1.1 was assessed as having provided effective and timely advice, briefing and support on economic, industry, infrastructure, environment and resource policy issues.

Key results

Budget policy

The Economic Division provided advice to the Prime Minister on fiscal strategy and worked with other divisions to ensure that the department's advice in all policy areas was consistent with the Government's fiscal priorities.

The division provided advice to the Prime Minister and his office on the fiscal position and on emerging public financial management issues, including private financing of infrastructure.

The division played a significant role in the 2001-02 Budget process by supporting the Prime Minister in his role as Chairman of the Expenditure Review Committee of Cabinet, and providing coordinated advice to the Prime Minister and senior Ministers on expenditure and revenue options. The division coordinated with other areas of the department and other central agencies to facilitate consideration and finalisation of key elements of the 2001-02 Budget. Feedback from relevant stakeholders indicated that the division played an important role in the development of the 2001-02 Budget, including by ensuring that briefing material facilitated informed decisions by the Government.

The Economic Division also supported the department's participation in the Budget Coordination Committee – a high-level interdepartmental committee of Treasury, the Department of Finance and Administration, and the Department of the Prime Minister and Cabinet – which oversaw the Budget process. The division also participated with Treasury and the Department of Finance and Administration in working groups to oversee Budget coordination, processes, documentation and timetabling. The division had a key role in liaising with central agencies and other divisions of the department on government budgetary priorities. The division also had an important role, with the Cabinet Secretariat, in implementing agreed processes for government consideration of Budget proposals.

Taxation policy

The Economic Division provided extensive policy advice to the Prime Minister and his office on a range of tax issues during 2000-01, including issues arising from consultations on business tax reform measures commencing in 2001-02 and following the introduction of The New Tax System on 1 July 2000.

The division provided advice on issues such as the simplified tax system; the taxation of entities; the inquiry into fuel taxation; changes to fuel and beer excise arrangements; measures to simplify the Business Activity Statement and Pay-As-You-Go arrangements; and the temporary doubling of the grant for new dwellings under the First Home Owners' Scheme.

The division played a major role in the development of tax measures to promote research and development included in the Government's *Backing Australia's Ability* statement, and of tax rebate measures affecting part-pensioners and self-funded retirees for the 2001-02 Budget.

The division continued to support the department's participation in the Chief Executive Officer Reporting Group, which was established to report to the Government on the implementation of

taxation reform. The division continued its participation in the Business Tax Task Force, set up to coordinate the implementation of business tax reform.

The division continued to support the Ad Hoc (Goods and Services Tax Implementation) Subcommittee of Cabinet in its oversight of the implementation of The New Tax System and to provide advice on superannuation issues, including in relation to choice of funds and the termination payments surcharge.

Economic and financial conditions

The Economic Division provided advice to the Prime Minister and his office on current and prospective economic conditions in Australia and overseas. Assessments of economic conditions were complicated by the temporary distortions to the profile of economic activity associated with the Sydney Olympics and the introduction of The New Tax System. Significant international developments also impacted on the Australian economy – notably high and volatile world oil prices, exchange rate volatility and a sharp slowing in world economic growth.

The division continued to participate in the Government's Joint Economic Forecasting Group, which provides the Prime Minister and the Treasurer with assessments of the domestic and international economic outlooks. These assessments formed the basis for the 2001-02 Budget economic outlook and the Government's management of macroeconomic policy.

Workplace relations policy

The Economic Division prepared advice for the Prime Minister on court decisions impacting on the 'transmission of business' provisions of the *Workplace Relations Act 1996*, and advice on the implementation of the Employee Entitlements Support Scheme. The division contributed to the Government's submission to the Australian Industrial Relations Commission's 2000-01 safety net review of wages. The division also provided briefings to the Prime Minister on the public discussion papers released in October and November 2000 that canvassed the use of the corporations power of the Constitution to achieve a unitary workplace relations system.

Financial sector policy

The Economic Division provided advice to the Prime Minister on matters relating to the financial sector, including the Government's responses to the collapse of HIH Insurance Group, the Reserve Bank of Australia/Australian Competition and Consumer Commission (ACCC) study into card systems, the ACCC investigation into the setting of credit card interchange fees, the Viney review of the Code of Banking Practice, and the Australian Bankers Association's response to the Viney review.

Industry, infrastructure and environment policy

The Industry, Infrastructure and Environment Division is the Prime Minister's principal adviser on those industry and environmental issues that are considered by Cabinet, that require a cross-portfolio and/or intergovernmental perspective or that require the Prime Minister's involvement. The division also advises the Prime Minister's Office, the Secretary and Senior Executives on these issues.

The division advised on a broad range of policy issues throughout 2000–01, with a particular focus on the following four key policy areas:

- the coordination of two COAG meetings, held on 3 November 2000 and 8 June 2001, which achieved significant outcomes in a range of important policy areas requiring cooperative action between jurisdictions, including salinity and water quality, energy policy, reconciliation, prohibition of human cloning and a response strategy for handling an outbreak of foot-and-mouth disease;
- the development and implementation of the National Action Plan for Salinity and Water Quality, agreed by COAG in November 2000;
- the development and implementation of *Backing Australia's Ability*, which includes new and expanded initiatives to promote research, development and innovation; and
- the development of government packages to enhance Australia's transport network and telecommunications services.

The division assisted in the development of the 2001–02 Budget by advising on the budgetary submissions of a number of government departments and agencies.

The division also provided advice to the Prime Minister on other issues of national significance, including:

- in the area of communications and information technology, the implementation of the Government's digital broadcasting regime, the continued implementation of the social bonus programmes funded by the partial sale of Telstra, and spectrum auctions;
- in the area of transport infrastructure, consideration of Sydney's airport needs, the possible introduction of very high-speed train services, the Alice Springs–Darwin rail link, and the upgrading and extension of Australia's road network;
- in agriculture and natural resource issues, development of the response to the threat of exotic pests and diseases – especially foot-and-mouth disease, assistance for those affected by floods, assistance for the dairy and sugar industries, implementation of the Food Regulation Agreement agreed to by COAG in November 2000, and other food regulation issues;
- in environment policy, issues relating to international climate change, ongoing negotiations on domestic greenhouse policy, and the establishment of National Fuel Quality Standards;
- in relation to industry, science, resources, small business and customs issues, the implementation of the Government's investment incentives regime and consideration of individual projects being considered for investment incentives;
- in relation to regional policy, policies aimed at improving services available to rural and regional Australia;
- in sport, the development of the Government's Backing Australia's Sporting Ability package launched on 24 April 2001; and
- work leading to consideration of energy policy by COAG on 8 June 2001.

In addition, the division provided support in 2000–01 for the Prime Minister in his capacities as chairman of the following bodies:

- the Supermarket to Asia Council;
- the Prime Minister's Science, Engineering and Innovation Council;
- the government Ministerial Committee on Implementation of *Backing Australia's Ability*; and
- COAG.

The division supported the Secretary of the department as Chairman of the COAG Senior Officials' Group, which includes his counterparts in state and territory governments and the Chief Executive of the Australian Local Government Association.

The division also provided assistance for the department's Executive in their participation in the ministerial forums on greenhouse issues, biotechnology and natural resource management, and the Secretaries' committees supporting those ministerial forums.

Overseas Investment Promotion Review Task Force

The Overseas Investment Promotion Review Task Force was formed in June 2001 to assess the current overseas promotion and attraction activities undertaken by Australian government organisations. The task force will recommend strategies which will deliver more efficient and effective Commonwealth inward investment promotion and attraction programmes.

The task force is expected to report to government in August 2001.

Administered items

Output 1.1 had no administered items on which to report in the 2000-01 financial year.

Output 1.2 – Sydney 2000 Games Coordination Task Force

Performance indicators and results

Output 1.2 Sydney 2000 Games Coordination Task force

A coordinated Commonwealth contribution to the preparations for, and staging of, the Sydney 2000 Olympic and Paralympic Games.

Performance indicators

Quality: Degree of satisfaction of the Prime Minister, the Prime Minister's Office, the Minister Assisting, the departmental Executive, organising committees and key Commonwealth and New South Wales agencies, as expressed through formal and informal feedback mechanisms, with the performance of the Sydney 2000 Games Coordination Task Force.

Outcome of internal evaluation of Sydney 2000 Games Coordination Task Force activities.

Cost of Outputs – \$1.2m

Qualitative assessment

Methodology

Until the task force was disbanded on 31 December 2000, it prepared reports, briefs and correspondence on a regular basis for the Prime Minister, the Prime Minister's Office, the Minister Assisting the Prime Minister for the Sydney 2000 Games, and the departmental Executive. Regular reports on the progress of Games preparations were prepared for the Minister Assisting until September 2000. The task force prepared six-monthly reports on non-security preparations for the Games for presentation to Cabinet by the Minister Assisting.

Submissions on security preparations for the Games were prepared for the National Security Committee of Cabinet. The Secretaries' Committee on National Security continued to receive quarterly reports on security and defence support matters associated with the Games.

From the beginning of September to 3 November 2000, daily reports were submitted to the Prime Minister, the Minister Assisting the Prime Minister for the Sydney 2000 Games and other relevant Ministers on aspects of the staging of the Sydney 2000 Games, including the performance of Commonwealth departments and agencies in discharging their responsibilities.

Feedback

The task force received regular feedback from the offices of the Prime Minister and the Minister Assisting, the Secretary and the departmental Executive. In the period before and during the Games, feedback confirmed a high level of satisfaction with the work of the task force. The task force also received feedback from senior officials of key Commonwealth agencies involved in

preparations for the Games who attended monthly meetings of the Sydney 2000 Games security and non-security reference groups and the Olympic Security Liaison Group. Commonwealth agencies consistently indicated that the task force added value to the Commonwealth's efforts.

Following what were described by the presidents of the International Olympic Committee and International Paralympic Committee as the 'best ever' Olympic and Paralympic Games, the Prime Minister and the Secretary singled out the task force for praise for the contribution it had made to the successful staging of the Games. Similar praise was received from the organising committees and the New South Wales Olympic Coordination Authority. In post-Games evaluations the task force's role was seen as pivotal to the excellent support which Commonwealth departments and agencies gave to the staging of the Games.

Key results

The task force coordinated Commonwealth activities supporting preparations for, and the staging of, the Olympic and Paralympic Games. It directly facilitated communication between, and liaised actively with, Commonwealth and New South Wales government agencies, the organising committees, and relevant non-government organisations.

The scope and intensity of the task force's outputs reached their peak during the period of the staging of the Games, with a number of staff moving to Sydney to be more closely involved in the staging of the Games. From July 2000 the task force restructured to form a coordination group in Canberra and to place senior staff in Sydney at the Main Press Centre, in the New South Wales Police Strategic Command Centre, in the Protocol Coordination Centre and at Sydney Airport. The task force achieved the following key results.

Security and non-security defence support

The task force monitored and reported on national intelligence and security issues. It also played a major role in facilitating the resolution of a number of security related issues, including Commonwealth support for New South Wales in managing the consequences of a major incident.

In addition, the task force worked closely with Defence to coordinate its non-security support for the Games, covering areas such as the recording of national anthems, providing logistics and communication support, and overseeing access by the New South Wales Government to Defence sites for such purposes as the storage of equipment, the provision of Games-time transport support and the docking of cruise liners used for accommodation.

Dignitary handling

The task force led an integrated Commonwealth approach to dignitary handling for the Games. In the lead up to, and during, both the Olympic and Paralympic Games, the task force worked collaboratively with the New South Wales Government, the organising committees, the New South Wales Police Service and other Commonwealth agencies to ensure that the visits of international dignitaries to the Games went smoothly. The integrated approach related to the movement of guests through Sydney Airport, their access to ground transport and hospitality, and the provision of liaison officers.

The task force was also responsible for coordinating hospitality for international and local guests at the Government's hospitality boxes at the Olympic Stadium and SuperDome during the Olympic Games and Paralympic Games. Seats in the boxes were almost fully subscribed and arrangements for Ministers to meet with important political and business leaders to promote Australia's economic and diplomatic goals at these facilities went smoothly.

The task force also collaborated with the Department of Foreign Affairs and Trade in briefing the diplomatic corps in Canberra and representatives of the consular corps in Sydney and Melbourne on the arrangements that were to apply to handling dignitaries at the time of the Games. These briefings were well received by the diplomatic and consular corps.

Immigration issues

The head of the task force participated in the activities of the Entry Advisory Group, established by the Department of Immigration and Multicultural Affairs to provide advice to Ministers on people of concern for character or security reasons who had applied for entry to Australia for the Games. The Minister for Immigration and Multicultural Affairs refused entry to two people.

Sydney Airport

A representative of the task force participated in the activities of the Sydney Airport Olympic Venue Operations Centre (SAOVOC) from early August until the beginning of November. He was a member of the SAOVOC executive and, under the direction of the Commonwealth spokesperson for the Games, coordinated airport related media activities. During the critical weeks of the airport's Games-time operations, task force representatives participated in inter-agency discussions on the detailed operational planning required to handle Games related passenger and cargo flows.

Media handling and information dissemination

The Games Media Unit worked closely with the organising committees, the New South Wales Government, the New South Wales Police Service, the Olympic Coordination Authority and the Olympic Roads and Transport Authority. In the period before the Games the unit coordinated preparation of approximately 170 handling briefs – on issues which might arise during the Games – that were cleared by agencies and ministerial offices. In addition, the unit established a media management network for the Games, across Commonwealth departments and agencies, and a website that provided information about the Commonwealth's contribution to the Games and that was available for rapid dissemination of information in the event of a crisis.

Pre-Games Training and Olympic football

During July 2000 members of the task force met with their state and territory counterparts and Commonwealth agency representatives in Canberra, Adelaide, Brisbane and Melbourne to ensure that Commonwealth assistance appropriately supported the hosting of teams involved in pre-Games training and the Olympic football tournament.

Coordination during the Games

From the beginning of September to 3 November 2000, the task force obtained daily reports from task force members in Sydney and from other departments and agencies on their operations. Daily reporting ensured that responses to issues were appropriately coordinated across the Commonwealth. The reports were also the basis for daily advice to the Prime Minister, the Minister Assisting and other Ministers.

General activities in support of the Games

Between July and December 2000 the task force provided policy and other advice on a range of issues. The head of the task force also approved the allocation of funds under the memorandum of understanding with the New South Wales Government, which provided Commonwealth funds to the Sydney Organising Committee for the Olympic Games.

The task force also drafted congratulatory letters to all Australian Olympic and Paralympic medal winners for the Prime Minister's consideration.

Reports on the Commonwealth's involvement in the Games

A report on the Government's involvement in the Games has been posted on the department's website at www.dpmc.gov.au/docs/sydney2000games.cfm. The task force also participated in an evaluation of Games security conducted by the Standing Advisory Committee on Commonwealth-State Cooperation for Protection Against Violence. A number of issues identified by the forum have been taken account of in security planning for the Commonwealth Heads of Government Meeting to be held in Brisbane in October 2001.

Melbourne 2006 Commonwealth Games

The task force provided advice to the Department of Industry, Science and Resources to assist it to coordinate the Commonwealth's support for the Melbourne 2006 Commonwealth Games.

Administered items

Output Group 1.2 had no administered items on which to report in the 2000-01 financial year.

Output 1.3 – Forests Task Force

Performance indicators and results

Output 1.3 Forests Task Force

A coordinated Commonwealth contribution to the development of policy and process advice by the Forests Task Force.

Performance indicators

Quality: Degree of satisfaction of the Prime Minister, the Prime Minister's Office and the departmental Executive, as expressed through formal and informal feedback mechanisms, on the quality and timeliness of advice and the achievement of key tasks for the Forests Task Force.

Qualitative assessment

Methodology

Throughout 2000–01 Output 1.3, Forests Task Force, received feedback from the Prime Minister, the Secretary and departmental Executive, and the Prime Minister's Office about its performance.

Feedback was provided through a number of mechanisms, including regular meetings, discussions with the Prime Minister's Office, regular contact with the Secretary and the departmental Executive, periodic individual performance reviews conducted through the formal performance appraisal process, and ongoing informal assessment.

Feedback

Output 1.3 was assessed as having provided effective and timely advice, briefing and support on Queensland land clearing issues.

Key results

The Forests Task Force provided policy coordination, intergovernmental liaison and advice to the Prime Minister, the Minister for the Environment and Heritage and the Minister for Forestry and Conservation to support the Commonwealth Government's consideration of issues relating to Queensland land clearing. Since April 2001, the task force has been integrated into the Rural and Environment Branch of Industry, Infrastructure and Environment Division.

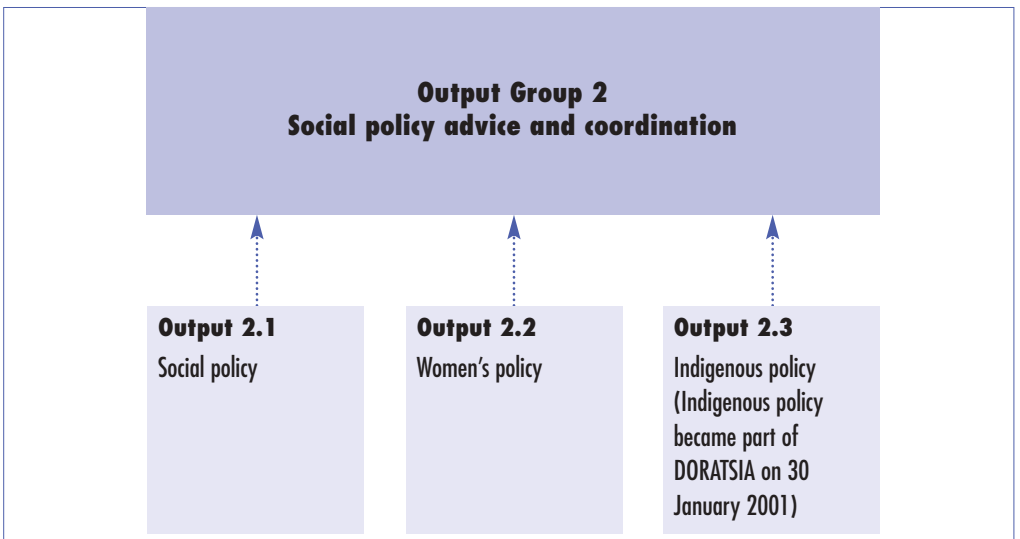
Administered items

Output Group 1.3 had no administered items on which to report in the 2000–01 financial year.

Output Group 2 – Social Policy Advice and Coordination

Price of Outputs	\$14.7m	Cost of Outputs	\$14.4m
Appropriations	\$14.5m		
Administered Expenses	\$15.5m		

Group Outputs



The outputs for Output Group 2 include policy advice on social policy issues (income support, Indigenous policy, health and community services, veterans' affairs, housing, employment, education and training, immigration and multicultural affairs, and families, youth and ageing) and women's issues, including effective domestic violence prevention programmes.

Indigenous policy was a separate output until 30 January 2001, when the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs (DORATSIA) was created, absorbing many of the responsibilities of the former Office of Indigenous Policy.

This chapter reports on performance for outputs 2.1 and 2.2 and the administered item 'Reconciliation process between the Commonwealth and Aboriginals'. Other outputs for the former Office of Indigenous Policy are reported on in DORATSIA's 2000-01 annual report.

Outputs 2.1-2.2

As of 30 June 2001, Output Group 2 comprised two outputs and functionally consisted of:

- Social Policy Division; and
- Office of the Status of Women.

Output Group 2 is managed by the Executive Coordinator (Social Policy Group).

Output 2.1 – Social Policy

Performance indicators and results

Output 2.1 Social policy

Policy development and advice to government on social policy issues, including health, community services, education, employment, immigration, income support and families, including for presentation of the Government's decisions in these areas.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Prime Minister's Office and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the quality and timeliness of policy advice and the achievement of key tasks.

Cost of Outputs – \$4.2m

Qualitative assessment

Methodology

Throughout 2000-01 each branch of the Social Policy Division received feedback by means of formal and informal meetings and conversations with relevant advisers in the Prime Minister's Office and members of the Senior Executive. Officers from each branch had regular contact with the Prime Minister's Senior Social Policy Adviser and other advisers, and with the Executive Coordinator of the Social Policy Group. The division also received information about the quality of outputs by means of written feedback directly from the Prime Minister's Office and the department's Senior Executive. Staff also received performance reviews through the formal performance appraisal process.

Feedback

The division regularly received positive feedback from the Prime Minister's Office and the department's Senior Executive regarding the quality of the division's outputs. The Prime Minister's Office and the department's Executive were satisfied that the division provided high-quality, timely, targeted and relevant advice, administrative support and information.

Key results

The Social Policy Division continued to focus on key outputs and outcomes, with a particular focus on welfare reform, illicit drugs, unauthorised arrivals and measures aimed at strengthening families and communities. Through its work with issue-specific task forces, the division made significant contributions to the development of interdepartmental, cross-sectoral collaborative processes. The division manages its outputs through four branches:

- Health and Community Services Branch;
- Families and Income Support Branch;
- Employment and Indigenous Policy Branch (established in February 2001); and
- Education and Immigration Branch (Employment and Education Branch until February 2001).

Health and community services policy

The Health and Community Services Branch continued to take a major role in the development of policies on illicit drugs. This included the finalisation of agreements with the states and territories on proposals for implementation of the National Illicit Drug Diversion Programme and advice on the development and implementation of the National Illicit Drugs Campaign. The branch also took a lead role in developing the model for allocating additional revenue from the beer excise to an independent Alcohol Education and Rehabilitation Foundation and continued to support the Department of Health and Aged Care in implementing the initiative.

In relation to aged care, the branch monitored closely the progress of the accreditation process for residential care and provided timely advice to the Prime Minister.

The branch provided input to a range of developments in health policy, with a particular focus on issues relating to the Medicare system and the scope for further improvements to the medical and pharmaceutical benefits schemes. The branch took the lead in advising the Prime Minister on these and other issues in the lead-up to the 2001-02 Budget.

A particularly interesting and challenging task in mid-2001 involved the drafting of an agenda paper on human cloning for consideration by the Council of Australian Governments (COAG).

Families and income support policy

Over the past 12 months, the Families and Income Support Branch was closely involved in the work of the Family Law Pathways Advisory Group. The advisory group was established to provide expert advice to government on how the family law system can better meet the complex needs of separating families, including the needs of children. The branch supported the department's representative on the advisory group, and made a substantial contribution to the development of the advisory group's report. The branch also contributed to the development of the Government's initial response to the recommendations of the Prime Minister's Youth Pathways Action Plan Task Force, which released its report in May 2001.

The branch also worked with other departments in promoting a national response to the increasing incidence of problem gambling in Australia. In particular, the branch was closely involved in the development of the draft national strategic framework on gambling, which was considered by COAG at its November 2000 meeting. The branch will continue to take an active role in policy relating to both land based and interactive gambling.

The branch participated in early work on the Government's response to the final report of the Reference Group on Welfare Reform, prior to the establishment of the inter-agency Welfare Reform Task Force that developed the welfare reform initiatives announced in the 2001-02 Budget.

The Families and Income Support Branch made a significant contribution to developing the package of measures for older Australians announced in the 2001-02 Budget. The branch worked closely with the Treasury, the Department of Family and Community Services and the Department of Veterans' Affairs in developing the details of initiatives such as the \$300 one-off payment to older Australians, the extension of eligibility for the Commonwealth Seniors Health Card, increasing the low-income aged persons rebate, and the \$25,000 compensation payment to former prisoners of war of the Japanese. This work required close liaison with the Prime Minister's Office and senior staff in a range of departments and was a significant area of activity for the branch in 2000-01.

The branch continued to provide advice and information to the Prime Minister's Office and the department's Senior Executive on a wide range of social policy issues, including those affecting families and people on low incomes, social security matters, and issues of concern to the veteran community.

Indigenous policy

DORATSIA, which was established on 30 January 2001, absorbed many of the responsibilities of the former Office of Indigenous Policy.

The Employment and Indigenous Policy Branch was established in February 2001 to provide advice and information to the Prime Minister, the Prime Minister's Office and the departmental Executive on a broad range of issues related to Indigenous affairs. This includes the provision of advice to the Prime Minister's Office on developments in native title, heritage, and land and sea rights.

A major area of the branch's work in the early part of 2001 was coordinating the development of Indigenous measures in various Commonwealth agencies for the 2001-02 Budget. This included providing input to the Indigenous component of the Australians Working Together package.

The branch also coordinated implementation of the reconciliation framework agreed to by COAG in November 2000.

The branch contributed to the development of the Commonwealth's agenda on community capacity building, leadership and economic development within Indigenous communities.

Employment, education and immigration policy

In February 2001, responsibility for employment policy was transferred from the then Employment and Education Branch (now the Education and Immigration Branch) to the newly created Employment and Indigenous Policy Branch. Up to February 2001, the work of what is now the Education and Immigration Branch also involved provision of advice in relation to the work-for-the-dole programme, enhancements to the menu of options available under the mutual obligation arrangements for the unemployed, and the development of tendering arrangements for the third Job Network contract period. The branch also contributed to the development of the role of the Prime Minister's Community Business Partnership under Australians Working Together.

The former Employment and Education Branch, jointly with a number of other divisions and branches in the department, played a significant role in policy development on a number of cross-portfolio and whole-of-government initiatives relating to employment, education and immigration. These included:

- provision of advice and participation in negotiations in relation to immigration and income support aspects of a new social security agreement with New Zealand;
- development and implementation of education, research and innovation initiatives in *Backing Australia's Ability*;
- preparation for Australia's participation in the World Conference Against Racism;
- involvement in the Government's review of the United Nations' human rights treaty committee system as it affects Australia, and efforts to improve our interaction with the committees and to work with other countries to reform the international protection system;
- review and further development of Australia's approaches to tackling people smuggling and managing the growth in unauthorised arrivals; and
- examination by government of population policy issues.

The Education and Immigration Branch worked closely with the Department of Immigration and Multicultural Affairs on a range of matters, including security of immigration detention and management of immigration detainees, determination of Australia's annual migration and humanitarian migration programmes, and citizenship and multicultural affairs.

The branch provided ongoing advice on a range of key education policy areas, including schools funding, higher education matters, further negotiation of the next Australian National Training Authority agreement, further development of the new student visa programme, and establishment of the new Enterprise and Career Education Foundation, which will develop partnerships between schools and businesses to assist young people to achieve a successful transition from schooling to further education, training and employment.

Welfare Reform Task Force

From December 2000, the department chaired and provided the secretariat for an interdepartmental task force on welfare reform. The task force comprised senior representatives from the Department of Family and Community Services; the Department of Employment, Workplace Relations and Small Business; the Department of Education, Training and Youth Affairs; the Department of Finance and Administration; the Treasury; and Centrelink. Officers from those agencies were seconded to assist on the task force secretariat, which was led by and housed in the Department of the Prime Minister and Cabinet.

The task force developed the Australians Working Together package, announced in the 2001-02 Budget – a \$1.7 billion investment in making sure Australia's social safety net of employment services, income support and community services keeps pace with current needs.

The task force also provided the secretariat for the Government's consultative forum on welfare reform. The forum acted as a sounding board for ideas on the development of the Australians Working Together package and for ideas on the development of the Government's medium- to longer-term welfare reform agenda.

The task force secretariat was reabsorbed into the Social Policy Division in June 2001. The division will continue to assist in coordinating the implementation of the Australians Working Together package, and will play an active role in the development of the medium- to longer-term agenda.

Administered items

Reconciliation process between the Commonwealth and Aboriginals

Administered item

Reconciliation process between the Commonwealth and Aboriginals.

Performance indicators

Quality: The activities of the Council for Aboriginal Reconciliation for the six months to 30 December 2000, when its legislation ceases, will concentrate on securing commitments from all levels of the community and government to its final proposals for a Document/Documents of Reconciliation. These proposals will be revealed at a major event in Sydney on 27 May 2000 called Corroboree 2000.

Administered Expenses – \$7.7m

Qualitative assessment

Methodology

The Council for Aboriginal Reconciliation (CAR) made all decisions about its policy and about the projects and initiatives it undertook to implement that policy. The Reconciliation and Equity Branch of the Office of Indigenous Policy managed contracts and expenditure to implement those decisions.

Feedback

The Reconciliation and Equity Branch received extensive positive feedback from the Chairperson, Deputy Chairperson and members of CAR, both about the outcomes of major projects and about the quality of secretariat management and organisation of those projects. The council and secretariat staff in the branch also received extensive positive feedback from prominent Australians and members of the general public about the continuance of the reconciliation process and commitment to the council's documents of reconciliation launched at Corroboree 2000 on 27 May 2000.

Key results

The commitments process

Secretariat staff in the Reconciliation and Equity Branch organised a process whereby the nation could record its commitment to the reconciliation process in the wake of the very successful launch

of CAR's documents at Corroboree 2000. Commitments were gathered through circulating pledge books, distributing personal response forms and writing to 22,000 organisations. The secretariat analysed and evaluated more than 1,000 written individual responses and the responses of all governments, industries and peak organisations for inclusion in the final report.

Reconciliation Australia

The branch facilitated the organisation, set-up, governance and financial arrangements for Reconciliation Australia, an independent foundation nominated by CAR to be its successor as the peak reconciliation body. The Prime Minister announced seed funding of \$5 million to Reconciliation Australia on 7 December 2000.

Reconciliation Place

The Reconciliation and Equity Branch coordinated initial meetings of the steering committee, which is overseeing the design competition for, and construction of, Reconciliation Place in the Parliamentary Triangle.

Australians for Reconciliation Coordinators

The branch managed the contracts for the Australians for Reconciliation coordinators in each state and territory, who carried out work in communities and regions on behalf of CAR. The focus for this work in 2000 was sustaining the reconciliation process at the grass roots level.

Corroboree 2000 Melbourne

Acting as the council's secretariat, the branch had responsibility for managing the organisation of Corroboree 2000 Melbourne, held on 3 December 2000. Nearly 200,000 people from all over Victoria took part in a walk and post-walk concert featuring both Indigenous and non-Indigenous Australian performers.

Final report of the council

On 7 December 2000 the branch organised a breakfast function for CAR to launch the council's final report, *Reconciliation – Australia's Challenge*, in the Great Hall of Parliament House. The CAR secretariat provided substantial input to the draft report and the draft legislation which was approved by CAR. The report detailed the achievements of both the council and the nation towards reconciliation over the nine-year legislative timeframe of CAR. The report makes six recommendations and contains letters of commitment to reconciliation from the Commonwealth and from each state and territory government, and an outline of other commitments to reconciliation that were received.

Other projects

The branch managed a number of other projects of behalf of CAR, including production of the council's quarterly magazine, *Walking Together*; an online kit for sustaining reconciliation at the local level; videos and community service announcements for both television and radio; and

publications, posters and promotional items such as badges and stickers. The CAR website was substantially remodelled to allow access to its records through an archive contained in Reconciliation Australia's new website.

Output 2.2 – Women’s Policy

Performance indicators and results

Output 2.2 Women’s policy

Research and advice to government and assistance in coordination, communication and consultation on a range of issues affecting women.

Administration of specific domestic violence programmes.

Performance indicators

Quality: Degree of satisfaction of the Prime Minister, the Prime Minister’s Office, the Minister Assisting the Prime Minister for the Status of Women, and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the quality and timeliness of advice and the achievement of key tasks.

Feedback from non-governmental organisations and other stakeholders concerning consultation and communication processes.

Quantity and diversity of public information materials and activities disseminated.

Cost of Outputs – \$5.1m

Qualitative assessment

Methodology

The Senior Executive of the Office of the Status of Women (OSW) met regularly with the Prime Minister’s Senior Adviser (Legal and Women’s Affairs); the Minister Assisting the Prime Minister for the Status of Women, and her advisers; the Secretary of the Department of the Prime Minister and Cabinet; and the Executive Coordinator of the Social Policy Group of the department.

OSW also met with representatives of state and Commonwealth government departments, the business sector, national women’s non-government organisations (NGOs) and international organisations, as well as academics, researchers and other individual women.

Feedback

OSW regularly received positive feedback from the Prime Minister’s Office and from the Minister Assisting the Prime Minister for the Status of Women, particularly in relation to its briefings on women’s labour force participation.

Consultations and workshops held with women’s organisations throughout the year were well received. The OSW websites attracted 12,000 contacts per month and Women’s *NEWS* and other information services attracted strongly positive comments at survey.

The Honouring Women initiative also generated considerable positive feedback, both for OSW and for the women who took part as Honouring Women ambassadors.

Key results

OSW provided both day-to-day support for the Prime Minister and the Minister Assisting the Prime Minister for the Status of Women, and advice to government on the impact on women of policy, legislation and programmes. OSW also directly managed a number of programmes, including those described below.

Internal planning

Women's policy is informed, developed and implemented by the two branches of OSW: the Strategic Policy and Development Branch and the National Policy and Programmes Coordination Branch.

The two branches are responsible for a very broad range of issues, including women's economic and labour force issues, specialist policy, women's leadership and representation, communications issues, health and wellbeing of women, Partnerships Against Domestic Violence (PADV) and prevention of sexual assault.

During 2000-01 OSW developed and launched a strategic plan setting out policy and work directions for the years 2001 to 2003. The plan's key goals are ensuring economic self-sufficiency and security for women throughout their lives, achieving optimal status and position for women, eliminating violence in the lives of women, and maintaining optimal health and wellbeing throughout women's lives.

Specialist policy

During 2000-01 OSW examined a wide range of legislation prior to its introduction into Parliament, to assess its likely impact on women and to ensure consistency with government policies. In particular, OSW continued to monitor the drafting of legislation relating to the treatment of superannuation in circumstances of marriage breakdown. OSW also provided advice to government on a range of legal issues affecting women, including welfare reform, the Sex Discrimination Amendment Bill, the Family Law Act, the Family Law Advisory Group, child witness protection, and Australia's National Action Plan on Human Rights.

International issues

OSW is the lead agency in producing Australia's report on the United Nations Convention on the Elimination of All Forms of Discrimination Against Women. Preparations – including consultations with key stakeholders, such as government agencies and women's groups – for Australia's combined fourth and fifth reports recommenced following the completion of the Government's review of the United Nations treaty committee system.

OSW is responsible for coordinating the implementation of the *Beijing Platform for Action* and the *Beijing Plus Five Outcomes Document*, which arose out of the Special Session of the United Nations General Assembly on Women, held in New York in 2000. These are internationally agreed plans for achieving equality for women by addressing 12 critical factors: poverty; education and training; health; the economy; power and decision making; human rights; armed conflict; institutional

mechanisms; the media; the environment; violence against women; and the girl child. OSW developed *Australia's Beijing Plus Five Action Plan 2001-05*, which was released in March 2001.

OSW was the lead Australian agency at the 45th Session of the United Nations Commission on the Status of Women, held in New York in March 2001. The session focused on the commission's 2001-06 programme and working methods; the implementation of the Beijing outcomes document; and the gender dimensions of HIV/AIDS and racism.

OSW was represented on the interdepartmental steering committee which prepared Australia's country note for the Organisation for Economic Cooperation and Development project, *Family Friendly Policies: The Reconciliation of Work and Family Life*.

OSW contributed advice regarding women's participation in the labour force to inform the drafting of government responses to International Labour Organisation conventions, and the development of the Human Rights and Equal Opportunity Commission's pregnancy and work guidelines.

Leadership and development

OSW continued to participate in a range of projects encouraging greater participation by, and recognition of, women in leadership and decision-making positions.

At the Australia Day Awards ceremony in January 2001, the Prime Minister launched the Honouring Women programme, which aims to increase the number of women who are nominated for awards and honours. OSW is implementing the programme in partnership with a distinguished network of ambassadors – some 30 high-profile and diverse women from all states and territories – who have been using their public engagements to raise awareness of the extraordinary achievements of Australian women and to encourage their nomination for awards and honours.

As part of honouring women in the International Year of Volunteers, OSW published monthly profiles of female volunteers in *Women'sNEWS*.

The evaluation, by Mioche and Associates, of OSW's Executive Search Pilot Programme and its Early Warning System, both of which identified board vacancies and suitable female candidates to fill them, indicated that the programmes were effective in increasing the number of women nominated for, and appointed to, positions on Commonwealth-controlled boards. At 31 December 2000, women held 32.8 per cent of positions on Commonwealth boards, an increase of 3.9 percentage points since June 1996. The 2001 Commonwealth Budget provided four-year funding of \$2.4 million for the further development and refinement of those services.

The Budget also provided \$5.6 million for the establishment of a Women's Development Programme that will fund targeted research, policy and service development projects responsive to women's needs and circumstances, and will encourage and support women's contributions to government policy formulation. The programme will also support women's capacity-building and mentoring activities.

OSW websites

The OSW websites – www.osw.dPMC.gov.au and www.padv.dPMC.gov.au – were accessed, on average, 12,000 times a month during 2000–01. New resources and links to other government information – including information on the Australian Women Speak national conference, the Indigenous Family Violence campaign, 2001–02 Budget initiatives for women, the Honouring Women programme, and OSW’s 2001–03 strategic directions – were regularly added to the websites. The 2001–02 Budget provided \$5.5 million to develop a women’s information strategy, Informed Choices, to improve access to government information for and about women.

The elimination of violence in the lives of women

In June 2001, OSW convened a round table of officials from federal, state and territory government agencies to discuss ways of responding to the problem of sexual assault against women and to commence work on a national approach to combating sexual assault. OSW continued to manage the PADV initiative and use it to inform advice provided to government. More information about this initiative is at page 46.

Women’s health and wellbeing

OSW took the lead role, in conjunction with representatives of the World Health Organisation (WHO), in the planning and hosting in Canberra of the Second International Meeting on Women and Health, conducted by the WHO Centre for Health Development. OSW’s contribution meant that Australian speakers were well represented at the meeting and played an active role in moving forward the international agenda on women’s health.

Coordination

OSW provided secretariat support for the Commonwealth–State Ministers’ Conference on the Status of Women held in April 2001, and for relevant advisers’ and officials’ meetings throughout the year. OSW coordinated responses to ministerial correspondence, other correspondence and parliamentary questions on notice, and prepared the Women’s Budget Statement and Budget highlights for the 2001–02 Budget. The OSW general information line received and responded to an average of 50 calls a week.

Raising awareness

Among activities to raise awareness of women’s contributions to Australia, OSW, through funding from the National Council for the Centenary of Federation, commissioned the research into and writing of a book documenting the contributions of ordinary and extraordinary women to Australia’s history.

Administered items

Women's programmes

Administered item	Performance indicators
<p>Women's programmes</p>	<p>Quality: Prevention of domestic and family violence through awareness raising and other activities, including conferences; community education; seminars; publications; research; and providing support for services, stakeholders and the general public.</p> <p>Provision of grants, especially to non-government women's organisations, to support national secretariats and/or projects that contribute actively to government strategies for women and enable a diverse range of women's views to be considered.</p> <p>Administered Expenses – \$5.9m</p>

Qualitative assessment

Methodology

As part of a formal process ensuring ongoing advice and feedback, the Senior Executive of OSW met regularly with the Prime Minister's Senior Adviser (Legal and Women's Affairs); the Minister Assisting the Prime Minister for the Status of Women, and her advisers; the Secretary of the Department of the Prime Minister and Cabinet; and the Executive Coordinator of the Social Policy Group of the department. OSW also met with individual women, peak organisations and service providers through a number of project management and consultative mechanisms.

Feedback

Feedback from women's organisations, particularly regarding OSW's capacity-building project, was very positive.

The PADV initiative attracted significant interest and many commendations. The effectiveness of the PADV approach to domestic violence was recognised in the 2001 Budget, which committed \$16.5 million over four years to supporting the Commonwealth's participation in a collaborative strategy to prevent and reduce the incidence of sexual assault on women in Australian communities.

Key results

Partnerships Against Domestic Violence

The prevention of domestic violence is a major part of the Government's strategy for strengthening families and creating healthy, safe communities. The \$50 million PADV initiative was established in 1998 by the Commonwealth Government, in cooperation with state and territory governments, to find better ways of preventing and responding to domestic violence. Through PADV, Australian governments work together with the community to test new approaches, identify good practice and share knowledge.

Approximately 105 projects have been funded under PADV since January 1998; many have been completed or are nearing completion. Projects funded in the first phase of PADV (\$25 million to June 2001) were designed to test innovative approaches to the prevention of domestic and family violence; to test and refine services which exist to respond to the effects of violence in women's and children's lives; and to test and develop strategies for working with men to prevent and reduce violence. Many of the projects funded under PADV's first phase, while managed by government departments, were implemented by community organisations. Outcomes of the completed projects will inform and refine existing policy and service provision.

The second phase of PADV, which began in 2000-01 with funding of \$25 million to June 2003, focuses on family violence in Indigenous communities, children at risk, and working with men.

As part of the initiative, a continuous national evaluation of both the strategy and the individual PADV projects produced regular bulletins discussing outcomes and information emerging from projects, as well as reports focused on specific interest areas. The national PADV newsletter, which has over 3,000 subscribers, continued to disseminate information on projects and key activities.

A successful national forum on working with men who use violence, *Men and Relationships: Partnerships in Progress*, was conducted in Sydney in November 2000 by OSW in conjunction with the Family Relationships Branch of the Department of Family and Community Services. This was the first time that the issue of violence against women had been raised at a forum attended by both men's services and women's services and a broad range of stakeholders.

Another successful national forum, *Rekindling Family Relationships: A National Forum on Family Violence in Indigenous Communities*, was held in Adelaide in April 2001. Indigenous people constituted approximately 80 per cent of those who attended and took part as speakers, facilitators and general participants. The forum was designed by a two-day planning workshop, held in Canberra in November 2000, which was attended by representatives of Indigenous communities from all states and territories.

Walking Into Doors, an innovative, community-led campaign to fight domestic violence in Aboriginal communities, was launched by the Minister Assisting the Prime Minister for the Status of Women, Senator Amanda Vanstone, in April 2001. Well-known musicians Archie Roach and Ruby Hunter were the public faces of the \$300,000 campaign, which aimed to provide support and inspiration for local communities to build a future without violence.

The first round of funding under the Indigenous Family Violence grants programme – a four-year

programme announced in August 2000 – saw 30 projects chosen from over 130 applications. A mentoring service was also funded by the programme to provide support to the projects.

A research project on the incidence and experience of domestic violence among people over the age of 50 years, the largest national study of its kind in Australia, was undertaken in 2000–01. The research findings, which were produced in the PADV report *Two Lives – Two Worlds*, outline the needs of older people experiencing domestic violence in their lives.

One-day seminars were held in Hobart, Broome and Townsville to showcase PADV, to disseminate information from projects in other states and territories, and to encourage the implementation of new approaches identified in the course of the projects. In total, 14 showcasing seminars have been held since the initiative began.

The Australian Domestic and Family Violence Clearinghouse, created and funded through PADV and based at the University of New South Wales, continued to undertake research to inform the PADV task force and OSW. It also disseminated information through its website, www.austdvclearinghouse.unsw.edu.au, and directly to more than 1,800 individuals and organisations on its mailing list.

National Women's Non-Government Organisation Funding Programme

This was the second year of the Government's three-year contract for three national secretariat services to assist three women's organisations – Business and Professional Women Australia, the National Council of Women Australia and the YWCA – to work collaboratively to represent the views of women and to inform policy formation. The national secretariats and OSW held monthly teleconferences to discuss progress against detailed work plans, which included both collaborative actions and additional areas of common interest, such as national workshops for mental health, consultation with government, and consultation within the women's sector.

This year OSW used \$60,000 to fund two streams of capacity-building exercises for women's organisations, designed to build on the strengths of those organisations so that they might more effectively serve and represent the views of their members as well as change policies and practices to benefit women.

Half of that funding was allocated to a whole-of-sector programme aimed at strengthening the capacities of national women's NGOs to change policies and practices to benefit women. OSW held workshops in Brisbane in April 2001 and in Adelaide in June 2001, building on the success of the previous year's programme, which included workshops in other capital cities. This work will be expanded to include regional locations and the remaining metropolitan areas.

The remaining \$30,000 provided intensive capacity-development support to three organisations to assist them to build a policy profile relevant to mainstream – public, private sector and philanthropic – funding and policy bodies. These organisations were the Women's Action Alliance, Guides of Australia, and the Catholic Women's League.

OSW supported 10 other projects, summarised in the table below, specifically to enable women's NGOs to inform mainstream policy or improve the representation or status of women in their constituencies.

NGO projects funded by OSW

<i>Organisation</i>	<i>Funding</i>	<i>Project goals</i>
Association of Women Educators	\$9,000	As the second phase of a pregnancy, parenting and school completion project, to produce best-practice guidelines for school communities to support girls and young women who are mothers (or pregnant) to complete their secondary education.
Breast Cancer Network Australia	\$25,000	To increase the representation of women with breast cancer in policy decision making, through the development of a national strategy and the recruitment of consumer representatives.
National Association of Services Against Sexual Violence	\$25,000	To identify successful strategies for women and children from Indigenous and culturally and linguistically diverse backgrounds, as the second phase of a project that commenced in 1999–2000.
National Council of Single Mothers and their Children	\$25,000	To build on last year's successful 'sole parent proud' project, using networks for single-parent families in regional, rural and remote areas to provide mentoring, friendship and training in leadership and decision-making activities.
National Women's Justice Coalition	\$25,000	To enhance legal access for women in regional, rural and remote areas through links and information flows between government, services, networks and communities.
Older Women's Network of Australia	\$25,000	To encourage older women in community leadership roles, through promotions, focus groups and workshops.
Women With Disabilities Australia	\$25,000	To conduct a national forum to examine legal issues regarding the reproductive rights of women with disabilities, under the 'sterilisation and reproductive health of women with disabilities' project.
Women's Industry Network Seafood Community	\$25,000	To provide professional development, support and mentoring to encourage the advancement of women into leadership and decision-making roles in the seafood industry.
Women's Rights Action Network Australia	\$10,000	To promote greater focus on women's gender issues in a range of community organisations.
Womensport Australia	\$6,000	To develop a database to assist in promoting suitably qualified women into sports leadership and senior management positions.

Other women's programmes

In addition to its major programmes, OSW supported a number of projects designed to assist, and advance the status of, Australian women.

One prominent example is Women'sNEWS, a monthly newsletter, accompanied by a website (www.womensnews.net.au), which promotes the exchange of information between women's NGOs and government.

OSW continued to support Australia's representation at international forums, including the United Nations Commission on the Status of Women, and the Asia Pacific Economic Cooperation Ad Hoc Advisory Group on Gender Integration.

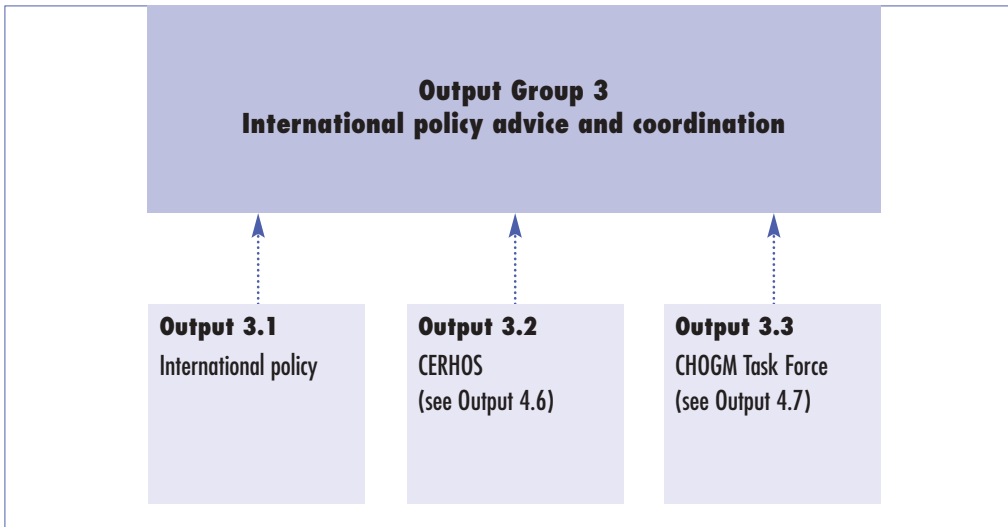
With assistance from the Department of Immigration and Multicultural Affairs, OSW arranged a series of consultation meetings across Australia with migrant and refugee women. The meetings were convened by members of the Federal Parliamentary Advisory Group to the Minister Assisting the Prime Minister for the Status of Women and canvassed the concerns of migrant and refugee women regarding women's economic status, social and community status, and access to services.

OSW also sponsored the attendance of women from rural and remote areas at the national small business summit of the Council of Small Business Organisations of Australia, and sponsored the participation of several Indigenous women in the Australian Indigenous Leadership Centre training programme.

Output Group 3 – International Policy Advice and Coordination

Price of Outputs	\$3.7m	Cost of Outputs \$3.7m
Appropriations	\$3.7m	
Administered Expenses	nil	

Group Outputs



The output for Group 3 covers policy advice on international issues, including trade, defence, aid, security and intelligence issues.

In December 2000, the department restructured Output Group 3 and Output Group 4. As a result of the restructure, Output Group 4 was given functional responsibility for the Ceremonial and Hospitality Unit (CERHOS) and the Commonwealth Heads of Government Meeting (CHOGM) 2001 Task Force. Performance information on CERHOS and the CHOGM 2001 Task Force is on pages 72–78 of this report.

Output 3.1

As of 30 June 2001, Output Group 3 comprised one output and functionally consisted of International Division.

Output Group 3 reports directly to the Secretary.

Output 3.1 – International Policy

Performance indicators and results

Output 3.1 International policy

Advice, briefing and support to the Prime Minister on international issues, including trade, economic, defence, aid policy, security and intelligence issues, including for presentation of the Government's decisions in these areas.

Advice, briefing and support to the Prime Minister on domestic security issues, including security intelligence, law enforcement, counter-terrorism and natural disaster relief.

Provision of secretariat services to the National Security Committee of Cabinet (NSC) and the Secretaries' Committee on National Security (SCNS).

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Prime Minister's Office, Secretary and departmental Executive with the timeliness and quality of material for the Prime Minister's and other Ministers' consideration, including in developing and pursuing Australia's key foreign and trade policy interests.

The degree of satisfaction of the Prime Minister, the Prime Minister's Office, Secretary and departmental Executive with the timeliness and quality of material for the Prime Minister's and other Ministers' consideration, including in relation to development and pursuit of key domestic security and natural disaster relief goals and improvement of domestic security arrangements.

The degree of satisfaction of the Prime Minister, other NSC Ministers, the Secretary to Cabinet and the departmental Secretaries associated with SCNS on the management processes required for the smooth operation of the NSC and SCNS.

Cost of Outputs – \$3.7m

Qualitative assessment

Methodology

Qualitative assessment of the International Division's work is carried out through formal and informal feedback from the Secretary of the department and relevant senior advisers in the Prime Minister's Office. Formal feedback sessions are held with the Secretary, and the division's performance and outcomes are judged against its annual work plan. The division uses this feedback for continuous improvement.

Feedback

The division received positive feedback from the Prime Minister, the Prime Minister's Office, the Secretary and the departmental Executive for its work on a range of critical international, defence, intelligence and security issues, including its work in support of the Prime Minister's overseas visits and various secretariat services.

Key results

Through advice provided to the Prime Minister, and support for whole-of-government and cross-portfolio endeavours, the International Division contributed to key government initiatives and achievements. Those key initiatives and achievements are listed below.

International issues

The International Division ensured coordination of Australian efforts for a smooth transition to independence and for long-term stability in independent East Timor.

The division supported the coordinated development of policy to support a mature, balanced and sustainable relationship with Indonesia, including by making a substantial contribution to preparations for an historic visit by President Wahid.

The division helped to coordinate Australian engagement with the new United States administration.

The division assisted the coordinated development of Australian trade policy, including efforts for the launch of a new World Trade Organisation round and approaches to bilateral free trade agreements.

The division played a major supporting role in whole-of-government management of Australia's successful negotiations of revised social security arrangements with New Zealand.

With developments in the Pacific an important foreign policy focus for the Government, the division contributed strongly to a review of Australia's South Pacific policies and to the development of more focused approaches to promoting democracy, economic development and stability in the region. It played a key role in developing and coordinating practical, whole-of-government Australian responses to assist Papua New Guinea government reform; to encourage restoration of democratic rule in Fiji; and to secure a return to peace in the Solomon Islands.

The division played a leading role in policy preparations for the Brisbane Commonwealth Heads of Government Meeting (CHOGM) in October 2001. This included active support for the Prime Minister and the Secretary in developing a practical programme of structural and policy reforms through Australia's membership of the Commonwealth's High Level Review Group.

The division contributed strongly to the whole-of-government management of relations with United Nations treaty bodies and to development of the Government's initiative to strengthen the United Nations' ability to deal with human rights issues.

The International Division provided policy and organisational support for many significant events and meetings that advanced Australia's foreign, trade and economic interests. These included productive visits by the Prime Minister to the United Kingdom, India, New York (for the Millennium Summit and for the Commonwealth High Level Review Group leaders' meeting), Brunei (for the Asia Pacific Economic Cooperation leaders' meeting) and Kiribati (for the Pacific Islands Forum).

The division played an important role in the successful visits to Australia of the President of the Federal Republic of Germany, the prime ministers of Papua New Guinea, New Zealand and Samoa, and the Commonwealth Secretary-General.

Defence and security issues

The division made a major contribution to the development of the Defence White Paper, the most comprehensive review of defence issues in over a decade. The division also contributed to the development of a defence policy with a closer linkage between strategic interests and acquired capabilities.

The division contributed to the development of policies concerning weapons of mass destruction, arms control and proliferation, in part in response to the greater international interest in missile defence issues.

The division is contributing to the development of a national strategy for ensuring a secure national information environment, including for electronic commerce and critical infrastructure.

The division managed a working group that coordinated consideration of recommendations, made by the Inspector-General of Intelligence and Security, intended to improve security in the Australian intelligence community and wider government.

The division provided assistance to the Sydney 2000 Games Coordination Task Force, including support for the development of effective procedures and arrangements for security and dignitaries during the 2000 Games – ‘the best games ever’.

Secretariat services

The International Division provided policy advice to the Prime Minister and the Secretary on management of defence, intelligence and security issues, including:

- reform of Defence acquisition processes;
- major capital acquisitions such as Collins class submarines and Airborne Early Warning and Control;
- enhancement of the Defence Reserve and of the Cadets scheme.

Meetings focusing on these areas, for which the division provided input and support, consisted of 10 meetings of the National Security Committee of Cabinet, 15 meetings of the Secretaries’ Committee on National Security and six meetings of the Strategic Policy Coordination Group.

The division also contributed to effective Commonwealth–state consultation and coordination through the Standing Committee on Treaties, for which the division, as secretariat, supported and chaired officials’ meetings in November 2000 and May 2001.

The division provided input and support to eight meetings of the International Economic Policy Group.

Administered items

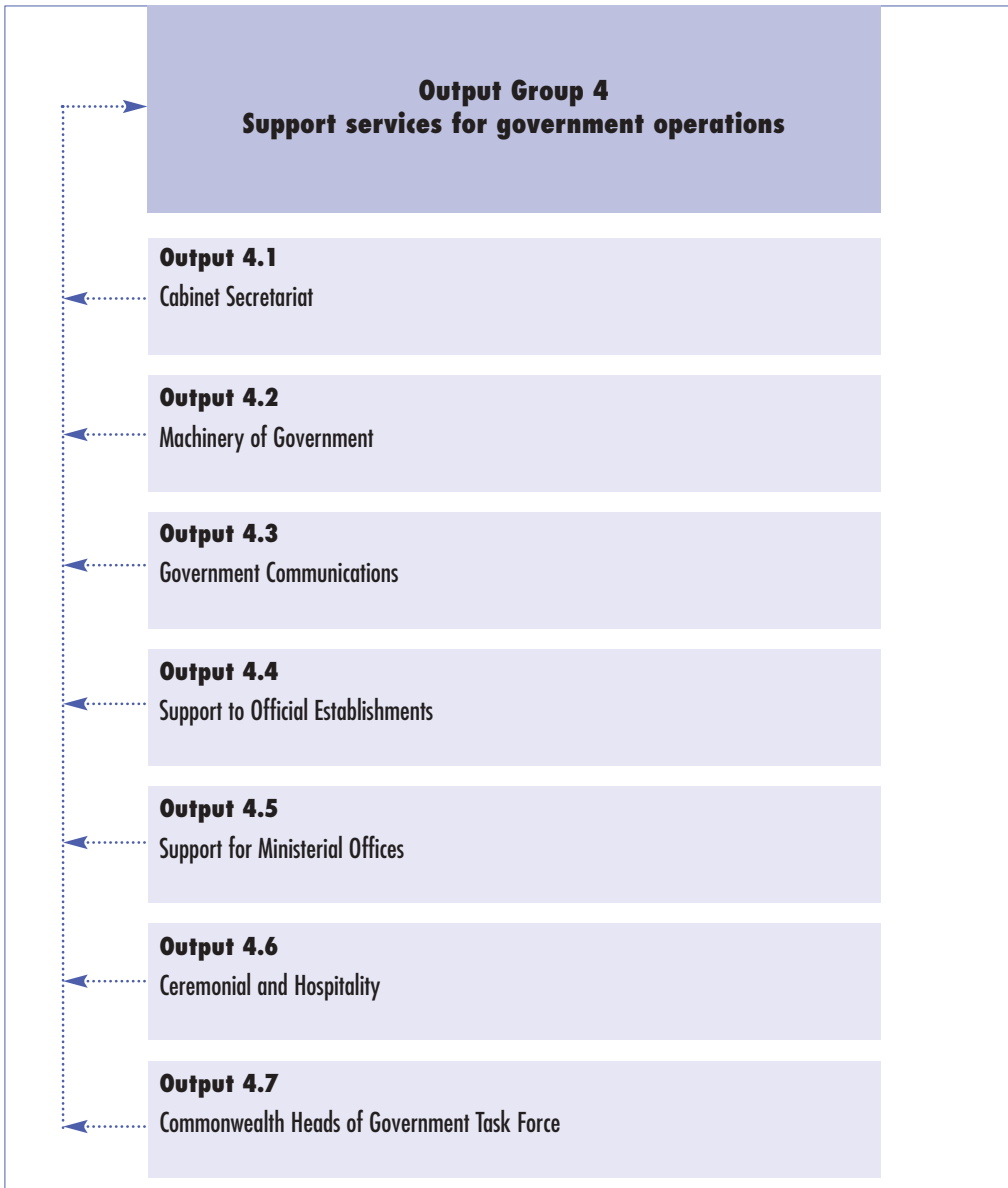
Output 3.1 had no administered items on which to report in the 2000–01 financial year.

Output Group 4 – Support Services for Government Operations

Price of Outputs	\$33.2m
Appropriations	\$29.5m
Administered Expenses	\$13.4m

Cost of Outputs \$30.9m

Group Outputs



Group 4 outputs include the following services:

- provision of support services for government operations, including coordination of Cabinet and Executive Council business;
- provision of policy advice on parliamentary, machinery of government, legal and cultural issues;
- coordination of government communications;
- administration of the Prime Minister's official establishments;
- provision of policy advice on, and coordination and promotion of, national awards and symbols;
- administration of the visits and hospitality programme; and
- management and implementation of preparations for the Commonwealth Heads of Government Meeting (CHOGM) in Brisbane in October 2001.

Outputs 4.1-4.7

Output Group 4 comprises seven outputs and functionally consists of:

- Cabinet Secretariat;
- Government Division;
- Government Communications Division;
- Corporate Support Branch (which provides outputs 4.4 and 4.5);
- CHOGM 2001 Task Force; and
- Ceremonial and Hospitality Unit (CERHOS).

As a result of a restructure of Output Group 3 and Output Group 4 in December 2000, Output Group 4 was given functional responsibility for CERHOS and the CHOGM 2001 Task Force.

Output Group 4 is managed by the Executive Coordinator (Government and Corporate).

This chapter reports on performance for outputs 4.1 to 4.7.

Output 4.1 – Cabinet Secretariat

Performance indicators and results

Output 4.1 Cabinet Secretariat

Coordination of Cabinet and Executive Council business.

Performance indicators

Quality: Degree of satisfaction of the Prime Minister, the Secretary, the Secretary to Cabinet and the Governor-General with the services provided by the Cabinet Secretariat and the Executive Council Secretariat.

Submissions or memoranda are distributed as soon as practicable after clearance by Cabinet Secretariat.

Cabinet minutes are circulated within 24 hours of Cabinet meetings.

Papers and schedules are delivered to Government House two working days prior to an Executive Council meeting.

Quantity: 81 meetings of the Cabinet and its committees were organised and coordinated.

30 meetings of the Executive Council were organised and coordinated.

Cost of Outputs – \$2.5m

Qualitative assessment

Methodology

The Cabinet Secretariat's performance in supporting the conduct of Cabinet business is assessed through regular interaction with and feedback from the Secretary to Cabinet. In addition, comments and feedback are obtained from the department's Executive, particularly on administrative aspects of the Secretariat's operations, such as handling requests for access to Cabinet documents and managing the CABNET secure document management system.

The Federal Executive Council Secretariat's performance is similarly assessed through regular interaction with and feedback from the Official Secretary to the Governor-General.

The quality of Output 4.1 is also assessed by monitoring the timeliness of the flow of papers to Cabinet and committee Ministers and to the Official Secretary to the Governor-General. The timeliness of the preparation and distribution of Cabinet minutes is also monitored.

Feedback

The Secretary to Cabinet and the Official Secretary to the Governor-General expressed satisfaction with the support services provided to the Cabinet and the Executive Council over the past year.

With the Secretary to Cabinet's full support, concerted efforts were made during 2000-01 to improve compliance with the requirement for circulating submissions at least five clear days before Cabinet consideration. Ministers and departments provided very positive feedback on the results of these efforts, which promote good decision making by ensuring Ministers have a reasonable time in which to consider submissions and obtain briefings prior to Cabinet discussions.

Key results

Timeliness

From 1 July 2000 to 30 June 2001, over 94 per cent of minutes from meetings of Cabinet and committees were settled and circulated within 24 hours of the meetings from which they arose.

Meetings and events

For the period 1 July 2000 to 30 June 2001, the Cabinet Secretariat supported a total of 30 meetings of the Cabinet and 51 meetings of Cabinet committees.

Interstate meetings were organised in Sydney (seven), Melbourne (two) and Brisbane (one).

The Commonwealth Parliament Offices at 4 Treasury Place in Melbourne, the first purpose-built Commonwealth office building, were refurbished during the year. Following the completion of the refurbishment, a Cabinet meeting was held there on 8 May 2001, to coincide with the official reopening of the office and with the Parliamentary Centenary Sitings.

New Secretary to Cabinet

Following the appointment of the former Secretary to Cabinet, Mr Michael L'Estrange, as Australian High Commissioner in London, Mr Paul McClintock was appointed by the Prime Minister as Secretary to Cabinet. Mr McClintock took up office on 10 July 2000. The Secretariat assisted with transitional arrangements and support for the new Secretary to Cabinet.

CABNET – Secure document management system

The operation of the Cabinet Secretariat was again assisted by CABNET, a whole-of-government secure document management system. Most Cabinet documents, including submissions, memoranda and minutes, are now transmitted electronically. The implementation of CABNET continued to result in efficiency savings and effectiveness gains both within the Cabinet Secretariat and throughout the Service.

The CABNET system has been implemented progressively since 1998. Experience through 2000-01 gives confidence that the system has been successfully bedded down, and the focus for the future will be on continuing enhancements.

Promoting awareness and providing advice

Consistent with its role of promoting awareness of Cabinet processes amongst ministerial staff and departments, the Cabinet Secretariat continued to provide assistance, advice and training in relation to Cabinet processes, including the CABNET system. Feedback was also sought from ministerial and departmental users on their experience with CABNET and aspects that might be enhanced to increase the efficiency of service delivery.

The Secretariat also renewed efforts to familiarise staff in the department, other departments and Ministers' offices with directions set by the new Secretary to Cabinet, particularly in relation to timely circulation of papers and attention to the quality of submissions in presenting issues to Ministers.

Secretariat staff attended meetings with officials from the Governments of Papua New Guinea, the Republic of Namibia, New Zealand and Vietnam and also with officials from the University of Victoria in Canada to provide information on arrangements for Cabinet practices at Commonwealth level in Australia.

Executive Council

The Executive Council Secretariat, a small unit within the Cabinet Secretariat, continued to provide high-quality and timely advice, briefing and administrative support to the Federal Executive Council. It also assisted with the arrangements leading up to the swearing-in of the new Governor-General on 29 June 2001.

Thirty meetings of the Executive Council were held in the year to 30 June 2001, with more than 619 papers considered. Of the papers considered, only 36 were not available at least two days before. These were accepted by the Executive Council for consideration on the basis of exceptional circumstances explained in writing by a senior executive of the relevant department or senior member of the Minister's Office.

Access to Cabinet records

The Cabinet Secretariat assisted the National Archives of Australia in preparations for the first public release of Cabinet notebooks. Cabinet notebooks are used by officials of the Department of the Prime Minister and Cabinet to record discussions in Cabinet as an aide-mémoire for the preparation of formal Cabinet minutes. Under the *Archives Act 1983*, Cabinet notebooks can be released only after 50 years (rather than the 30-year period that applies to most Commonwealth records, including other Cabinet documents). As notetaking by officials in formal Cabinet notebooks commenced only in 1950, the first public release of these notebooks took place in early 2001. In future, there will be an annual release of 50-year-old Cabinet notebooks as well as the normal release of 30-year-old Cabinet records, with which the Cabinet Secretariat also provides assistance.

Administered items

Output 4.1 had no administered items on which to report in the 2000-01 financial year.

Output 4.2 – Machinery of Government

Performance indicators and results

Output 4.2 Machinery of Government

Advice, briefing and support on parliamentary, machinery of government, legal and cultural issues, including support for presentation of the Government's decisions in these areas.

Policy, coordination and promotion of awards and national symbols.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Parliamentary Secretary to Cabinet, the Parliamentary Business Committee, the Prime Minister's Office, Secretary and 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.

Maintenance of clear and up-to-date guidelines for annual reports, caretaker conventions, *Guide for Official Witnesses Appearing before Parliamentary Committees* and *Legislation Handbook*.

The degree of satisfaction of the Parliamentary Business Committee as to the timeliness and accuracy of the production and distribution of:

- the legislation programme;
- public lists of proposed legislation; and
- reports of unproclaimed legislation.

Timely introduction of amendments to portfolio legislation, as necessary.

The degree of satisfaction with support and promotion of the national honours and awards system, including:

- accurate and timely preparation of congratulatory messages; and
- accurate and timely preparation of nominations for the Australian Sports Medal.

Effective coordination with Government House on promotional activities related to the national honours and awards system.

Cost of Outputs – \$6.5m

Qualitative assessment

Methodology

The Government Division had frequent consultations with the Prime Minister's Office and the Parliamentary Secretary to Cabinet. Those consultations provide avenues for informal and ongoing feedback. Meetings of the Parliamentary Business Committee presented opportunities for committee members to comment on legislative processes and the support provided by the division. Senior staff of the department also provided formal feedback through annual work plan processes and regular performance appraisals.

Feedback

Feedback from the Prime Minister's Office indicated a high level of satisfaction with all the division's functions. Feedback from the Parliamentary Business Committee suggested satisfaction with the performance of the division in terms of accuracy, timeliness and responsiveness. Most functions carried out by the division involve judgement on more strategic administrative issues or matters of policy, and feedback indicated that the division was seen as responsive, professional and reliable in this regard.

Key results

The Government Division provided support to the Government in relation to a number of major issues in 2000-01, including the establishment of a royal commission, a change in ministerial arrangements and the appointment of the Governor-General. The division continued to provide advice on a range of government processes that contributed to the Government's ability to develop policies and deliver programmes in a sound and well coordinated manner. Some key results for the division are described below.

Establishment of royal commission

The division provided advice and administrative support in relation to the establishment of the royal commission into the failure of HIH Insurance.

Ministerial and departmental changes

Following the Prime Minister's announcement on 19 December 2000, the division provided advice, briefing and administrative support for the appointment of Ministers and Parliamentary Secretaries and for the creation of the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs. The division also coordinated the preparation of the resulting charter letters from the Prime Minister giving Ministers direction for their new portfolios.

Governor-General

The Hon. Sir William Deane, AC, KBE, completed his commission as Governor-General on 28 June 2001. The division assisted with arrangements for the appointment on 29 June 2001 of the new Governor-General, His Excellency the Right Reverend Dr Peter Hollingworth, AC, OBE.

Centenary of Federation

The division supported the Prime Minister's participation in a range of Centenary of Federation commemorative events. The division continued to provide biannual reports to the Government on the implementation of major Federation Fund projects and was also involved in the Australian National Audit Office's performance audit of the administration of the major projects element of the Federation Fund.

Legal actions involving the department

The division instructed the Australian Government Solicitor in two claims for public interest immunity from the production of Cabinet documents during the reporting period. One claim, made in litigation involving the National Tertiary Education Industry Union, was upheld by the Federal Court. The other claim has not been challenged by the other party to the litigation to date.

The division also prepared a conclusive certificate to prevent the production of Cabinet documents under the *Freedom of Information Act 1982* in relation to Cabinet documents sought by the Sutherland Shire Council.

The division provided instructions in relation to two legal proceedings brought against the Prime Minister during the reporting period. One of the proceedings, regarding the Aged Care Savings Bonus, was dismissed by consent in the Magistrates Court of South Australia. The other proceeding, involving an allegation of racial discrimination, was dismissed by the Federal Court and Full Federal Court. The applicant is seeking special leave to appeal to the High Court.

Legislation

The division coordinated and prepared a Bill to 'harmonise' offence and related provisions in the portfolio's legislation with Chapter 2 of the Criminal Code, contained in the *Criminal Code Act 1995*. The Bill, passed in the Winter 2001 sittings, ensures that the current meaning and operation of those provisions will be preserved following the application of the Code to all Commonwealth legislation on 15 December 2001.

The division prepared a Bill to amend the *Governor-General Act 1974* to set the official salary for the Governor-General and clarify superannuation arrangements for former Governors-General and their spouses. The Bill also amended the *Income Tax Assessment Act 1997*, removing the income tax exemptions applying to the Governor-General and the state Governors.

Legal policy

The division played a lead role in the development of proposals to protect Sir Donald Bradman's name from inappropriate commercial exploitation. Those proposals resulted in the amendment of the Corporations Regulations.

The division also provided advice and briefing to the Prime Minister on a range of legal issues including:

- the Federal Court decision in *McBain v. State of Victoria* and the subsequent Sex Discrimination Amendment Bill (No. 1) 2000, which will permit the states and territories

to restrict access to assisted reproductive technology to women who are married and living with their husbands on a genuine domestic basis, or living with a man in a de facto relationship;

- the proposed referral of Corporations Law powers by the states to the Commonwealth to give the Australian Corporations Law a certain and secure constitutional basis following the High Court's decisions in *re Wakim* and *R v. Hughes*; and
- changes in the arrangements for delivering Commonwealth and state government-type services to non-self-governing territories.

Executive Agencies

The division provided advice to the Prime Minister on the establishment of Executive Agencies under section 65 of the *Public Service Act 1999*. The division was also responsible for preparing Executive Council papers, in consultation with relevant departments and agencies, to effect the creation of the National Office of the Information Economy (October 2000) and the National Archives of Australia (February 2001).

Handbooks and guidelines

The division contributed to the production of *Guidance on Departmental and Ministerial Websites*. The guidance is designed to ensure that such websites reflect APS Values.

The division made substantial progress in revising the *Guidelines for Officials on Responding to Requests for Information from the Parliament and Members of Parliament*.

Substantial progress was also made on revising the guidelines on the application of the caretaker conventions. The guidelines are expected to be finalised early in the 2001-02 financial year.

Honours system

The division produced a range of promotional material in support of the Government's ongoing public education and communications campaign to make Australian honours better known and accessible to all Australians.

Activities included ongoing media campaigns in regional Australia (involving local government and community organisations) and the development and launch of the travelling exhibition *It's An Honour, Australia*. The honours website – www.itsanhonour.gov.au – continued to provide comprehensive and up-to-date information on Australian honours. The official list of recipients since 1901, the Honours List, is being rebuilt to improve access and reliability.

The division has provided policy advice and briefing to the Prime Minister on national symbols. A book entitled *Australian Symbols* was published to raise public awareness of national, state and territory symbols. *Australian Symbols* is available through the Constituents' Request Programme operated through the offices of federal members and senators.

The Australian Sports Medal scheme, set up to recognise, during the year 2000, achievement in sport and the support base of sport, was successfully completed in December 2000, with 18,000 medals issued. A complete list of awardees is available at www.itsanhonour.gov.au.

The division handled applications for the Civilian Service Medal 1939–1945, the Humanitarian Overseas Service Medal and relevant medals for civilian surgical and medical teams during the Vietnam War, as well as requests by Vietnam veterans to accept and wear foreign awards offered to them unofficially. The Humanitarian Overseas Service Medal was extended to recognise service in East Timor, Mozambique and northern Iraq.

The Government expanded the honours system in 2000–01 by announcing the Anniversary of National Service 1951–1972 Medal to mark the contribution of national servicemen.

The division provided secretariat services to public service honours committees as well as assistance to departmental officers who serve ex officio as members of the Council for the Order of Australia and the Australian Bravery Decorations Council.

The division provided support to the Prime Minister in nominations of non-Australian citizens for honorary awards in the Order of Australia. The division also assisted the Prime Minister in sending over 6,700 messages of congratulations to Australians celebrating significant wedding anniversaries and birthdays.

Administered items

Output 4.2 had no administered items on which to report in the 2000–01 financial year.

Output 4.3 – Government Communications

Performance indicators and results

Output 4.3 Government Communications

Coordination of government communications, including management of the Central Advertising System (CAS).

Provision of photographic services by AUSPIC (the government photographic service).

Performance indicators

Quality: Degree of satisfaction of the Chairman and members of the Ministerial Committee on Government Communications (MCGC) with the services provided by the Government Communications Unit (GCU).

Degree of satisfaction of CAS clients with the master placement agencies.

Quantity: On the basis of recent experience, the GCU would expect to organise and coordinate 50 meetings of the MCGC covering 24 public information activities in 2000-01.

The GCU aims to maximise compliance with the requirement that agenda papers be provided by departments and agencies seven working days prior to an MCGC meeting.

Outcome of media rate negotiations for calendar year 2001 is better than the rate card offered by the media.

Quality: Degree of customer satisfaction with AUSPIC services.

Price: Achievement of a break-even financial position from trading activities by AUSPIC.

Cost of Outputs – \$2.8m

Qualitative assessment

Methodology

The First Assistant Secretary, Government Communications, meets with the Chairman of the Ministerial Committee on Government Communications (MCGC), the Special Minister of State, Senator the Hon. Eric Abetz, before each meeting of the MCGC and at the conclusion of the meeting he receives feedback on the meeting from the chairman and committee members. The First Assistant Secretary also meets regularly with representatives of the Prime Minister's Office to review performance in relation to specific issues.

AUSPIC (the government photographic service) meets regularly with its clients to monitor service standards.

Feedback

Feedback from both the Chairman of the MCGC and the Prime Minister's Office was generally positive. The Government Communications Unit (GCU) operates on the basis of continuous improvement, and refinements made through the year to the layout of briefs, communications protocols and secretariat services were positively received.

Feedback on AUSPIC services indicated an ongoing high level of client satisfaction.

Key results

The workload of the GCU remained high during the course of the year as a result of a continuing high level of communications activities. Despite the high workload, the GCU continued to provide a full range of analysis, advice and support to the MCGC, the Prime Minister, the departmental Executive and departments.

Demand for AUSPIC services remained high.

Ministerial Committee on Government Communications

The GCU provided strategic communications advice as well as advice on individual information campaigns to the MCGC. It supported departments and agencies by providing advice on communications arrangements, including research, public relations and advertising. In December 2000 the GCU established a website, www.gcu.gov.au, which provides information on the operations and requirements of the MCGC and GCU. The website has averaged 55,000 hits per month since its commissioning. The GCU also managed the Central Advertising System (CAS), which delivers a reliable and cost-effective media placement service for departments and agencies.

The MCGC met on 69 occasions during the year to consider 35 information activities and other matters put to it by departments through the GCU. The frequency of meetings reflected the number of significant information activities undertaken by the Government in 2000-01. The more important information activities were those associated with Australian Defence Force recruitment (\$34.7 million), The New Tax System (\$33.5 million), New Apprenticeships (\$10.8 million), Illicit Drugs (\$7.6 million) and Seniors Initiative (\$4.6 million).

The GCU facilitated and organised 15 seminars and workshops on communications and media issues. The 228 staff from 17 departments and agencies who attended those seminars and workshops provided positive feedback.

The GCU was not always able to obtain papers from departments and agencies seven days in advance of MCGC meetings. However, it did consistently advise MCGC of these instances and obtained waivers to the seven-day rule from the Chairman where this was considered appropriate.

The media rate negotiations resulted in discounts for the CAS that were significantly better than the standard rates offered. The second annual survey of master placement agency performance indicated a continuing high level of satisfaction with the services provided by the agencies. In 2000-01 approximately \$156 million in advertising expenditure was placed through the CAS.

Photographic services

AUSPIC operates on a cost-recovery basis to provide photographic services to the Government, Parliament, senators and members. Demand for its services remained strong, reflecting an increased demand for the flexibility and quick turnaround possible with digital photography – technology in which AUSPIC continues to invest.

Administered items

Media Commissions Advance Account

The funds in the Media Commissions Advance Account are used to remunerate the Commonwealth's contracted master media placement agencies – and, if required, any creative advertising agencies – for the placement of Commonwealth Government advertising. Revenue is derived from the media commission payable to the Commonwealth for its advertising.

Output 4.4 – Support to Official Establishments

Performance indicators and results

Output 4.4 Support to Official Establishments

Management of the Prime Minister's official residences.

Secretariat support for the Official Establishments Trust.

Performance indicators

Quality: The degree of satisfaction of the occupants and senior management with the management of the Prime Minister's official residences. This must be consistent with their status as part of the National Estate and in line with statutory heritage and planning obligations.

The degree of satisfaction of Official Establishments Trust members with the timeliness and quality of advice and secretariat support.

Cost of Outputs – \$0.4m

Qualitative assessment

Methodology

The Official Establishments Unit participates in meetings with the Prime Minister and his wife, as well as with senior departmental management and senior advisers within the Prime Minister's Office, where feedback on the unit's performance and level of service is provided.

The Chairman of the Official Establishments Trust provides regular feedback to the Secretary of the Trust on the quality of secretarial support provided to the Trust.

Feedback

All parties indicated their satisfaction with the management of the official residences.

The Chairman of both the Official Establishments Trust and the Australiana Fund, Mr Richard Griffin, indicated his satisfaction with the quality of secretarial support provided to both bodies.

Key results

The Official Establishments Unit continued to manage the Prime Minister's official residences – The Lodge, Canberra, and Kirribilli House, Sydney. In keeping with the official residences' status as part of the National Estate, the Official Establishments Trust and the Australian Heritage Commission were consulted about significant works undertaken at the residences in 2000-01.

The unit facilitated four meetings of the Official Establishments Trust during the year. The Chairman of the Trust expressed his satisfaction with the standard of service provided by the unit, particularly in relation to the organisation and conduct of meetings and the preparation of business papers.

All staff at the residences accepted their second round of Australian Workplace Agreement offers, which were subsequently approved by the Office of the Employment Advocate.

Administered items

Prime Minister's official residences

<p>Administered item</p> <p>Prime Minister's official residences.</p>	<p>Performance indicators</p> <p>Quality: The serviceability and standard of The Lodge and Kirribilli House, including practicality, level of amenity, style and presentation.</p> <p>Administered Expenses – \$1.6m</p>
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Qualitative assessment

Methodology

The Official Establishments Unit participates in meetings with the Prime Minister and his wife, senior departmental managers and senior advisers within the Prime Minister's Office to discuss the performance of the unit.

Feedback

All parties indicated their satisfaction with the presentation and maintenance of the residences.

Key results

Kirribilli House

Further minor maintenance and rejuvenation works on the building exterior and gardens were undertaken in preparation for functions to be conducted during the Sydney Olympic and Paralympic Games. No major structural work was undertaken at the residence.

The Lodge

A certificate of completion was issued in January 2001 for stage two of a project to install airconditioning and heating systems in The Lodge. Stage two involved the installation of airconditioning and heating systems on the first floor while stage one of the project, which was completed in January 2000, had involved the upgrading of ground-floor systems. Previously only the ground floor had been serviced by airconditioning or heating and those systems were 20 and 30 years old respectively.

The redecoration of the dining room was completed in December 2000. The room had last been redecorated 15 years earlier and the finishes had deteriorated significantly. The work included the removal of wallpaper, repainting and staining of all surfaces, replacement of the carpet and drapes, replacement of the acoustic ceiling tiles and installation of additional lighting.

Minor maintenance of the building exterior and gardens was undertaken. No major structural work was undertaken at the residence.

Output 4.5 – Support for Ministerial Offices

Performance indicators and results

Output 4.5 Support for Ministerial Offices

Provision of office services for the Prime Minister's Office and other Ministers' offices in the Prime Minister's portfolio.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, other portfolio Ministers, their advisers and office managers in respect of the office services provided.

Cost of Outputs – \$2.8m

Qualitative assessment

Methodology

The department maintains regular contact with the office managers and support staff of the Prime Minister's Office and other Ministers' offices. This regular contact provides the opportunity for staff to receive ongoing feedback about their performance.

Feedback

Support staff indicated that the department had been proactive in delivering services and that it had provided accurate and timely support.

Key results

In close cooperation with the Department of Finance and Administration, the department managed a number of aspects of the refurbishment of 4 Treasury Place, which accommodates the Prime Minister's Office, a Cabinet meeting room and offices of former Governors-General in Melbourne. The Corporate Support Branch managed the return of staff from their temporary accommodation at Casselden Place to 4 Treasury Place, and the Information Services Branch was involved in implementing the information technology (IT) infrastructure for the Prime Minister's Office. The refurbishment, which took approximately 15 months to complete, significantly enhanced the workplace and provided modern office facilities in the heritage-listed building. The new offices were opened on 8 May 2001 as part of the Centenary of Federation celebrations in Melbourne.

The Information Services Branch continued to provide support and advice on IT and telecommunications services to the Prime Minister's Office, including advice on the information requirements of the Government Online Strategy in relation to the Prime Minister's website (www.pm.gov.au). During the year, the branch coordinated the installation of new IT infrastructure to compartmentalise and protect electronic information held by the Prime Minister's Office.

Administered items

Allowances to former Governors-General

Administered item

Support and allowances to former Governors-General.

Performance indicators

Quality: Former Governors-General receive allowances in accordance with the relevant Remuneration Tribunal determination and on time.

The degree of satisfaction of former Governors-General with the office services provided.

Administered Expenses – \$0.9m

Qualitative assessment

Methodology

Staff of the Corporate Support Branch maintained regular contact with the support staff of the former Governors-General.

Feedback

All former Governors-General expressed satisfaction with the quality of the service provided.

Key results

All allowances to former Governors-General were paid in accordance with the relevant Remuneration Tribunal determinations.

New leases were negotiated for accommodation for former Governors-General in Brisbane and Canberra. This included a 10-year lease for premises in Griffith, Australian Capital Territory, for the retiring Governor-General, His Excellency the Hon. Sir William Deane, AC, KBE.

Output 4.6 – Ceremonial and Hospitality

The chief function of CERHOS is to manage the 'State occasions and guest of government' administered item. The following narrative covers both departmental and administered items outcomes.

Performance indicators and results

Output 4.6 Ceremonial and hospitality

Departmental outcomes – Provision of support services for overseas visits by the Prime Minister, government hospitality for overseas dignitaries, official ceremonies and ministerial offices relating to the portfolio.

Administered item – State occasions and guest of government.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Prime Minister's Office, Secretary and departmental Executive with management of the Government's visit, ceremonial and hospitality services.

Cost of Outputs – \$2.6m

Quality: The degree of the Prime Minister's satisfaction with arrangements for visits to Australia by heads of state and government and the degree of his satisfaction with arrangements for his overseas visits and advice on relevant matters.

Assessment by the sponsoring Minister or department, together with Australian and foreign diplomatic representatives, of:

- the benefits from the programme of official visits; and
- the efficient organisation and presentation of ceremonial occasions and hospitality services.

Administered Expenses – \$3.4m

Qualitative assessment

Methodology

Feedback is received informally in the form of comments from the Prime Minister, Prime Minister's Office, Secretary and departmental Executive. In the second half of the financial year, procedures were implemented leading to a more regular process of feedback from the branch's clients. All visits and other events for which the branch is responsible are followed up with either a verbal or written request for feedback from the Prime Minister's Office or relevant Minister's office.

Feedback is also received in visit assessment cables from posts, and comments and letters of appreciation from visitors and their diplomatic representatives. The branch has adopted a process to ensure that improvements or refinements suggested through the feedback process are evaluated and put in place.

Feedback

Overall, the responses from the branch's clients were positive. Comments and correspondence were received from a number of sources reflecting favourably on the work undertaken by the branch. Written commendations for the planning and management of visits were received from Baroness Symons, Minister of State for Defence Procurement, United Kingdom; Mr Brian Cowen, Minister for Foreign Affairs, Ireland; the Right Hon. Chris Patten, European Commissioner; and the Right Hon. Helen Clark, Prime Minister of New Zealand, among others.

Key results

Olympic and Paralympic Games

The major task for the branch during the first half of the year was the provision of support for the integrated Commonwealth approach to dignitary handling (including airport facilitation and visit programmes) for the Sydney 2000 Olympic and Paralympic Games and the Commonwealth hospitality programme. Officers of the branch had overall responsibility for the operational management of the visiting dignitary programme, including liaison with the Sydney Organising Committee for the Olympic Games (SOCOG) and the Sydney Paralympic Organising Committee (SPOC), security agencies (state and federal), and other federal and New South Wales government agencies, notably the Department of Foreign Affairs and Trade. Departmental officers were based at Sydney International Airport, and Sydney Olympic Park and with SOCOG and SPOC.

Assistance in the planning, administration and delivery of airport facilitation, the hospitality programme and visit programmes was received from Department of Foreign Affairs and Trade officers, who were transferred from the central office of the department to Sydney for that purpose. Branch and Foreign Affairs and Trade officers worked well together in what was often a demanding environment.

The role of branch officers included the reception and facilitation of high-level visitors attending the Games as representatives of their countries. Facilitation at the international and domestic terminals and Qantas Jet Base included assistance with customs, quarantine and immigration procedures, and arrangements for transport and baggage on arrival and departure.

Some 61 VIPs representing 36 countries arrived at and departed from Sydney Airport during the Olympic period. Visitors comprised members of royal households as well as presidents, prime ministers and ministers – accompanied in many instances by their spouses – in addition to the daughter of the President of the United States.

Specific Olympic visit programmes were required for many of the visitors. Officers of the branch were also responsible for the daily operation of the Commonwealth hospitality boxes at Stadium Australia and the SuperDome at Olympic Park for both the Olympics and the Paralympics.

The response to the services provided to the various visitors was positive.

Prime Minister's overseas visits

CERHOS planned and coordinated successful visits by the Prime Minister to the United Kingdom and India (3–12 July 2000), to the United States (4–8 September 2000), to the Pacific Islands Forum in Kiribati (27–30 October 2000), to the Asia Pacific Economic Cooperation meeting in Brunei (15–17 November 2000) and to New Zealand (24–26 February 2001).

Visits to Australia

Because of the suspension of the Guest of Government programme from July to October 2000 to allow for the branch's involvement with the Olympics and Paralympics, the number of guest of government visits was less than usual for the reporting period. Head of state visits by President Johannes Rau of the Federal Republic of Germany and President K H Abdurrahman Wahid of the Republic of Indonesia were arranged, as were visits by 11 ministers of foreign countries, visits by the European Commissioner for External Relations Patten and United Nations Under Secretary-General Arlacchi, working visits by the Prime Ministers of Samoa and New Zealand, the visit by the United States President's representative for Coral Sea Week, a working visit by the Secretary-General of the Commonwealth and support for the visit by former president Nelson Mandela of South Africa. The success of the visits has provided positive support for Australia's bilateral relationships with the countries involved.

Other responsibilities

The branch was involved in the arrangements for two state funerals, for Mrs Vivian Statham (nee Bullwinkel) in Perth and Dr Charles Perkins in Sydney, and three state memorial services, for the Hon. John McLeay and Sir Donald Bradman in Adelaide and Sir Arthur Tange in Canberra. The farewell reception for the Governor-General, the swearing-in of the Governor-General designate, and the reception in Sydney to celebrate the fiftieth anniversary of the Australia–United States alliance were among the larger occasions arranged by the branch.

The branch coordinated 72 airport facilitations for heads of state and heads of government transiting Australia. Airport facilitation involved the branch advising airport authorities and relevant agencies of flight details and arranging for either part-time visit officers or Department of Foreign Affairs and Trade officers to meet and coordinate arrangements for customs, immigration, quarantine and transport on arrival and departure.

The annual Prime Minister's cricket match was organised by the branch, which also participated in the arrangements for the inaugural PM's XI v. Chairman of ATSIC's XI cricket match.

The official gifts contract continues to be monitored by the branch. The performance of the contractor, as well as the response of clients to the quality and range of gifts, remains satisfactory.

Output 4.7 – CHOGM Task Force

Performance indicators and results

Output 4.7 CHOGM 2001 Task Force

The effective management and implementation of preparations for the Commonwealth Heads of Government Meeting (CHOGM) in 2001 in Brisbane.

Performance indicators

Quality: The degree of satisfaction of the Prime Minister, the Prime Minister's Office, Secretary and departmental Executive and the Commonwealth Secretariat, as expressed through formal and informal feedback mechanisms, with the quality of advice and support in achieving a high-quality CHOGM in Brisbane.

Cost of Outputs – \$13.2m

The Prime Minister is to host the Commonwealth Heads of Government Meeting (CHOGM) to be held in Brisbane from 6 to 9 October 2001. The CHOGM 2001 Task Force is responsible for the overall planning, organisation, security, liaison and management of CHOGM. The task force consists of five core areas: logistics, delegate relations, external communications, security, and planning and resources.

Qualitative assessment

Methodology

The work of the CHOGM 2001 Task Force is assessed on the basis of regular formal and informal feedback from the Prime Minister, Prime Minister's Office, Secretary, departmental Executive and the Commonwealth Secretariat.

Feedback

High levels of satisfaction were expressed regarding the task force's whole-of-government approach, including its consultation with the Secretary and the Prime Minister's Office on the timing of the logistics elements of the meeting, its coordination with related organisations such as the Commonwealth Secretariat, the Commonwealth Business Council and the Commonwealth Foundation, and its cooperation with the Queensland and Victorian Governments on organisational and security measures.

Key results

Close collaboration was established between the task force and policy elements, principally the International Division of the department and relevant areas of the Department of Foreign Affairs

and Trade. The head of the task force participated as a member of a number of CHOGM related committees, including the Commonwealth People's Centre Steering Committee, the CHOGM Queensland Steering Committee and the Commonwealth Business Forum Steering Committee.

The task force provided secretariat services to the CHOGM Executive Steering Group – chaired by the Secretary and comprising heads of departments and agencies – established to provide high-level direction for CHOGM and guidance on CHOGM to the Prime Minister.

The task force entered into a number of contracts with private-sector providers of venues, venue design and fit-out services, accommodation, promotional materials (such as the CHOGM 2001 logo) and website development services. The task force pursued sponsorship arrangements for the provision of logistical items, including vehicles, IT and communications facilities.

The task force developed a memorandum of understanding between the Commonwealth Government and the Queensland Government. The memorandum, which sets out the roles and responsibilities of the agencies involved, and administrative, liaison, media and funding arrangements, was signed on 7 June 2001.

The task force developed procedures for drawing on personnel from the department, the Department of Foreign Affairs and Trade, the Queensland Government and a pool of Queensland based volunteers as liaison officers to visiting delegations. Procedures for hospitality and protocol matters were also developed.

The task force established an office in Brisbane in January 2001. Brisbane will increasingly become the focus of the task force's operations after June 2001.

Administered items

CHOGM security

Administered item

CHOGM security

Performance indicators

Quality: In conjunction with the Queensland Police Service and relevant Commonwealth agencies deliver a safe, secure and timely CHOGM 2001 while providing the Australian public and visiting dignitaries with a positive experience that enhances Australia's interests.

A grant spread over two years will be paid to the Queensland Government as a specific purpose payment to the Queensland Police Service to assist in the acquisition of specialised equipment and training.

Administered Expenses – \$7.4m

Qualitative assessment

Methodology

The Queensland Police Service will implement programmes developed under the CHOGM security framework and security plan. The programmes will be implemented with the cooperation of the CHOGM 2001 Task Force and other Commonwealth security departments and agencies, particularly the Australian Federal Police (AFP), the Australian Security Intelligence Organisation (ASIO) and the Attorney-General's Department.

In 2000-01 reports and briefs were prepared by the task force for the Prime Minister, the Prime Minister's Office, Ministers and the departmental Executive.

Feedback

Security liaison and working groups, chaired by the department and comprising representatives of ASIO, the AFP, the Attorney-General's Department, the Australian Defence Force, the Department of Transport and Regional Services, the Australian Customs Service, the Department of Immigration and Multicultural Affairs, the Queensland Police Service and the Victoria Police, were established to develop and implement agreed security arrangements to ensure a safe and secure CHOGM.

The CHOGM 2001 Task Force received regular feedback from the Prime Minister, the Prime Minister's Office, the Secretary and the departmental Executive. Feedback confirmed a high level

of satisfaction with the work of the task force. The task force also received feedback from the Commonwealth Secretariat, the Queensland Police Service and other key agencies involved in security preparations. This feedback came via regular meetings of the security liaison and working groups.

Key results

The task force coordinated the development and implementation of agreed security arrangements to cover all aspects of CHOGM. By the end of financial year 2000-01 those security arrangements were well advanced, with agreement being reached in most areas. The results of national anti-terrorist exercises and the requirements of heads of delegations will shape final arrangements in some areas.

SUPPORTING THE CABINET – SPECIAL REPORT



Introduction

The Cabinet is the apex of federal government decision making in Australia. It sets and monitors the broad directions of government, takes the most important decisions on policy, budgetary and operational issues, and resolves potential conflicts between portfolio objectives. The Cabinet system is a product of convention and practice. It is not mentioned in the Australian Constitution, and its establishment and procedures are not the subject of any legislation. It is for the government of the day and, in particular, the Prime Minister to determine the structure of the Cabinet and how it is to operate.

The evolution of arrangements for supporting the Cabinet system was described in some detail in 'The Development of Cabinet Procedures in Australia', published in this department's 1983–84 Annual Report. This special report supplements that earlier article, highlighting the most recent changes to a system in continual evolution. It marks 100 years of operation for the federal Cabinet system.

Background

Early years

In the years following Federation, little secretariat support was provided to the Cabinet by officials. No agenda papers were circulated before meetings, and no formal records of decisions were kept. The primary responsibility for recalling and interpreting the terms of Cabinet decisions lay with the Ministers concerned. The first Prime Ministers kept Cabinet diaries to record decisions. These diaries were rudimentary and frequently cryptic, typically consisting of a short topic heading and a one- or two-word record of the outcome of discussion.



NAA: A1200, L13365

Edmund Barton, Australia's first Prime Minister, is seated second from the left and surrounded by his Cabinet ministers and the Governor-General, Lord Tennyson. From left to right (standing): J G Drake, Richard O'Connor, Sir Phillip Fysh, Charles Kingston and Sir John Forrest. From left to right (seated): Sir William Lyne, Edmund Barton, Lord Tennyson, Alfred Deakin and Sir George Turner. Hallam, Lord Tennyson (the son of the poet) was Governor of South Australia and became Acting Governor-General in July 1901 after Hopetoun's resignation. *Courtesy of the National Archives of Australia.*

A telegram sent to London on 12 April 1901 recorded, 'Federal cabinet first sitting Melbourne decided unable recommend Chamberlains (sic) suggestion send Boer prisoners Tasmania other business unimportant Turner absent slight illness'. (Joseph Chamberlain was Britain's Colonial Secretary at the time, responsible for introducing the *Commonwealth of Australia Constitution Act 1900* and for relations with the southern African Boer republics up to the outbreak of war in 1899.)

In January 1908 Alfred Deakin made one of his Ministers Cabinet Secretary, and from that time someone would generally be known by this title. After 1918, decisions were noted by the ministerial Cabinet Secretary on memo paper or on his agenda paper and then typed up as an official record, which he initialled. On 28 November 1927 Cabinet agreed that a Cabinet Secretariat would be established, under the control of the Minister who acted as Cabinet Secretary.

Evolution of current Cabinet system

The Second World War provided the impetus for the development of a Cabinet system more familiar to today's observers. The War Cabinet, set up in September 1939, was serviced by a secretariat within the Department of Defence. From July 1941 the Secretary of the Prime Minister's Department began attending Cabinet meetings, and was known as the Secretary to Cabinet.

Recording of Cabinet decisions

From 1950, notes taken in Cabinet and committee meetings to assist in the drafting of decisions were taken in designated Cabinet notebooks rather than on pads and scraps of paper, and were handled more securely.

From May 1951 to July 1954, Cabinet decisions from each meeting were recorded collectively in the form of a record of the meeting and individually in Cabinet minutes produced for limited circulation. These Cabinet minutes are very similar in format to those of the present day.

In 1966 a second official was allowed to take notes in the Cabinet (as had been permitted at meetings of the War Cabinet from 1941). The move was motivated by the heavy dual workload of the Secretary of the Prime Minister's Department, and the need to expedite the issue of minutes to Ministers and departments. The second notetaker was to be responsible for first drafts of minutes, which would then be vetted and signed by the Secretary to Cabinet.

In 1971 approval was given for a third notetaker to be present in the Cabinet room during meetings. The third position was taken by various officers of the Prime Minister's Department, according to subject matter. Although used only occasionally in 1971, the practice was fully adopted by the Whitlam Government in 1973, and has been used ever since.

Separation of Cabinet Secretariat from Prime Minister's Department

In 1968 Prime Minister Gorton separated the Cabinet Secretariat from the Prime Minister's Department and established it as a department of state in its own right (and, incidentally, referred to it as the Cabinet Office, a title which was used until 1996). This meant that the roles of Secretary of the Prime Minister's Department and Secretary to Cabinet were separated, for the first time. The Cabinet Office was returned to the Prime Minister's Department in March 1971, and the Secretary of the Department again assumed the role of Secretary to Cabinet.

For several months from July 1977 the roles of Secretary to Cabinet and Secretary of the Prime Minister's Department were split when a deputy secretary in the department was designated as Secretary to Cabinet. The roles were reunited in the following year when that deputy secretary became Secretary of the department.

Thirty-year access rule

The McMahon Government agreed that the 30-year access rule applying to departmental records in general would in future apply also to Cabinet documents, though certain classes of documents, both Cabinet and other, continued to be exempt. The Cabinet Secretariat has since played the primary role each year in preparing the next batch of 30-year-old Cabinet documents for public release through the National Archives of Australia (NAA).

Cabinet workload

Under the Fraser Government in the late seventies, the Cabinet's workload escalated (peaking in 1980-81 with 432 meetings of Cabinet and its committees, 1,719 papers considered and 3,856 decisions issued). The Government introduced a range of measures in 1979 intended to manage the volume of work, including the practice of issuing Ministers with forward programmes, showing times at which meetings would be held, and business lists, circulated in the week before each meeting.

Expenditure Review Committee

In its first term the Hawke Government re-established and expanded the role of the Expenditure Review Committee (ERC) of Cabinet, a committee that had been used intermittently by previous governments. The ERC was a group of senior Ministers who were given responsibility for framing the expenditure side of the Budget and expenditure elements of economic statements. The ERC became a central hub in the coordination of the Budget process and has been broadly adopted by successive governments. Providing support for the ERC continues to be a key function for the Cabinet Secretariat.

Machinery of government changes

In July 1987 the Hawke Government made significant changes to the machinery of government, with consequential effects on the Cabinet Secretariat's workload. The number of departments was reduced from 28 to 18 (organised in 16 portfolios), achieved by grouping together related departments into new, larger ones. This change resulted in a reduction in the volume of material going to Cabinet and its committees, in part because many matters which previously had involved more than one portfolio could now be settled within a single portfolio.

The changes to the portfolio structure involved a reallocation of functions among the new portfolios and, within portfolios, allocation of responsibilities among Ministers. The key change was the appointment, in most portfolios, of more than one Minister. This practice, instituted to ensure effective ministerial control, freed primary portfolio Ministers from some administrative work, enabling them to focus on policy directions and priorities. All portfolio Ministers were members of Cabinet, with other Ministers being coopted for discussions that fell within their areas of specific responsibility. This broad approach has generally been adopted by successive governments.

Recent developments

While the operation of the Cabinet system has not changed dramatically since the Howard Government took office in 1996, there have been some significant developments. Most notable has been the establishment of a small Cabinet Policy Unit (CPU) outside the Australian Public Service, with its head as Secretary to Cabinet. There have also been changes to the way that the Cabinet Secretariat performs its tasks, with the introduction of performance reporting and better use of information technology.

Parliamentary Secretary to Cabinet

In 1996 Prime Minister Howard designated one of the Parliamentary Secretaries as Parliamentary Secretary to Cabinet. The Parliamentary Secretary to Cabinet attends Cabinet meetings and has a primary role in alerting the Prime Minister to any possible significant delays in the implementation of matters agreed to by Cabinet.

In the same way that other parliamentary secretaries are allocated functions within their respective portfolios to assist the portfolio Minister, the Parliamentary Secretary to Cabinet has also taken on functions in relation to the Government's legislation programme. He represents the Prime Minister on the Parliamentary Business Committee (PBC) and handles, on the Prime Minister's behalf, Ministers' requests for policy approval of government legislation that does not require Cabinet consideration. He also manages the process of clearing legislation for introduction to the Parliament once it has been drafted.



John Howard, the 25th person to be Australia's Prime Minister, is seated fifth from the left and surrounded by his Cabinet Ministers. These Ministers formed the Cabinet for the first meeting of 2001. From left to right (standing): Nick Minchin, Daryl Williams, John Fahey, Dr Michael Wooldridge, Dr David Kemp, Warren Truss, Alexander Downer and John Moore. From left to right (seated): Philip Ruddock, Jocelyn Newman, Richard Alston, Peter Costello, John Howard, John Anderson, Robert Hill and Peter Reith. *Courtesy of AUSPIC.*

Secretary to Cabinet and Cabinet Policy Unit

In 1996, Prime Minister Howard appointed a separate Secretary to Cabinet and head of the CPU under the *Members of Parliament (Staff) Act 1984*. The CPU comprises a small staff, also appointed by the Prime Minister under the *Members of Parliament (Staff) Act 1984*. The Secretary to Cabinet and CPU are accountable directly to the Prime Minister as Chairman of Cabinet. The Secretary of the Department of the Prime Minister and Cabinet also attends Cabinet meetings and certain Cabinet committee meetings.

Resolution of issues on the Cabinet agenda inevitably involves consideration of political as well as policy and administrative aspects. The new arrangements allow the Cabinet Secretary and CPU to become involved in preparatory work that addresses the political and other aspects of Cabinet business where public servants could not appropriately do so. The CPU has not taken over any of the administrative and policy support functions for the Prime Minister and the Cabinet that can properly be provided from the department.

With other CPU staff, the Cabinet Secretary's responsibilities include (as set out in the *Cabinet Handbook*):

- (a) providing advice on matters being considered by Cabinet as well as on strategic policy directions to provide a more detailed medium- to longer-term perspective on the policy agenda and outcomes of Cabinet deliberations as they relate to the implementation of the government's policies and priorities; and
- (b) working closely with policy advisers in the Prime Minister's Office and in the offices of other Cabinet Ministers to enhance the linkages between departmental and ministerial sources of advice on Cabinet related business.

Cabinet Secretariat

The Cabinet Secretariat is a unit within the Department of the Prime Minister and Cabinet. The first comprehensive *Cabinet Handbook*, issued in 1950, established the following role for the Cabinet Secretariat:

Cabinet Secretariat will be responsible for –

- (a) the arrangement of meetings;
- (b) the circulation of agenda, memoranda and other documents;
- (c) the recording, drafting and circulation of minutes and conclusions;
- (d) any follow-up action to ensure that conclusions are carried out by the appropriate departments; and
- (e) the custody and indexing of records.

The role of the Cabinet Secretariat in supporting Cabinet processes has not changed greatly since then. While the name 'Cabinet Secretariat' was adopted in 1996 in place of the former name 'Cabinet Office', the role and form of the unit have not changed in substance. The Secretariat continues to provide support in the servicing of Cabinet and committee meetings, the provision of advice to the Prime Minister on programming of Cabinet business, the preparation of minutes and

the distribution and custody of Cabinet documents. The Secretariat maintains the *Cabinet Handbook* and, with the assistance of a network of designated Cabinet Liaison Officers, keeps departments and key agencies informed of developments in relation to Cabinet procedures and the conduct of business.

The Secretariat is staffed by public servants who are responsible to the Secretary of the Department. In practice, the Secretariat also works closely with the Secretary to Cabinet and is responsive to his objectives in the day-to-day handling of Cabinet business. Resourcing and other management issues affecting the Secretariat are decided within the department, with the Cabinet Secretary consulted in appropriate cases.

The Secretariat also maintains the registry of Cabinet documents for the current Government and preserves the Cabinet records of previous governments. It handles requests for access to these documents and the arrangements for their public release, through the NAA, when they become available for access (30 years for Cabinet submissions and minutes and 50 years for Cabinet notebooks).

The Information Age – CABNET

With advances in technology the Cabinet Secretariat has moved from a manual system to the use of specially designed electronic means of handling Cabinet documents. From 1998 onwards the processes involved in lodging and circulating Cabinet agenda papers, and circulating Cabinet minutes and business lists, have been handled via an electronic document management system known as CABNET. A range of security controls, including detailed logging of activity, has been incorporated into the system.

While the CABNET system has changed the practicalities of lodging and distributing Cabinet documents, it has been designed to fit in with the existing requirements and processes of the Cabinet system. It is essentially an improved tool for operating within established principles.

Most Cabinet documents are now printed by recipients in Ministers' offices, departments and agencies. The adoption of CABNET has resulted in efficiency gains for the Cabinet Secretariat, Ministers' offices and departments, as well as a reduction in the number of staff in the Secretariat required for the handling and dispatch of documents. Where previously the Cabinet Secretariat (and other departments) had to physically copy, number and package documents and maintain cars and staff for frequent courier runs to deliver those packages to offices in Parliament House and in other departments, the corresponding processes are now achieved with the touch of a button.

Performance reporting

In line with the performance reporting arrangements implemented in conjunction with the accrual accounting framework, the Department of the Prime Minister and Cabinet now reports on a number of quantitative performance indicators. For the Cabinet Secretariat this includes reporting on the percentages of Cabinet minutes circulated within 24 hours of Cabinet meetings. In 2000-01, over 94 per cent of minutes from meetings of Cabinet and its committees were settled and circulated within 24 hours of the meeting from which they arose.

Cabinet Handbook

The *Cabinet Handbook* sets out the principles and conventions by which the Cabinet system operates. A comprehensive *Cabinet Handbook* was first compiled in 1950; supplementary guidelines were issued by successive governments as the need arose, with the handbook itself being revised every few years since 1976.

The handbook sets out the procedures and standards adopted by the Government for business brought to the Cabinet. The requirements are designed to ensure that Cabinet processes facilitate coordinated and strategic consideration of issues and serve informed decision making. The Secretary to Cabinet and the Cabinet Secretariat are responsible for ensuring that, as far as possible, papers from Ministers and departments for consideration in Cabinet meet the requirements set out in the handbook. It is of course open to the Cabinet, or the Prime Minister as Chairman of Cabinet, to vary or waive those requirements where circumstances require.

A major overhaul of the *Cabinet Handbook* was conducted during 1999, to take account of procedural changes and the introduction of electronic handling of documents (the CABNET system), resulting in a fifth edition, issued in January 2000. The handbook is now available both in hard-copy form and on the Department of the Prime Minister and Cabinet's website, www.dpmc.gov.au.

Cabinet committees

The establishment of Cabinet committees allows issues that require more detailed or specialised consideration to be addressed, with decisions proposed by committees generally subject to endorsement by the Cabinet. The broad approach to using committees has not changed in recent years, and the committee structure continues to include a mix of ongoing committees and more transient committees established on an ad hoc basis to deal with particular areas of policy activity. Two of the ongoing committees, the PBC and the National Security Committee, are exceptions to the normal rule that decisions proposed by committees require endorsement by Cabinet.

The role of the PBC, which meets at the beginning of each parliamentary sitting week to settle the programme of legislation and other government business in Parliament, has changed slightly following the allocation of some related functions to the Parliamentary Secretary to Cabinet. Further information on current practices in relation to management of the Government's legislative programme is set out in the *Legislation Handbook*, also available at www.dpmc.gov.au.

Notetaking for Cabinet meetings

The Secretary to Cabinet now takes the role of No. 1 Notetaker and signs Cabinet minutes. The Secretary of the Department of the Prime Minister and Cabinet also attends meetings of the Cabinet and some of its committees, providing first-line advice to the Prime Minister if required and assisting in the communication of follow-up requirements to heads of relevant departments.

As No. 1 Notetaker, the Secretary to Cabinet oversees all processes, including timing, involved in the preparation and presentation of Cabinet documents, advises the Prime Minister on issues of

Cabinet process, as required, and finalises Cabinet minutes. The head of the Cabinet Secretariat is designated No. 2 Notetaker and provides support for the Secretary to Cabinet in these functions.

Officers from the Department of the Prime Minister and Cabinet who have a detailed knowledge of the issues under discussion take the role of No. 3 Notetakers during Cabinet meetings. Up to about 10 No. 3 Notetakers may be required during a meeting, depending on the complexity and range of issues to be considered.

Notes are taken in a form that best assists individual notetakers to recall the significant parts of discussions for the purpose of drafting the minute. Notes taken in Cabinet meetings are not a verbatim account of what was said and may mean little or be open to misinterpretation if read without the memory of the discussion.

Notetakers use official Cabinet notebooks, which are numbered and registered and subject to special security protections. The *Archives Act 1983* provides for a statutory closed period of 50 years before notebooks can be made publicly available.

The involvement of officers from the department's policy divisions as No. 3 Notetakers is part of the wider, integrated function of policy advising and coordination in the department. Notetakers are also able to provide some feedback about the broad content of Cabinet discussions on an issue to officials who give effect to Cabinet decisions. The disclosure of information in these circumstances is strictly limited to a need-to-know basis. Notetakers must avoid attributing particular lines of argument or views to individual Ministers or straying beyond the issues on which clarification is needed for implementation.

Should the discussion of an issue in Cabinet take on a strongly political character, the Prime Minister may exercise his judgement to ask notetakers to leave the room.

Interstate meetings

In keeping with the practice of previous governments, the Howard Government holds some Cabinet meetings away from Canberra. In addition to the Cabinet suite in Parliament House, Canberra, Cabinet meeting rooms are located in the Commonwealth Parliament Offices in Sydney and Melbourne. To coincide with the Centenary sittings of Parliament in Melbourne, the Cabinet met in the Cabinet Room of the newly refurbished offices at 4 Treasury Place, Melbourne, on 8 May 2001. In other centres, meeting venues are arranged as required.

There have been 66 meetings of the Cabinet or of a Cabinet committee away from Canberra since March 1996. In addition to meeting in state capitals, the Cabinet has met in regional centres such as Bendigo, Whyalla, Nowra, Longreach, Townsville and Launceston.

Access to records of former governments

Successive governments have accepted the convention that Ministers do not seek access to documents recording or revealing the deliberations of previous governments. Cabinet documents in particular are considered confidential to the government that created them.

Before each House of Representatives election, departments ensure that all Cabinet records are accounted for and stored so that access can be controlled appropriately. If the Government is returned, the documents can be made available again in accordance with normal practice. If there is a change of government, Cabinet records of the previous government held by departments must be destroyed.

The Cabinet Secretariat maintains custody of the records of previous governments until such time as they may be made available to the NAA. The NAA is responsible for the long-term storage of records and their public release after 30 years under the *Archives Act 1983*. As an appointee of the current government, the Secretary to Cabinet does not take part in decisions relating to access to records of a previous government.

First release of notebooks after 50 years

On 1 January 2001, nine Cabinet notebooks from the fourth Menzies Ministry were released for public access under the Archives Act 1983. Those notebooks, produced in 1950 by the only official attending Cabinet meetings at that time (Sir Allen Brown, Secretary of the Prime Minister's Department), were the first to be made publicly available.

The 1950 notebooks can be viewed in the Canberra reading room of the NAA. Digital images of the notebook pages and transcriptions prepared by the Archives can also be viewed on the NAA website, www.naa.gov.au.

Further information

Several guides are available to assist in understanding and contributing to the Cabinet process. The *Cabinet Handbook*, the *Federal Executive Council Handbook* (which, among other things, provides guidance on the appointments process) and the *Drafter's Guide* (for officers drafting Cabinet submissions and memoranda) can be accessed through the Department of the Prime Minister and Cabinet's website, www.dpmmc.gov.au.

MANAGEMENT AND ACCOUNTABILITY



Corporate governance

Senior executives and their responsibilities¹

The Secretary of the Department of the Prime Minister and Cabinet, **Mr Max Moore-Wilton**, is responsible for the efficient and effective operation of the department. He chairs meetings of the department's SES managers and the Audit Committee.

Just as the Secretary is responsible for the broader department, Senior Executives are responsible for the efficient and effective operation of their individual work units (groups, divisions or branches).

Output Group One

Dr Ian Watt was the Executive Coordinator, Economic Policy, until he left the department on 16 March 2001 to take up the position of Secretary, Department of Communications, Information Technology and the Arts on 27 April 2001. His successor, **Mr David Borthwick**, joined the department on 9 July 2001.

The Executive Coordinator, Economic, Industry and Resources Policy is responsible for providing policy advice on economic, industry, infrastructure and environment issues; effective Council of Australian Governments (COAG) operations; and the finalisation of Regional Forest Agreements and related work.

Mr Richard Murray is First Assistant Secretary, Economic Division. He is responsible for providing policy advice on economic, fiscal, taxation and superannuation matters.

¹ See page 10 for a table showing the department's organisational structure and senior staffing.

Dr James Horne is the First Assistant Secretary, Industry, Infrastructure and Environment Division. He is responsible for providing policy advice on industry, infrastructure, and rural, regional and environment issues.

Output Group Two

Ms Jane Halton is the Executive Coordinator, Social Policy. She is responsible for providing policy advice on social and women's issues. In addition, the group is responsible for administering on the Government's behalf a number of programmes, including Partnerships Against Domestic Violence and grants to non-government women's organisations.

Ms Katrina Edwards is the First Assistant Secretary, Social Policy Division. She is responsible for providing policy advice on health, community services, education, immigration, families and income support, employment and Indigenous affairs.

Ms Rosemary Calder is the First Assistant Secretary of the Office of the Status of Women. Ms Calder is responsible for providing policy advice on women's issues and administering, on behalf of the Government, a number of programmes, including Partnerships Against Domestic Violence, and grants to non-government women's organisations.

Mr Peter Vaughan was the First Assistant Secretary of the Office of Indigenous Policy until 30 January 2001, when the Office became the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs. As First Assistant Secretary, Office of Indigenous Policy, Mr Vaughan was responsible for providing advice on Indigenous issues, including Aboriginal reconciliation.

Output Group Three

Mr Michael Potts is the First Assistant Secretary, International Division. Mr Potts reports directly to the Secretary and is responsible for providing policy advice on international issues, security and defence.

Output Group Four

Mr Alan Henderson is the Executive Coordinator, Government and Corporate. Mr Henderson is responsible for providing policy advice on parliamentary, machinery of government, legal and cultural issues; and on awards and national symbols. The group provides a range of support services for government operations, including coordination of Cabinet and Executive Council business, and corporate and support services to the department itself. The Group also coordinates government communications and advertising, administers the Prime Minister's official establishments, manages the visits and hospitality programme and coordinates the staging of the 2001 Commonwealth Heads of Government Meeting (CHOGM).

Ms Barbara Belcher is the First Assistant Secretary, Government Division. She is responsible for providing policy advice on parliamentary, machinery of government and legal and cultural issues, and awards and national symbols.

Mr Greg Williams is the First Assistant Secretary, Government Communications Division. Mr Williams is responsible for coordination of government communications and advertising, for

providing information services (information technology, records and library services) and coordination of ministerial correspondence.

Senior management committees and their roles

The Secretary chairs the **SES meetings**, which are held every fortnight. The meetings oversee corporate governance issues and provide strategic direction to the department and advice and support to the Executive.

The Secretary also chairs the **Audit Committee**, which meets quarterly. The committee endorses the department's internal audit plan and considers the recommendations of internal audits that have been performed.

The Executive Coordinator, Corporate and Government, Mr Henderson, chairs the **Consultative Committee**, the department's principal staff consultative body. The committee comprises four elected staff representatives, two union representatives and three management representatives and meets at least quarterly. Significant outcomes for the committee in 2000-01 included negotiation of the department's second Certified Agreement and implementation of Australian Workplace Agreements for Executive level staff.

Social justice, equity and ecological sustainability

The department advised on a number of social policy initiatives in 2000-01 that sought to contribute to **social justice and equity**, including:

- the \$1.7 billion Australians Working Together package, which puts in place a mix of support, incentives and requirements to help people move back into paid jobs and participate more fully in the community;
- arrangements for Goods and Services Tax compensation for low-income Australians;
- ways of improving support and long-term outcomes for separated families, through involvement in the work of the Family Law Pathways Advisory Group;
- the 2001-02 Budget initiatives for older Australians, including older veterans, which recognise the contribution that older Australians have made to their community; and
- new initiatives in the 2001-02 Budget to improve housing, health, employment and education for Indigenous Australians and promote economic independence and self-reliance for Indigenous communities.

The Office of the Status of Women (OSW) continued to ensure that the views of all women were considered in its advice to government. Social justice and equity were promoted, for example, via a series of workshops aimed at strengthening the capacity of national women's non-government organisations to represent their constituencies and provide input into government policy to benefit women. In addition, OSW's new website was designed to ensure that people with disabilities, people from regional and rural Australia and people with older computer equipment could access the site readily.

The department also undertook work to raise awareness of Australian Honours in the community and to ensure that Honours are accessible to all Australians. The ongoing promotional campaign

by the Awards and National Symbols Branch focused on rural and regional Australia, and on providing support to local government and a broad range of community groups and associations.

Internally the department continued to observe and promote the principles of **workplace diversity**. A Workplace Diversity Programme was revised and made available on the department's website and in the department's induction package to inform prospective job applicants and others of the department's commitment to workplace diversity.

The department has identified the roles of 'Policy Adviser' and 'Employer' as relevant to its responsibilities under the **Commonwealth Disability Strategy**.

In the area of policy advice, the major responsibility falls to the Social Policy Division. The division takes account of the needs of a range of target groups in the development of policy advice. OSW provided a grant to Women with Disabilities Australia for the development of information resources that address the particular needs of this target group, including needs associated with their vulnerability to violence because of their high level of dependence on relatives, friends and carers.

The Government Communications Unit continued to assist departments and agencies to comply with the Government's policies to ensure that information activities provided for the delivery of messages in ways that met the needs of the hearing- and sight-impaired.

As an employer, the department continued to support the needs of people with disabilities during the year through the application of well established strategies, including the Disability Action Plan, the Workplace Diversity Programme and a staff selection process that reflects merit, fairness and freedom from unjustified discrimination.

The department provided advice on a broad range of environment, heritage, fisheries, greenhouse and air-quality policy issues related to **ecologically sustainable development**. A key focus was the development and implementation of the National Action Plan on Salinity and Water Quality, agreed to by COAG in November 2000.

Domestic and international greenhouse policy were other key areas of activity for the department, including the development of Australia's negotiating position for the Sixth Conference of the Parties to the United Nations Framework Convention on Climate Change in November 2000 and July 2001.

Internally the department has introduced **energy savings** programmes involving the installation of energy efficient water boiling and chilling units and light sensors in kitchens and meeting areas. The lighting in these areas automatically switches off if, after a short period, no activity is sensed. The purchase of software that will automatically shut down computers and monitors left on after hours was under consideration at 30 June. The software will be installed during 2001-02.

A programme has also been implemented to reduce office lighting levels to that required under the current Australian Standard. This measure has resulted in a 4 per cent decrease in energy consumption compared with the comparable period last financial year.

The department is also a purchaser of green power via an agreement with the electricity supplier ACTEW-AGL. This energy form constitutes 10 per cent of total usage, which the Australian Greenhouse Office estimates reduces the quantity of carbon dioxide produced by the department's energy consumption by 1,800 tonnes annually.

Ethical standards and accountability

Appropriate ethical standards are promoted by publicising the Australian Public Service (APS) Values specified in the *Public Service Act 1999* and the APS Code of Conduct. This is done primarily via the department's intranet but also, when appropriate, by circulating hard-copy material provided by the Public Service and Merit Protection Commission.

The department has also developed a policy on the appropriate use of the department's information technology (IT) facilities and Internet services, covering aspects such as workplace email, web browsing and privacy. The fundamental principle underlying the policy is that Commonwealth property is to be used primarily for official purposes and is to be managed efficiently, effectively and ethically.

The department is subject to **external scrutiny** by parliamentary committees, the Australian National Audit Office (ANAO) and the courts.

The Joint Committee on Public Accounts and Audit (JCPAA) undertook a review of Audit Report No. 12, 1998-99, *Taxation Reform, Community Education and Information Programme* and reported its findings in its Report No. 377, which was tabled on 4 October 2000. The report contains one recommendation: 'The Committee recommends that the Government adopt the Joint Committee of Public Accounts and Audit's draft guidelines for government advertising'. In line with usual practice, the Government is considering the JCPAA report and its recommendation.

The Auditor-General provided an unqualified audit opinion on the department's 1999-2000 Financial Statements.

The department was one of a number of agencies covered by the audits of travel, financial management information systems, and parliamentary entitlements undertaken by the ANAO. Where they were relevant, the department has accepted and is implementing the ANAO's recommendations.

The department also participated in the cross-agency audit of payroll management. The audit was able to confirm that the department's outsourced payroll environment was mature and stable and that sound controls were in place. A total of 15 recommendations, 14 of which related to better-practice improvement, were included in the report. The department will pursue implementation of those better-practice initiatives.

During 2000-01 the ANAO also commenced a full performance audit of the selection processes and ongoing management of the major projects element of the Federation Fund. It is expected that the final report of the audit will be tabled in early 2001-02.

There were no **judicial decisions** in 2000-01 that had, or might have, a significant impact on the department's operations. Charges under the Code of Conduct were considered against one employee of the department during the year. That employee had been convicted by a court on charges of theft from the department. The employee was dismissed from the department's employ.

In July 2000, Deloitte Touche Tohmatsu commenced a three-year contract for the provision of the department's internal audit and fraud control services. During the year, 22 audits were performed in line with the internal audit plan for 2000-01.

As part of the contract, Deloitte Touche Tohmatsu developed a three-year strategic internal audit plan. The audits contained in the plan focus on areas of highest risk and those areas where management feels the greatest value can be added. The Audit Committee approved the plan in June 2001.

For a number of years, the department has had in place a range of procedures and plans to deal with major risks such as a natural disaster or catastrophic failure of the IT network. Work commenced in 2000-01 to establish a **departmental risk management** plan that is both comprehensive and consistent with Australian-New Zealand Standard AS/NZS 4360. A key focus for the plan will be to bring existing procedures and plans together in a comprehensive and integrated document.

In 2000-01, the department received 24 requests (one more than in 1999-2000) for access to documents under the *Freedom of Information Act 1982*. These documents covered a range of administrative activities undertaken by the department. The department received one application for internal review.

Information about the department's Freedom of Information (FOI) procedures and about access to departmental and archival records in various categories appears in Appendix 2. More information on FOI activity is to be found in the *Annual Report on the Operations of the FOI Act* produced by the Attorney-General's Department.

Financial resources

The **remuneration of Senior Executive Service (SES) employees** in the department is determined using the following general principles:

- remuneration is to be clearly linked to performance to provide better rewards for better work;
- arrangements for determining remuneration should be sufficiently flexible to reflect the particular skills, experience and work responsibilities of each SES employee;
- remuneration determinations should be demonstrably fair and equitable between employees but with market factors considered in individual cases where appropriate; and
- remuneration levels may take account of efficiency gains, including any reduction in administrative complexity and cost achieved through the simplification of rules.

The salary ranges for SES bands remain unchanged since the negotiations completed in the preceding year (early 2000). They are:

Band	\$
1	80,000 – 110,000
2	100,000 – 130,000
3	120,000 – 160,000

Where agreed by both parties, individual employees within particular bands may be paid outside these salary ranges. The points in these salary ranges were determined having regard to the annual survey of SES remuneration commissioned by the Department of Employment, Workplace Relations and Small Business, and general economic conditions.

The salary of an individual within these ranges is determined having regard to the employee's performance appraisal assessment, their skills and experience and the market for their particular combination of skills and experience.

Performance payments were made to SES staff for the appraisal cycle ending 30 September 2000. Annual appraisals are made against the objectives, milestones and indicators set out in each employee's performance agreement. The amount of any bonus was a matter for the Secretary's judgement, with 15 per cent of the employee's salary being the maximum payable.

Of the 43 staff eligible to be assessed for the year ending 30 September 2000, 40 received performance pay. A total of \$343,076 was paid, distributed as follows: SES Band 1, \$184,491; SES Band 2, \$100,585; and SES Band 3, \$58,000.

Details of the number of SES staff who received or who were due to receive total remuneration of \$100,000 or more are set out in Note 11 to the Financial Statements in this report.

Discretionary grant programmes administered by the department during 2000-01 were as follows:

- the National Women's Non-Government Organisation Grants Programme, providing national secretariat funding to three national women's non-government organisations, funding for projects undertaken by women's non-government organisations and capacity-building funding for sector development;
- the Indigenous Family Violence grants programme, providing funding for projects undertaken;
- the Australiana Fund Grant-in-Aid Programme, providing assistance towards administrative costs of the Australiana Fund; and
- a grant to the Commonwealth Business Council for assistance with staging the Commonwealth Business Forum, a CHOGM related event.

A list of grant recipients is available to members of parliament, senators and the general public and can be obtained on request to the department.

Information on the grants made by the former Office of Indigenous Policy can be found in the annual report of the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs.

The policies and procedures for selecting **consultancies** and approving expenditure for them are set out in the department's Chief Executive Instructions (CEIs). The procurement method is determined by reference to a series of cost thresholds set out in the CEIs.

During the year, 50 consultants were engaged to carry out research projects or to provide professional and technical advice that could not be provided by staff of the department. Three consultants were engaged for more than one consultancy each.

The following table shows total expenditure on consultancy services, covering both payments made on all new contracts let in 2000-01 and payments made on contracts let in previous years.

The total expenditure by the department on consultancy services amounted to \$2.9 million. This compares with expenditure of \$11.4 million in 1999-2000 and \$3.1 million in 1998-99, and represents 25 per cent of last year's expenditure on consultancies.

The following table shows the distribution of expenditure on consultancies by the department

during the past three years.

Distribution of expenditure on consultancy services

	2000-01		1999-2000		1998-99	
	Number let	Total expenditure \$	Number let	Total expenditure \$	Number let	Total expenditure \$
Policy advice and coordination and support services for government operations	28	1,035,272	44	7,201,419	15	564,159
Women's policy	19	1,743,589	34	1,147,648	13	455,656
Indigenous policy	Not applicable	Not applicable	22	2,956,057	37	1,589,785
Corporate services	3	73,168	16	159,258	14	473,046
Total	50	2,852,029	116	11,464,382	79	3,082,646

Appendix 4 to this report contains details of consultancy contracts let during 2000-01 to the value of \$10,000 or more.

The department undertook **competitive tendering and contracting** for the provision of the following services:

- international travel services;
- air transport brokerage services in support of the Guest of Government programme;
- banking facilities;
- preparation of the e-procurement business case;
- salary packaging for departmental staff; and
- internal audit and fraud control services.

A number of corporate contracts continued, including for the provision of payroll and corporate support services, domestic travel, cleaning, building maintenance and security services.

Details of payments made to **advertising and market research organisations** during 2000-01 are contained in Appendix 3 to this report.

Purchasing activities within the department were conducted in accordance with the Commonwealth Procurement Guidelines. During the financial year the department commenced investigating options to meet the Government's policy on e-procurement. The department met the Government's timetable to pay all suppliers electronically by January 2001 and expects to meet the timetable of January 2002 for trading electronically with all simple procurement suppliers who wish to do so using open systems.

Responsibility for **asset management** within the department is shared between Information Services Branch, Corporate Support Branch and the outsourced corporate services providers, Advantra and RelCorp. The department assures itself that asset management is effective by requiring regular reports from those responsible, including Advantra and RelCorp. In addition, departmental managers meet regularly with representatives of Advantra and RelCorp to review performance, including the management of assets.

Operational initiatives

A **client service charter** for the delivery of corporate services to the Prime Minister, his office, Ministers Assisting and departmental staff has been in effect for 12 months. The charter, which is available on the department's intranet, sets out standards of service delivery for a range of corporate services.

Performance in 2000-01 against the quantitative service levels, in many cases, consistently exceeded service targets. In the case of the Ministerial Correspondence Unit, however, the amount of correspondence being sent to the Prime Minister substantially increased. While a satisfactory level of service was provided to clients for most of the year, referrals to other Ministers and acknowledgements did not meet the service standards between February and May due to the increased workload (up by some 40 per cent). Additional resources have overcome the correspondence backlog and service levels are improving.

Planning commenced in 2000-01 for a survey of client satisfaction. The survey, to be held before the end of 2001, will focus on the qualitative measures specified in the client service charter.

The department developed its inaugural **Online Action Plan** in accordance with the Government's Online Strategy and the guidelines issued by the former Office of Government Online. The plan was posted on the department's website in September 2000 and updated in June 2001. Three reports were submitted on time to the National Office of the Information Economy on the progress made with online service delivery.

During the year, the department redeveloped its Internet websites to meet the level of information and service delivery required by the Government in its government online information service obligations.

The department was appointed as the lead agency for the development and management of a **women's portal**. The first stage of the portal, to be completed by December 2001, will provide a single point of access to information and services specifically for women. The Government has allocated \$5.5 million over four years for an Informed Choices for Australian Women initiative of which the portal is a key element.

The operations of the **Ministerial Correspondence Unit** (MCU) were reviewed to identify the services required by clients, and to improve efficiency and effectiveness to reflect best practice in service delivery. This involved identifying clients' expectations; benchmarking against seven other Commonwealth agencies; mapping and analysing current work flows; developing work instructions; revising template letters, the ministerial correspondence guidelines and the functional directory; reviewing the MCU's structure; conducting a trial of revised working arrangements; and identifying staff's and clients' responsibilities and training needs. The review recommendations will be considered in the new financial year and implemented where agreed.

The contract with Advantra Pty Ltd for the provision of **IT and telecommunications services** to Group 5 agencies has been in operation for more than two years. Group 5 agencies include the Department of Communications, Information Technology and the Arts, the Department of Industry, Science and Resources, the Department of Transport and Regional Services, and the Australian Competition and Consumer Commission.

Monthly service levels are still not being met in some areas, although there was an overall improvement in service delivery. Accordingly, the department continued to impose service credits as specified in the agreement with Advantra. Surveys are conducted every six months to measure client satisfaction with the outsourced service delivery. In 2000-01, Group 5 commissioned two audits of Advantra's activities to measure compliance with contract provisions. Advantra is addressing issues raised by the audits. The Group has developed a plan to undertake a number of audits over the life of the contract.

A new Standard Operating Environment (SOE) was being implemented across the department's computing infrastructure and was scheduled for completion in mid-July 2001. The SOE should improve the stability of the department's computer network.

A small project team was established to implement the new standards for a best-practice approach to **record keeping** within the Commonwealth. These standards have been developed by the National Archives of Australia (NAA) and follow the Australian Standard AS 4390-1996, *Records Management*. The first stages of the project were completed and approved by the NAA. Documentation and the departmental Business Classification Scheme required for the next stage of the process are nearing completion.

In **employee relations**, the department's aim is a workplace that is secure and satisfying and that recognises personal commitments whilst ensuring the effective and responsive operation of the department. This is explicit in the department's Certified Agreement and demonstrated by the department's human resource initiatives, such as the comprehensive Human Resource Management segment of the department's intranet site, the department's Performance Appraisal and Development Scheme, the departmentally sponsored Health Week, workstation assessments conducted for staff on commencement and the employee assistance programme.

The department's second **Certified Agreement** for non-SES staff was negotiated during the year. The agreement covers the period 1 October 2000 to 31 September 2002 and provides for:

- pay increases of approximately 4 per cent from 1 October 2000 and 3.5 per cent on 1 October 2001;
- revised salary points for Executive Level 1, APS 6 and APS 5 staff;
- a revised four-band structure providing separate bands for Executive Level 1 and 2 staff; and
- more flexible leave arrangements to assist staff to balance their work and private lives.

Australian Workplace Agreements (AWAs) were offered to Executive Level 1 and 2 staff, providing access to performance pay, a remuneration offer at least matching the outcomes available under the Certified Agreement 2000-02, and the introduction of revised travel expense arrangements for travel on duty. A total of 88 Executive Level 1 and 2 staff had signed an AWA by 30 June 2001, 70.4 per cent of those eligible.

The indicative salary ranges for non-SES staff are as follows:

Band		\$
1	APS 1-3	26,750 – 37,250
2	APS 4-6	38,500 – 54,750
3	Executive Level 1	59,000 – 65,500
4	Executive Level 2	68,500 – 81,500

The department's **Performance Appraisal and Development Scheme** aims to foster a high-performance culture through a framework of consultation and agreement on individual responsibilities, performance and development needs. A revised scheme was developed in 2000-01 and will come into effect for the new cycle beginning in October 2001.

The department supported the personal and professional **training and development** of staff during the year via:

- induction programmes;
- training in policy formulation, negotiation, administration, management and IT;
- regular updates on available training and development programmes;
- performance appraisal training;
- training for the graduate recruit intake; and
- regular lunchtime briefings.

A total of 195 staff participated in 430 training days during the year. One staff member returned from an exchange posting to the United Kingdom and another took up a new posting. Four staff participated in the SES Career Development Assessment Centres organised by the Public Service and Merit Protection Commission, and one employee received a full-time study award. The award enables a successful applicant to undertake full-time study at any university or institution for one academic year.

The department employed eight graduate recruits in 2000-01. All graduate recruits complete an extensive training and development programme, with sessions on policy formulation and advice, on Senate and legislative process, and on government and the APS. There are also sessions on writing, communication, conflict resolution and negotiation.

The department's **Occupational Health and Safety** (OH&S) Policy and operational guidelines are available to all staff on the department's intranet.

OH&S initiatives undertaken during the year included Health Week (free health and fitness checks), influenza vaccinations and the establishment of a nursing mothers' room. All staff new to the department receive a workstation assessment within two weeks of commencement as part of the department's strategy to minimise personal risk to employees.

No major health and safety issues were reported in 2000-01. Comcare was notified of one case under section 68 of the *Occupational Health and Safety (Commonwealth Employees) Act 1991*.

Financial year 2000-01 represented the first year of operation of The New Tax System, including, in particular, the **Goods and Services Tax (GST)**. The department's system and processes were adjusted to take account of the GST and the department was able to prepare and electronically lodge its monthly Business Activity Statement with the Australian Taxation Office in a timely manner.

The department met the deadline, set under the Government's **e-commerce strategy**, of paying all accounts by direct credit by January 2001.

The department was one of the first to market test its banking arrangements as part of the Government's devolved banking policy. A new banking contract was signed with Westpac in November 2000 and the transition was undertaken smoothly.

The department managed the leasing and fit-out of office accommodation in Canberra for Sir William Deane, AC, KBE prior to his retirement as Governor-General. A range of services and support was also provided to His Excellency the Right Reverend Dr Peter Hollingworth, AC, OBE during his term as Governor-General designate.

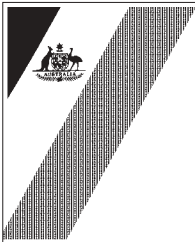
The department managed a number of tenant related aspects of the refurbishment of **4 Treasury Place, Melbourne**, which accommodates the Prime Minister's Office and the offices of former Governors-General Sir Zelman Cowen and Sir Ninian Stephen. The refurbishment, which took 15 months to complete, significantly enhanced the workplace and provided modern office facilities in the heritage-listed building. The Prime Minister reopened the refurbished offices on 8 May 2001 as part of the Centenary of Federation celebrations.

The department also negotiated the extension of the portfolio cluster's **domestic travel** management services contract with Ansett Australia. The negotiations included agreement on an increased fare rebate.

FINANCIAL STATEMENTS

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Auditor-General for Australia



INDEPENDENT AUDIT REPORT

To the Prime Minister

Scope

I have audited the financial statements of the Department of the Prime Minister and Cabinet for the year ended 30 June 2001. The financial statements comprise:

- Statement by the Secretary;
- Statements of Financial Performance, Financial Position and Cashflows;
- Schedules of Contingencies and Commitments;
- Schedules of administered Revenues and Expenses, Assets and Liabilities, Cashflows, Contingencies and Commitments; and
- Notes to and forming part of the Financial Statements.

The Department's Secretary is responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of the financial statements in order to express an opinion on them to you.

The audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements and statutory requirements in Australia so as to present a view of the Department which is consistent with my understanding of its financial position, its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

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Audit Opinion

In my opinion,

- (i) the financial statements have been prepared in accordance with Schedule 1 of the Financial Management and Accountability (Financial Statements 2000-2001) Orders;
- (ii) the financial statements give a true and fair view, in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and Schedule 1 of the Financial Management and Accountability (Financial Statements 2000-2001) Orders, of:
 - the financial position of the Department of the Prime Minister and Cabinet as at 30 June 2001 and the results of its operations and its cash flows for the year then ended; and
 - the Commonwealth assets and liabilities as at 30 June 2001 and the revenue, expenses and cash flows of the Commonwealth for the year then ended, which have been administered by the Department.



P. J. Barrett
Auditor-General

Canberra
6 August 2001

The Department of the Prime Minister and Cabinet
STATEMENT BY THE SECRETARY
for the period ended 30 June 2001

In my opinion, the attached financial statements give a true and fair view of the matters required by Schedule 1 to the Finance Minister's Orders made under section 63 of the *Financial Management and Accountability Act 1997*.

Signed



M W Moore-Wilton
Secretary

31st July 2001

STATEMENT OF FINANCIAL PERFORMANCE

for the period ended 30 June 2001

	<i>Notes</i>	2000-01 \$'000	1999-2000 \$'000
Revenues from ordinary activities			
Revenues from government	3A	56,578	49,063
Sales of goods and services	3B	420	746
Interest	3C	1,120	500
Net gains from asset sales	3D	7	31
Net foreign exchange gains	3E	5	–
Other	3F	3,800	28,595
Total revenues from ordinary activities		61,930	78,935
Expenses from ordinary activities			
Employees	4A	29,420	27,711
Suppliers	4B	20,581	40,825
Grants	4C	264	–
Depreciation and amortisation	4D	1,503	1,699
Write down of assets	4E	52	4
Net losses from sales of assets	4F	4	–
Other	4G	6,503	1,770
Total expenses from ordinary activities		58,327	72,009
Net surplus		3,603	6,926
Equity Interests			
Net surplus attributable to the Commonwealth		3,603	6,926
Total changes in equity other than those resulting from transactions with owners as owners		3,603	6,926

The above Statement of Financial Performance should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

as at 30 June 2001

	<i>Notes</i>	2000-01	1999-2000
		\$'000	\$'000
ASSETS			
Financial Assets			
Cash	6A	21,724	12,358
Receivables	6B	2,274	712
Total financial assets		23,998	13,070
Non-financial assets			
Infrastructure, plant and equipment	7A	5,488	4,049
Intangibles	7B	1,288	1,494
Other	7C	803	1,379
Total non-financial assets		7,579	6,922
Total assets		31,577	19,992
LIABILITIES			
Interest bearing liabilities			
Leases	8A	1,330	–
Total debt		1,330	–
Provisions			
Capital user charge		307	–
Employees	8B	9,023	8,846
		9,330	8,846
Payables			
Suppliers	8C	7,878	779
Other	8D	1,000	1,204
Total provisions and payables		8,878	1,983
Total liabilities		19,538	10,829
EQUITY			
	9A		
Parent entity interest			
Capital		4,831	4,831
Accumulated surpluses		7,208	4,332
Total parent entity interest		12,039	9,163
Total equity		12,039	9,163
Total liabilities and equity		31,577	19,992
Current liabilities		12,337	4,198
Non-current liabilities		7,201	6,631
Current assets		24,802	14,449
Non-current assets		6,775	5,543

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

for the period ended 30 June 2001

	<i>Notes</i>	2000-01 \$'000	1999-2000 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations for outputs		56,039	48,083
Sales of goods and services		582	681
Interest		1,115	426
Other		3,704	24,915
GST refunds		1,421	–
Total cash received		62,861	74,105
Cash used			
Employees		29,603	27,082
Suppliers		17,634	40,508
Other		4,870	2,252
Total cash used		52,107	69,842
Net cash from operating activities	5	10,755	4,263
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		3	–
Other		5	2
Total cash received		8	2
Cash used			
Purchase of property, plant and equipment		843	704
Purchase of intangibles		223	432
Total cash used		1,066	1,136
Net cash from investing activities		(1,058)	(1,134)
FINANCING ACTIVITIES			
Cash received			
Special account equity		–	3,928
Equity injection		–	5,839
Total cash received		–	9,767
Cash used			
Capital use paid		331	551
Other		–	8
Total cash used		331	559
Net cash from financing activities		(331)	9,208
Net increase in cash held		9,366	12,337
Cash at the beginning of the reporting period		12,358	21
Cash at the end of the reporting period	6A	21,724	12,358

FINANCIAL STATEMENTS

SCHEDULE OF COMMITMENTS

as at 30 June 2001

	2000-01	1999-2000
	\$'000	\$'000
By type		
Other commitments		
Operating leases*	25,475	28,237
Other commitments	16,239	9,000
Total other commitments	41,714	37,237
Net commitments	41,714	37,237
By maturity		
All net commitments		
One year or less	16,886	6,034
From one to five years	20,889	23,334
Over five years	3,939	7,869
Net commitments	41,714	37,237
Operating lease commitments		
One year or less	4,117	3,804
From one to five years	17,420	16,563
Over five years	3,938	7,870
Net commitments	25,475	28,237

* Operating leases comprise leases of office accommodation for the department. Lease payments are subject to periodic increase in accordance with the rent review provisions of the lease. The period of the lease is until 2007.

NB: GST is included in commitment amounts where applicable.

The above Schedule of Commitments should be read in conjunction with the accompanying notes.

SCHEDULE OF CONTINGENCIES

as at 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
CONTINGENT LOSSES		
Other guarantees	-	-
Total contingent losses	-	-
CONTINGENT GAINS		
Claims for damages/costs	-	-
Total contingent gains	-	-
Net contingencies	-	-

The above Schedule of Contingencies should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

SCHEDULE OF ADMINISTERED REVENUES AND EXPENSES

for the period ended 30 June 2001

	<i>Notes</i>	2000-01 \$'000	1999-2000 \$'000
Revenues from ordinary activities			
Non-taxation			
Revenue from Government	13A	28,937	22,929
Other sources of non-taxation revenues	13B	7,405	9,293
Total non-taxation		36,342	32,222
Total revenues from ordinary activities		36,342	32,222
Expenses from ordinary activities			
Personal benefits	14A	424	2,285
Grants	14B	7,979	2,903
Depreciation and amortisation	14C	96	71
Write down of assets	14D	140	–
Other	14E	23,548	23,056
Total expenses from ordinary activities		32,187	28,315
Cash transferred to Official Public Account		13	155
Net increase in administered net assets		4,142	3,752

The above Schedule of Administered Revenues and Expenses should be read in conjunction with the accompanying notes.

SCHEDULE OF ADMINISTERED ASSETS AND LIABILITIES

as at 30 June 2001

	<i>Notes</i>	2000-01 \$'000	1999-2000 \$'000
ASSETS			
Financial assets			
Cash	16A	9,896	5,875
Receivables	16B	2,282	1,570
Investments	16C	–	476,342
Total financial assets		12,178	483,787
Non-financial assets			
Land and buildings	17A	26,511	26,576
Infrastructure, plant and equipment	17B	657	483
Other	17C	231	901
Total non-financial assets		27,399	27,960
Total assets		39,577	511,747
LIABILITIES			
Provisions			
Employees	18A	243	92
Personal benefits	18B	5,750	5,750
		5,993	5,842
Payables			
Suppliers	18C	1,427	2,150
Other	18D	602	–
		2,029	2,150
Total provisions and payables		8,022	7,992
Total liabilities		8,022	7,992
EQUITY			
	19		
Capital		299	299
Accumulated results		21,203	17,061
Reserves		10,053	486,395
Total equity		31,555	503,755
Total liabilities and equity		39,577	511,747
Current liabilities		2,092	2,179
Non-current liabilities		5,930	5,813
Current assets		12,178	8,347
Non-current assets		27,399	503,400

The above Schedule of Administered Assets and Liabilities should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

ADMINISTERED CASH FLOWS

for the period ended 30 June 2001

	<i>Notes</i>	2000-01 \$'000	1999-2000 \$'000
OPERATING ACTIVITIES			
Cash received			
Cash from Official Public Account		29,257	22,559
Other		7,503	6,395
GST refund		1,247	–
Total cash received		38,007	28,954
Cash used			
Employees		685	505
Personal benefits		424	434
Grants		7,954	2,788
Cash to Official Public Account		13	155
Other		24,826	21,316
Total cash used		33,902	25,198
Net cash from operating activities	15	4,105	3,756
INVESTING ACTIVITIES			
Cash received			
Other		–	105
Total cash received		–	105
Cash used			
Purchase of property, plant and equipment		237	–
Total cash used		237	–
Net cash from investing activities		(237)	105
FINANCING ACTIVITIES			
Cash received			
Special account equity		–	1,715
Cash from Official Public Account		–	299
GST Appropriations		1,703	–
Total cash received		1,703	2,014
Cash used			
Return of GST appropriations to OPA		1,550	–
Total cash used		1,550	–
Net cash from financing activities		153	2,014
Net increase in cash held		4,021	5,875
Cash at the beginning of the reporting period		5,875	–
Cash at the end of the reporting period	16A	9,896	5,875

SCHEDULE OF ADMINISTERED COMMITMENTS

as at 30 June 2001

	2000-01 \$'000	1999-2000 \$'000
By type		
Other commitments		
Operating leases*	1,698	–
Other commitments	5,280	972
Total other commitments	6,978	972
Net commitments	6,978	972
By maturity		
All net commitments		
One year or less	5,407	972
From one to five years	816	–
Over five years	755	–
Net commitments	6,978	972
Operating lease commitments		
One year or less	176	–
From one to five years	767	–
Over five years	755	–
Net commitments	1,698	–

* Operating leases comprise leases of office accommodation for the former Governors-General. Lease payments are subject to periodic increase in accordance with the rent review provisions of the lease.

NB: GST is included in commitment amounts where applicable.

The above Schedule of Commitments should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

SCHEDULE OF ADMINISTERED CONTINGENCIES

as at 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
CONTINGENT LOSSES		
Other guarantees	–	–
Total contingent losses	–	–
CONTINGENT GAINS		
Claims for damages/costs	–	–
Total contingent gains	–	–
Net contingencies	–	–

The above Schedule of Contingencies should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

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**Notes to and forming part of the Financial Statements
for the year ended 30 June 2001**

NOTE 1. DEPARTMENTAL OUTCOME

The department's outcome is *sound and well coordinated government policies, programmes and decision making processes.*

The department's output groups are:

- Output group 1: Economic policy advice and coordination;
- Output group 2: Social policy advice and coordination;
- Output group 3: International policy advice and coordination; and
- Output group 4: Support services for government operations.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The financial statements are required by section 49 of the *Financial Management and Accountability Act 1997* and are a general purpose financial report.

The statements have been prepared in accordance with:

- Schedule 1 to the Financial Management and Accountability (FMA) Orders made by the Minister for Finance and Administration for the financial years ending on or after 30 June 2001;
- Australian Accounting Standards and Accounting Interpretations issued by Australian Accounting Standards Boards;
- Other authoritative pronouncements of the Boards; and
- Consensus Views of the Urgent Issues Group.

The statements have been prepared having regard to:

- Statements of Accounting Concepts; and
- The Explanatory Notes to Schedule 1, and Guidance Notes issued by the Department of Finance and Administration.

The financial statements have been prepared on an accrual basis and are in accordance with historical cost principles. Except where stated, they have not been adjusted to take account of either change in the general purchasing power of the dollar or changes in the prices of specific assets.

Assets and liabilities are recognised in the Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. Liabilities and assets which are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Notes to and forming part of the Financial Statements for the year ended 30 June 2001

Revenues and expenses are recognised in the Statement of Financial Performance when and only when the flow or consumption or loss of economic benefits has occurred and can be reliably measured.

The continued existence of the department in its present form, and with its present outcome, is dependent on government policy and on continuing appropriations by Parliament.

(b) Changes in Accounting Policy

Changes in accounting policy have been identified in this note under their appropriate headings. The only change this financial year is the recognition of a finance lease. (Refer Note 2(k) and Note 7A).

(c) Agency and Administered Items

Agency assets, liabilities, revenues and expenses are those that the department controls.

Administered assets, liabilities, revenues and expenses are those which are controlled by the Commonwealth and managed by the department on behalf of the Commonwealth.

The purpose for the distinction between agency and administered items in the financial statements is to enable assessments of efficiency in providing goods and services while at the same time providing accountability for all resources under the responsibility of the department.

The basis of accounting described in Note 2 (a) applies to both agency and administered items.

Schedule 1 requires that administered transactions be accounted for on a double entry basis. The effects of this requirement are that:

- transfers of cash to and from the Commonwealth's Official Public Account (OPA) will be reported on the face of the Schedule of Administered Revenues and Expenses where operating transactions are involved; and that
- where transactions involving financial assets and liabilities not arising from operations are involved, receivables from and payables to the OPA will be recognised in the Schedule of Administered Assets and Liabilities.

Administered items are distinguished from agency items in the financial statements by shading.

(d) Official Gifts

Official gifts brought to account in the Financial Statements include official gifts purchased by the department for presentation by the Governor-General, Prime Minister, Ministers or approved parliamentary delegations.

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2001**

(e) Revenues from Government

Revenues from Government are revenues relating to the core operating activities of the department.

Agency appropriations

Appropriations for departmental outputs are recognised to the extent that they have been received or are entitled to be received.

Administered appropriations

Administered appropriations are recognised as revenue only to the extent that cash is or will be transferred from the OPA (up to the amount of the available appropriation) to enable administered liabilities to be settled. The amount of revenue is disclosed as *Revenues from Government* in the Schedule of Administered Revenues and Expenses.

(f) Resources Received Free of Charge

Services received free of charge are recognised in the operating statement as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those services is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised at their fair value when the asset qualifies for recognition, unless received from another government agency as a consequence of a restructuring of administrative arrangements.

(g) Other Revenue

Revenue from the sale of goods and services is recognised upon the delivery of goods and services to customers. Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. Revenue from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

(h) Grants

The department applies a uniform policy for all grants. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied. Where grants moneys are paid in advance of performance or eligibility, a prepayment is recognised.

The department administers a number of grant schemes on behalf of the Commonwealth.

Notes to and forming part of the Financial Statements for the year ended 30 June 2001

(i) Employee Entitlements

The liability for employee entitlements includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the department is estimated to be less than the annual entitlement for sick leave.

The liability for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 2001 and is recognised at the nominal amount.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2001. In determining the present value of the liability, the department has taken into account attrition rates and pay increases through promotion and inflation.

(j) Superannuation

Departmental staff contribute to the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) and other superannuation schemes held outside the Commonwealth. Employer contributions for 2000-01 were: CSS – \$1,630,390; PSS – \$1,588,780; and other schemes – \$82,754. These contributions have been expensed in these financial statements.

No liability is shown for superannuation in the Statement of Financial Position as the employer contributions fully extinguish the accruing liability which is assumed by the Commonwealth.

(k) Leases

A finance lease was recognised in relation to information technology equipment in accordance with accounting standard AAS17: *Leases*, for the first time as at 30 June 2001. The lease is non-cancellable and for a fixed term of 3 years and had previously been recognised as an operating lease. The department guarantees the residual values of all leased assets. There are no contingent rentals.

The asset has been capitalised at the present value of minimum lease payments, and a liability has been recognised for the same amount. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

The change in policy impacted on the Statement of Financial Position as outlined in note 7A. There was no financial impact on the Statement of Financial Performance.

Operating lease payments are charged to the Statement of Agency Revenues and Expenses on a basis which is representative of the pattern of benefits derived from the leased assets.

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2001**

Lease incentives taking the form of 'free' leasehold improvements and rent free holidays are recognised as liabilities. These liabilities are reduced by allocating lease payments between rental expense and reduction of the liability.

(l) Cash

For the purposes of the Statement of Cash Flows, cash includes cash on hand and at bank.

(m) Financial Instruments

Accounting policies for financial instruments are stated at note 12.

Accounting policies for administered financial instruments are stated at note 21.

(n) Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition, unless acquired as a consequence of restructuring administrative arrangements. In the latter case, assets are initially recognised at the amounts at which they were recognised in the transferor agency's accounts immediately prior to the restructuring.

(o) Property, Plant and Equipment

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of Assets and Liabilities, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Revaluations

Schedule 1 requires that property plant and equipment be progressively revalued in accordance with the 'deprival' method of valuation in successive three-year cycles. All valuations are independent.

The department has implemented its progressive revaluations as follows:

- freehold land and buildings were revalued as at 30 June 2000 (having been previously revalued as at 30 June 1997);
- leasehold improvements were revalued as at 30 June 1999;

Notes to and forming part of the Financial Statements for the year ended 30 June 2001

- plant and equipment assets were revalued as at 30 June 1999 if considered significant (assets are considered significant if their cost is greater than \$50,000); and
- Official Establishments administered plant and equipment assets were revalued as at 30 June 2000 (having been previously revalued as at 30 June 1997).

Assets in each class acquired after the commencement of the progressive revaluation cycle will be reported at cost for the duration of the progressive revaluation.

With the application of the deprival method of valuation, the department values land at its current market buying price and its other assets at their depreciated replacement cost. Any assets which would not be replaced or are surplus to requirements are valued at net realisable value. At 30 June 2001, the department had no assets in this situation.

Recoverable amount test

The carrying amount of each item of non-current property, plant and equipment assets is reviewed to determine whether it is in excess of the asset's recoverable amount. If an excess exists as at the reporting date, the asset is written down to its recoverable amount immediately. In assessing recoverable amounts, the relevant cash flows, including the expected cash inflows from future appropriations by the Parliament, have been discounted to their present value.

(p) Depreciation and Amortisation of Non-Current Assets

Land, being an asset with an unlimited useful life, is not depreciated.

Buildings are depreciated over their useful life using the straight line method.

The cost (or other value) of leasehold improvements is amortised on a straight line basis over the estimated useful life of the improvement or the unexpired period of the lease, whichever is the shorter.

Depreciation/amortisation rates (useful lives) and methods are reviewed at each balance date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate. Residual values are re-estimated for a change in price only when assets are revalued. Depreciation and amortisation rates applying to each class of depreciable asset are as follows:

	2000-01	1999-2000
Administered assets		
Buildings on freehold land	150 years	150 years
Plant and equipment	4 to 50 years	4 to 50 years
Departmental assets		
Leasehold improvements	Lease term	Lease term
Plant and equipment	4 to 10 years	4 to 10 years

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2001**

(q) Inventories

Inventories held for sale are measured at the lower of cost and net realisable value. Cost is determined as the purchase price of such inventory items, and no threshold for recognition is applied.

(r) Administered Investments

Administered investments in controlled entities are not consolidated because their consolidation is relevant only at the whole-of-government level.

The Commonwealth's investment in other controlled authorities and companies in this portfolio is valued at the aggregate of the Commonwealth's share of the net assets or net liabilities of each entity. The carrying amount of each investment and the associated investment reserve is fixed as at 1 July 1997.

(s) Former Governors-General allowances

The department has administrative responsibility for the payment of former Governors-General allowances. The revised actuarial assessment of the liability in relation to these allowances was made as at 30 June 2001.

(t) Transactions by the Government as Owner

Appropriations designated 'Capital – equity injections' are recognised directly in equity to the extent drawn down as at the reporting date.

Net assets received under a restructuring of administrative arrangements are designated by the Finance Minister as contributions by owners and adjusted directly against equity. Net assets relinquished are designated as distributions to owners. Net assets transferred are initially recognised at the amounts at which they were recognised by the transferring agency immediately prior to the transfer.

(u) Foreign Currency

Transactions denominated in foreign currencies are converted at the exchange rate at the date of the transaction.

(v) Taxation

The department is exempt from all forms of taxation except fringe benefits tax and the goods and services tax.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2001

(w) Capital User Charge

A capital usage charge of 12 per cent is imposed by the Commonwealth on the net departmental assets of the agency. The charge is adjusted to take account of asset gifts and revaluation increments during the financial year.

(x) Insurance

The department is insured with Comcover for risks other than workers' compensation, which is dealt with via continuing arrangements with Comcare.

(y) Comparatives

Comparative figures have been adjusted to conform with changes in presentation in these financial statements where practicable.

(z) Rounding

Amounts have been rounded to the nearest \$1,000 except in relation to the following:

- act of grace payments and waivers;
- remuneration of executives;
- remuneration of auditors; and
- appropriations.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$'000	\$'000

NOTE 3. OPERATING REVENUES

The amount and particulars of the following classes of revenues were included in the aggregate amounts shown in the Statement of Financial Performance.

Note 3A – Revenues from government

Appropriations for outputs	56,039	48,083
Resources received free of charge	539	980
Total	56,578	49,063

Note 3B – Sales of goods and services

Goods and services	420	746
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Note 3C – Interest

Interest revenue	1,120	500
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Note 3D – Net gains from asset sales

Non-financial assets		
– infrastructure, plant and equipment:		
Revenue (consideration) from sale	7	37
Expense from sale	–	(6)
Net gains from asset sales	7	31

Note 3E – Net foreign exchange gains

Net foreign exchange gains	5	–
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Note 3F – Other operating revenues

Special accounts (refer note 10)	3,228	7,031
Transfers from Commonwealth agencies ¹	572	21,564
Total	3,800	28,595

¹The majority of the 1999-2000 amount related to the Republic Referendum.

Notes to and forming part of the Financial Statements for the period ended 30 June 2001

	2000-01	1999-2000
	\$'000	\$'000

NOTE 4. OPERATING EXPENSES

The amount and particulars of the following classes of expenditure were included in the aggregate amounts shown in the Statement of Financial Performance.

Note 4A – Employee expenses

Remuneration (for services provided)	28,865	27,331
Separation and redundancy	362	157
Other	193	223
Total	29,420	27,711

Note 4B – Suppliers expenses

Supply of goods and services	16,389	35,717
Operating lease rentals	4,192	5,108
Total	20,581	40,825

Note 4C – Grants

Grants to non-profit institutions	264	–
Total	264	–

Note 4D – Depreciation and amortisation

Depreciation of infrastructure, plant and equipment	775	711
Amortisation of intangibles – software	428	519
Amortisation of lease incentive	300	469
Total	1,503	1,699

Note 4E – Write-down of assets

Financial assets		
– Petty Cash	–	4
Non-financial assets		
– Infrastructure, plant and equipment	52	–
Total	52	4

Note 4F – Net losses from sales of assets

Non-financial assets		
– Infrastructure, plant and equipment:		
Revenue (consideration) from sale	2	–
Expense from sale	6	–
Net losses from sales of assets	4	–

Note 4G – Other costs of providing goods and services

Special accounts payments (refer to note 10)	778	1,770
Transfer of funds to other government bodies	5,725	–
Total	6,503	1,770

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$'000	\$'000
NOTE 5. CASH FLOW RECONCILIATION		
Reconciliation of Cash per Statement of Financial Position to Statement of Cash Flows		
Cash at year end per Statement of Cash Flows	21,724	12,358
Statement of Financial Position items comprising above cash:		
Financial Asset – Cash	21,724	12,358
Reconciliation of operating surplus to net cash provided by operating activities		
Net operating surplus	3,603	6,926
Depreciation of infrastructure, plant and equipment	1,203	1,230
Amortisation of lease incentive	300	469
Net loss (gain) on sale of infrastructure, plant and equipment	4	(31)
Write-down of assets	52	4
Other	–	(3,967)
Change in operating assets and liabilities		
(Increase)/decrease in receivables	(1,562)	(570)
(Increase)/decrease in other assets	254	725
Increase/(decrease) in suppliers	6,929	(104)
Increase/(decrease) in employee provisions	177	(598)
Increase/(decrease) in other liabilities	(204)	179
Net cash provided by operating activities	10,755	4,263

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>

NOTE 6. FINANCIAL ASSETS

Note 6A – Cash

Cash held in special accounts	6,738	4,893
Cash in short term investments	14,675	7,230
Cash on hand and at bank	311	235
Total	21,724	12,358

Note 6B – Receivables

GST receivable	287	35
Accrued revenue – special account	475	365
Accrued revenue – departmental	219	—
Accrued revenue – interest	82	77
	776	442
Goods and services	1,207	239
Special account	9	—
Less provision for doubtful debts	(5)	(4)
Net receivables for goods and services	1,211	235
Total receivables	2,274	712

Receivables (gross) are aged as follows:

Not overdue	2,243	682
Overdue by:		
less than 30 days	2	1
30 to 60 days	—	—
more than 60 days	29	29

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$'000	\$'000
NOTE 7. NON-FINANCIAL ASSETS		
Note 7A – Infrastructure, plant and equipment		
Infrastructure, plant and equipment - at cost	4,234	3,573
Accumulated depreciation	(1,737)	(1,496)
	2,497	2,077
Equipment under finance lease - at cost ¹	1,330	–
Accumulated amortisation	–	–
	1,330	–
Infrastructure, plant and equipment - at valuation 1998-99	3,469	3,525
Accumulated depreciation	(1,808)	(1,553)
	1,661	1,972
Total	5,488	4,049

¹ Finance lease assets were recognised for the first time this financial year and are included under assets at cost in 2000-01.

Note 7B – Intangibles

Intangibles	3,071	2,937
Accumulated depreciation	(1,783)	(1,443)
Total	1,288	1,494

Note 7C – Other

Future discount on entering lease ²	–	300
Prepayments	803	1,079
Total	803	1,379

² The department recognised a future discount on entering into a service agreement on 30 June 1999.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2001

NOTE 7D. ANALYSIS OF INFRASTRUCTURE, PLANT, EQUIPMENT AND INTANGIBLES

<i>Aggregate for all Property, Plant and Equipment</i>	<i>Infrastructure plant and equipment</i>	<i>Intangibles</i>	<i>Total</i>
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TABLE A

<i>Movement summary 2000-2001 for all assets irrespective of valuation basis</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Gross value as at 1 July 2000	7,098	2,936	10,034
Additions	2,365	222	2,587
Disposals	(288)	(80)	(368)
Revaluations	—	—	—
Assets transferred out	(142)	(7)	(149)
Other movements	—	—	—
Gross value as at 30 June 2001	9,033	3,071	12,104
Accumulated depreciation/amortisation at 1 July 2000	3,049	1,443	4,492
Depreciation/amortisation charge for assets held at 1 July 2000	726	413	1,139
Depreciation/amortisation charge for additions	49	15	64
Adjustment for disposals	(220)	(85)	(305)
Adjustments for revaluations	—	—	—
Adjustments for assets transferred out	(59)	(3)	(62)
Adjustments for other movements	—	—	—
Accumulated depreciation/amortisation at 30 June 2001	3,545	1,783	5,328
Net book value as at 30 June 2001	5,488	1,288	6,776
Net book value as at 1 July 2000	4,049	1,494	5,542

FINANCIAL STATEMENTS

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

<i>Aggregate for all Property, Plant and Equipment</i>	<i>Infrastructure plant and equipment</i>	<i>Intangibles</i>	<i>Total</i>
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TABLE B

<i>Summary of balances of assets at valuation as at 30 June 2001</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Item			
As at 30 June 2001			
Gross value	3,469	–	3,469
Accumulated depreciation	(1,808)	–	(1,808)
Net book value	1,661	–	1,661
As at 30 June 2000			
Gross value	3,525	–	3,525
Accumulated depreciation	(1,553)	–	(1,553)
Net book value	1,972	–	1,972

TABLE C

<i>Summary of balances of assets held under finance lease as at 30 June 2001</i>			
Item			
As at 30 June 2001			
Gross value	1,330	–	1,330
Accumulated amortisation	–	–	–
Net book value	1,330	–	1,330

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$'000	\$'001

NOTE 8. LIABILITIES

Note 8A – Leases

Finance lease commitments		
One year or less	446	–
From one to five years	1,022	–
Over five years	–	–
Minimum lease payments	1,468	–
Deduct: future finance charges	(138)	–
Lease liability	1,330	–
Finance lease liability is represented by:		
Current	425	–
Non-current	905	–
	1,330	–

Note 8B – Employees

Leave	9,023	8,846
Current	2,678	2,215
Non-current	6,345	6,631
	9,023	8,846

Note 8C – Suppliers

Trade creditors	7,862	779
Special account	16	–
Total	7,878	779

Note 8D – Other

Lease incentive	–	9
Unearned revenue	–	195
Return of capital	1,000	1,000
Total	1,000	1,204

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 9. EQUITY

Note 9A - Agency equity

<i>Item</i>	<i>Capital</i>		<i>Accumulated results</i>		<i>Total Equity</i>	
	<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Accumulated results						
Balance at 1 July 2000	4,831	5,868	4,332	(2,043)	9,163	3,825
Equity adjustment	—	(38)	—	—	—	(38)
Operating result	—	—	3,603	6,926	3,603	6,926
Restructuring transfers	—	—	(89)	—	(89)	—
Repayment of capital	—	(1,000)	—	—	—	(1,000)
Capital user charge	—	—	(638)	(551)	(638)	(551)
Balance at 30 June 2001	4,831	4,831	7,208	4,332	12,039	9,163

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 9. EQUITY (cont)		
Note 9B - Restructuring		
2000-01: As a result of restructuring of administrative arrangements, on 30 January 2001 the department relinquished responsibility for reporting the Office of Indigenous Policy to the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs.		
In respect of functions relinquished, the following assets and liabilities were transferred by the Agency:		
Total assets relinquished	(869)	–
Total liabilities relinquished	780	–
Net assets relinquished	(89)	–

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$	\$
NOTE 10. RECEIPTS AND EXPENDITURE OF SPECIAL ACCOUNTS		
Services for other Governments and Non-Agency Bodies Account		
Legal Authority: Financial Management and Accountability Act 1997		
Opening balance		
Cash	1,254,023	2,088,250
Total opening balance	1,254,023	2,088,250
Receipts		
Other	950,125	725,967
Total receipts	950,125	725,967
Expenditure		
Closing balance	886,075	1,560,193
Cash	1,318,073	1,254,023
Total closing balance	1,318,073	1,254,023

Funds in this account are used for expenditure in connection with services performed on behalf of other governments and bodies that are not FMA agencies.

Campaign Reserve Special Account		
Legal Authority: Financial Management and Accountability Act 1997		
Opening balance		
Cash	3,638,788	1,840,249
Total opening balance	3,638,788	1,840,249
Receipts		
Other	2,293,684	2,011,050
Total receipts	2,293,684	2,011,050
Expenditure		
Closing balance	512,332	212,512
Cash	5,420,140	3,638,788
Total closing balance	5,420,140	3,638,788

Funds in this account are used to cover a portion of the costs incurred by the Government Communications Unit in managing the Central Advertising System, which provides consolidated media buying services to Commonwealth departments and agencies. Revenue is derived from a small fee levied on departments and agencies that undertake advertising campaigns.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 11. EXECUTIVE REMUNERATION

The table below identifies the number of executive officers in receipt of total remuneration of \$100,000 or more, within brackets of \$10,000. The decline in the number of executive officers receiving in excess of \$100,000 mainly reflects the discontinuation of the Olympic Taskforce and the establishment of the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs as a separate department based on the former Office of Indigenous Policy.

	<i>2000-01</i>	<i>1999-2000</i>
	<i>Number</i>	<i>Number</i>
The number of executive officers who received or were due to receive total remuneration of \$100,000 or more:		
\$100,000 to \$110,000	3	2
\$110,001 to \$120,000	4	9
\$120,001 to \$130,000	8	8
\$130,001 to \$140,000	7	6
\$140,001 to \$150,000	5	5
\$150,001 to \$160,000	–	5
\$160,001 to \$170,000	3	1
\$170,001 to \$180,000	2	2
\$180,001 to \$190,000	1	–
\$190,001 to \$200,000	1	1
\$200,001 to \$210,000	–	1
\$210,001 to \$220,000	1	–
\$330,001 to \$340,000	–	1
\$380,001 to \$390,000	1	–
	36	41

This comprised:

The aggregate amount of total remuneration of executive officers shown above.	\$5,267,119	\$5,784,390
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Total remuneration includes:

- The aggregate amount of separation and redundancy payments during the year to executive officers shown above. – \$41,037

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 12. FINANCIAL INSTRUMENTS

Note: All financial instruments are recognised in the financial statements and the carrying amount of each instrument equals its net fair value.

Part 1. Terms, conditions and accounting policies

Financial instrument	Notes	Accounting policies and methods (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash	6	Cash at bank is recognised at its nominal amount. Interest is credited to revenue as it accrues.	Moneys in the Agency's bank accounts are swept into the Official Public Account nightly and interest is earned on a daily balance at rates based on money market call rates. Interest is paid quarterly.
Receivables for goods and services	6	These receivables are recognised at the nominal amounts due, less any provision for bad and doubtful debts. Collectability of debts is reviewed at balance date. Provisions are made when collection of the debt is judged to be less likely rather than more likely.	Settlement is net 14 days or less.
Accrued revenue	6	Interest is credited to revenue as it accrues. Interest is payable quarterly.	Interest is due on the last day of each quarter.
Financial Liabilities		Financial liabilities are recognised when a present obligation to an external party occurs and is reliably measurable.	
Finance lease liabilities	8	Liabilities are recognised at the present value of the minimum lease payments at the beginning of the lease. The discount rates used are estimates of the interest rates implicit in the leases.	At reporting date, the department had a finance lease with a maximum term of 3 years. The interest rate implicit in the leases averaged 4.95%. The lease assets secure the lease liabilities.
Trade creditors	8	Creditors and accruals are recognised at their nominal amounts, which are the amounts at which the liabilities will be settled. They are recognised to the extent that the related goods or services have been received, or to the extent an obligation arises from a legally binding contract.	Settlement is net 28 days or less.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 12. FINANCIAL INSTRUMENTS (cont)

Part 2. Interest Rate Risk: Agency

<i>Financial instrument</i>	<i>Notes</i>	<i>Floating interest rate</i>		<i>Fixed interest rate</i>	
				<i>1 year or less</i>	
		<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>
		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Financial assets					
Cash at bank	6A	7,045	5,128	14,675	7,230
Receivables for goods and services	6B	–	–	–	–
Total financial assets (recognised)		7,045	5,128	14,675	7,230
Total assets					
Financial liabilities					
Finance lease liability	8A	–	–	446	–
Trade creditors	8C	–	–	–	–
Total financial liabilities (recognised)		–	–	446	–
Total liabilities					

Part 3. Net fair values of Financial Assets and Liabilities

Financial Assets

The net fair values of cash and non-interest bearing monetary financial assets approximate their carrying amounts.

Financial Liabilities

The net fair values of the finance lease are based on discounted cash flows using current interest rates for liabilities with similar risk profiles. The net fair values for trade creditors are approximated by their carrying amounts.

Part 4. Credit risk

The maximum exposure to credit risk as at reporting date in relation to each class of financial assets is the carrying amount of the assets as indicated in the Statement of Financial Position. There are no significant exposures to any concentration of credit risk. No collateral or other security is held in relation to any financial asset.

FINANCIAL STATEMENTS

				<i>Non-interest bearing</i>		<i>Total</i>		<i>Weighted average effective interest rate</i>
<i>1 to 2 years</i>		<i>2 to 5 years</i>						
<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>	<i>2000-01</i>	<i>1999-2000</i>	
<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
-	-	-	-	4	-	21,724	12,358	5.9%
-	-	-	-	2,274	712	2,274	712	n/a
				2,278	712	23,998	13,070	
						31,577	19,992	
489	-	533	-	-	-	1,468	-	4.95%
-	-	-	-	7,878	779	7,878	779	n/a
489	-	533	-	7,878	779	9,345	779	
						19,538	10,829	

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 13. ADMINISTERED REVENUE		
Note 13A - Revenues from government		
Annual appropriations	28,437	22,559
Appropriations accrued	500	370
Total	28,937	22,929
Note 13B - Other administered revenue		
Resources received free of charge:		
Office accommodation for former Governors-General and the Prime Minister	–	102
Special account (refer note 20)	7,392	9,183
Other	13	8
Total	7,405	9,293

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01 \$'000	1999-2000 \$'000
NOTE 14. ADMINISTERED EXPENSES		
Note 14A – Personal benefits		
Former Governors-General	424	2,285
Note 14B – Grants		
Grants to non-profit institutions	6,599	620
Grants to other sectors in the Commonwealth	–	5
Grants to State and Territory governments	1,380	2,278
Total	7,979	2,903
Note 14C – Depreciation		
Infrastructure, plant and equipment	31	34
Buildings	65	37
Total	96	71
Note 14D – Write-down of assets		
Non-financial assets		
– Infrastructure, plant and equipment	32	–
– Inventory	108	–
Total	140	–
Note 14E – Other		
Reconciliation process	2,610	5,252
State occasions	3,304	4,492
Payments to States	7,424	–
Women's programmes	3,044	2,461
Official establishments	1,709	1,570
Former Governors-General	280	–
Legal and compensation	1,927	5,605
Federation Fund	–	105
Special account (refer to note 20)	3,250	3,571
Total	23,548	23,056

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 15. ADMINISTERED CASH FLOW RECONCILIATION		
Reconciliation of Cash per Schedule of Administered Assets and Liabilities to the Statement of Cash Flows		
Cash at year end per Statement of Cash Flows	9,896	5,875
Schedule of Administered Assets and Liabilities items comprising above cash:		
Financial asset – Cash	9,896	5,875
Reconciliation of 'net change in administered net assets' from Schedule of Administered Revenues and Expenses to net cash provided by operating activities:		
Net change in administered assets	4,142	3,752
Depreciation of infrastructure, plant and equipment	31	34
Depreciation of buildings	65	37
Write-down of assets	140	–
Abnormal items	–	(1,951)
Change in operating assets and liabilities		
(Increase)/decrease in receivables	(865)	(1,274)
(Increase)/decrease in other assets	562	(368)
Increase/(decrease) in suppliers	(121)	1,685
Increase/(decrease) in personal benefit and employee provisions	152	1,842
Net cash provided by operating activities	4,105	3,756

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01 \$'000	1999-2000 \$'000
NOTE 16. ADMINISTERED FINANCIAL ASSETS		
Note 16A – Cash		
Cash held in special accounts	9,460	5,871
Cash on hand and at bank	436	4
Total	9,896	5,875
Note 16B – Receivables		
Appropriations	500	370
GST receivable	315	58
Accrued revenue – special account	1,465	1,142
	1,465	1,142
Goods and services	2	–
Less provision for doubtful debts	–	–
Net receivables for goods and services	2	–
Total receivables	2,282	1,570
Receivables (gross) are aged as follows:		
Not overdue	2,282	1,570
Overdue by:		
less than 30 days	–	–
30 to 60 days	–	–
more than 60 days	–	–
Note 16C – Investments		
Commonwealth Authorities and Companies ¹		
Australian Institute of Aboriginal and Torres Strait Islander Studies	–	2,554
Aboriginal Hostels	–	40,092
Torres Strait Regional Authority	–	11,302
Aboriginal and Torres Strait Islander Commission	–	292,894
Aboriginal and Torres Strait Islander Commercial Development Corporation	–	50,767
Indigenous Land Corporation	–	72,696
Central Land Council	–	5,074
Northern Land Council	–	851
Anindilyakwa Land Council	–	159
Tiwi Land Council	–	(47)
Total Commonwealth Authorities and Companies	–	476,342
Total Investments	–	476,342

¹ Accounting policy in regard to Commonwealth Authorities and Companies

All amounts comprise the net assets of the particular entity as at 30 June 1997 with the exception of Aboriginal Hostels Limited which is as at 21 June 1997. On 30 January 2001 the control of these investments was relinquished from the Department of the Prime Minister and Cabinet to the newly formed Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 17. ADMINISTERED NON-FINANCIAL ASSETS		
Note 17A – Land and buildings		
Land – at valuation 1999-2000	22,500	22,500
Buildings – at valuation 1999-2000	6,166	6,166
Accumulated depreciation	(2,155)	(2,090)
	4,011	4,076
Total	26,511	26,576
Note 17B – Infrastructure, plant and equipment		
Infrastructure, plant and equipment – at cost	237	–
Accumulated depreciation	(2)	–
	234	–
Infrastructure, plant and equipment - at valuation 1999-2000	690	738
Accumulated depreciation	(267)	(256)
	423	483
Total	657	483
Note 17C – Other		
Inventory		
Official gifts for acquittal	–	121
Official gifts received	231	231
Other	–	9
	231	361
Prepayments	–	540
Total	231	901

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 17D. ANALYSIS OF ADMINISTERED INFRASTRUCTURE, PLANT, EQUIPMENT AND INTANGIBLES

<i>Aggregate for all Property, Plant and Equipment</i>	<i>Land</i>	<i>Buildings</i>	<i>Total land and buildings</i>	<i>Infrastructure, plant and equipment</i>	<i>Total</i>
TABLE A					
Movement summary 2000-2001 for all assets irrespective of valuation basis					
	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value as at 1 July 2000	22,500	6,166	28,666	738	29,404
Additions	—	—	—	237	237
Revaluations	—	—	—	—	—
Disposals	—	—	—	(48)	(48)
Other movements	—	—	—	—	—
Gross value as at 30 June 2001	22,500	6,166	28,666	927	29,593
Accumulated depreciation/amortisation as at 1 July 2000	—	2,090	2,090	256	2,346
Depreciation/amortisation charge for assets held 1 July 2000	—	65	65	29	94
Depreciation/amortisation charge for additions	—	—	—	2	2
Adjustment for revaluations	—	—	—	—	—
Adjustment for disposals	—	—	—	(17)	(17)
Other movements	—	—	—	—	—
Accumulated depreciation/amortisation as at 30 June 2001	—	2,155	2,155	270	2,425
Net book value as at 30 June 2001	22,500	4,011	26,511	657	27,168
Net book value as at 1 July 2000	22,500	4,076	26,576	483	27,058
TABLE B Summary of balances of assets at valuation as at 30 June 2001					
Item					
As at 30 June 2001					
Gross value	22,500	6,166	28,666	690	29,355
Accumulated depreciation/amortisation	—	(2,155)	(2,155)	(267)	(2,422)
Other movements	—	—	—	—	—
Net book value	22,500	4,011	26,511	423	26,934
As at 30 June 2000					
Gross value	22,500	6,166	28,666	738	29,404
Accumulated depreciation/amortisation	—	(2,090)	(2,090)	(256)	(2,346)
Other movements	—	—	—	—	—
Net book value	22,500	4,076	26,576	483	27,058

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 18. ADMINISTERED PROVISIONS AND PAYABLES		
Note 18A – Employees		
Leave	243	92
Current	64	29
Non-current	179	63
	243	92
Note 18B – Personal benefits		
Former Governors-General allowances	5,750	5,750
Note 18C – Suppliers		
Special account	1,268	1,400
Trade creditors	159	750
Total	1,427	2,150
Note 18D – Other		
Transfers to Commonwealth Public Account	602	–

FINANCIAL STATEMENTS

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 19. ADMINISTERED EQUITY

Note 19A — Administered equity

Item	Capital		Accumulated results	Asset revaluation reserve	Administered investments reserve	Total reserves		Total equity	
	2000-01 \$'000	1999-2000 \$'000				2000-01 \$'000	1999-2000 \$'000	2000-01 \$'000	1999-2000 \$'000
Balance at 1 July 2000	299	387	17,061	10,053	476,342	476,342	486,395	503,755	493,028
Equity adjustment	—	(88)	—	—	—	—	—	—	(88)
Net change in administered net assets from operations	—	—	4,142	—	—	—	—	4,142	3,752
Restructuring transfers	—	—	—	—	(476,342)	—	(476,342)	(476,342)	—
Net revaluation increases	—	—	—	—	—	7,063	—	—	7,063
Changes in accounting policies	—	—	—	—	—	—	—	—	—
Balance at 30 June 2001	299	299	21,203	10,053	—	476,342	10,053	486,395	503,755

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>\$'000</i>	<i>\$'000</i>
NOTE 19. EQUITY (cont)		
Note 19B – Restructuring		
2000-01: As a result of restructuring of administrative arrangements, on 30 January 2001 the department relinquished responsibility for reporting the Office of Indigenous Policy to the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs.		
In respect of functions relinquished, the following assets and liabilities were transferred by the Agency:		
Total assets relinquished	(476,342)	–
Total liabilities relinquished	–	–
Net assets relinquished	(476,342)	–

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	2000-01	1999-2000
	\$	\$
NOTE 20. ADMINISTERED RECEIPTS AND EXPENDITURE OF SPECIAL ACCOUNT		
Media Commissions Advance Account		
Legal Authority: Financial Management and Accountability Act 1997		
Opening balance		
Cash	5,871,059	1,715,247
Total opening balance	5,871,059	1,715,247
Receipts		
Other	7,490,327	6,385,295
Total receipts	7,490,327	6,385,295
Expenditure		
	3,901,654	2,229,483
Closing balance		
Cash	9,459,732	5,871,059
Total closing balance	9,459,732	5,871,059

Funds in this account are used to remunerate the Commonwealth's contracted master media placement agencies and, if required, any creative advertising agencies, for the placement of Commonwealth government advertising. Revenue is derived from the media commission payable to the Commonwealth for its advertising.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 21. ADMINISTERED FINANCIAL INSTRUMENTS

Note: All financial instruments are recognised in the financial statements and the carrying amounts of each instrument equals its net fair value

Part 1. Terms, conditions and accounting policies

Financial instrument	Notes	Accounting policies and methods (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial Assets		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Cash	16	Cash at bank is recognised at its nominal amount. Interest is credited to revenue as it accrues.	Moneys in the Agency's bank accounts are swept into the Official Public Account nightly and interest is earned on a daily balance at rates based on money market call rates. Interest is paid quarterly.
Receivables for goods and services	16	These receivables are recognised at the nominal amounts due, less any provision for bad and doubtful debts. Collectability of debts is reviewed at balance date. Provisions are made when collection of the debt is judged to be less likely rather than more likely.	Settlement is net 14 days or less.
Accrued revenue	16	Interest is credited to revenue as it accrues. Interest is payable quarterly.	Interest is due on the last day of each quarter.
Financial Liabilities		Financial liabilities are recognised when a present obligation to an external party occurs and is reliably measurable.	
Trade creditors	18	Creditors and accruals are recognised at their nominal amounts, which are the amounts at which the liabilities will be settled. They are recognised to the extent that the related goods or services have been received, or to the extent an obligation arises from a legally binding contract.	Settlement is net 28 days or less.

FINANCIAL STATEMENTS

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 21. ADMINISTERED FINANCIAL INSTRUMENTS (CONT)

Part 2. Interest Rate Risk: Administered

<i>Financial instrument</i>	<i>Notes</i>	<i>Floating interest rate</i>		<i>Fixed interest rate 1 year or less</i>		<i>Non-interest bearing</i>		<i>Total</i>		<i>Weighted average effective interest rate</i>
		<i>2000-01 S'000</i>	<i>1999-2000 S'000</i>	<i>2000-01 S'000</i>	<i>1999-2000 S'000</i>	<i>2000-01 S'000</i>	<i>1999-2000 S'000</i>	<i>2000-01 S'000</i>	<i>1999-2000 S'000</i>	
Financial Assets										
Cash at bank	16A	-	-	-	5,875	9,896	5,875	9,896	5,875	n/a
Receivables for goods and services	16B	-	-	-	1,570	2,282	1,570	2,282	1,570	n/a
Total financial assets (recognised)					7,445	12,178	7,445	12,178	7,445	
Total assets								39,577	511,747	
Financial Liabilities										
Trade creditors	18B	-	-	-	2150	2,029	2150	2,029	2150	n/a
Total financial liabilities						2,029	2150	2,029	2150	
Total liabilities								8,022	7992	

Part 3. Net fair values of Financial Assets and Liabilities

Financial Assets

The net fair values of cash and non-interest bearing monetary financial assets approximate their carrying amounts.

Financial Liabilities

The net fair values for trade creditors are approximated by their carrying amounts.

Part 4. Credit risk

The maximum exposure to credit risk as at reporting date in relation to each class of financial assets is the carrying amount of the assets as indicated in the Statement of Financial Position. There are no significant exposures to any credit risk. No collateral or other security is held in relation to any financial asset.

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

	<i>2000-01</i>	<i>1999-2000</i>
	<i>Actual</i>	<i>Actual</i>
	\$	\$
NOTE 22. APPROPRIATIONS		
NOTE 22A – Agency appropriations		
Appropriation Acts Nos 1 & 3 credits:		
Section 7 – Act 1 – basic appropriations (budget)	57,634,000	48,403,000
Section 7 – Act 3 – basic appropriations	(272,000)	(320,000)
Total current Appropriation Acts	57,362,000	48,083,000
Add: FMA Act appropriations		
s30 appropriations		–
s30A appropriations (GST recoverables)	1,795,501	–
s31 appropriations	2,058,932	22,841,000
s32 appropriations	(1,322,917)	–
Total appropriations in the year	59,893,516	70,924,000
Balance brought forward from previous period	3,155,226	–
Total appropriations available for payments	63,048,742	70,924,000
Payments during the year	51,005,951	67,768,774
Balance of appropriations (unspent) at 30 June 2001 carried to next period	12,042,791	3,155,226

NOTE 22B – Annual appropriations for departmental capital items

Appropriation Acts Nos 2 & 4		
Section 10 – Act 2 (budget)	–	5,300,000
Section 10 – Act 4	–	539,000
Total current Appropriation Acts	–	5,839,000
Total appropriations in the year	–	5,839,000
Balance brought forward from previous period	3,368,774	–
Total appropriations available for payments	3,368,774	5,839,000
Payments during the year	2,161,245	2,470,226
Balance of appropriations (unspent) at 30 June 2001 carried to next period	1,207,529	3,368,774

FINANCIAL STATEMENTS

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 22. APPROPRIATIONS (cont)

NOTE 22C — Administered appropriations

<i>Annual appropriations for administered expense items</i>	<i>Administered expenses</i> <i>Appropriation Act</i> <i>No 1 & 3</i>		<i>Other administered expenses</i> <i>Appropriation Act</i> <i>No 2 & 4</i>		<i>State payment items</i> <i>Appropriation Act</i> <i>No 2 & 4</i>		<i>Total</i>	
	2000-01	1999-2000	2000-01	1999-2000	2000-01	1999-2000	2000-01	1999-2000
	\$	\$	\$	\$	\$	\$	\$	\$
Appropriation Acts credits:								
Act 1/2 — basic appropriations (budget)	23,327,000	19,480,000	—	—	2,417,000	—	25,744,000	19,480,000
Act 3/4 — basic appropriations	—	6,580,000	—	—	7,000	—	7,000	6,580,000
Section 11 — Advance to the Finance Minister	—	—	—	—	5,000,000	—	5,000,000	—
Total current Appropriation Acts	23,327,000	26,060,000	—	—	7,424,000	—	30,751,000	26,060,000
Add: FMA Act appropriations								
s30 appropriations	—	—	—	—	—	—	—	—
s30A appropriations (GST recoverables)	1,726,140	—	—	—	—	—	1,726,140	—
s31 appropriations	—	—	—	—	—	—	—	—
s32 appropriations	(1,411,053)	—	—	—	—	—	(1,411,053)	—
Total appropriations in the year	23,642,087	26,060,000	—	—	7,424,000	—	31,066,087	26,060,000
Less: amounts lapsed by Ministerial determination	(827,169)	(3,601,000)	—	—	—	—	(827,169)	(3,601,000)
Balance brought forward from previous period	370,418	—	—	—	—	—	370,418	—
Total appropriations available for payments	23,185,336	22,459,000	—	—	7,424,000	—	30,609,336	22,459,000
Payments during the year	22,714,809	22,088,582	—	—	7,424,000	—	30,138,809	22,088,582
Balance of appropriations (unspent) at 30 June 2001 carried to next period	470,527	370,418	—	—	—	—	470,527	370,418

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 22. APPROPRIATIONS (cont)

NOTE 22D – Annual appropriations for administered capital items

	<i>2000-01</i>	<i>1999-2000</i>
	\$	\$
Appropriation Acts Nos 2 & 4 Section 10 – Act 4	–	299,000
Total current Appropriation Acts	–	299,000
Total appropriations in the year	–	299,000
Less amount lapsed by Ministerial determination		(299,000)
Balance brought forward from previous period	–	–
Total appropriations available for payments	–	–
Payments during the year	–	–
Balance of appropriations (unspent) at 30 June 2001 carried to next period	–	–

NOTE 22E – Special appropriations (unlimited) for administered items

	<i>2000-01</i>	<i>1999-2000</i>
	\$	\$
<i>Governor-General Act 1974 section 5</i>		
Budget estimate	508,000	490,000
Payments made	424,241	433,893

FINANCIAL STATEMENTS

Notes to and forming part of the Financial Statements
for the period ended 30 June 2001

NOTE 23. OUTCOMES

Reporting by outcomes

	Outcome 1	
	Budget \$'000	Actual \$'000
Net administered expenses	26,251	24,795
Net cost of departmental outputs	57,074	52,975
Outcome before extraordinary items	83,325	77,770
Restructuring items	-	89
Net cost to Budget Outcome	83,325	77,859

Major Agency Revenues and Expenses by outcome

	Outcome 1				Total
	Output Group 1 Actual \$'000	Output Group 2 Actual \$'000	Output Group 3 Actual \$'000	Output Group 4 Actual \$'000	
Operating revenues					
Revenues from government	8,643	14,592	3,969	29,374	56,579
Other non-taxation revenues	838	1,166	104	3,245	5,353
Total operating revenues	9,481	15,758	4,073	32,619	61,932
Operating expenses	9,355	14,410	3,722	30,841	58,328

Major Administered Revenues and Expenses by outcome

	Outcome 1	
	Budget \$'000	Actual \$'000
Operating revenues		
Revenues from government	26,251	28,937
Other non-taxation revenues	10	7,405
Total operating revenues	26,261	36,342
Operating expenses	26,261	32,187

**Notes to and forming part of the Financial Statements
for the period ended 30 June 2001**

NOTE 24. ACT OF GRACE PAYMENTS AND WAIVERS

There were no act of grace payments and waivers made during the reporting period.

NOTE 25. AFTER BALANCE DATE EVENTS

The department is not aware of any after balance date events that will affect the financial statements.

NOTE 26. SERVICES PROVIDED BY THE AUDITOR-GENERAL

Financial statement audit services are provided free of charge to the department. The fair value of the services provided during the 2000-01 financial year was \$115,000. In 1999-2000 these services were also provided for \$115,000. No other services were provided to the department by the Auditor-General.

NOTE 27. AVERAGE STAFFING LEVELS

The average staffing level for the department for the 2000-01 financial year was 358. The figure for 1999-2000 was 381.

APPENDIXES



Summary

Appendix 1 – Staffing Statistics

Table 1 Staff distribution at 30 June 2001

Table 2 Ongoing staff employed by classification, gender and location at 30 June 2001

Table 3 Non-ongoing staff employed by classification, gender and location at 30 June 2001

Appendix 2 – Freedom of Information

FOI procedures and initial contact points

Categories of documents held by the department

Access to archival records

Appendix 3 – Advertising and Market Research

Appendix 4 – Consultancy Services and Competitive Tendering and Contracting

Consultancy contracts let during 2000-01 to the value of \$10,000 or more

Competitive tendering and contracting contracts let during 2000-01 in excess of \$100,000

Appendix 1 – Staffing Statistics

This appendix contains summary information on the department's staffing performance during 2000–01.

Table 1 – Staff distribution at 30 June 2001

<i>Division</i>	<i>Number</i>
Executive	7
Economic Division	28
Industry, Infrastructure and Environment Division	32
Social Policy Division	34
Office of the Status of Women	40
International Division	24
Commonwealth Heads of Government 2001 Task Force	40
Cabinet Secretariat	14
Government Division	44
Government Communications Division	48
Corporate Support	31 (a)
Ceremonial and Hospitality	13
Support Services	8 (b)
Total	363

(a) Includes three Official Establishments Unit staff.

(b) Comprises four support staff for former Governors-General and four divisional liaison staff in ministerial offices relating to the portfolio and to Cabinet.

Staff listed are all employed under the *Public Service Act 1999* and include 47 non-ongoing staff, 16 part-time staff and nine paid inoperative staff. Unpaid inoperative staff are not included.

Table 2 – Ongoing staff employed by classification, gender and location at 30 June 2001

<i>Location and Classification</i>	<i>Female</i>		<i>Male</i>		<i>Total</i>
	<i>Part-time</i>	<i>Full-time</i>	<i>Part-time</i>	<i>Full-time</i>	
Australian Capital Territory					
Secretary				1	1
Senior Executive Service					
Band 3		1		1	2
Band 2		3		4	7
Band 1		10		16	26
Executive Level					
2 (PMC Band 4)	3	28		30	61
1 (PMC Band 3)	2	46		37	85
Australian Public Service					
6 (PMC Band 2)	2	25		17	44
5 (PMC Band 2)		19		16	35
4 (PMC Band 2)	1	24		7	32
3 (PMC Band 1)	5	19	1	5	30
2 (PMC Band 1)		4		7	11
1 (PMC Band 1)					
Graduate Australian Public Service		6		2	8
New South Wales					
Australian Public Service					
3 (PMC Band 1)	1				1
Victoria					
Australian Public Service					
6 (PMC Band 2)		2			2
Queensland (a)					
Executive Level					
2 (PMC Band 4)		1			1
1 (PMC Band 3)		2		3	5
Australian Public Service					
6 (PMC Band 2)	1	2		2	5
5 (PMC Band 2)		5			5
3 (PMC Band 1)		1		1	2
Departmental total	15	198	1	149	363 (b)

(a) Queensland based staff were attached to the CHOGM Task Force with the exception of one staff member working as personal assistant to the former Governor-General, Mr Hayden.

(b) Includes 47 non-ongoing staff and nine paid inoperative staff.

Table 3 – Non-ongoing staff employed by classification, gender and location at 30 June 2001

<i>Location and Classification</i>	<i>Female</i>		<i>Male</i>		<i>Total</i>
	<i>Part-time</i>	<i>Full-time</i>	<i>Part-time</i>	<i>Full-time</i>	
Australian Capital Territory					
Executive Level					
2 (PMC Band 4)				2	2
1 (PMC Band 3)		6		2	8
Australian Public Service					
6 (PMC Band 2)		2		3	5
5 (PMC Band 2)		2		1	3
4 (PMC Band 2)		4			4
3 (PMC Band 1)		4		2	6
2 (PMC Band 1)		1		2	3
1 (PMC Band 1)					
Queensland (a)					
Executive Level					
2 (PMC Band 4)		1			1
1 (PMC Band 3)		2		3	5
Australian Public Service					
6 (PMC Band 2)	1	1		2	4
5 (PMC Band 2)		4			4
4 (PMC Band 2)					
3 (PMC Band 1)		1		1	2
2 (PMC Band 1)					
1 (PMC Band 1)					
Departmental total	1	28		18	47

(a) Queensland based staff were attached to the CHOGM Task Force with the exception of one staff member working as personal assistant to the former Governor-General, Mr Hayden.

Appendix 2 – Freedom of Information

In accordance with section 8 of the *Freedom of Information Act 1982* (the FOI Act), this appendix contains information about FOI procedures and access to departmental documents. Information is provided also about access to documents of an archival nature, in accordance with the *Archives Act 1983*, the Archives Regulations and the *Royal Commissions Act 1902*.

FOI procedures and initial contact points

Applicants seeking access under the FOI Act to documents in the possession of the department should forward a \$30 application fee and apply in writing to:

The Secretary
Department of the Prime Minister and Cabinet
3-5 National Circuit
Barton ACT 2600

Attention: FOI Coordinator
 Legal and Culture Branch
 Government Division

Alternatively, FOI applications may be lodged by email to FOIrequest@pmc.gov.au.

The FOI Coordinator is available between 9.00 am and 5.00 pm Monday to Friday and can be contacted by telephone on (02) 6271 5849 or by fax on (02) 6271 5776. Information about lodging requests is also available from the department's website at www.dpmc.gov.au.

If applicants are dissatisfied with a decision made under the FOI Act, they may apply to the Secretary of the department seeking an internal review, which is subject to a \$40 application fee. Once the application fee is received, an officer of the department who is at least one level above that of the initial decision maker will conduct the review.

The department, if it approves access, will provide copies of documents after it has received payment of any charges which apply. Alternatively, applicants may arrange to inspect documents at the department's Barton office if the documents lend themselves to this form of access.

Categories of documents held by the department

Category	Description
<i>Cabinet documents</i>	<p>These documents relate to the business of the Cabinet and include:</p> <ul style="list-style-type: none"> • documents that have been submitted to the Cabinet; and • official records of the Cabinet.
<i>Executive Council documents</i>	<p>These documents relate to the business of the Executive Council and include:</p> <ul style="list-style-type: none"> • documents that have been submitted to the Executive Council; and • official records of the Executive Council.
<i>Documents of royal commissions and major inquiries</i>	<p>The department is official custodian for the records of completed royal commissions and a number of major government inquiries.</p>
<i>Representations to the Prime Minister</i>	<p>The Prime Minister receives a large number of written representations each year. They concern every aspect of government policy and administration.</p>
<i>Working files</i>	<p>The department holds files dealing with policy and administration in all areas in which the Commonwealth Government is involved. The documents in these files include correspondence, analysis and policy advice by departmental officers, comments on Cabinet submissions and drafts of these and other documents.</p>
<i>Documents on internal departmental administration</i>	<p>These documents include personnel records, organisation and staffing records, financial and expenditure records, and internal operating documentation such as office procedures, instructions and indexes.</p>
<i>Programme documents</i>	<p>The department holds documents relating to grants which it provides to various organisations and individuals under the programmes it administers.</p>
<i>Documents open to public access subject to a fee or charge</i>	<p>The department holds no documents in this category.</p>
<i>Documents available for access or purchase subject to a fee or other charge</i>	<p>The department's annual report is available for purchase from Commonwealth Government Info Shops. Other documents, including research documents, working group reports, information bulletins and policy statements, may also be obtained from Government Info Shops or the department.</p>

Documents customarily available free of charge upon request

The department holds and makes available on request (free of charge) a range of documents including:

- research documents;
- policy statements;
- executive summaries;
- Council of Australian Governments communiqués; and
- the department's information technology strategic plan.

The department's annual report and selected other documents relating to the department are available through the Internet at www.dpmc.gov.au.

Access to archival records

Public access to archival records

Under section 40 of the *Archives Act 1983*, members of the public may apply to the National Archives of Australia (NAA) for access to records in the current open period, that is, records which are more than 30 years old. Generally, departmental documents in the custody of the NAA are not subject to the FOI Act. People seeking access to the archival records of this department should make their requests directly to the NAA.

Special access provisions of the Archives Act

Subsection 56(2) of the *Archives Act 1983* and Archives Regulation 9 provide that Commonwealth records, not otherwise available for public access under the Archives Act, may be made available to a person in accordance with arrangements approved by the Prime Minister.

Under the arrangements, approved in December 1988, special access may be available to:

- former Governors-General, former Ministers and former senior officials who wish to 'refresh their memories' of records which they personally dealt with while in office;
- authorised biographers of those above;
- people connected with the Government of the Commonwealth who have deposited their personal records in the custody of the NAA; and
- people preparing for publication major works that are considered to be of national importance.

People seeking special access to the records of this department should contact the department at the address given above for the FOI Coordinator.

Royal commission records

Because of the Prime Minister's responsibility for the *Royal Commissions Act 1902*, the department exercises administrative control of the records of most completed royal commissions. It therefore handles requests by other Commonwealth agencies, state government bodies and members of the public for access to closed period and exempt records. People seeking access to such records should contact the department at the address given above for the FOI Coordinator. Requests for access to royal commission records more than 30 years old should be directed to the NAA.

Archival Cabinet documents

On 1 January 2001, the department released Cabinet records from 1970 to the public through the NAA.

An amendment in 1994 to the *Archives Act 1983* made Cabinet notebooks eligible for public release 50 years after their creation. Prior to the amendment, Cabinet notebooks were outside the scope of the Act and therefore not available for public release. The earliest Cabinet notebooks held by the department were released through the NAA on 1 January 2001. The release comprised nine notebooks from the fourth Menzies Ministry, created in 1950. Digital images of the notebook pages and transcripts prepared by the NAA can be viewed on its website at www.naa.gov.au.

Appendix 3 – Advertising and Market Research

This appendix contains details of payments made to advertising and market research organisations during 2000–01, as required to be reported under the *Commonwealth Electoral Act 1918*. Payments of less than \$1,500 have not been included. All amounts include goods and services tax.

<i>Payee</i>	<i>Amount</i>	<i>Purpose</i>
Category: Market research organisations		
Government Communications (Output Group 4)		
Colmar Brunton Social Research	\$54,218 ^a	Client satisfaction survey for clients of the master media placement agencies
Commonwealth Heads of Government Meeting 2001 Task Force (Output Group 4)		
Market and Communications Research Pty Ltd	\$22,000 ^a	Market research for CHOGM 2001
Category: Direct mailing organisations		
Office of the Status of Women (Output Group 2)		
DAS Distribution	\$48,783	Distribution of publications July 2000 – June 2001
Category: Media advertising organisations		
Office of the Status of Women (Output Group 2)		
ALS Media	\$16,600	Advertising, National Indigenous Violence
Government Division (Output Group 4) Awards and National Symbols		
Morris Walker PR Works	\$66,561 ^a	Public relations and media support, including strategies and media material for the Honouring Local Heroes media campaigns in regional Australia and the travelling exhibition <i>It's an Honour, Australia</i> (\$34,480), and the Centenary Medal campaign (\$32,081)
Mitchell and Partners Australia Pty Ltd	\$13,738	Media placement of a series of advertorials for regional media campaigns in south-east Queensland, Illawarra, Shoalhaven and Tasmania
Kay and Kay and Associates	\$2,984	Public relations and media arrangements for Tasmanian regional media campaign
Ceremonial and Hospitality Unit (Output Group 4)		
ALS Media	\$2,390	Advertisement for a part-time Visits Officer, Cairns
National and local newspapers	\$6,128	State funeral notice for Mrs V Statham (nee Bullwinkel)
National and local newspapers	\$5,213	State funeral notice for Dr Charles Perkins
National and local newspapers	\$2,090	Memorial service notice for the Hon. John McLeay
National and local newspapers	\$16,360	Memorial service for Sir Donald Bradman
National and local newspapers	\$4,234	Memorial service for Sir Arthur Tange

(a) As these services fall into the Consultancy Services category, they have also been included in Appendix 4 of this report in the table containing details of consultancy contracts.

Appendix 4 – Consultancy Services and Competitive Tendering and Contracting

Consultancy contracts let during 2000-01 to the value of \$10,000 or more

<i>Consultant</i>	<i>Nature and purpose of consultancy</i>	<i>Contract price</i>	<i>Publicly advertised</i>	<i>Reason for engaging consultancy services</i>
POLICY ADVICE AND COORDINATION AND SUPPORT SERVICES FOR GOVERNMENT OPERATIONS				
OUTPUT GROUP 1: Economic, Industry and Resources Policy Group				
Economic policy advice and coordination				
Blackburne Consultancy Pty Ltd	To review and recommend the most effective strategy and operational arrangements for the Commonwealth to deliver inward investment promotion and attraction activities	\$35,000	No	(a)
OUTPUT GROUP 2: Social Policy Group				
Women's Policy				
Conference Coordinators	To organise the Partnerships Against Domestic Violence Men and Relationships: Partnerships in Progress National Forum	Up to \$20,000	No	(a)
Mioche and Associates	To provide consultancy services in relation to the evaluation of the Executive Search Pilot Programme and Early Warning System	\$23,900	No	(a)
Gavin Jones Communications and Cultural Partners Australia	To develop and implement community awareness activities in relation to family violence in Indigenous communities	\$300,000	Yes	(a)
Elliott and Shanahan Research	To provide developmental research to inform the development of a national community awareness campaign on domestic violence	\$250,000	Yes	(a)
One Stop Conference Shop	To provide consultancy services in relation to organising the Partnerships Against Domestic Violence National Indigenous Family Violence Forum	\$55 per delegate, with 350 delegates expected to attend	No	(a)
Urbis Keys Young Pty Ltd	To conduct national research into good-practice models to facilitate access to the civil and criminal justice system by people experiencing domestic and family violence	\$109,846	Yes	(a)
KPMG Consulting	To provide training in the use of products to assist people experiencing domestic violence or to assist women with disabilities	\$39,160	No	(a)

<i>Consultant</i>	<i>Nature and purpose of consultancy</i>	<i>Contract price</i>	<i>Publicly advertised</i>	<i>Reason for engaging consultancy services</i>
Sudler and Hennessey Mosaica Multicultural Communications	To develop and implement community awareness activities in relation to domestic violence in non-English speaking background communities	\$500,000	No	(a)
Vintrix International	To produce a video and streaming video for the Internet from the national forum on children, young people and domestic violence	\$15,500	No	(a)
Dr Lesley Laing (Australian Domestic and Family Violence Clearinghouse)	To provide a literature review on perpetrators of domestic violence	\$32,109	No	(a)
Dr Vincent Martin (Edith Cowan University)	To research and analyse data on women living in regional, rural and remote areas and prepare a paper for Women in Australia 2000	\$10,494 + expenses	No	(a)
Quay Connections (Mary Dickie Management T/a)	To conduct public relations activities for Partnerships Against Domestic Violence	\$124,370	No	(a)
Cultural Perspectives	To evaluate community awareness activities in Indigenous and non-English speaking background communities	\$160,000	No	(a)
Paul Memmott and Associates	To provide a mentoring consultancy to the National Indigenous Family Violence Grants Programme	\$110,000	No	(a)
OUTPUT GROUP 4: Government and Corporate Group				
4.2 Machinery of Government				
Morris Walker PR Works	To provide public relations and media support including strategies and media material for the Honouring Local Heroes media campaigns in regional Australia and the travelling exhibition, <i>It's an Honour Australia</i> (\$34,480) and the Centenary Medal centenary campaign (\$32,081)	\$66,561	No	(a)
SpinCreative	To design and develop aspects of the Honours travelling exhibition, <i>It's an Honour, Australia</i>	\$27,692	No	(a)
Studio Furniture	To construct modules for the Honours travelling exhibition, <i>It's an Honour, Australia</i>	\$39,204	No	(a)
Morison and Wall	To develop audio-visual and interactive touch-screen components of the Honours travelling exhibition, <i>It's an Honour, Australia</i>	\$75,612	No	(a)
Interim Technology Solutions Pty Ltd	To develop and implement a database to manage the Centenary Medal (Stage 2)	\$37,499	No	(a)
4.3 Government communications				
Razor IT Systems	To redevelop the AUSPIC diary system	\$16,019	No	(a)

<i>Consultant</i>	<i>Nature and purpose of consultancy</i>	<i>Contract price</i>	<i>Publicly advertised</i>	<i>Reason for engaging consultancy services</i>
P3 Pty Ltd	To develop benchmarks and implement a process for achieving television production efficiencies for the Commonwealth	\$43,706	No	(a)
P3 Pty Ltd	To provide training on evaluating television advertisement production proposals	\$21,586	No	(a)
Swell Design Group Pty Ltd	To prepare and design a booklet on the use of research and evaluation in government communications campaigns	\$15,030	No	(a)
	To design a new badging concept developed for pamphlets, booklets, brochures and the website			
Colmar Brunton Social Research	To conduct a client satisfaction survey for clients of the master media placement agencies	\$47,532	No	(a)
4.6 Ceremonial and Hospitality				
The Ambidji Group	To assist in the tender process for an air transport services broker for the Guest of Government programme	\$18,045	No	(a)
4.7 Commonwealth Heads of Government Meeting Task Force				
Market and Communications Research Pty Ltd	To undertake market research for CHOGM 2001	\$22,000	No	(a)
Brisbane Convention and Entertainment Centre	To provide the venue for CHOGM 2001	\$924,827	No	(a)
Hyatt Regency Coolom	To provide the venue for retreat for CHOGM 2001	\$479,000	No	(a)
QX Pty Ltd	To design and build the Brisbane Convention and Entertainment Centre	\$2,000,000	No	(a)
Tour Hosts Pty Ltd	To provide the accommodation and registration secretariat	\$502,000	No	(a)
LKS Pty Ltd	To design the CHOGM 2001 logo	\$37,000	No	(a)
wwwicked Pty Ltd	To design and maintain the CHOGM 2001 website	\$25,000	No	(a)
Sound Images Pty Ltd	To produce a CHOGM 2001 information video	\$15,000	No	(a)
Volunteers Queensland	To develop a volunteers recruitment programme	\$30,000	No	(a)
Chris Conybeare	To conduct the CHOGM 2001 security audit	\$12,000	No	(a)
Arthur Andersen	To provide probity audit services	\$50,000	No	(a)
PSI Pty Ltd	To review the contracts process	\$80,000	No	(a)
CORPORATE SERVICES				
Corporate Support Branch				
Arthur Andersen	To prepare a business case for e-procurement services	\$70,000	No	(a) & (b)

(a) Specialist knowledge and/or resources essential and not available within the department.

(b) Selected from Department of Finance and Administration endorsed panel of competitive tendering and contracting consultants.

Competitive tendering and contracting contracts let during 2000-01 in excess of \$100,000

<i>Contractor</i>	<i>Nature of the activity</i>	<i>Total value of contract</i>	<i>Period of contract</i>
Corporate Support Branch			
Rose Cleaning	Departmental cleaning	\$122,597	1 April 2001 – 31 March 2002

Glossary

ACCC	Australian Competition and Consumer Commission
AFP	Australian Federal Police
ANAO	Australian National Audit Office
APEC	Asia Pacific Economic Cooperation forum
APS	Australian Public Service
ASIO	Australian Security Intelligence Organisation
AUSPIC	Government photographic service
AWA	Australian Workplace Agreement
CAR	Council for Aboriginal Reconciliation
CAS	Central Advertising System
CEIs	Chief Executive Instructions
CEO	Chief Executive Officer
CERHOS	Ceremonial and Hospitality Unit
CHOGM	Commonwealth Heads of Government Meeting
COAG	Council of Australian Governments
CPU	Cabinet Policy Unit
DORATSLA	Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs
ERC	Expenditure Review Committee
FOI	Freedom of Information
GCU	Government Communications Unit
GST	Goods and Services Tax
IT	information technology
JCPAA	Joint Committee on Public Accounts and Audit
MCGC	Ministerial Committee on Government Communications
MCU	Ministerial Correspondence Unit
NAA	National Archives of Australia
NGO	non-government organisation
NSC	National Security Committee of Cabinet
OH&S	Occupational Health and Safety
OSW	Office of the Status of Women
PADV	Partnerships Against Domestic Violence
PBC	Parliamentary Business Committee
SAOVOC	Sydney Airport Olympic Venue Operations Centre
SCNS	Secretaries' Committee on National Security
SES	Senior Executive Service
SOCOG	Sydney Organising Committee for the Olympic Games
SOE	Standard Operating Environment
SPOC	Sydney Paralympic Organising Committee
WHO	World Health Organisation

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