



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications**To: The Hon Michael McCormack MP** (for decision)**cc:** Mr Simon Atkinson, Secretary**cc:** Mr David Hallinan, Deputy Secretary, Infrastructure**cc:** Mr Phil Smith, First Assistant Secretary, Infrastructure Investment Division**Infrastructure Australia 2021 Board Appointments****Action required by:** 31 May 2021**Reason:** To enable timely completion of candidate identification and appointment processes.**Recommendations:**

1. That you **note** seven Infrastructure Australia (IA) Board appointments, including the Chair, expire in 2021. Of these, two appointments will expire on 31 July 2021, three on 31 August 2021, and two on 30 November 2021.

Noted / Please Discuss

s 47C

The Hon Michael McCormack MP

Date:

Comments:

Key Points:

1. The terms of seven of the 12 serving Infrastructure Australia (IA) Board members, including the Chair, will end between 31 July 2021 and 30 November 2021, broadly staggered into two groups (see **Attachment A**).
2. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.
3. s 47C [REDACTED]
4. s 47C [REDACTED] s 47C [REDACTED]
5. s 47C [REDACTED]
6. The Department considers other potential candidates for the Chair position s 47C [REDACTED]

Objectives

7. Board Composition:
 - a. The *Infrastructure Australia Act 2008* (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.

s 47C [REDACTED]

8. At least five of the appointments, including the Chair, are legislatively required to have relevant private sector experience. At least four of the appointments will need to be women to meet the Government's board gender diversity target. A visualisation of the IA Board composition is at **Attachment B**.

9. s 47C [REDACTED]

Strategy

10. s 47C [REDACTED]
11. Appointment terms can be set to support the aim of regular renewal of members each year, for instance, by setting a shortened two-year term for a portion of the reappointments.
12. The list of suggested candidates for the Board vacancies at Attachment A, s 47C [REDACTED]

13. s 47C

Process and timing

14. s 47C

15. s 47C

16. As the IA Board positions are significant government appointments, the Prime Minister, or at his discretion, the Cabinet needs to approve the appointments following your recommendation.

17. s 47C

18. If approved, the Department will subsequently prepare the appointment instruments for your signature ahead of the expiry of the incumbents' terms.

19. The Department proposes to prepare a second briefing covering the December 2021 appointments after completion of the first tranche of appointments, to ensure we take account of any additional developments.

Risks/Sensitivities:

20. s 47C

Background:

21. Section 8(1) of the IA Act provides you with the authority to appoint members to the Board.

22. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth, five of which, including the Chair, are to have experience relevant to the functions of IA and in the private sector, and one member must have experience in local government. The remaining three members are nominated by agreement between state and territory governments.

23. Experience in the following sectors are highly desirable for the current functions of IA: transport, water, energy, communications, health, education, economics, planning and engineering.

24. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.

25. In addition to the seven terms ending in 2021, the balance of the incumbent Board member terms will end in 2022.

s 47C

s47C

Media Opportunities:

Not applicable.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

Mob: s 47E

Date: 19 May 2021

Contact Officer: s 47E

Section: Stakeholder Engagement

Ph: s 47E

Mob: s 47E

Attachments:

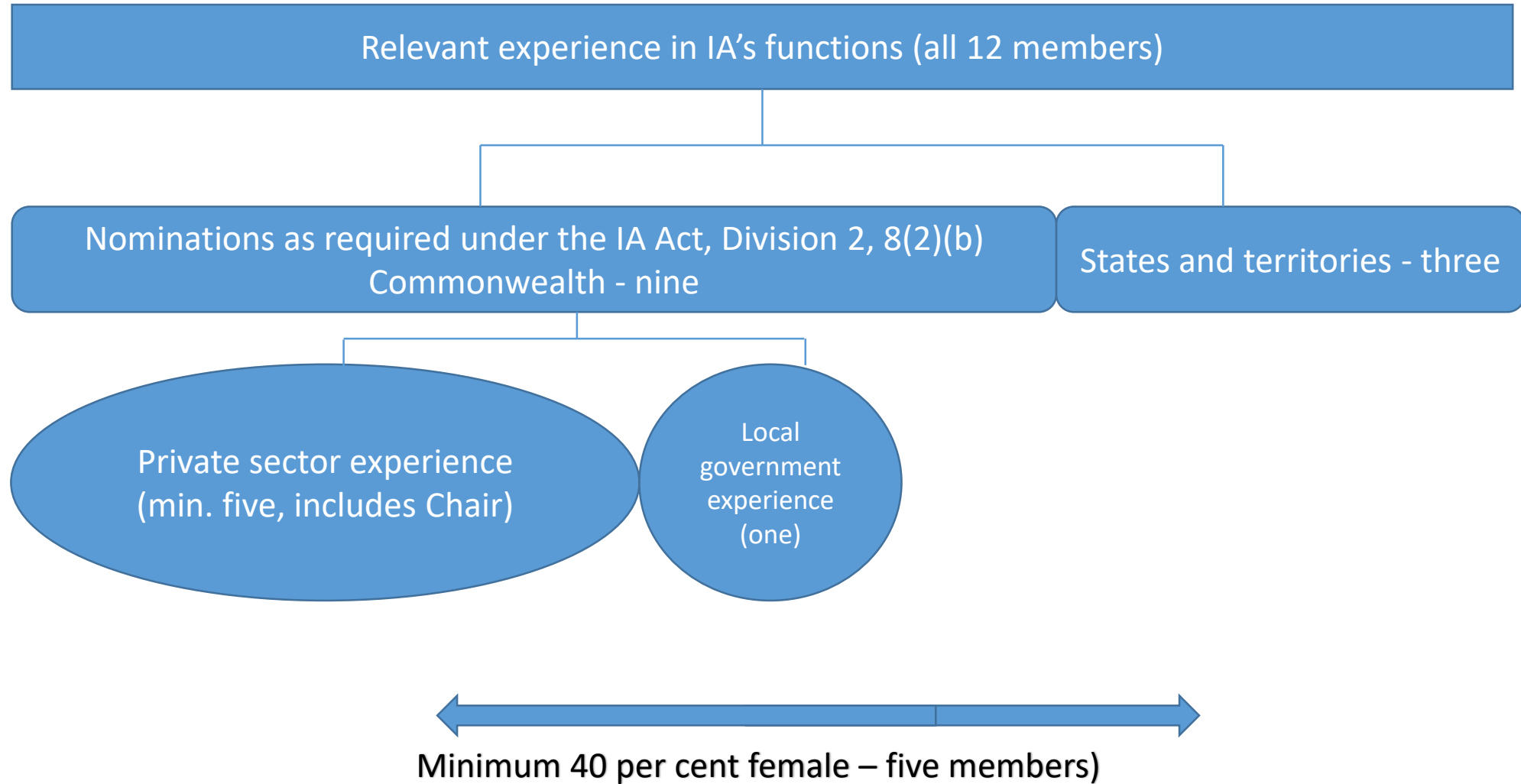
A: Current Infrastructure Australia Board membership and new Board member candidates

B: Visualisation of Infrastructure Australia Board Composition









s 47E

From: s 47E
Sent: Friday, 4 June 2021 2:19 PM
To: s 47E
Cc: LA RANCE Lisa; s 47E s 47E
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

I have mobile numbers for all but two, so have provided email addresses for s 47F

s 47F

s
47

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications
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infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s 47E **On Behalf Of** LA RANCE Lisa
Sent: Friday, 4 June 2021 1:54 PM
To: s 47E
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

Can you please assist with the below?

Thanks!

s 47E

Executive Assistant to Lisa La Rance

Investment Advisory and Business Improvement Branch | Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications

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OFFICIAL

From: s 47E

Sent: Friday, 4 June 2021 12:25 PM

To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi Lisa

Could you please provide the mobile number for each of the proposed IA Board candidates today? s 47C

Cheers, s

s 47E

| Senior Adviser Infrastructure

Office of the Hon Michael McCormack MP

Deputy Prime Minister

Minister for Infrastructure, Transport and Regional Development

Leader of The Nationals

Federal Member for Riverina

s 47E

MG41, Parliament House | Canberra ACT 2600

Suite 2, 11-15 Fitzmaurice Street | Wagga Wagga NSW 2650

OFFICIAL

s 47E

From: s 47E
Sent: Friday, 11 June 2021 9:30 AM
To: s 47E
Cc: LA RANCE Lisa
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hello S

RE Infrastructure Australia Board candidates

Romilly Madew has asked if she could be notified once candidates have been contacted by the DPMO. Romilly anticipates candidates will make contact with her, after being advised the office.

Do you mind updating me or Lisa when the calls have been made, so that we can pass on to Romilly?

Let me know if you would like to discuss.

s 47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: s 47E
Sent: Friday, 4 June 2021 3:20 PM
To: s 47E
Cc: LA RANCE Lisa
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

S

Romilly Madew provided the contact numbers to me and has just notified that s 47F will be s 47C
Romilly suggested that the DPMO go ahead and contact her though. s 47C

Romilly was also able to find a contact phone number for s 47F

s
47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: s 47E

Sent: Friday, 4 June 2021 2:23 PM

To: s 47E

Cc: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: RE: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Yes, s 47C Thanks for checking though s 47E

Cheers, s

OFFICIAL

From: MURRAY Elizabeth s 47E

Sent: Friday, 4 June 2021 2:21 PM

To: s 47F >

Cc: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

S

Just thinking, you are aware that only seven appointments are needed? I have assumed that an eighth was selected in case one isn't willing to accept the offer.

S
47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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On Behalf Of LA RANCE Lisa

Sent: Friday, 4 June 2021 1:54 PM

To: s 47E

Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

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47E

Can you please assist with the below?

Thanks!

s 47E

Executive Assistant to Lisa La Rance

Investment Advisory and Business Improvement Branch | Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: s 47F >
Sent: Friday, 4 June 2021 12:25 PM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Subject: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi Lisa

Could you please provide the mobile number for each of the proposed IA Board candidates today? s 47C

Cheers, s

s 47F | **Senior Adviser Infrastructure**
Office of the Hon Michael McCormack MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for Riverina
P s 47F s 47E | E s 47F
MG41, Parliament House | Canberra ACT 2600
Suite 2, 11-15 Fitzmaurice Street | Wagga Wagga NSW 2650

OFFICIAL



Australian Government

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

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan, Deputy Secretary, Infrastructure

cc: Mr Phil Smith, First Assistant Secretary, Infrastructure Investment Division

Infrastructure Australia 2021 Board s 47C

Action required by: 30 June 2021

Reason: s 47C

Recommendations:	
1. That you note seven Infrastructure Australia (IA) Board appointments, including the Chair, will expire in 2021. Of these, two appointments will expire on 31 July 2021, three on 31 August 2021, and two on 30 November 2021 (refer <u>Attachment A</u>).	Noted / Please Discuss
2. s 47C	
	Agreed / Not Agreed
3. s 47C	
	Agreed / Not Agreed
4. s 47C	
	Noted / Please Discuss
5. s 47C	
	Noted / Please Discuss
<p>The Hon Barnaby Joyce MP Date:</p> <p>Comments:</p>	

Key Points:

1. The terms of seven of the 12 serving Infrastructure Australia (IA) Board members, including the Chair, will end between 31 July 2021 and 30 November 2021, broadly staggered into two groups (see **Attachment A**).
2. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.
3. Consistent with the Cabinet Handbook, you are required to write to the Prime Minister, the Hon Scott Morrison MP, seeking his, or at his discretion, Cabinet's consideration to board appointments. s 47C s 34(3) s 47C
4. A quorum of eight members is required for each IA Board meeting. The Board is scheduled to meet 31 August 2021.

Objectives

5. Board Composition:
 - a. The Infrastructure Australia Act 2008 (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.
 - c. s 47C
6. At least five of the appointments, including the Chair, are legislatively required to have relevant private sector experience. At least four of the appointments will need to be women to meet the Government's board gender diversity target. A visualisation of the IA Board composition is at **Attachment B**.

Strategy

7. s 47C
8. This submission responds to appointments expiring 31 July 2021. A follow-up submission for 31 August 2021 and 30 November 2021 Board expiries will be provided to your office shortly.
9. s 47C s 47C s 34(3) s 47C s 34(3) s 47C
10. s 47C

Process and timing

11. s 47C s 47F s 47

12. s 47C [REDACTED]
13. As the IA Board positions are significant government appointments, the Prime Minister, or at his discretion, the Cabinet needs to approve the appointments following your recommendation.
14. s 47C [REDACTED]
- s 34(3) s 47C [REDACTED]
15. The Department proposes to prepare a second briefing covering the August and November 2021 appointments after completion of s 47F s 47C, to ensure we take account of any additional developments. s 47C s 34(3) s 47C [REDACTED]

Risks/Sensitivities:

16. s 47C [REDACTED]
17. s 47C [REDACTED]

Background:

18. Section 8(1) of the IA Act provides you with the authority to appoint members to the Board.
19. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth, five of which, including the Chair, are to have experience relevant to the functions of IA and in the private sector, and one member must have experience in local government. The remaining three members are nominated by agreement between state and territory governments.
20. Experience in the following sectors are highly desirable for the current functions of IA: transport, water, energy, communications, health, education, economics, planning and engineering.
21. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.
22. In addition to the seven terms ending in 2021, the balance of the incumbent Board member terms will end in 2022.

Stakeholder Implications:

23. s 47C [REDACTED]
- s 47C [REDACTED]

Media Opportunities:

Not applicable.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

Mob: s 47E

Date: 19 June 2021

Contact Officer: s 47E

Section: Stakeholder Engagement

Ph: s 47E

Mob: s 47E

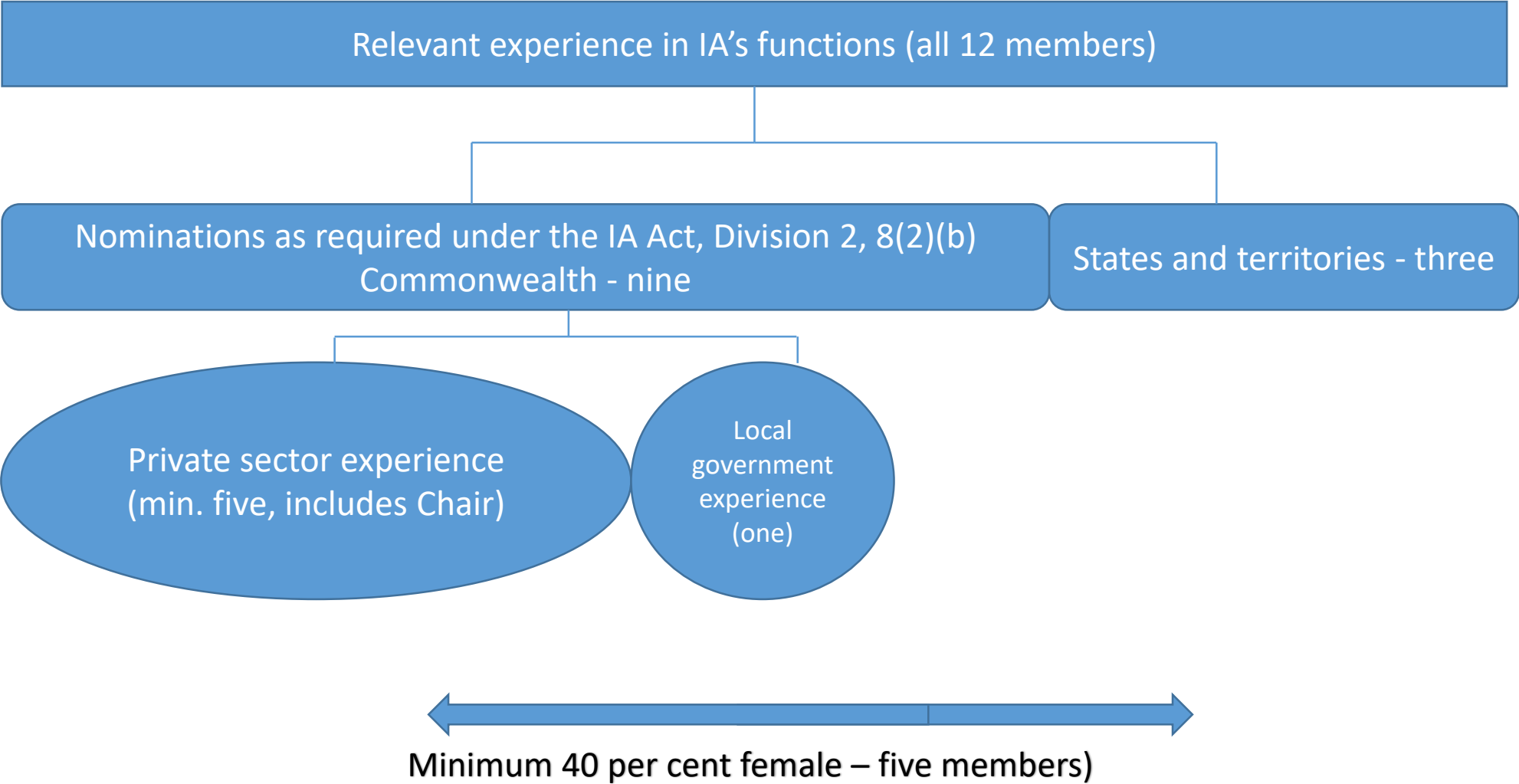
Attachments:

A: Current Infrastructure Australia Board membership and new Board member candidates

B: Visualisation of IA Board Composition







s 47E

From: s 47E
Sent: Tuesday, 29 June 2021 9:04 AM
To: s 47E
Cc: s 47E
Subject: FW: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

Hi s 47E

I am emailing regarding the s 47C

s 47C

s 34(3)

s 47C

There are a couple of options. Generally, this would be done through s 47C

1. s 47C
2. s 47C

s 47C

Please contact me if you'd like me to talk you through it.

Regards

s 47E

s 47E

A/g Assistant Secretary, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications
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*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

OFFICIAL


Australian Government
**Department of Infrastructure, Transport,
Regional Development and Communications**
To: The Hon Barnaby Joyce MP (for decision)

cc: Mr David Hallinan, Deputy Secretary, Infrastructure

cc: Mr Simon Atkinson, Secretary

cc: Ms Shona Rosengren, A/g First Assistant Secretary, Infrastructure Investment Division

Extension of Board Members – Infrastructure Australia (IA)
s 47C
Reason: To enable continuation of two existing members on the IA Board.

Recommendations:	
<p>1. That you agree to one of the below options:</p> <p>a) Extend the appointment of Mr Peter Corish AM and Ms Gabrielle Trainor AO for a period of up to three months; or</p> <p>s 47C</p> <p>s 47C</p>	<p>Agreed / Not Agreed</p>
<p>s 47C</p>	
<p>3. If you agree to extend the appointments, that you sign the relevant instrument(s) of appointment at <u>Attachment A1</u> and/or <u>Attachment A2</u>.</p>	<p>Signed / Not Signed</p>
<p>4. If you agree to extend the appointments, that you sign one version of the letter to the Chair:</p> <p>s 47C</p> <p>s 47C</p> <p>c. Extend both appointments (sign <u>Attachment B1.3</u>) AND sign <u>Attachment B2</u> and <u>Attachment B3</u>.</p>	<p>Signed / Not Signed</p>
<p>5. If you agree to extend the appointments, that you sign one version of the letter to the Prime Minister:</p> <p>s 47C</p> <p>c. Extend both appointments (refer <u>Attachment C3</u>).</p>	<p>Signed / Not Signed</p>

The Hon Barnaby Joyce MP

Date:

Comments:

Key Points:

1. As advised in MS21-000957 (refer **Attachment D**), the tenure of IA Board members, Mr Peter Corish AM and Ms Gabrielle Trainor AO are due to expire on 31 July 2021.
s 47C
(refer matrix at **Attachment E**).
2. s 47C s 34(3)s 47C
3. Your agreement to an extension is sought until formal appointments are approved by the Prime Minister or Cabinet.
4. A quorum of eight members is required for each Board meeting. If you choose not to extend any appointments, the IA Board will continue with 10 members. This allows the IA Board to continue to operate if some appointees are unable to attend a board meeting.
5. The appointment guidelines in the Cabinet Handbook allow you to extend the tenure of members for up to three months without the need to consult with the Prime Minister.
s 47C
6. Section 10 of the *Infrastructure Australia Act 2008* also allows for you to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).
7. Separately, should you agree to formally s 47C s 47F
(refer MS21-00957 at **Attachment D**) you must write to the Prime Minister seeking his approval for the appointments, or at his discretion approval by Cabinet, before they are made. This is a requirement as the IA Board member and Chair positions are considered to be 'significant' Australian Government appointments for the purposes of the Cabinet Handbook. s 47C
8. s 47C

Stakeholder Implications:

s 47C

s47C

Name: s 47E

Position: A/g Branch Manager, Investment
Advisory and Business Improvement

Division: Infrastructure Investment

Ph: s 47E

Mob: s 47E

Date: 7 July 2021

Contact Officer: s 47E

Section: Stakeholder and Engagement

Division: Infrastructure Investment

Ph: s 47E

Mob: s 47E

Attachments:

A1: Instrument of Appointment – Mr Peter Corish AM

A2: Instrument of Appointment – Ms Gabrielle Trainor AO

s 47C

B1.2: Letter to the Chair (Both appointments)

B2: Letter to Mr Peter Corish AM

B3: Letter to Ms Gabrielle Trainor AO

s 47C

C3: Letter to the Prime Minister (Both appointments)

s 47C

E: Matrix of current and potential IA Board Members



Australian Government

Infrastructure Australia Act 2008

INSTRUMENT OF APPOINTMENT OF MEMBER OF INFRASTRUCTURE AUSTRALIA

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MR PETER CORISH AM as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 2021

Barnaby Joyce

Deputy Prime Minister

Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development,
under 8(1) of the *Infrastructure Australia Act 2008* appoint
MS GABRIELLE TRAINOR AO as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 2021

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe

Extension of Board Membership – Infrastructure Australia

I am writing to advise that the tenures of Mr Peter Corish AM and Ms Gabrielle Trainor AO to the Board of Infrastructure Australia (IA) have been extended for a period of three months commencing from 1 August 2021.

The extension of the tenures will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these two Board members bring while the nomination process for new board members is managed.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

Mr Peter Corish AM
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Corish

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

Ms Gabrielle Trainor AO
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Trainor

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

The Hon Scott Morrison MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you that I have extended the appointments of Mr Peter Corish AM and Ms Gabrielle Trainor AO as members to the Infrastructure Australia (IA) Board. This extends Mr Corish's and Ms Trainor's tenure to the IA Board for a period of up to three months from 1 August 2021 whilst a formal appointment process is undertaken. The IA Board is a statutory body within my portfolio that provides advice on Australia's infrastructure priorities and policy reforms.

As per the appointment guidelines in the Cabinet Handbook, I am able to extend the term of an appointee once for a period of up to three months. Section 10 of the *Infrastructure Australia Act 2008* also allows the Minister to appoint a person to act as member during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

The extension of the tenures will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these two Board members bring while the nomination process for new board members is managed.

Yours sincerely

Barnaby Joyce MP



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan, Deputy Secretary, Infrastructure

cc: Mr Phil Smith, First Assistant Secretary, Infrastructure Investment Division

Infrastructure Australia 2021 Board s 47C

Action required by: 30 June 2021

Reason: s 47C

Recommendations:	
1. That you note seven Infrastructure Australia (IA) Board appointments, including the Chair, will expire in 2021. Of these, two appointments will expire on 31 July 2021, three on 31 August 2021, and two on 30 November 2021 (refer <u>Attachment A</u>).	Noted / Please Discuss
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	Agreed / Not Agreed
3. s 47C	
	Agreed / Not Agreed
4. s 47C	
	Noted / Please Discuss
5. s 47C	
	Noted / Please Discuss
<p>The Hon Barnaby Joyce MP Date:</p> <p>Comments:</p>	

Key Points:

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4. A quorum of eight members is required for each IA Board meeting. The Board is scheduled to meet 31 August 2021.

Objectives

5. Board Composition:
 - a. The Infrastructure Australia Act 2008 (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
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Strategy

7. s 47C
8. This submission responds to appointments expiring 31 July 2021. A follow-up submission for 31 August 2021 and 30 November 2021 Board expiries will be provided to your office shortly.
9. s 47C s 34(3) s 47C
10. s 47C

Process and timing

11. s 47C s 47F s 47

12. s 47C [REDACTED]
13. As the IA Board positions are significant government appointments, the Prime Minister, or at his discretion, the Cabinet needs to approve the appointments following your recommendation.
14. s 47C [REDACTED]
- s 34(3) s 47C [REDACTED]
15. The Department proposes to prepare a second briefing covering the August and November 2021 appointments after completion of s 47F s 47C [REDACTED], to ensure we take account of any additional developments. s 47C [REDACTED]
- s 34(3) s 47C [REDACTED]

Risks/Sensitivities:

16. s 47C [REDACTED]
17. s 47C [REDACTED]

Background:

18. Section 8(1) of the IA Act provides you with the authority to appoint members to the Board.
19. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth, five of which, including the Chair, are to have experience relevant to the functions of IA and in the private sector, and one member must have experience in local government. The remaining three members are nominated by agreement between state and territory governments.
20. Experience in the following sectors are highly desirable for the current functions of IA: transport, water, energy, communications, health, education, economics, planning and engineering.
21. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.
22. In addition to the seven terms ending in 2021, the balance of the incumbent Board member terms will end in 2022.

Stakeholder Implications:

23. s 47C [REDACTED]
- s 47C [REDACTED]

Media Opportunities:

Not applicable.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

Mob: s 47E

Date: 19 June 2021

Contact Officer: s 47E

Section: Stakeholder Engagement

Ph: s 47E

Mob: s 47E

Attachments:

A: Current Infrastructure Australia Board membership and new Board member candidates

B: Visualisation of IA Board Composition









Australian Government

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

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan, Deputy Secretary

cc: Mr Phil Smith, First Assistant Secretary

Infrastructure Australia Board Appointments Expiring August and November 2021

Action required by: 26 July 2021

Reason: To enable appointments expiring in August to be completed in a timely manner.

Recommendations:	
1. That you note three Infrastructure Australia (IA) Board appointments including the Chair, will expire on 31 August 2021, two will expire on 30 October 2021, and two will expire on 30 November 2021.	Noted / Please Discuss
2. s 47C [REDACTED]	
	Agreed / Not Agreed
3. s 47C [REDACTED]	
	Noted / Please Discuss
<p>The Hon Barnaby Joyce MP Date:</p> <p>Comments:</p>	

Key Points:

1. The terms of seven of the 12 serving Infrastructure Australia (IA) Board members, including the Chair will end between 31 August 2021 and 30 November 2021. This brief covers the five expiring members up to 31 October 2021.

2. s 47C [REDACTED] s 47C [REDACTED]

3. s 47C [REDACTED]
4. s 47C [REDACTED]
5. s 47C [REDACTED]
s 34(3) s 47C [REDACTED]
6. s 47C [REDACTED]
7. If Cabinet is unable to consider appointments at the s 34(3) [REDACTED] meeting or requires the s 47C [REDACTED], the Department will seek your agreement to extend two Board member appointments, s 47F [REDACTED] s 47C [REDACTED]
8. The Australian Government has a target of women holding 50 per cent of Government Board positions overall, and men and women each holding at least 40 per cent of positions on individual boards. s 47C [REDACTED]
9. s 47C [REDACTED]
10. Once selected, we will provide you with the necessary letters to enable Cabinet consideration as well as letters to expiring directors thanking them for their contribution.

Background

11. Consistent with the Cabinet Handbook, you are required to write to the Prime Minister seeking his, or at his discretion, Cabinet's consideration for board appointments. s 47C [REDACTED] s 34(3) [REDACTED] s 47 [REDACTED]
12. s 47C [REDACTED] s 34(3) [REDACTED] and s 34(3) [REDACTED].
13. s 47C [REDACTED]
14. The candidate package and letter to the Prime Minister for appointments expiring in November will be provided in early September. This is in line with the Cabinet Handbook where appointment proposals should be submitted for consideration early, but no more than three months in advance.

Board composition

15. A quorum of eight members is required for each IA Board meeting. The Board is scheduled to meet next on 31 August 2021.
16. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.
17. Experience and skills:
 - a. The *Infrastructure Australia Act 2008* (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.
 - c. s 47C
18. Section 8(1) of the *Infrastructure Australia* (IA Act) provides you with the authority to appoint members to the Board.
19. At least five appointments, including the Chair, are legislatively required to have relevant private sector experience. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.
20. You recently agreed (MS21-000934 at **Attachment C**) to a three month extension for two members, Mr Peter Corish AM and Ms Gabrielle Trainor AO, whose terms would otherwise have expired on 31 July 2021.

Process and timing

21. s 47C
22. The Department will subsequently prepare a candidate pack for the Cabinet approval process and provide these to you in s 47C, along with a letter to the Prime Minister seeking his agreement.

Risks/Sensitivities:

23. s 47C
24. s 47C

Stakeholder Implications:

25. s 47C

s47C

Media Opportunities:

27. Not applicable.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

Mob: s 47E

Date: 23 July 2021

Contact Officer: s 47E

Section: Stakeholder Engagement

Ph: s 47E

Mob: s 47E

Attachments:

A: Matrix of current and potential new Board members

B: Visualisation of IA Board Composition

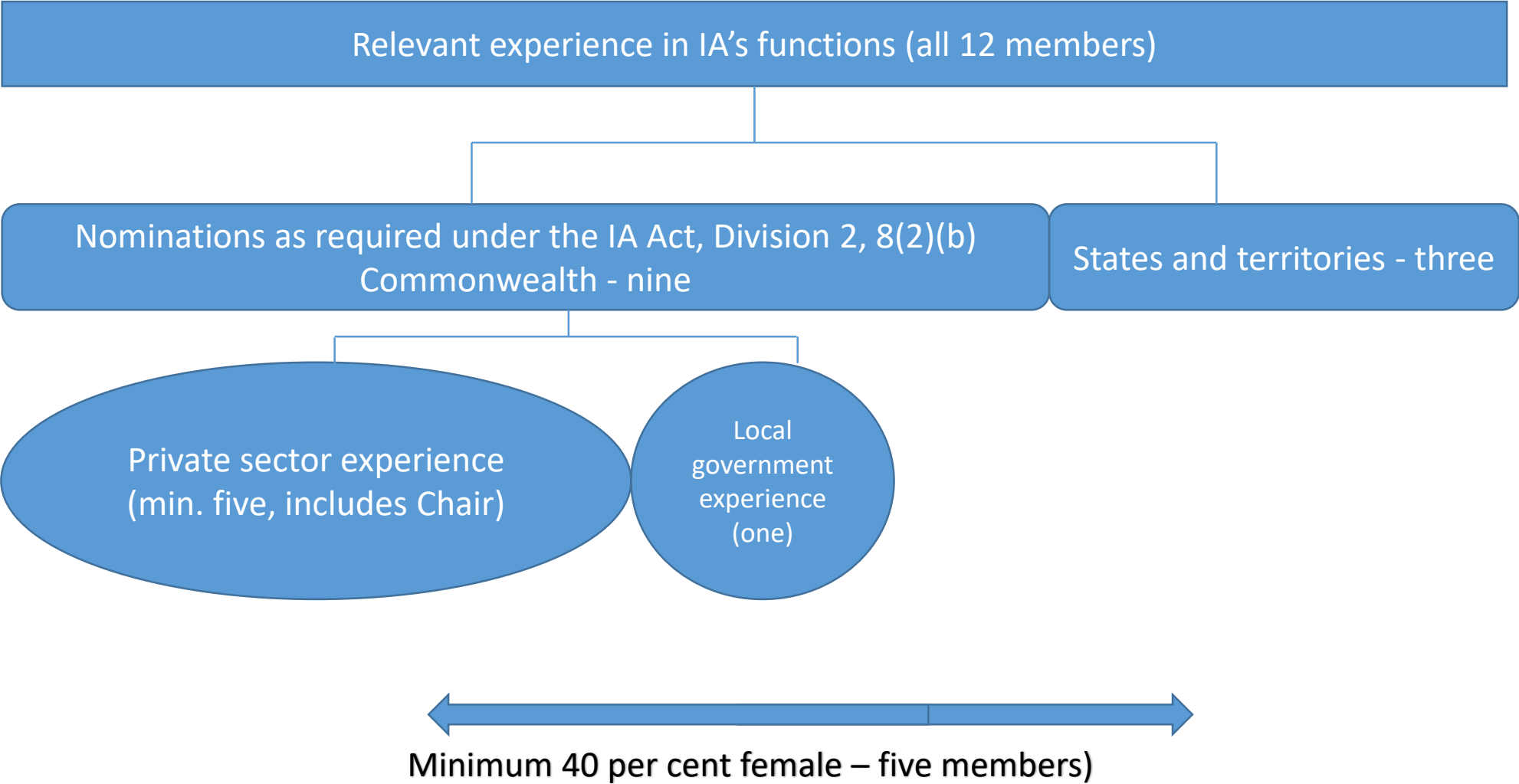
C: MS21-000934 – extension for Mr Peter Corish and Ms Gabrielle Trainor













Australian Government

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

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr David Hallinan, Deputy Secretary, Infrastructure

cc: Mr Simon Atkinson, Secretary

cc: Ms Shona Rosengren, A/g First Assistant Secretary, Infrastructure Investment Division

Extension of Board Members – Infrastructure Australia (IA)

s 47C

Reason: To enable continuation of two existing members on the IA Board.

Recommendations:

1. That you **agree** to one of the below options:

- a) Extend the appointment of Mr Peter Corish AM and Ms Gabrielle Trainor AO for a period of up to three months; or

s 47C

s 47C

Agreed / Not Agreed

2. s 47C

Noted / Please Discuss

3. If you agree to extend the appointments, that you **sign** the relevant instrument(s) of appointment at Attachment A1 and/or Attachment A2.

Signed / Not Signed

4. If you agree to extend the appointments, that you **sign one version** of the letter to the Chair:

s 47C

- c. Extend both appointments (sign Attachment B1.3) AND sign Attachment B2 and Attachment B3.

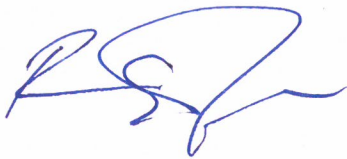
Signed / Not Signed

5. If you agree to extend the appointments, that you **sign one version** of the letter to the Prime Minister:

s 47C

- c. Extend both appointments (refer Attachment C3).

Signed / Not Signed



The Hon Barnaby Joyce MP

Date: 20-7-21

Comments:

Key Points:

1. As advised in MS21-000957 (refer **Attachment D**), the tenure of IA Board members, Mr Peter Corish AM and Ms Gabrielle Trainor AO are due to expire on 31 July 2021.

s 47C

2. s 47C

s 34(3) s 47C

s 47C

3. Your agreement to an extension is sought until formal appointments are approved by the Prime Minister or Cabinet.
4. A quorum of eight members is required for each Board meeting. If you choose not to extend any appointments, the IA Board will continue with 10 members. This allows the IA Board to continue to operate if some appointees are unable to attend a board meeting.
5. The appointment guidelines in the Cabinet Handbook allow you to extend the tenure of members for up to three months without the need to consult with the Prime Minister.

s 47C

6. Section 10 of the *Infrastructure Australia Act 2008* also allows for you to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).
7. Separately, should you agree to formally s 47C s 47F and a replacement for s 47F (refer MS21-00957 at **Attachment D**) you must write to the Prime Minister seeking his approval for the appointments, or at his discretion approval by Cabinet, before they are made. This is a requirement as the IA Board member and Chair positions are considered to be 'significant' Australian Government appointments for the purposes of the Cabinet Handbook. s 47C

s 47C

8. s 47C

Stakeholder Implications:

s 47C

s 47C

s 47C

Name: s 47E

Position: A/g Branch Manager, Investment
Advisory and Business Improvement
Division: Infrastructure Investment

Ph: s 47E

Mob: s 47E

Date: 7 July 2021

Contact Officer: s 47E

Section: Stakeholder and Engagement
Division: Infrastructure Investment

Ph: s 47E

Mob: s 47E

Attachments:

A1: Instrument of Appointment – Mr Peter Corish AM

A2: Instrument of Appointment – Ms Gabrielle Trainor AO

s 47C

B1.2: Letter to the Chair (Both appointments)

B2: Letter to Mr Peter Corish AM

B3: Letter to Ms Gabrielle Trainor AO

s 47C

C3: Letter to the Prime Minister (Both appointments)

s 47C

E: Matrix of current and potential IA Board Members



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MR PETER CORISH AM as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 20-7 2021

A handwritten signature in blue ink, appearing to read 'Barnaby Joyce'.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development,
under 8(1) of the *Infrastructure Australia Act 2008* appoint
MS GABRIELLE TRAINOR AO as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 20-7 2021

A handwritten signature in blue ink, appearing to be 'BJ', with a long horizontal flourish extending to the right.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

20 JUL 2021

The Hon Scott Morrison MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister 

I am writing to advise you that I have extended the appointments of Mr Peter Corish AM and Ms Gabrielle Trainor AO as members to the Infrastructure Australia (IA) Board. This extends Mr Corish's and Ms Trainor's tenure to the IA Board for a period of up to three months from 1 August 2021 whilst a formal appointment process is undertaken. The IA Board is a statutory body within my portfolio that provides advice on Australia's infrastructure priorities and policy reforms.

As per the appointment guidelines in the Cabinet Handbook, I am able to extend the term of an appointee once for a period of up to three months. Section 10 of the *Infrastructure Australia Act 2008* also allows the Minister to appoint a person to act as member during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

The extension of the tenures will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these two Board members bring while the nomination process for new board members is managed.

Yours sincerely



Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe *Julieanne,*

Extension of Board Membership – Infrastructure Australia

I am writing to advise that the tenure of Mr Peter Corish AM to the Board of Infrastructure Australia (IA) has been extended for a period of three months commencing from 1 August 2021.

The extension of Mr Corish's tenure will ensure the IA Board continues to operate effectively and will continue to benefit from his considerable experience while the nomination process for new board members is managed.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe *Julieanne,*

Extension of Board Membership – Infrastructure Australia

I am writing to advise that the tenure of Ms Gabrielle Trainor AO to the Board of Infrastructure Australia (IA) has been extended for a period of three months commencing from 1 August 2021.

The extension of Ms Trainor's tenure will ensure the IA Board continues to operate effectively and will continue to benefit from her considerable experience while the nomination process for new board members is managed.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

20 JUL 2021

Mr Peter Corish AM
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Corish

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



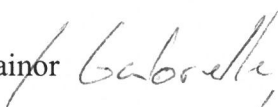
The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Gabrielle Trainor AO
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Trainor 

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely



Barnaby Joyce MP

MS21-001075

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****To: The Hon Barnaby Joyce MP** (for decision)**cc:** Mr Simon Atkinson, Secretary**cc:** Mr David Hallinan, Deputy Secretary, Infrastructure**cc:** Mr Phillip Smith, First Assistant Secretary, Infrastructure Investment Division**Extension of Board Members and Acting Chair– Infrastructure Australia (IA) Board****Action required by:** 18 August 2021**Reason:** To enable continuation of two existing members on the IA Board and facilitate an acting Chair arrangement.**Recommendations:**

1. That you **note** that the term for the IA Chair, Ms Julieanne Alroe expires on 31 August 2021, **s 47F**

Noted / Please Discuss

2. That you **agree** to the acting appointment of an existing IA Board member, Mr Mark Balnaves as the interim Chair of the IA Board, for a period of up to three months and **sign** the instrument of appointment at **Attachment A1**.

Signed / Not Signed

3. That you **agree** to extend the appointments of Ms Deena Shiff and Mr Reece Waldock for a period of up to three months and **sign** the instruments of appointment at **Attachment A2** and **Attachment A3**.

Signed / Not Signed

4. That you **sign** the letters to Board Members, the Chair and the Prime Minister, the Hon Scott Morrison MP, at **Attachments B, C, D, E and F**.

Signed / Not Signed**The Hon Barnaby Joyce MP**

Date:

Comments:

Key Points:

1. s 47C [REDACTED] s 47E [REDACTED]
2. The tenure of two IA Board members, Ms Deena Shiff and Mr Reece Waldock is due to expire on 31 August 2021. The IA Chair position is also due to expire on 31 August 2021.
3. s 47E [REDACTED]
A letter, noting Ms Alroe's contribution has been prepared for your signature (at **Attachment B**).
4. s 47E [REDACTED]
5. Your agreement to extend appointments is sought until formal appointments are approved by the Prime Minister or Cabinet.
6. As Cabinet will not be considering IA Board Appointments at its s 34(3) [REDACTED] meeting, and to ensure the IA Board continues without interruption with 11 members, s 47C [REDACTED]
7. s 47C [REDACTED]
8. A quorum of eight members is required for each Board meeting. If you choose not to extend the appointments, the IA Board will continue with nine members. This allows the IA Board to continue to operate, however there is a risk that quorum may not be reached if some appointees are unable to attend a board meeting.
9. The appointment guidelines in the Cabinet Handbook allow you to extend the tenure of members for up to three months without consultation with the Prime Minister. A letter to the Prime Minister has been prepared for your signature (refer **Attachment F**) advising of the extensions and the interim Chair appointment.
10. Section 10 of the *Infrastructure Australia Act 2008* also allows for you to appoint a member to act as the Chair during a vacancy in the office of Chair (whether or not an appointment has previously been made to the office) and to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).
11. s 47C [REDACTED]

Stakeholder Implications:

12. s 47C [REDACTED]

s 47C [REDACTED]

Media Opportunities:

14. N/A

Clearing Officer: Lisa La Rance

Position: Branch Manager, Investment Advisory
and Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

s 47E

Date: 06 August 2021

Contact Officer: s 47E

Section: Stakeholder and Engagement

Division: Infrastructure Investment

s 47E

s 47E

Attachments:

A1: Instrument of Appointment – Ms Deena Shiff

A2: Instrument of Appointment – Mr Reece Waldock

A3: Instrument of Appointment – Mr Mark Balnaves

B: Letter to the Chair

C: Letter to Ms Deena Shiff AM

D: Letter to Mr Reece Waldock

E: Letter to Mr Mark Balnaves

F: Letter to the Prime Minister

s 47C



Australian Government

Infrastructure Australia Act 2008

INSTRUMENT OF APPOINTMENT OF MEMBER OF INFRASTRUCTURE AUSTRALIA

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MS DEENA SHIFF as a Board Member of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 2021

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

INSTRUMENT OF APPOINTMENT OF MEMBER OF INFRASTRUCTURE AUSTRALIA

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MR REECE WALDOCK as a Board Member of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 2021

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

INSTRUMENT OF APPOINTMENT OF CHAIR OF INFRASTRUCTURE AUSTRALIA

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(3) of the *Infrastructure Australia Act 2008* appoint MR MARK BALNAVES as Chair of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 2021

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(3) of the Act, the appointment is on a part-time basis



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-001075

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe

End of tenure as Chair, Infrastructure Australia (IA), extension of Board Memberships and acting Chair arrangement

This month marks the end of your tenure with IA and I am writing to thank you for your contribution as Chair over the past five years.

You have worked tirelessly to build a collaborative working relationship with Government, ensuring the delivery of high quality, independent advice for Australia's nationally significant infrastructure. **s 47F**

I am also writing to advise that I have extended the tenures of Ms Deena Shiff and Mr Reece Waldock to the IA Board for three months commencing 1 September 2021.

The extensions will ensure that the IA Board continues to operate effectively and benefit from the considerable experience these two Board members offer, while the nomination process for new board members is being managed.

I have also enacted an acting Chair appointment for up to three months commencing 1 September 2021 for Mr Mark Balnaves, while the process for a new Chair is underway.

Thanks again for your dedication and contribution. I wish you the very best for your future endeavours.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-001075

Ms Deena Shiff
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Shiff

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of up to three months from 1 September 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 30 November 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-001075

Mr Reece Waldock
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Waldock

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of up to three months from 1 September 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 30 November 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-001075

Mr Mark Balnaves
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Balnaves

Acting Chair arrangement – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to act as the Chair of Infrastructure Australia for a period of up to three months from 1 September 2021.

As you are aware, the remuneration rate for Board members and the Chair of Infrastructure Australia is set by the Remuneration Tribunal. The rate for the Chair is \$119,180 per annum.

The acting appointment ensures the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members and the Chair position is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-001075

The Hon Scott Morrison MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you that I have extended the appointments of Ms Deena Shiff and Mr Reece Waldock as members to the Infrastructure Australia (IA) Board. This extends Ms Shiff's and Mr Waldock's tenure to the IA Board for a period of up to three months from 1 September 2021 whilst a formal appointment process is undertaken. I have also enacted an acting Chair appointment for up to three months commencing from 1 September 2021 for Mr Mark Balnaves whilst the process for a new Chair is underway.

The IA Board is a statutory body within my portfolio that provides advice on Australia's infrastructure priorities and policy reforms.

As per the appointment guidelines in the Cabinet Handbook, I am able to extend the term of an appointee once for a period of up to three months. Section 10 of the *Infrastructure Australia Act 2008* also allows for the Minister to appoint a member to act as the Chair during a vacancy in the office of Chair (whether or not an appointment has previously been made to the office) and to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

The extension of the tenures and the acting Chair appointment will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these three Board members bring while the nomination process for new board members and the Chair is managed.

Yours sincerely

Barnaby Joyce MP



Australian Government

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

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan, Deputy Secretary

cc: Mr Phil Smith, First Assistant Secretary

Infrastructure Australia Board Appointments Expiring August and November 2021

Action required by: 26 July 2021

Reason: To enable appointments expiring in August to be completed in a timely manner.

Recommendations:	
1. That you note three Infrastructure Australia (IA) Board appointments including the Chair, will expire on 31 August 2021, two will expire on 30 October 2021, and two will expire on 30 November 2021.	Noted / Please Discuss
2. s 47C [REDACTED]	
	Agreed / Not Agreed
s 47C [REDACTED]	
	Noted / Please Discuss
<p>The Hon Barnaby Joyce MP Date:</p> <p>Comments:</p>	

Key Points:

1. The terms of seven of the 12 serving Infrastructure Australia (IA) Board members, including the Chair will end between 31 August 2021 and 30 November 2021. This brief covers the five expiring members up to 31 October 2021.

2. s 47C [REDACTED] s 47C [REDACTED]

3. s 47C [REDACTED]
4. s 47C [REDACTED]
5. s 47C [REDACTED]
s 34(3) s 47C [REDACTED]
6. s 47C [REDACTED]
7. If Cabinet is unable to consider appointments at the s 34(3) [REDACTED] meeting or requires the s 47C [REDACTED], the Department will seek your agreement to extend two Board member appointments, s 47F [REDACTED] s 47C [REDACTED]
8. The Australian Government has a target of women holding 50 per cent of Government Board positions overall, and men and women each holding at least 40 per cent of positions on individual boards. s 47C [REDACTED]
9. s 47C [REDACTED]
10. Once selected, we will provide you with the necessary letters to enable Cabinet consideration as well as letters to expiring directors thanking them for their contribution.

Background

11. Consistent with the Cabinet Handbook, you are required to write to the Prime Minister seeking his, or at his discretion, Cabinet's consideration for board appointments. s 47C [REDACTED] s 34(3) [REDACTED], s 47 [REDACTED]
12. s 47C [REDACTED] s 47C [REDACTED] s 34(3) [REDACTED] and s 34(3) [REDACTED].
13. s 47C [REDACTED]
14. The candidate package and letter to the Prime Minister for appointments expiring in November will be provided in early September. This is in line with the Cabinet Handbook where appointment proposals should be submitted for consideration early, but no more than three months in advance.

Board composition

15. A quorum of eight members is required for each IA Board meeting. The Board is scheduled to meet next on 31 August 2021.
16. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.
17. Experience and skills:
 - a. The *Infrastructure Australia Act 2008* (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.
 - c. s 47C
18. Section 8(1) of the *Infrastructure Australia* (IA Act) provides you with the authority to appoint members to the Board.
19. At least five appointments, including the Chair, are legislatively required to have relevant private sector experience. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.
20. You recently agreed (MS21-000934 at Attachment C) to a three month extension for two members, Mr Peter Corish AM and Ms Gabrielle Trainor AO, whose terms would otherwise have expired on 31 July 2021.

Process and timing

21. s 47C
22. The Department will subsequently prepare a candidate pack for the Cabinet approval process and provide these to you in s 47C, along with a letter to the Prime Minister seeking his agreement.

Risks/Sensitivities:

23. s 47C
24. s 47C

Stakeholder Implications:

25. s 47C

s47C

Media Opportunities:

27. Not applicable.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

Mob: s 47E

Date: 23 July 2021

Contact Officer: s 47E

Section: Stakeholder Engagement

Ph: s 47E

Mob: s 47E

Attachments:

A: Matrix of current and potential new Board members

B: Visualisation of IA Board Composition

C: MS21-000934 – extension for Mr Peter Corish and Ms Gabrielle Trainor



Australian Government

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

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan, Deputy Secretary, Infrastructure

cc: Mr Phil Smith, FAS, Infrastructure Investment

Infrastructure Australia Board Appointments – October and November Expiring Appointments

Action required by: 15 September 2021

Reason: s 47C s 34(3) s 47C

Recommendation/s:	
1. That you note that seven of the twelve Infrastructure Australia (IA) Board positions, including the Chair, will be vacant by 30 November 2021, leaving the Board without a quorum.	Noted / Please Discuss
2. That you note that the interim Chair position of Mark Balnaves will expire on 30 November 2021.	Noted / Please Discuss
3. s 47C	Agreed / Not Agreed
4. s 47C	Noted / Please Discuss
<p>The Hon Barnaby Joyce MP Date:</p> <p>Comments:</p>	

Key Points:

1. The terms of seven Infrastructure Australia (IA) Board members, including the Chair will end by 30 November 2021. The IA Board comprises 12 members in total, with 11 current members following the retirement of the Chair on 31 August 2021. A quorum of eight is required for the IA Board.

2. s 47C
s 34(3) s 34(3) s 47C.
3. You previously extended four board appointments for a three month period. These positions cannot be further extended or reappointed without Prime Ministerial or Cabinet approval.
4. You also appointed an existing Board Member, Mr Mark Balnaves, as interim Chair for three months, expiring 30 November 2021. From 1 December 2021, Mr Balnaves will revert to his position as a Board member.
5. The terms of a further two Board members, Mr Peter Harris AO and Ms Samantha Hogg will expire on 30 November 2021. s 47C
6. s 47C
7. s 47C
8. s 47C
9. s 47C
10. s 47C
11. s 47C
12. s 47C s 34(3) and
s 34(3) s 47C

Background

13. Consistent with the Cabinet Handbook, you are required to write to the Prime Minister seeking his, or at his discretion, Cabinet's consideration for board appointments.
14. The Australian Government has a target of women holding 50 per cent of Government Board positions overall, and men and women each holding at least 40 per cent of positions on individual boards. s 47C. A visualisation of the IA Board composition is at Attachment C.

15. The candidate package and letter to the Prime Minister for appointments expiring will be provided in ~~s 47C~~

Board composition

16. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.
17. There are legislative requirements for the IA Board Composition:
- a. The *Infrastructure Australia Act 2008* (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.

~~s 47C~~

18. At least five of the appointments, including the Chair, are legislatively required to have relevant private sector experience.
19. Section 8(1) of the *Infrastructure Australia* (IA Act) provides you with the authority to appoint members to the Board.
20. You recently agreed (MS21-000934 at **Attachment D** to a three month extension for two members, Mr Peter Corish AM and Ms Gabrielle Trainor AO, whose terms would otherwise have expired on 31 July 2021. Further you agreed to a three month extension for terms expiring on 31 August including Mr Reece Waldock AM and Ms Deena Shiff, and an acting Chair appointment for Mr Mark Balnaves (MS21-001075 at **Attachment E**).

Process and timing

21. ~~s 47C~~

Risks/Sensitivities:

22. ~~s 47C~~

23. ~~s 47C~~

Stakeholder Implications:

24. ~~s 47C~~

~~s47C~~

Media Opportunities:

26. Not applicable.

Name: Lisa La Rance

Contact Officer: s 47E

Position: Branch Head, Investment Advisory and
Business Improvement

Section: Stakeholder Engagement

Division: Infrastructure Investment

Ph: s 47E

Ph: 02 6274 6001

Mob: s 47E

Mob: s 47E

Date: 14 September 2021

Attachments:

A: Matrix of current and potential new Board members

B: Timeline for Cabinet Meetings

C: Visualisation of IA Board Composition

D: MS21-000934 – extension for Mr Peter Corish and Ms Gabrielle Trainor

E: MS21-001075 – extension for Mr Reece Waldock, Ms Deena Shiff and interim Chair
arrangement for Mr Mark Balnaves



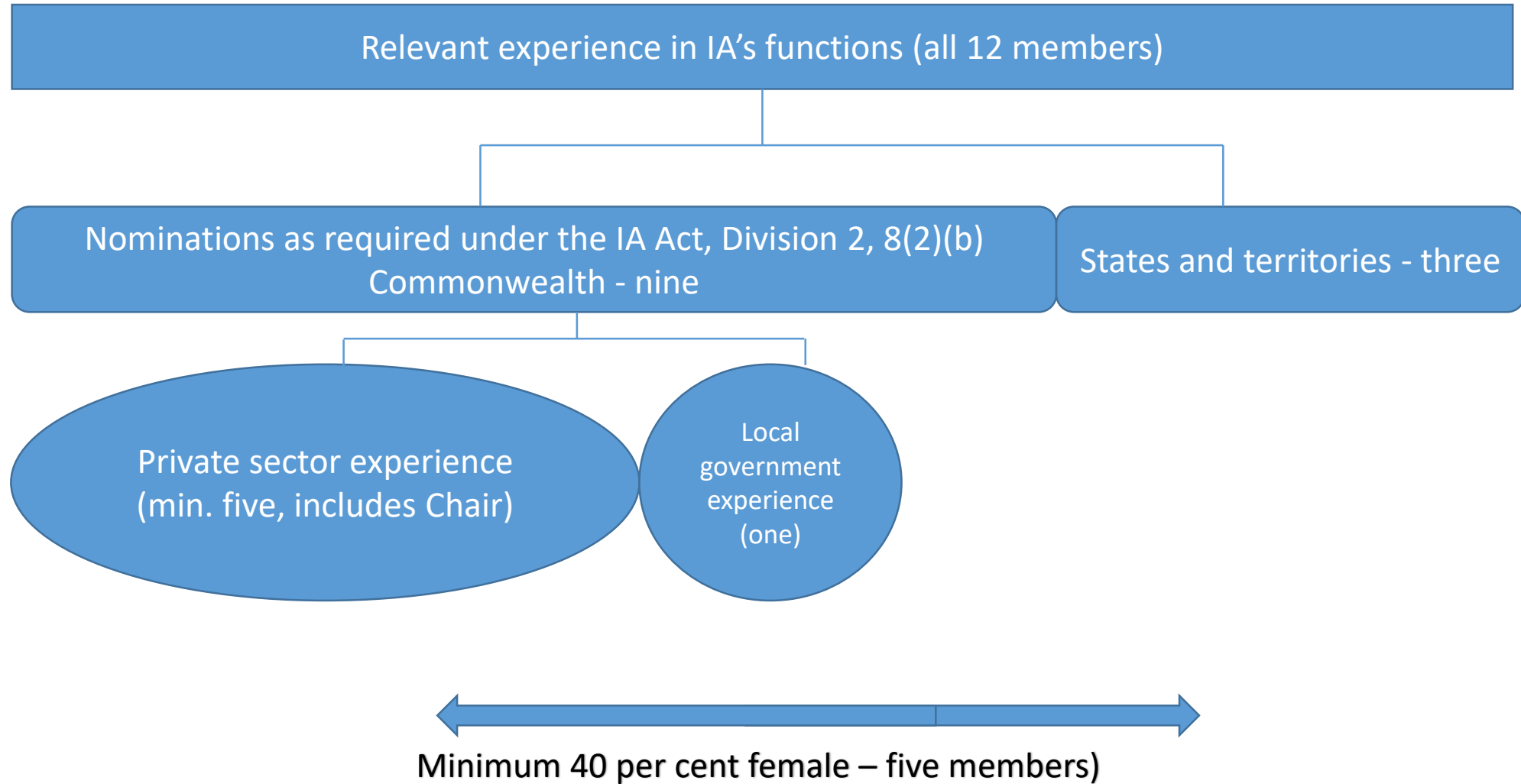




TIMETABLE FOR INFRASTRUCTURE AUSTRALIA BOARD MEMBERS

s 34(3)

Task	Timing	Comments
MS21-001364 to DPMO	8 September 2021	
MS21-001364 signed by DPM	15 September 2021	
Department or DPMO contacts candidates to request cabinet forms (PIDs, CVs, appointment details form)	15/16 September 2021	s 47C
Candidates provide relevant documents	21 September 2021	
Cabinet package submitted to the DPMO	23 September 2021	
Cabinet submission signed by the DPM and letter to the PM	29 September 2021	
1st cabinet meeting	s 34(3)	
Submission with instruments submitted to the DPMO (note the Chair's instrument cannot be signed until 2 pass process completed)	22 October 2021	
Submission and instruments signed by DPM (excluding Chair). Candidates notified.	28 October 2021	
Extended terms for Peter Corish and Gabrielle Trainor expire	31 October 2021	Board reduces to nine members
2nd cabinet meeting	s 34(3)	
Chair instrument signed by DPM. Chair notified.	19 November 2021	
Terms for Deena Shiff, Reece Waldock, Samantha Hogg and Peter Harris expire. The a/g Chair appointment for Mark Balnaves expires	30 November 2021	Board reduces to five members, and without Chair




Australian Government
**Department of Infrastructure, Transport,
Regional Development and Communications**
To: The Hon Barnaby Joyce MP (for decision)
cc: Mr David Hallinan, Deputy Secretary, Infrastructure
cc: Mr Simon Atkinson, Secretary
cc: Ms Shona Rosengren, A/g First Assistant Secretary, Infrastructure Investment Division
Extension of Board Members – Infrastructure Australia (IA)
s 47C
Reason: To enable continuation of two existing members on the IA Board.

Recommendations:
1. That you **agree to one of the below options:**

- a) Extend the appointment of Mr Peter Corish AM and Ms Gabrielle Trainor AO for a period of up to three months; or

s 47C
s 47C
Agreed / Not Agreed
2. s 47C
Noted / Please Discuss
3. If you agree to extend the appointments, that you **sign the relevant instrument(s) of appointment at Attachment A1 and/or Attachment A2.**
Signed / Not Signed
4. If you agree to extend the appointments, that you **sign one version of the letter to the Chair:**
s 47C

- c. Extend both appointments (sign Attachment B1.3) AND sign Attachment B2 and Attachment B3.

Signed / Not Signed
5. If you agree to extend the appointments, that you **sign one version of the letter to the Prime Minister:**
s 47C

- c. Extend both appointments (refer Attachment C3).

Signed / Not Signed



The Hon Barnaby Joyce MP

Date: 20-7-21

Comments:

Key Points:

1. As advised in MS21-000957 (refer **Attachment D**), the tenure of IA Board members, Mr Peter Corish AM and Ms Gabrielle Trainor AO are due to expire on 31 July 2021.

s 47C

2. s 47C

s 34(3) s 47C

s 47C

3. Your agreement to an extension is sought until formal appointments are approved by the Prime Minister or Cabinet.
4. A quorum of eight members is required for each Board meeting. If you choose not to extend any appointments, the IA Board will continue with 10 members. This allows the IA Board to continue to operate if some appointees are unable to attend a board meeting.
5. The appointment guidelines in the Cabinet Handbook allow you to extend the tenure of members for up to three months without the need to consult with the Prime Minister.

s 47C

6. Section 10 of the *Infrastructure Australia Act 2008* also allows for you to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

7. Separately, should you agree to formally s 47C s 47C (refer MS21-00957 at **Attachment D**) you must write to the Prime Minister seeking his approval for the appointments, or at his discretion approval by Cabinet, before they are made. This is a requirement as the IA Board member and Chair positions are considered to be 'significant' Australian Government appointments for the purposes of the Cabinet Handbook. s 47C

s 47C

8. s 47C

Stakeholder Implications:

s 47C

s47C

Name: s 47E

Position: A/g Branch Manager, Investment
Advisory and Business Improvement
Division: Infrastructure Investment

Ph: s 47E

Mob: s 47E

Date: 7 July 2021

Contact Officer: s 47E

Section: Stakeholder and Engagement
Division: Infrastructure Investment

s 47E

Attachments:

A1: Instrument of Appointment – Mr Peter Corish AM

A2: Instrument of Appointment – Ms Gabrielle Trainor AO

s 47C

B1.2: Letter to the Chair (Both appointments)

B2: Letter to Mr Peter Corish AM

B3: Letter to Ms Gabrielle Trainor AO

s 47C

C3: Letter to the Prime Minister (Both appointments)

s 47C

E: Matrix of current and potential IA Board Members



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MR PETER CORISH AM as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 20-7 2021

A handwritten signature in blue ink, appearing to read 'Barnaby Joyce'.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development,
under 8(1) of the *Infrastructure Australia Act 2008* appoint
MS GABRIELLE TRAINOR AO as a Board Member of Infrastructure Australia.

This appointment is effective from 1 August 2021 to 31 October 2021 inclusive.

Date: 20-7 2021

A handwritten signature in blue ink, appearing to read 'BJ', with a long horizontal flourish extending to the right.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

20 JUL 2021

The Hon Scott Morrison MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister 

I am writing to advise you that I have extended the appointments of Mr Peter Corish AM and Ms Gabrielle Trainor AO as members to the Infrastructure Australia (IA) Board. This extends Mr Corish's and Ms Trainor's tenure to the IA Board for a period of up to three months from 1 August 2021 whilst a formal appointment process is undertaken. The IA Board is a statutory body within my portfolio that provides advice on Australia's infrastructure priorities and policy reforms.

As per the appointment guidelines in the Cabinet Handbook, I am able to extend the term of an appointee once for a period of up to three months. Section 10 of the *Infrastructure Australia Act 2008* also allows the Minister to appoint a person to act as member during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

The extension of the tenures will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these two Board members bring while the nomination process for new board members is managed.

Yours sincerely



Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe *Julieanne,*

Extension of Board Membership – Infrastructure Australia

I am writing to advise that the tenure of Mr Peter Corish AM to the Board of Infrastructure Australia (IA) has been extended for a period of three months commencing from 1 August 2021.

The extension of Mr Corish's tenure will ensure the IA Board continues to operate effectively and will continue to benefit from his considerable experience while the nomination process for new board members is managed.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Julieanne Alroe
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Alroe

Extension of Board Membership – Infrastructure Australia

I am writing to advise that the tenure of Ms Gabrielle Trainor AO to the Board of Infrastructure Australia (IA) has been extended for a period of three months commencing from 1 August 2021.

The extension of Ms Trainor's tenure will ensure the IA Board continues to operate effectively and will continue to benefit from her considerable experience while the nomination process for new board members is managed.

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England

Ref: MS21-000934

20 JUL 2021

Mr Peter Corish AM
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Corish

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



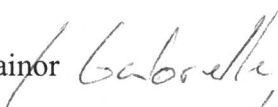
The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-000934

20 JUL 2021

Ms Gabrielle Trainor AO
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Trainor 

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of three months from 1 August 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 31 October 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely



Barnaby Joyce MP

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****To: The Hon Barnaby Joyce MP** (for decision)**cc:** Mr Simon Atkinson, Secretary**cc:** Mr David Hallinan, Deputy Secretary, Infrastructure**cc:** Mr Phillip Smith, First Assistant Secretary, Infrastructure Investment Division**Extension of Board Members and Acting Chair– Infrastructure Australia (IA) Board****Action required by:** 18 August 2021**Reason:** To enable continuation of two existing members on the IA Board and facilitate an acting Chair arrangement.**Recommendations:**

1. That you **note** that the term for the IA Chair, Ms Julieanne Alroe expires on 31 August 2021, **s 47F**

Noted / Please Discuss

2. That you **agree** to the acting appointment of an existing IA Board member, Mr Mark Balnaves as the interim Chair of the IA Board, for a period of up to three months and **sign** the instrument of appointment at **Attachment A1**.

Signed / Not Signed

3. That you **agree** to extend the appointments of Ms Deena Shiff and Mr Reece Waldock for a period of up to three months and **sign** the instruments of appointment at **Attachment A2** and **Attachment A3**.

Signed / Not Signed

4. That you **sign** the letters to Board Members, the Chair and the Prime Minister, the Hon Scott Morrison MP, at **Attachments B, C, D, E and F**.

Signed / Not Signed
The Hon Barnaby Joyce MP**Date:** 29-8-21**Comments:**

Key Points:

1. s 47C
s 47C
s 47E
s 47F
2. The tenure of two IA Board members, Ms Deena Shiff and Mr Reece Waldock is due to expire on 31 August 2021. The IA Chair position is also due to expire on 31 August 2021.
3. s 47E
s 47E A letter, noting Ms Alroe's contribution has been prepared for your signature (at **Attachment B**).
4. s 47E
5. Your agreement to extend appointments is sought until formal appointments are approved by the Prime Minister or Cabinet.
6. As Cabinet will not be considering IA Board Appointments at its s 34(3) meeting, and to ensure the IA Board continues without interruption with 11 members, s 47C
s 47C
7. s 47C
8. A quorum of eight members is required for each Board meeting. If you choose not to extend the appointments, the IA Board will continue with nine members. This allows the IA Board to continue to operate, however there is a risk that quorum may not be reached if some appointees are unable to attend a board meeting.
9. The appointment guidelines in the Cabinet Handbook allow you to extend the tenure of members for up to three months without consultation with the Prime Minister. A letter to the Prime Minister has been prepared for your signature (refer **Attachment F**) advising of the extensions and the interim Chair appointment.
10. Section 10 of the *Infrastructure Australia Act 2008* also allows for you to appoint a member to act as the Chair during a vacancy in the office of Chair (whether or not an appointment has previously been made to the office) and to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).
11. s 47C

Stakeholder Implications:

12. s 47C
s 47C

Media Opportunities:

14. N/A

Clearing Officer: Lisa La Rance

Contact Officer: s 47E

Position: Branch Manager, Investment Advisory
and Business Improvement

Section: Stakeholder and Engagement

Division: Infrastructure Investment

Division: Infrastructure Investment

Ph: 02 6274 6001

s 47E

Mob: s 47E

Date: 06 August 2021

Attachments:

A1: Instrument of Appointment – Ms Deena Shiff

A2: Instrument of Appointment – Mr Reece Waldock

A3: Instrument of Appointment – Mr Mark Balnaves

B: Letter to the Chair

C: Letter to Ms Deena Shiff AM

D: Letter to Mr Reece Waldock

E: Letter to Mr Mark Balnaves

F: Letter to the Prime Minister

s 47C



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MS DEENA SHIFF as a Board Member of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 29-8 2021

A handwritten signature in blue ink, appearing to read 'B. Joyce'.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF MEMBER
OF INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(1) of the *Infrastructure Australia Act 2008* appoint MR REECE WALDOCK as a Board Member of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 29-8 2021

A handwritten signature in blue ink, appearing to read 'Barnaby Joyce'.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(4) of the Act, the appointment is on a part-time basis



Australian Government

Infrastructure Australia Act 2008

**INSTRUMENT OF APPOINTMENT OF CHAIR OF
INFRASTRUCTURE AUSTRALIA**

I, **BARNABY JOYCE**, Minister for Infrastructure, Transport and Regional Development, under 8(3) of the *Infrastructure Australia Act 2008* appoint MR MARK BALNAVES as Chair of Infrastructure Australia.

This appointment is effective from 1 September 2021 to 30 November 2021 inclusive.

Date: 29-8 2021

A handwritten signature in blue ink, appearing to read 'B-Joyce'.

Barnaby Joyce
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development

Note: Under section 8(3) of the Act, the appointment is on a part-time basis

If you wish to discuss any issues relating to this extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'BJ', with a long horizontal stroke extending to the right.

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-001075

29 AUG 2021

Ms Deena Shiff
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Ms Shiff

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of up to three months from 1 September 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 30 November 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-001075

29 AUG 2021

Mr Reece Waldock
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Waldock

Reece,

Extension of Board Membership – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to extend your tenure on the Board of Infrastructure Australia for a period of up to three months from 1 September 2021.

I can confirm that all terms under your current appointment will stand until the completion of the extension period on 30 November 2021. The extension of your tenure will ensure the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-001075

29 AUG 2021

Mr Mark Balnaves
Board Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

Dear Mr Balnaves

Acting Chair arrangement – Infrastructure Australia

I am writing to convey my appreciation for accepting my offer to act as the Chair of Infrastructure Australia for a period of up to three months from 1 September 2021.

As you are aware, the remuneration rate for Board members and the Chair of Infrastructure Australia is set by the Remuneration Tribunal. The rate for the Chair is \$119,180 per annum.

The acting appointment ensures the Board continues to operate effectively and will continue to benefit from your considerable experience while the nomination process for new Board members and the Chair position is managed.

If you would like to discuss any issues relating to your extension please contact Ms Lisa La Rance, Branch Manager, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division at the Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 6001 or Lisa.LARance@infrastructure.gov.au.

Yours sincerely

Barnaby Joyce MP



The Hon Barnaby Joyce MP

**Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England**

Ref: MS21-001075

29 AUG 2021

The Hon Scott Morrison MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

I am writing to advise you that I have extended the appointments of Ms Deena Shiff and Mr Reece Waldock as members to the Infrastructure Australia (IA) Board. This extends Ms Shiff's and Mr Waldock's tenure to the IA Board for a period of up to three months from 1 September 2021 whilst a formal appointment process is undertaken. I have also enacted an acting Chair appointment for up to three months commencing from 1 September 2021 for Mr Mark Balnaves whilst the process for a new Chair is underway.

The IA Board is a statutory body within my portfolio that provides advice on Australia's infrastructure priorities and policy reforms.

As per the appointment guidelines in the Cabinet Handbook, I am able to extend the term of an appointee once for a period of up to three months. Section 10 of the *Infrastructure Australia Act 2008* also allows for the Minister to appoint a member to act as the Chair during a vacancy in the office of Chair (whether or not an appointment has previously been made to the office) and to appoint a person to act during a vacancy in the office of a member (whether or not an appointment has previously been made to the office).

The extension of the tenures and the acting Chair appointment will ensure the IA Board continues to operate effectively and will continue to benefit from the considerable experience these three Board members bring while the nomination process for new board members and the Chair is managed.

Yours sincerely

Barnaby Joyce MP

s 47E

From: s 47E
Sent: Thursday, 16 September 2021 1:11 PM
To: s 47E
Cc: LA RANCE Lisa; s 47E
Subject: FW: URGENT - templates for board candidates [SEC=OFFICIAL]
Attachments: Appointments - CV pro-forma (2020).doc; Appointments - Private Interests Declaration and Attachment (PID) (2020).docx

OFFICIAL

Hi s 47E

In addition to the Letter of Engagement that Lisa has provided, the Cabinet process requires each candidate to complete a CV pro-forma and private interests declaration (both attached).

If you prefer, my team can follow-up and provide these forms following your notification and their indication of acceptance. My team will need an email address for contact purposes.

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications

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 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s 47E
Sent: Thursday, 16 September 2021 1:05 PM
To: s 47E; s 47E
Subject: RE: URGENT - templates for board candidates [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

The templates I have previously received from s 47E are attached.

Thanks

s 47E

Assistant Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Please note: I work part time 8:30am to 12:30pm on Tuesdays

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OFFICIAL

From: s 47E

Sent: Thursday, 16 September 2021 12:50 PM

To: s 47E

Subject: URGENT - templates for board candidates [SEC=OFFICIAL]

OFFICIAL

s 47E

I want to send s 47E the necessary templates for board candidates as she will be contacting today. I have these two templates, and wondered if there are others?

s 47E

s 47E

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s 47E

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OFFICIAL





s 47E

From: LA RANCE Lisa
Sent: Wednesday, 3 November 2021 8:20 PM
To: s 47E
Cc: s 47E Smith Philip
Subject: Attachment B IA Board matrix w chair.docx [SEC=PROTECTED]
Attachments: Attachment B IA Board matrix w chair.docx

PROTECTED

Hello s 47F

Updated to remove s 47F . s 47C .

As mentioned the IA board has to collectively cover the functions IA is responsible for advising on. s 47C

Let me know if you need anything further.

Lisa

PROTECTED





s 47C



s 47E

From: LA RANCE Lisa
Sent: Wednesday, 3 November 2021 8:09 PM
To: s 47E
Cc: s 47E Smith Philip
Subject: Attachment B IA Board matrix w chair.docx [SEC=UNOFFICIAL]
Attachments: Attachment B IA Board matrix w chair.docx

UNOFFICIAL

Hello s 47E

As requested, attached is the matrix with s 47F removed. I have left the row empty as there are 7 vacancies (3 including the chair currently vacant and 4 coming up at the end of November).

Let me know if you need anything further,

Lisa

UNOFFICIAL



s 47C



s 47E

From: LA RANCE Lisa
Sent: Friday, 29 October 2021 3:53 PM
To: s 47E
Cc: Smith Philip; s 47E
Subject: FW: For Lisa's comment / clearance and forwarding to DPMO re IA Board Appointments [SEC=OFFICIAL]

OFFICIAL

Hello s 47E

Just wanted to bring to your attention that two of the IA board appointments expire on Sunday (31October). The two expiring appointments are:

- Mr Peter Corish AM
- Ms Gabrielle Trainor

The board will still have a quorum (there will be 9 members and the legislated quorum is 8).

The next IA board meeting is scheduled for 14 December, s 34(3)

Happy to discuss and or provide any additional information.

Lisa

Lisa La Rance

Branch Manager
 Investment Advisory and Business Improvement
 Branch
 Infrastructure Investment Division
 Department of Infrastructure, Transport, Regional
 Development and Communications
 t: 00 6274 6001 | s 47E
 w: www.infrastructure.gov.au
 GPO Box 594, Canberra ACT 2601

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OFFICIAL



s 47E

From: s 47E
Sent: Wednesday, 20 October 2021 1:09 PM
To: s 47E
Subject: IA board appointments - summary of candidates and proposed talking points
~~[SEC-PROTECTED, CAVEAT-SH:CABINET]~~
Attachments: Appointments - Cabinet Approval - Attach C - Summary of suitability and talking points.docx

~~PROTECTED, SH:CABINET~~

Hi s 47E

I have attached the summary of suitability and talking points for the IA Board Appointments

s
47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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~~PROTECTED, SH:CABINET~~

s 47E

From: s 47E
Sent: Saturday, 28 August 2021 3:24 PM
To: s 47E
Cc: LA RANCE Lisa; Smith Philip
Subject: FW: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Hello s 47E

I saw this email trail today and just wanted to confirm that it is MS21-0001075 that requires the DPMs signature. s 47C

Regards

s 47E

s 47E

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s 47E

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OFFICIAL

From: s 47E
Sent: Friday, 27 August 2021 7:59 PM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Cc: s 47E; Smith Philip <Philip.Smith2@infrastructure.gov.au>
Subject: RE: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Thanks Lisa,

I'll message you tomorrow as soon as the DPM signs the brief.

Kind regards,

s 47E

OFFICIAL

From: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Sent: Friday, 27 August 2021 7:57 PM

To: s 47E

Cc: s 47E Smith Philip <Philip.Smith2@infrastructure.gov.au>

Subject: FW: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

I know you asked for attachment B, but I thought I would send you the full sub in case you are having trouble accessing other attachments.

Lisa

Lisa La Rance

Branch Manager

Investment Advisory and

Business Improvement

Branch

Infrastructure Investment

Division

Department of

Infrastructure, Transport,

Regional Development and

Communications

t: 00 6274 6001 | s 47E

s 47E

w:

www.infrastructure.gov.au

GPO Box 594, Canberra

ACT 2601



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OFFICIAL

From: s 47E

Sent: Friday, 23 July 2021 11:54 AM

To: s 47E

s 47E

Cc: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; Smith Philip <Philip.Smith2@infrastructure.gov.au>

Subject: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Hello S

Lisa and I have spoken to s 47E to let her know this is coming. I am emailing so that you receive it prior to getting through the PDMS system. The submission has been approved by Dave Hallinan.

Urgent turnaround needed in order to meet Cabinet deadlines.

Let me know if you have any questions.

S
47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL

s 47E

From: s 47E
Sent: Wednesday, 14 July 2021 4:10 PM
To: s 47E
Cc: s 47E ; s 47E
Subject: IA Board Appointments [SEC=OFFICIAL]

OFFICIAL

S

Infrastructure Australia – Board Appointments

s 47C

s 47C

Strategy for terms expiring on **31 August**

s 47C

s 34(3) s 47C

s 47C

s 34 s 47C

s 34(3)

As this is becoming quite complicated, I have shown a table of the various briefings, and action required.

Document ID	Description	Status	Comment / Action	Effect of decision on board numbers
MS21-000489	s 47C			s 47C
MS21-000957	Seeking decision to s 47C who will expire on 31 July	Submitted to DPMO 25/06/21 with a critical date of 30/06/21 to meet the	s 47C	s 47C

		deadline for the s 34(3)		
MS21-000934	Seeking decision about s 47C	Submitted 9/07/21 with critical date of 22/07/21	If a decision cannot be made by 31 July, two positions will expire, leaving the board with ten members	s 47C
MS21-001075	Seeking s 47C for two of the three board appointments expiring 31 August, and s 47C	Targeting submission by 23 July	Three board members expiring on 31 August include the Chair s 47C	s 47C
MS21-001003	s 47C	Will aim to submit in early to mid-August to allow sufficient time to get it onto a s 34(3)	s 47C	s 47C

I will be out of the office for three days from tomorrow, returning Tuesday 20 July. In my absence, s 47E or s 47E can be contacted if more advice is needed.

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL

s 47E

From: LA RANCE Lisa
Sent: Thursday, 3 June 2021 5:05 PM
To: s 47F
Cc: Smith Philip; s 47E HALLINAN David; s 47E
Subject: IA board appointments timeline [SEC=PROTECTED, CAVEAT=SH:CABINET]

~~PROTECTED, SH:CABINET~~

Hello S

Further to our discussion on the phone, following is a timeline of critical dates for progressing the IA board appointments. The most critical one is probably 30 June for the DPM to write to the PM seeking approval of candidates s 34(3). If we miss any of the below Cabinet dates, the next is on s 34(3).

Happy to discuss and or provide further info.

Lisa

s 47C

s 47C

s 34(3)

s 47C

Lisa La Rance

Assistant Secretary • Investment Advisory and Business Improvement Branch • Infrastructure Investment Division

Lisa.larance@infrastructure.gov.au

P • s 47E

GPO Box 594 Canberra, ACT 2601

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~~PROTECTED, SH:CABINET~~

~~PROTECTED, SH:CABINET~~

s 47E

From: s 47E
Sent: Friday, 13 August 2021 11:23 AM
To: s 47E
Cc: LA RANCE Lisa; Smith Philip
Subject: Infrastructure Australia - Expiry of board terms, and extensions [SEC=OFFICIAL]

OFFICIAL

Hello s 47E

MS21-001075 – Infrastructure Australia (IA) Board Extensions

I am emailing to let you know that MS21-001075 is in the DPMO with a critical date of next Wednesday, 18 August. s 47E

s 47C

s 47C

s 34(3) Cabinet meeting, s 47C

Please let me or Lisa know if you have any questions about s 47C

Regards

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL

s 47E

From: s 47E
Sent: Friday, 21 May 2021 2:36 PM
To: s 47E
Cc: Smith Philip; LA RANCE Lisa
Subject: Infrastructure Australia - IA Board [SEC=OFFICIAL]
Attachments: Attach A List of current and potential IA board for DPMO.docx

OFFICIAL

Hello s 47E

As discussed with Lisa this morning, I have attached a table identifying current IA Board Members and the skills that they offer to the Board. The list s 47C Seven board appointments will expire in 2021, all of which are Commonwealth appointees. The Deputy Prime Minister has responsibility for making appointments to the IA board.

Regards

s 47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL







s 47E

From: s 47E
Sent: Thursday, 29 July 2021 5:15 PM
To: s 47E
Cc: LA RANCE Lisa; s 47E
Subject: Infrastructure Australia board appointments [SEC=OFFICIAL]
Attachments: MS21-001003.docx; Attach A - List of current and potential IA Board Members.docx

OFFICIAL

Hi s 47E

For your discussion with s 47C, I am sending the brief concerning the Infrastructure Australia board appointments and a matrix detailing current and potential new members.

s 47C

s
47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications

To: The Hon Barnaby Joyce MP (for decision)

cc: Mr Simon Atkinson, Secretary

cc: Mr David Hallinan

cc: Mr Phil Smith

Infrastructure Australia Board Appointments Expiring August and November 2021

Action required by: 26 July 2021

Reason: To enable appointments expiring in August to be completed in a timely manner.

Recommendation/s:	
1. That you note three Infrastructure Australia (IA) Board appointments including the Chair, will expire on 31 August 2021, two will expire on 30 October 2021, and two will expire on 30 November 2021.	Noted / Please Discuss
2. s 47C [REDACTED]	
	Agreed / Not Agreed
3. s 47C [REDACTED]	
	Noted / Please Discuss
The Hon Barnaby Joyce MP	Date:
Comments:	

Key Points:

1. The terms of seven of the 12 serving Infrastructure Australia (IA) Board members, including the Chair will end between 31 August 2021 and 30 November 2021. This brief covers the five expiring members up to 31 October 2021.

2. s 47C [REDACTED]
3. s 47C [REDACTED]

4. s 47C [REDACTED]
5. s 47C [REDACTED]
s 34(3) s 47C [REDACTED].
6. s 47C [REDACTED]
7. If Cabinet is unable to consider appointments at the s 34(3) [REDACTED] meeting or requires the s 47C [REDACTED] the Department will seek your agreement to extend two Board member appointments, s 47C [REDACTED] for a three month period, and implement an acting arrangement for the Chair, also for a three month period.
8. The Australian Government has a target of women holding 50 per cent of Government Board positions overall, and men and women each holding at least 40 per cent of positions on individual boards. s 47C [REDACTED]
9. s 47C [REDACTED]
10. Once selected, we will provide you with the necessary letters to enable Cabinet consideration as well as letters to expiring directors thanking them for their contribution.

Background

11. Consistent with the Cabinet Handbook, you are required to write to the Prime Minister seeking his, or at his discretion, Cabinet's consideration for board appointments. s 47C [REDACTED]
s 34(3) , s 47 [REDACTED]
12. s 47C [REDACTED]
s 47C [REDACTED] s 34(3) and s 34(3) [REDACTED]
13. s 47C [REDACTED]
14. The candidate package and letter to the Prime Minister for appointments expiring in November will be provided in early September. This is in line with the Cabinet Handbook where appointment proposals should be submitted for consideration early, but no more than three months in advance.

Board composition

15. A quorum of eight members is required for each IA Board meeting. The Board is scheduled to meet next on 31 August 2021.
16. The IA Board is comprised of 12 members, nine of whom are nominated by the Commonwealth. All seven outgoing members in 2021 are Commonwealth nominees. Three State/Territory nominated positions will expire in November 2022.

17. Experience and skills:

- a. The *Infrastructure Australia Act 2008* (IA Act) requires Board candidates to have knowledge or experience covering the functions of IA. Collectively, it is desirable to have a broad spread of experience across the members.
 - b. The Cabinet Handbook requires that proposals for board appointments pay due regard to gender balance and to an appropriate geographical balance. In the case of IA, an appropriate geographical balance is likely to include coverage of each state, and northern and regional Australia, where possible.
 - c. s 47C
18. Section 8(1) of the *Infrastructure Australia* (IA Act) provides you with the authority to appoint members to the Board.
19. At least five appointments, including the Chair, are legislatively required to have relevant private sector experience. Board members may be appointed for a maximum term of three years, but may be reappointed for further terms.
20. You recently agreed (MS21-000934 at Attachment C) to a three month extension for two members, Mr Peter Corish AM and Ms Gabrielle Trainor AO, whose terms would otherwise have expired on 31 July 2021.

Process and timing

21. s 47C
22. The Department will subsequently prepare a candidate pack for the Cabinet approval process and provide these to you in late July, along with a letter to the Prime Minister seeking his agreement.

Risks/Sensitivities:

23. s 47C
24. s 47C

Stakeholder Implications:

25. s 47C
- s 47C

Media Opportunities:

27. Not applicable.

Name: Lisa La Rance

Contact Officer: s 47E

Position: Branch Head, Investment Advisory and
Business Improvement

Section: Stakeholder Engagement

Division: Infrastructure Investment

Ph: s 47E

Ph: 02 6274 6001

Mob: s 47E

Mob: s 47E

Date: July 2021

Attachments:

A: Matrix of current and potential new Board members

B: Visualisation of IA Board Composition

C: MS21-000934 – extension for Mr Peter Corish and Ms Gabrielle Trainor







s 47C



s 47E

From: s 47E
Sent: Thursday, 18 November 2021 9:49 AM
To: s 47E
Cc: s 47E; LA RANCE Lisa
Subject: New IA Board Members - contact list [~~SEC=PROTECTED, CAVEAT=SH:CABINET~~]

~~PROTECTED, SH:CABINET~~

Hello s 47E

New Board Members for Infrastructure Australia – contact list

The contact list for new members now contains details for s 47F. A new brief (MS21-002549) s 47C s 47F will be submitted within the next couple of days.

s 47F

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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~~PROTECTED, SH:CABINET~~

From: s 47E

Sent: Thursday, 18 November 2021 7:48 AM

To: s 47E

s 47E

LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: RE: IA Appointments Cooper and Moffatt - Agreed by Cabinet [~~SEC=PROTECTED, CAVEAT=SH:CABINET~~]

~~PROTECTED, SH:CABINET~~

s 47C

Many thanks,

s 47E

~~PROTECTED, SH:CABINET~~

From: s 47E

Sent: Wednesday, 17 November 2021 5:49 PM

To: s 47E

RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: RE: IA Appointments Cooper and Moffatt - Agreed by Cabinet [~~SEC=PROTECTED, CAVEAT=SH:CABINET~~]

~~PROTECTED, SH:CABINET~~

Thanks s 47E

s 47C

Kind regards,

s 47E

~~PROTECTED, SH:CABINET~~

From: s 47E

Sent: Wednesday, 17 November 2021 5:39 PM

To: s 47E

LA RANCE Lisa

<Lisa.LARance@infrastructure.gov.au>

Cc: s 47E

Subject: IA Appointments Cooper and Moffatt - Agreed by Cabinet [SEC=PROTECTED, CAVEAT=SH:CABINET]

~~PROTECTED, SH:CABINET~~

Good evening,

s 47C

s 47C

Many thanks,

s 47E

s 47E

Department Liaison Officer • Deputy Prime Minister's Office

s 47E

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~~PROTECTED, SH: CABINET~~

s 47E

From: LA RANCE Lisa
Sent: Monday, 20 September 2021 12:04 PM
To: s 47E
Cc: s 47E Smith Philip
Subject: RE: Forms completed [SEC=PROTECTED, CAVEAT=SH:CABINET]

~~PROTECTED, SH:CABINET~~

Thanks very much s

s 47C

Lisa

Lisa La Rance
Branch Manager
Investment Advisory and Business Improvement Branch Infrastructure Investment Division Department of
Infrastructure, Transport, Regional Development and Communications
t: 00 6274 6001 | s 47E
w: www.infrastructure.gov.au
GPO Box 594, Canberra ACT 2601

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~~PROTECTED, SH:CABINET~~

-----Original Message-----

From: s 47E
Sent: Monday, 20 September 2021 11:04 AM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Subject: FW: Forms completed ~~[SEC=PROTECTED, CAVEAT=SH:CABINET]~~

~~PROTECTED, SH:CABINET~~

Hi Lisa,

Please find attached completed forms from s 47F

Kind regards,

s 47E

s 47E | Director - Infrastructure Office of the Hon Barnaby Joyce MP Deputy Prime Minister Minister for Infrastructure, Transport and Regional Development Leader of The Nationals Federal Member for New England s 47E

s 47E

MG41, Parliament House | Canberra ACT 2600

~~PROTECTED, SH: CABINET~~

s 47E

From: s 47E
Sent: Friday, 5 November 2021 10:09 AM
To: s 47E LA RANCE Lisa
Subject: RE: Forms to be completed for IA Board candidates [SEC=PROTECTED CAVEAT=CABINET] [SEC=OFFICIAL]
Attachments: Attachment B IA Board matrix 4nov21.docx

OFFICIAL

Thanks s 47E

The IA Board Matrix has been updated to include s 47F details.

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL

From: s 47E
Sent: Friday, 5 November 2021 7:02 AM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; s 47E
 s 47E
Subject: Fwd: Forms to be completed for IA Board candidates [SEC=PROTECTED CAVEAT=CABINET]

~~PROTECTED CAVEAT=CABINET~~

Hi,

Please find attached completed forms s 47C

Kind Regards,

s 47E

From: s 47F
Date: Friday, 5 November 2021 at 5:34:57 am
To: s 47E >
Subject: Re: Forms to be completed for IA Board candidates [SEC=OFFICIAL]

Morning s 47E

Thank you for the opportunity to participate..

Populated forms attached for consideration of appointed to the IA Board.

Best regards,

s

s 47F

s 47F

s 47F

s 47F

From: s 47E
Date: Thursday, 4 November 2021 at 6:59 am
To: s 47F >
Subject: Forms to be completed for IA Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi s ,

Please find attached forms to be completed for the IA Board.

Kind regards,

s 47E

s 47E | Director - Infrastructure
Office of the Hon Barnaby Joyce MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England
s 47E
MG41, Parliament House | Canberra ACT 2600

OFFICIAL

OFFICIAL

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s 47C



s 47E

From: s 47E
Sent: Thursday, 8 July 2021 1:00 PM
To: s 47E
Cc: s 47E ; s 47E
Subject: re IA board appointments s 47C [SEC=OFFICIAL]
Attachments: List of current and potential IA board with locations.docx

OFFICIAL

Hi s 47E

RE: MS21-000934 and 957 IA Board Appointments

s 47C

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications
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*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s 47E
Sent: Wednesday, 7 July 2021 3:25 PM
To: s 47E
Cc: s 47E ; s 47E
Subject: RE: Query - MS21-003675 and MS21-000934 [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

Apologies for the delay, agree send up that reply up re Romilly correspondence.

s 47C

Regards

s 47E

OFFICIAL

From: s 47E

Sent: Tuesday, 6 July 2021 4:16 PM

To: s 47E

Cc: s 47E

s 47E

Subject: Query - MS21-003675 and MS21-000934 [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

s 47C

MS21-000934: s 47C

s 47C

s
47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL







s 47E

From: s 47E
Sent: Thursday, 4 November 2021 10:11 AM
To: s 47E
Cc: LA RANCE Lisa; s 47E
Subject: RE: IA Board candidate [SEC=UNOFFICIAL]
Attachments: Private Interests Declaration.pdf; Attachment B IA Board matrix 4nov21.docx

UNOFFICIAL

Hello s 47E

I have updated the IA board matrix to reflect s 47C. We will need to contact s 47F to complete the Private Interests Declaration by filling in the row at the top of each page with the proposed position and organisation (Board Member, Infrastructure Australia).

Can you confirm s 47C s 47F

s 47C s 34(3)

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

UNOFFICIAL

From: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Sent: Thursday, 4 November 2021 9:14 AM
To: s 47E
Subject: FW: IA Board candidate [SEC=UNOFFICIAL]

UNOFFICIAL

Lisa La Rance
Branch Manager
Investment Advisory and
Business Improvement
Branch
Infrastructure Investment
Division
Department of
Infrastructure, Transport,
Regional Development and
Communications
t: 00 6274 6001 | s 47E
s 47E
w:
www.infrastructure.gov.au
GPO Box 594, Canberra
ACT 2601



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UNOFFICIAL

From: s 47E
Sent: Thursday, 4 November 2021 7:46 AM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Subject: IA Board candidate [SEC=UNOFFICIAL]

UNOFFICIAL

Hi Lisa,

Please find attached forms from s 47F for the IA Board.

Kind regards,

s 47E

s 47E | Director - Infrastructure
Office of the Hon Barnaby Joyce MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for New England
s 47E
MG41, Parliament House | Canberra ACT 2600

UNOFFICIAL







s 47E

From: s 47E
Sent: Friday, 4 June 2021 2:23 PM
To: s 47E
Cc: LA RANCE Lisa
Subject: RE: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

s 47C

Cheers, s

OFFICIAL

From: s 47E
Sent: Friday, 4 June 2021 2:21 PM
To: s 47E
Cc: LA RANCE Lisa
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

s

s 47C

s
47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: s 47E **On Behalf Of** LA RANCE Lisa
Sent: Friday, 4 June 2021 1:54 PM
To: s 47E
Subject: FW: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

Can you please assist with the below?

Thanks!

s 47E
Executive Assistant to Lisa La Rance
Investment Advisory and Business Improvement Branch | Infrastructure Investment Division
s 47E
GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications
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I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s 47E >
Sent: Friday, 4 June 2021 12:25 PM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Subject: IA proposed Board candidates [SEC=OFFICIAL]

OFFICIAL

Hi Lisa

Could you please provide the mobile number for each of the proposed IA Board candidates today? s 47C

Cheers, s

s 47E | Senior Adviser Infrastructure
Office of the Hon Michael McCormack MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for Riverina
s 47E | s 47E
MG41, Parliament House | Canberra ACT 2600
Suite 2, 11-15 Fitzmaurice Street | Wagga Wagga NSW 2650

OFFICIAL

s 47E

From: s 47E
Sent: Tuesday, 9 November 2021 9:56 AM
To: s 47E
Cc: s 47E; LA RANCE Lisa
Subject: RE: s 47C [SEC=PROTECTED]
Attachments: Appointments - Cabinet Approval - Attach C - Summary of suitability and talking points.docx

~~PROTECTED~~

Hello s 47E

Updated TPs attached.

s 47E

s 47E

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s 47E

GPO Box 594 Canberra, ACT 2601

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 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

~~PROTECTED~~

From: s 47E
Sent: Tuesday, 9 November 2021 9:44 AM
To: s 47E
Cc: s 47E; LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Subject: RE: s 47C [SEC=PROTECTED]

~~PROTECTED~~

Thanks s 47E

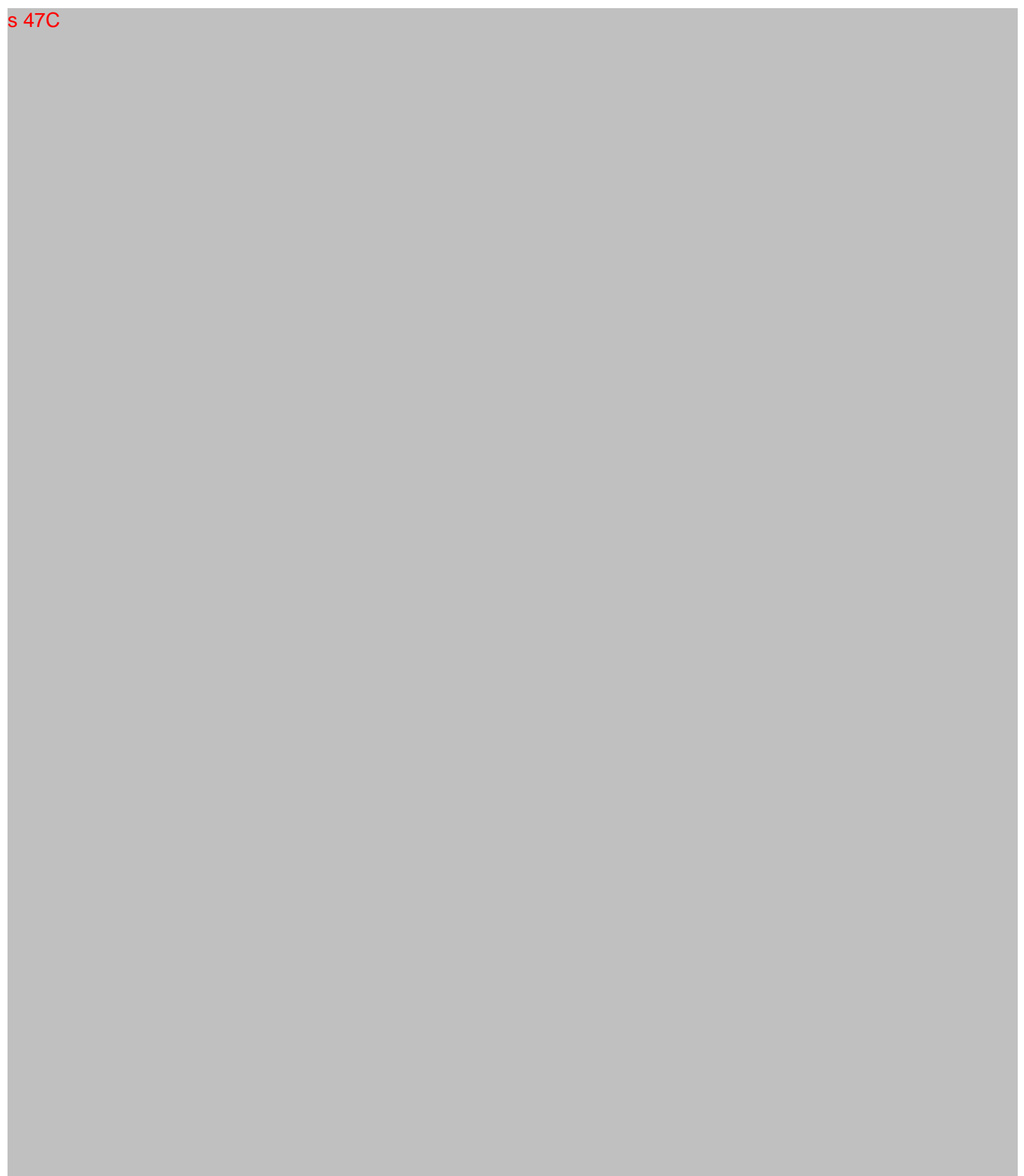
We have now forwarded this to the s 47C for action. Would you mind also sending through updated talking points for the updated appointments?

Many thanks,

s 47E

~~PROTECTED~~

s 34(3)



s 47E

From: s 47E
Sent: Friday, 4 June 2021 9:27 AM
To: s 47E LA RANCE Lisa
Cc: Smith Philip; s 47E
Subject: RE: MS21-000489 - IA 2021 Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Thanks s 47E

Let me know if the s would like the department's support in sourcing contact details for preferred candidates.

s 47E

s 47E

Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL:Sensitive

From: s 47E
Sent: Friday, 4 June 2021 9:00 AM
To: LA RANCE Lisa ; s 47E
Cc: Smith Philip
Subject: MS21-000489 - IA 2021 Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Hi Lisa and s 47E

The DPM has signed MS21-000489 – please see attached copy for your records. s 47C
 to consult with candidates at this stage of the process.

Cheers

s 47E

s 47E

Senior Department Liaison Officer • Office of the Deputy Prime Minister

s 47E

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I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL:Sensitive

s 47E

From: s 47E
Sent: Wednesday, 21 July 2021 5:39 PM
To: s 47E
Cc: s 47E ; s 47E
Subject: RE: MS21-000934 - Extension of IA Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Thanks for confirming, s 47E

As noted in my email earlier, MPS will dispatch the original letters. However, it is open to you to send electronic copies to the IA Chair and appointees.

Cheers

s 47E

OFFICIAL:Sensitive

From: s 47E
Sent: Wednesday, 21 July 2021 5:18 PM
To: s 47E
Cc: s 47E ; s 47E
Subject: FW: MS21-000934 - Extension of IA Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Hi s 47E

I can confirm that we have spoken to both s 47F and s 47F who are happy to accept the s 47C on the IA board. Let me know if you are sending out the letters.

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL:Sensitive

From: s 47E
Sent: Wednesday, 21 July 2021 10:10 AM
To: s 47E
Cc: s 47E
Subject: RE: MS21-000934 - Extension of IA Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Thanks s 47E

Can you confirm if the s is sending out the hard copy of the letters to the PM, Chair, s 47F and s 47F ?

s 47E

s 47E
Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division
s 47E
GPO Box 594 Canberra, ACT 2601

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I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL:Sensitive

From: s 47E
Sent: Wednesday, 21 July 2021 9:13 AM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; s 47E
s 47E
Cc: Smith Philip <Philip.Smith2@infrastructure.gov.au>
Subject: MS21-000934 - Extension of IA Board Appointments [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Hi Lisa and s 47E

The DPM has signed MS21-000934 – please see attached copy for your records.

The DPMO would be grateful if the Department informs IA of the appointment extensions this morning.

Cheers

s 47E

s 47E

Senior Department Liaison Officer • Office of the Deputy Prime Minister

s 47E

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OFFICIAL:Sensitive

s 47E

From: s 47E
Sent: Friday, 2 July 2021 2:51 PM
To: s 47E s 47E
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]
Attachments: Board members incl location.DOCX

OFFICIAL

Hi s 47E

CVs of IA Board Members identify the following:

Julieanne Alroe (Chair) – s 47F

Peter Corish – s 47F

Gabrielle Trainor – s 47F

Deena Shiff – s 47F

Reece Waldock – s 47F

Peter Harris – s 47F

Samantha Hogg – s 47F

Mark Balnaves – s 47F

John Fitzgerald – s 47F

Marion Fulker – s 47F

Rod Hook – s 47F

Graham Quirk – s 47F

I have attached the board matrix and included s 47C s 47C

The state identified in the matrix was provided by IA. I will approach Romilly to get an updated suburb address, but may not receive it today.

s 47E

s 47E

A/g Assistant Secretary, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s 47E
Sent: Friday, 2 July 2021 1:19 PM
To: s 47E ; s 47E
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

s
47E

Can you give me a call I need some information to s 47C

Thanks

s
47E

OFFICIAL

From: s 47E
Sent: Thursday, 1 July 2021 8:55 AM
To: s 47E >
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

Thanks s 47E

I appreciate the update. s 47C

s
47E

s 47E

A/g Assistant Secretary, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: s 47E
Sent: Thursday, 1 July 2021 8:37 AM
To: s 47E
Cc: s 47E
s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

Just letting you know that the IA appointments brief remains under consideration. The Office is aware of the urgency
s 47C

s 47E please jump in if you have any thoughts on s 47C is required.

Cheers
s 47E

OFFICIAL

From: s 47E
Sent: Tuesday, 29 June 2021 9:54 AM
To: s 47E
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

Yeah, of course. No problem at all.

I'll check in back in tomorrow.

OFFICIAL

From: s 47E
Sent: Tuesday, 29 June 2021 9:33 AM
To: s 47E
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

Thanks s 47E

Can you keep me up to date? s 47C

s
47E

s 47E

A/g Assistant Secretary, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

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OFFICIAL

From: s 47E
Sent: Tuesday, 29 June 2021 9:30 AM
To: s 47E
Cc: s 47E
Subject: RE: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

I've had a quick chat to s 47E about this sub and while we are hopeful the deadline will be met, we are not confident. This is due to the DPM's limited availability this week and s 47C

s 47C

Cheers

s 47E

s 47E

Senior Department Liaison Officer • Office of the Deputy Prime Minister

s 47E

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OFFICIAL

From: s 47E

Sent: Tuesday, 29 June 2021 9:04 AM

To: s 47E

Cc: s 47E

Subject: FW: Query MS21-000957 and subsequent submissions [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

Hi s 47E

s 47C

s 47C

s 34(3)

, s 47C

s 47C

s 47C

Please contact me if you'd like me to talk you through it.

Regards

s 47E

A/g Assistant Secretary, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

OFFICIAL





s 47E

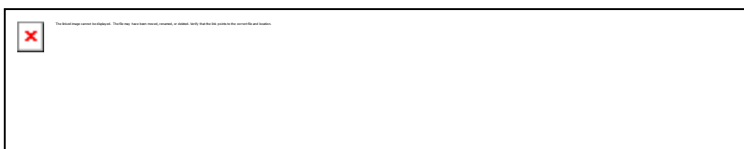
From: LA RANCE Lisa
Sent: Wednesday, 6 October 2021 4:29 PM
To: Smith Philip
Cc: s 47E ; s 47E
Subject: s 47C
Attachments: s 34(3)

~~PROTECTED, SH:CABINET~~

Looping you in. As mentioned earlier this is the s 47C

lisa

Lisa La Rance
 Branch Manager
 Investment Advisory and
 Business Improvement
 Branch
 Infrastructure Investment
 Division
 Department of
 Infrastructure, Transport,
 Regional Development and
 Communications
 t: 00 6274 6001 | s 47E
 s 47E
 w:
www.infrastructure.gov.au
 GPO Box 594, Canberra
 ACT 2601



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~~PROTECTED, SH:CABINET~~

From: s 47E
Sent: Wednesday, 6 October 2021 4:04 PM
To: s 47E

Cc: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; s 47E

s 47E

Subject: s 47C [SEC=PROTECTED, CAVEAT=SH:CABINET]

~~PROTECTED, SH:CABINET~~

Hello s 47E

Re: s 47C

This request follows a conversation between s and Lisa.

s 47C

Let me know if you have any questions

s
47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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~~PROTECTED, SH:CABINET~~

s 47E

From: LA RANCE Lisa
Sent: Friday, 27 August 2021 9:42 PM
To: s 47E
Cc: s 47E; Smith Philip
Subject: RE: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Thanks very much s 47E if you can get the signed letters (scanned is of course just fine) to us we can get them to the board members and interim chair.

I hope you get to enjoy some weekend and please let us know if there is anything we can do to help.

Lisa

Lisa La Rance
 Branch Manager
 Investment Advisory and
 Business Improvement
 Branch
 Infrastructure Investment
 Division
 Department of
 Infrastructure, Transport,
 Regional Development and
 Communications
 t: 00 6274 6001 | s 47E
 s 47E
 w:
www.infrastructure.gov.au
 GPO Box 594, Canberra
 ACT 2601



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OFFICIAL

From: s 47E
Sent: Friday, 27 August 2021 7:59 PM
To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>
Cc: s 47E; Smith Philip <Philip.Smith2@infrastructure.gov.au>
Subject: RE: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Thanks Lisa,

I'll message you tomorrow as soon as the DPM signs the brief.

Kind regards,

s 47E

OFFICIAL

From: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Sent: Friday, 27 August 2021 7:57 PM

To: s 47E

Cc: s 47E; Smith Philip <Philip.Smith2@infrastructure.gov.au>

Subject: FW: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Hi s 47E

I know you asked for attachment B, but I thought I would send you the full sub in case you are having trouble accessing other attachments.

Lisa

Lisa La Rance

Branch Manager
Investment Advisory and
Business Improvement
Branch
Infrastructure Investment
Division
Department of
Infrastructure, Transport,
Regional Development and
Communications

t: 00 6274 6001 | s 47E

s 47E

w:

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ACT 2601



The department proudly acknowledges the Traditional Owners and Custodians of Australia, and their continuing connections to the land, waters and communities. We pay our respects to them and to their Elders past, present and emerging.

OFFICIAL

From: s 47E
Sent: Friday, 23 July 2021 11:54 AM
To: s 47E
Cc: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>; Smith Philip <Philip.Smith2@infrastructure.gov.au>
Subject: URGENT: MS21-001003 IA board appointments [SEC=OFFICIAL]

OFFICIAL

Hello s 47E

Lisa and I have spoken to s 47E to let her know this is coming. I am emailing so that you receive it prior to getting through the PDMS system. The submission has been approved by Dave Hallinan.

s 47C

Let me know if you have any questions.

s 47E

s 47E

Director • Stakeholder Engagement Section • Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

s 47E

GPO Box 594 Canberra, ACT 2601

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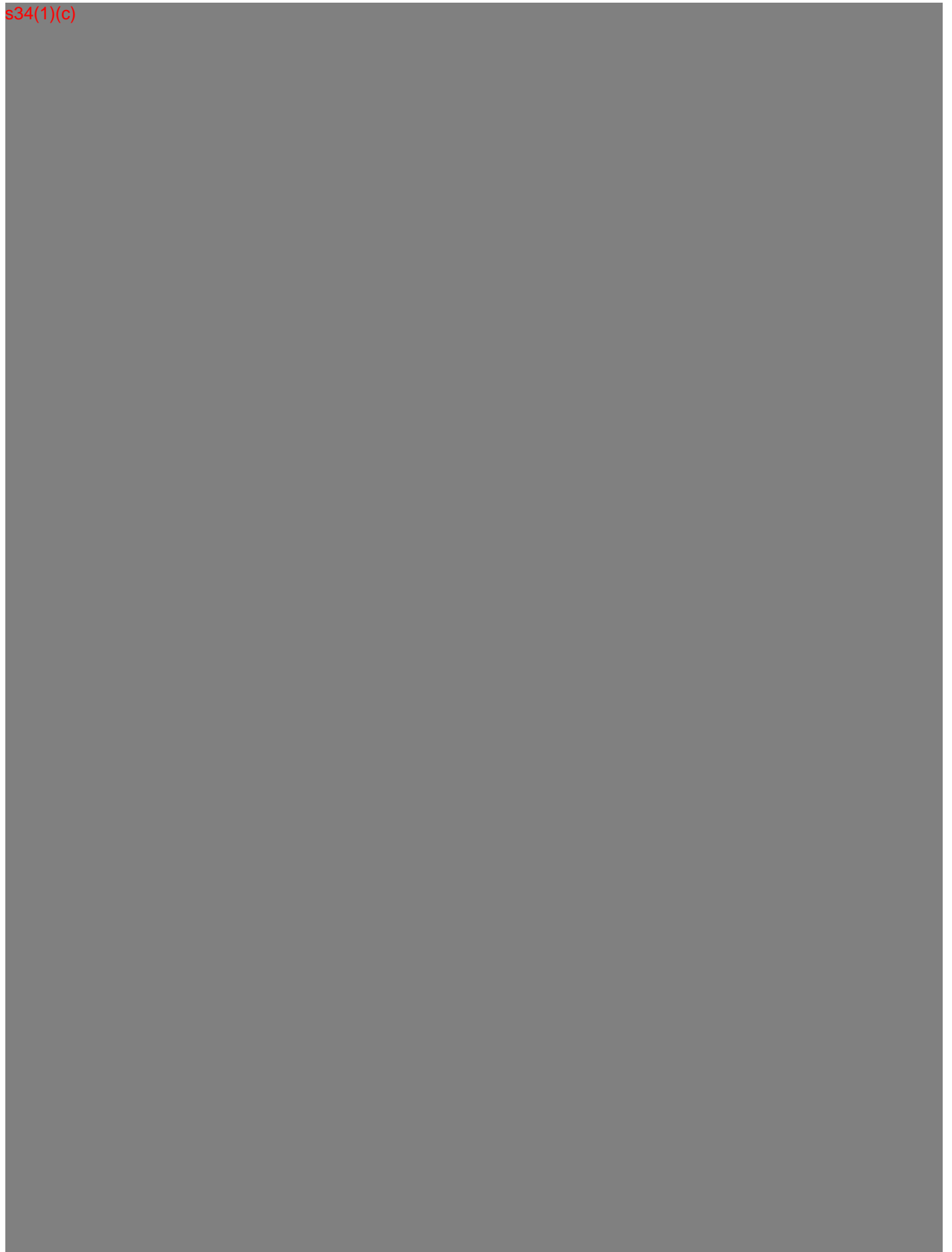
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OFFICIAL





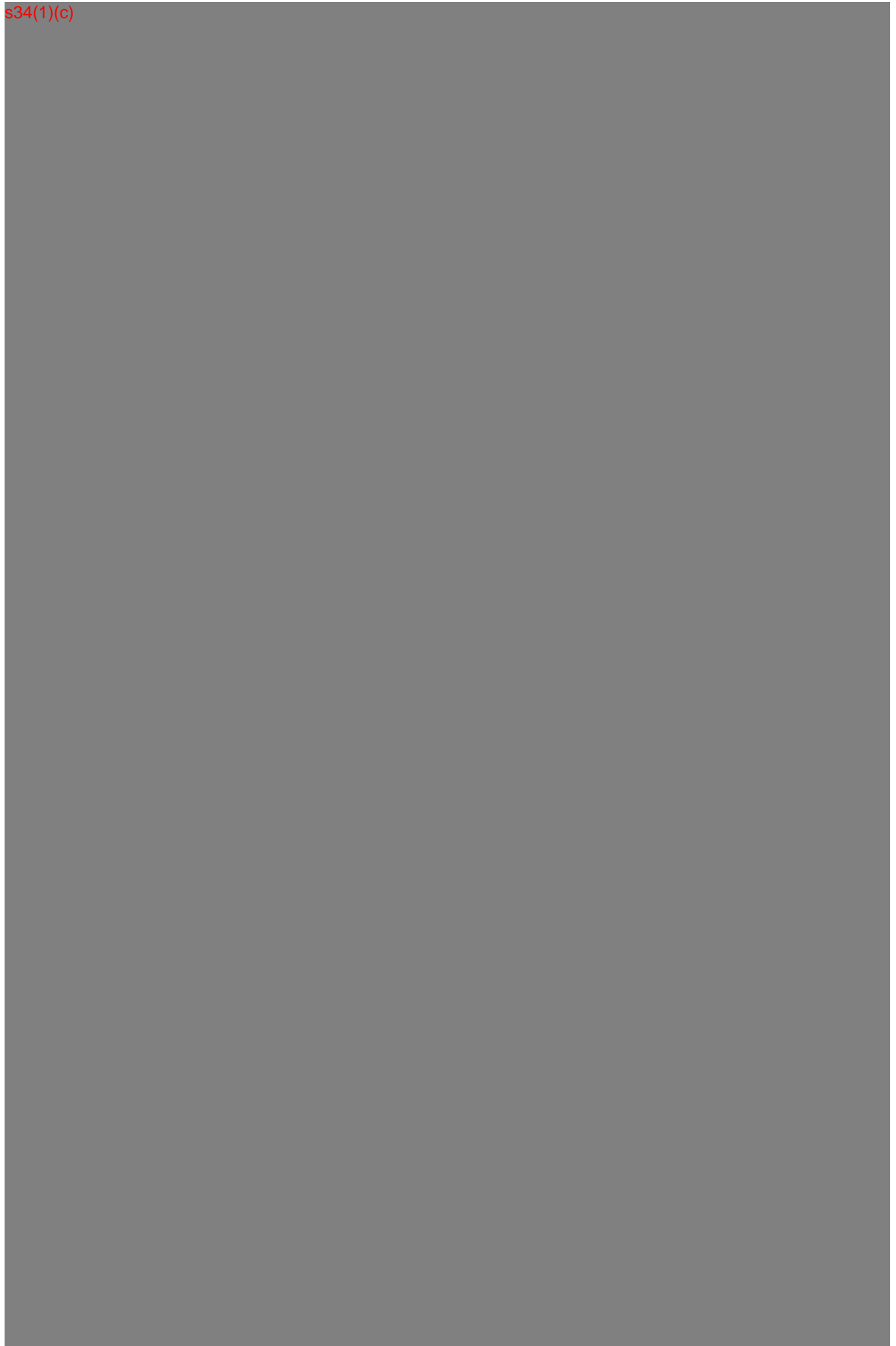










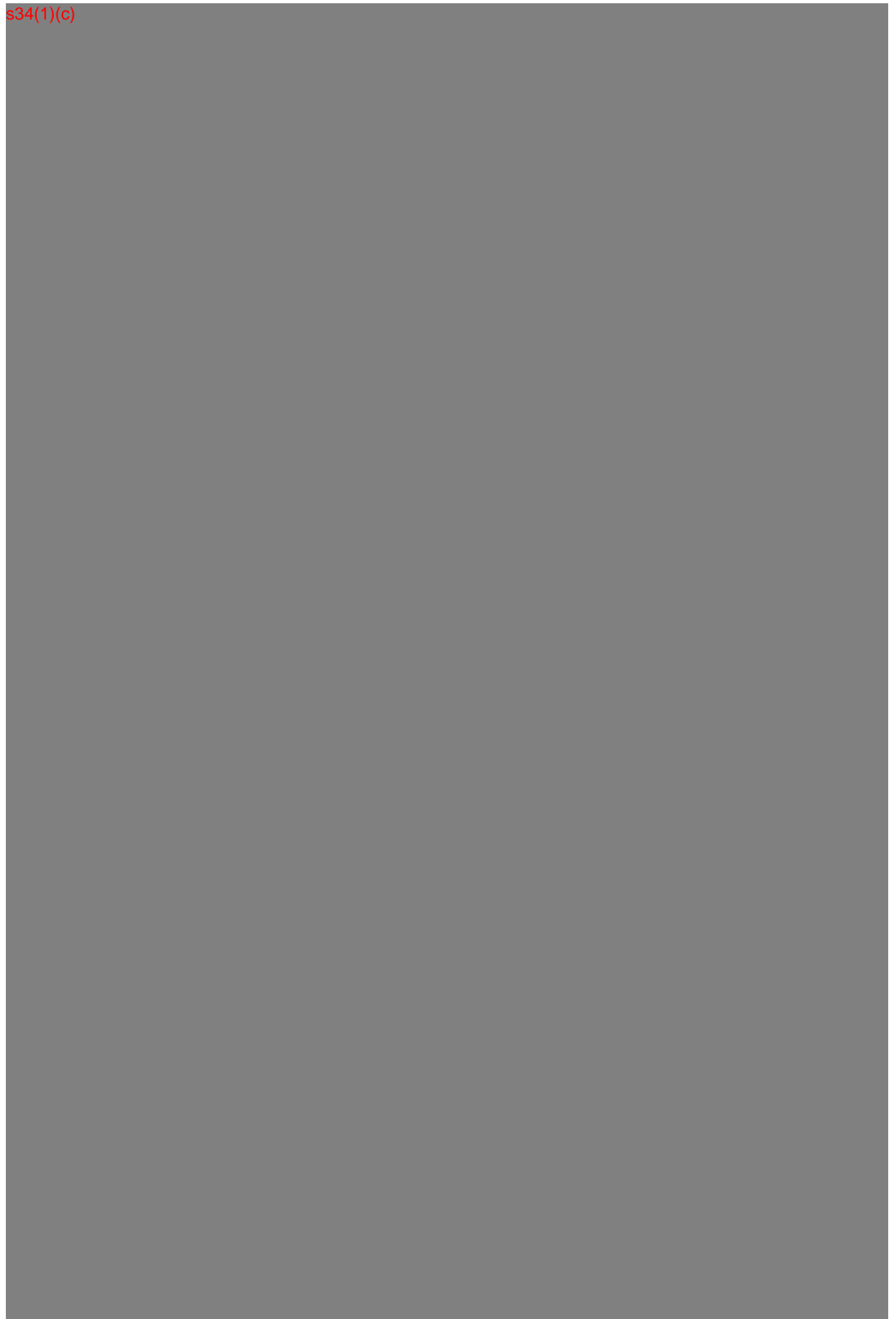




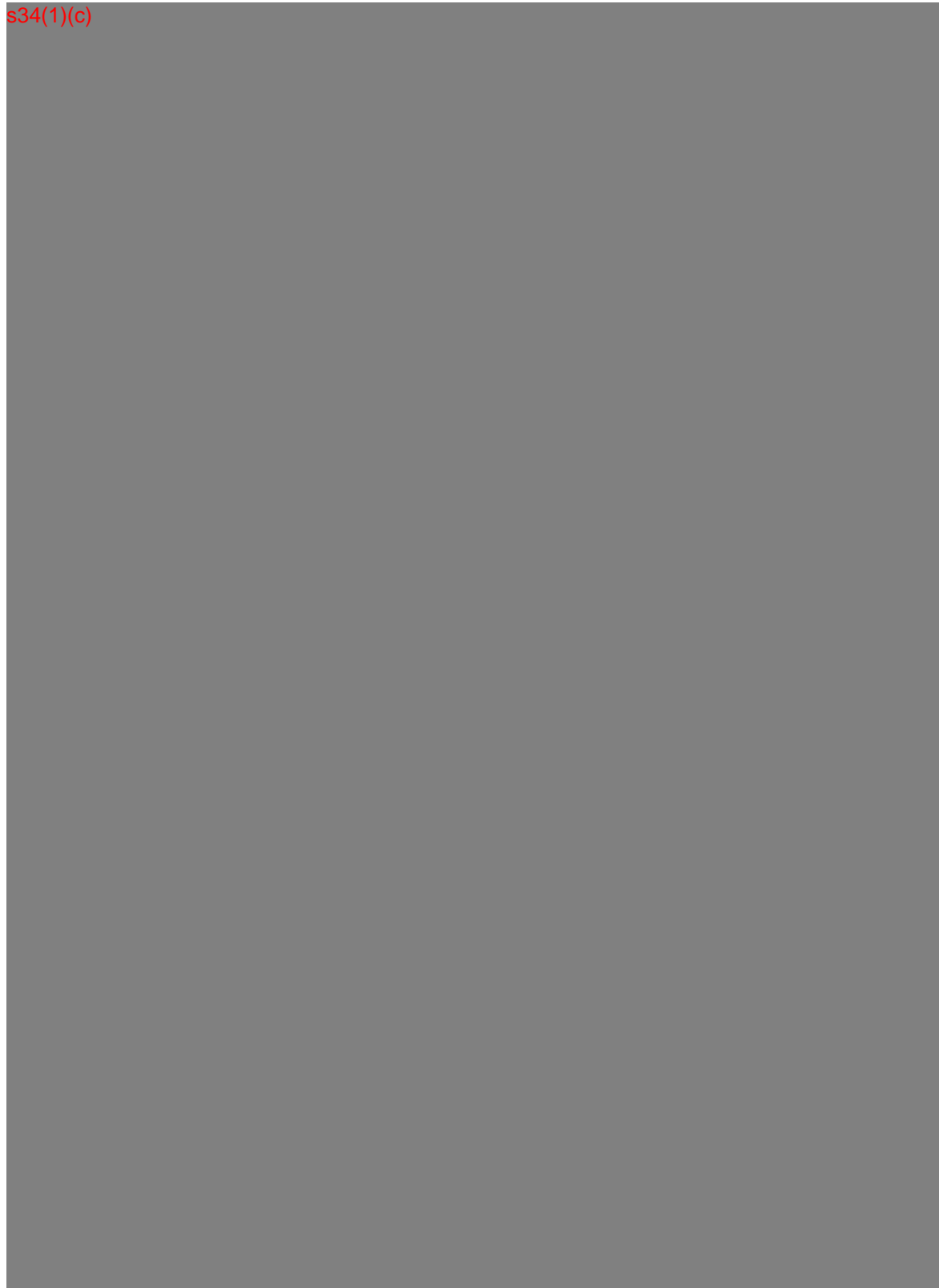




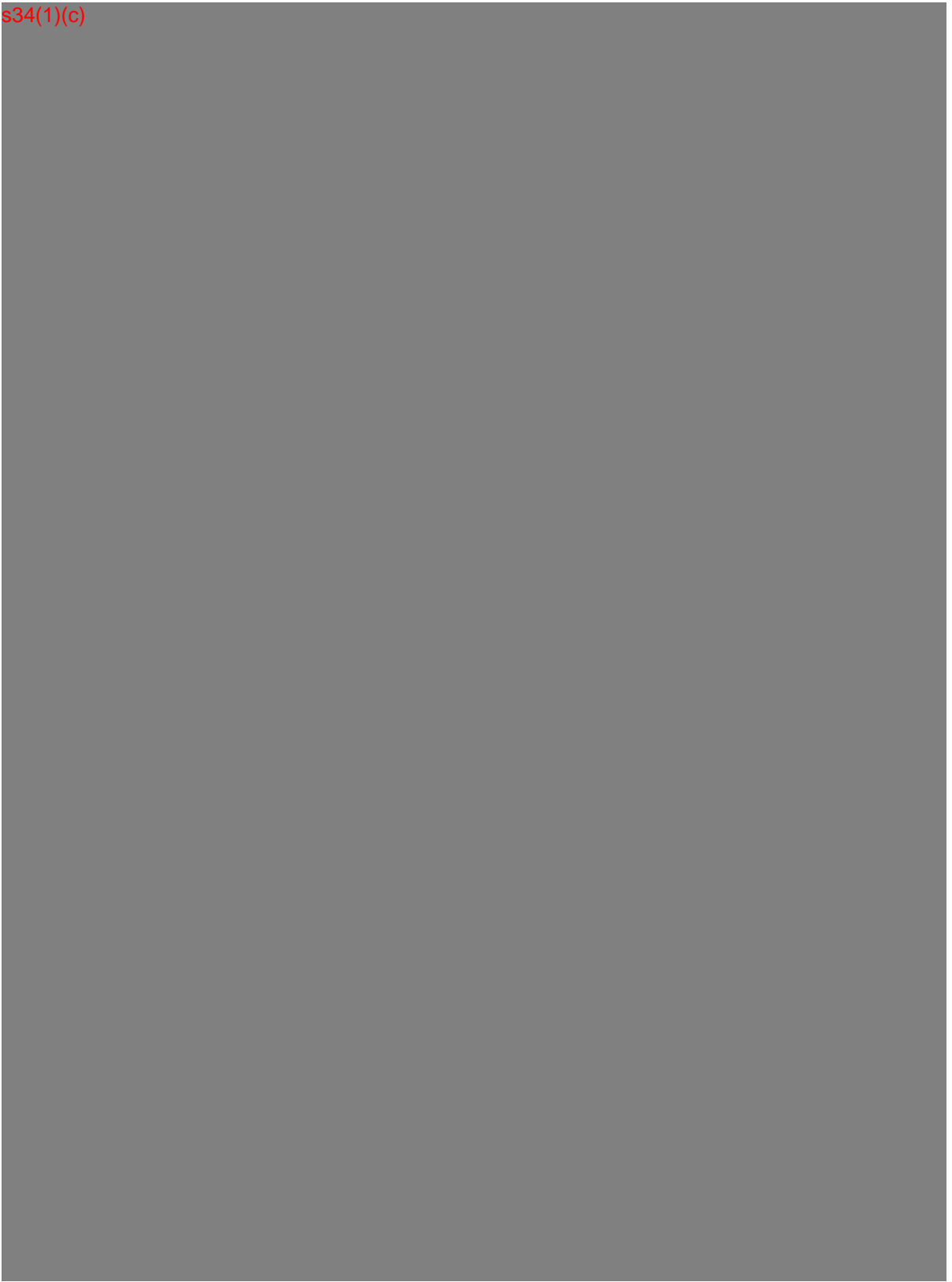




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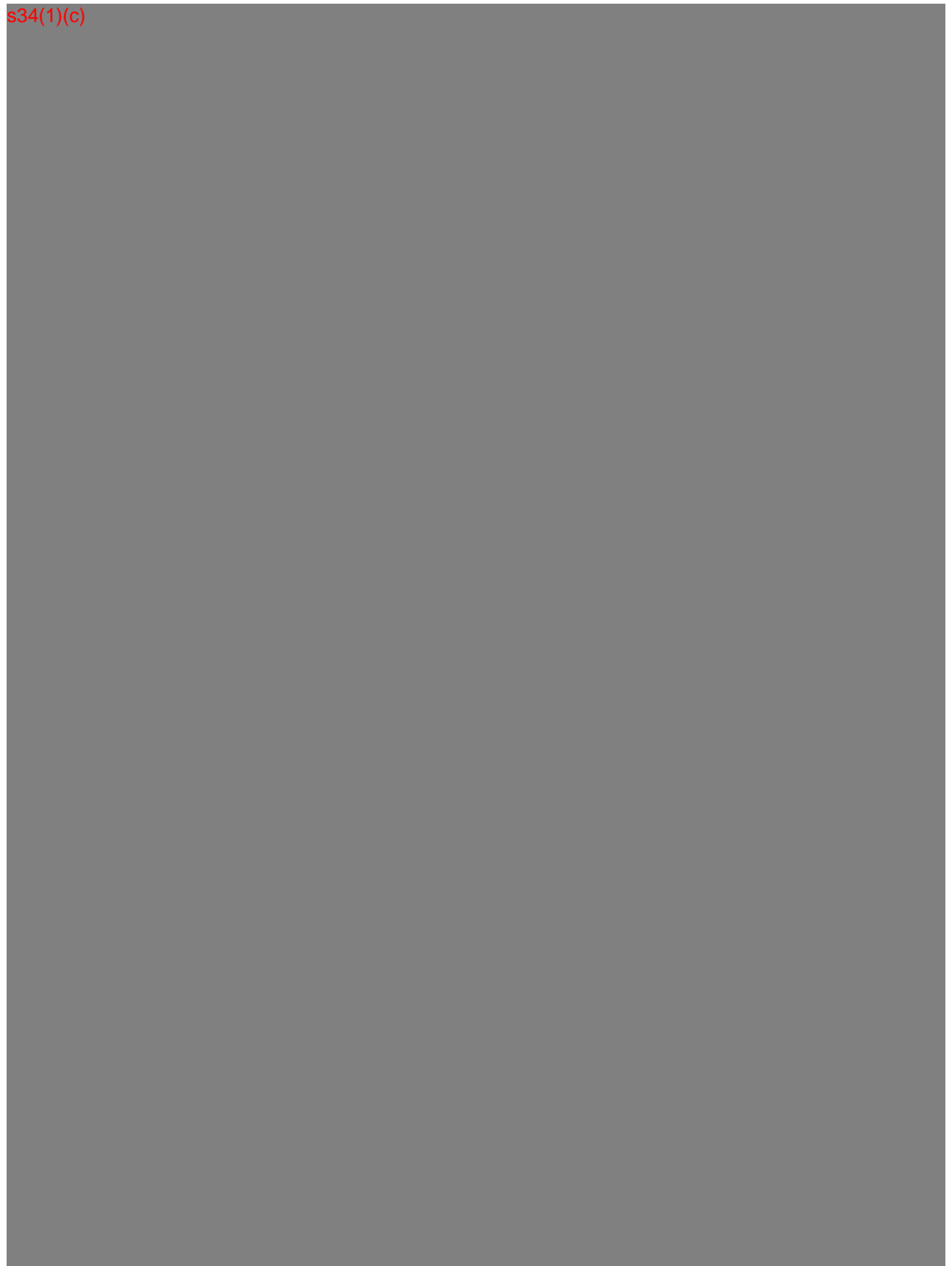
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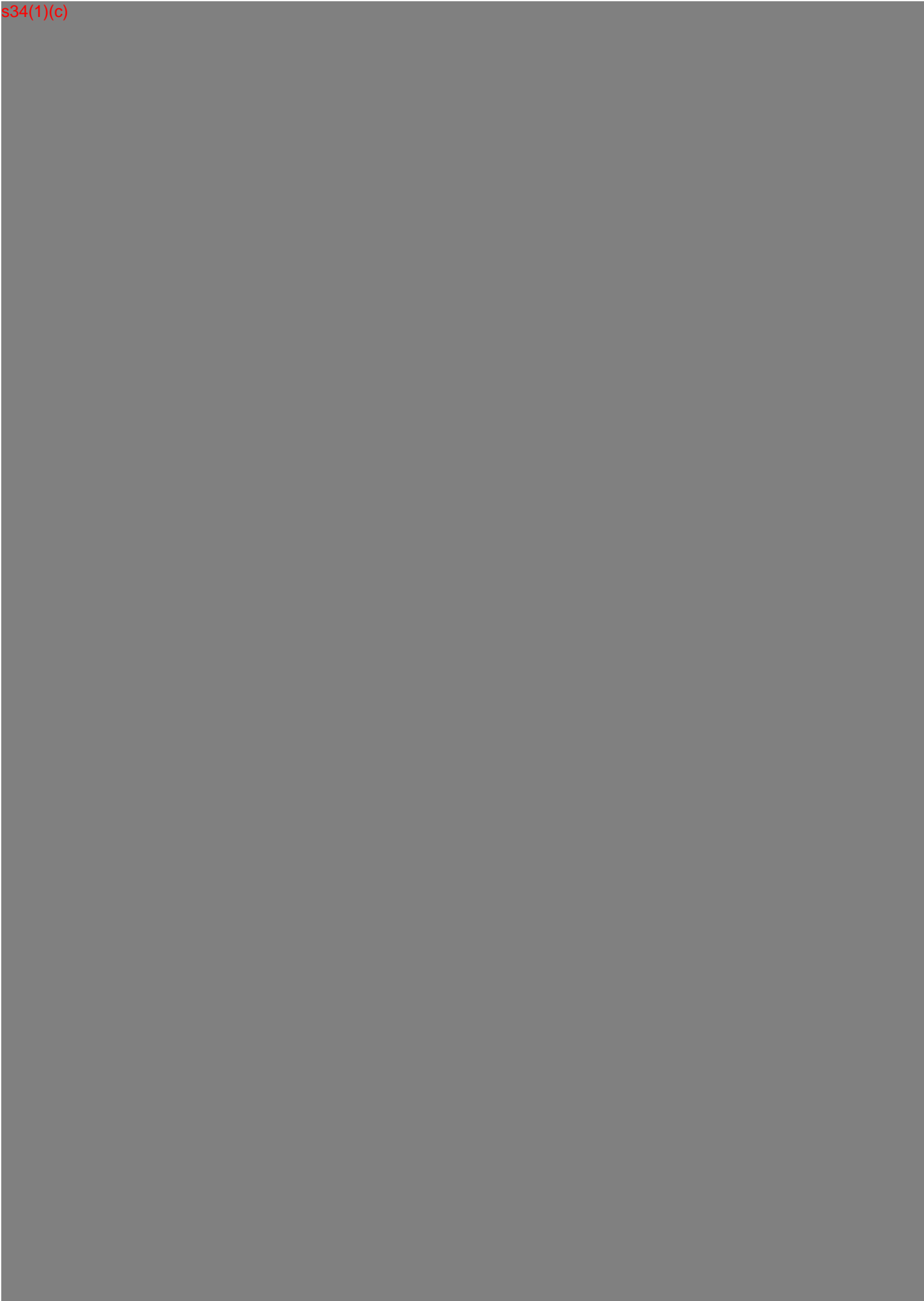




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s 47E

From: LA RANCE Lisa
Sent: Monday, 15 November 2021 8:51 AM
To: s 47E
Cc: Smith Philip
Subject: RE: Contact list for new IA Board appts ~~[SEC-PROTECTED, CAVEAT-SH-CABINET]~~

~~PROTECTED, SH-CABINET~~

Hello s 47E

So sorry for the delay – I had some trouble with email saving not sending last week.

s 47F

Let us know if you need anything else or would like to discuss.

Lisa

Lisa La Rance

Branch Manager
Investment Advisory and
Business Improvement
Branch
Infrastructure Investment
Division
Department of
Infrastructure, Transport,
Regional Development and
Communications

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ACT 2601



The department proudly acknowledges the Traditional Owners and Custodians of Australia, and their continuing connections to the land, waters and communities. We pay our respects to them and to their Elders past, present and emerging.

~~PROTECTED, SH:CABINET~~

From: s 47E

Sent: Monday, 15 November 2021 7:51 AM

To: LA RANCE Lisa <Lisa.LARance@infrastructure.gov.au>

Subject: Contact list for new IA Board appts [~~SEC-PROTECTED, CAVEAT-SH:CABINET~~]

~~PROTECTED, SH:CABINET~~

Hi Lisa,

Can you please send me the contact list you have for the new IA Board appts we discussed last week?

Thanks,

s 47E

~~PROTECTED, SH:CABINET~~

