

s47F - personal privacy

Chat

Thursday, 9 June 2022

4:13 PM

Note for record

s22(1)(a)(ii) - irrelevant material

Raised with s47F - pc the s47C - deliberative processes

Advised that under the Act it was not simple to remove board members from their appointments

Advised that the government would quickly establish a review of IA and seek to refine the role to major nationally significant projects - changing the nature of the organisation

Asked s47F - pc to consider resigning knowing that the government did not have confidence s47F - pc was the right person for the IA role

Advised that the government would likely have to change the act for reasons related to the review, and if required to change the Act to allow termination of board positions, this would happen. And it would be a very challenging process for anyone effected by it - as the merits of the individuals effected would likely be a matter of discussion/debate in parliament

s47F - pc advised that s47F - pc had considered what would happen with a change of government and would resign - s47F - pc had been advised personally by the former DPM that it was unlikely his appointment would survive a change of government - so s47F - pc was expecting the request

I advised the government was considering s47E(d) - certain operations of agencies

But it was clear to me that the s47C - deliberative processes

s47F - pc asked for two things

Consideration being given to allowing the July board meeting to continue

And for some form of severance to be made for the other board members

I advised I thought any payment not likely but would consider both in good faith

s47F - personal privacy

Chat part 2

Thursday, 9 June 2022

4:23 PM

Shorter phone call

s47F - p4 advised s47F - i had slept on the issue, reviewed his position under the Act and appointment documentation.

s47F - p4 position is that s47F - i wishes a personal severance package or similar - said that s47F - i saw how Minister King would get what she wanted if s47F - i resigned, but s47F - i would not get anything out of it - advised s47F - i would sign a non-disclosure agreement to this effect

I advised that the notion of a severance package would not hold, but in good faith I would confirm with general counsel

- s47C - deliberative processes

s47F - personal privacy

Thursday, 9 June 2022

4:29 PM

Advised that there were no options for severance

Talked through possible legislative options around terminations

Advised that

12PM | Phone Calls

Thursday, 16 June 2022 9:05 AM

Meeting Date: 16/06/2022 12:00 PM
Link to Outlook Item: [click here](#)
Participants

Notes

s22(1)(a)(ii) - irrelevant material

IA Board

IA Current Board Members - as at 7 June 2022 (002)

s47F - personal privacy

s47F - personal privacy 16 June 2.40pm

s47F understands, but is worried about the regional implications. Has agreed, and will do it. But disappointed.

Hi there

Intro

I'm calling relation to your position on the IA board. Being upfront with you, I imagine it's a call you would prefer not to receive.

As you'd be aware the new government has a policy position to review Infrastructure Australia and refresh the board.

The review is intended to draw IA back to a more limited nationally significant projects role, with a greater focus on mega and major projects. And the government wishes the board to consist of more people with mega project, major industries, and international experience.

Unfortunately, on reviewing your background against their preferred skills sets s47E(d) - certain operations

The government doesn't have legal power to sack the members of the board in this circumstance, but does have the ability to amend the IA Act to allow it to do so. The government will have the numbers to pass any such amendment, and the nature of the amendment, the reason for it, and those effected by it are all likely in my view to be the subject of debate in the parliament.

In my view this is best avoided, as it could become a very difficult experience for anyone effected by it.

s47E(d) - certain operations of agencies

This is an unfortunate situation for all involved, and I'm trying to find the best path through for all effected parties.

I understand it's a rough phone call to receive and I'm sorry to have to bear the news.

I've had detailed discussions with s47F - personal privacy about possible handling. And we've agreed to a handling arrangement that we think is reasonable and fair, and will allow for the legislative process not to be undertaken.

s47 has agreed to resign from the board with effect from the end of September. This would allow the board to continue its legal functions until the review is at least in large part complete. But s47 has also agreed to not prosecute further policy advisory work through this period.

In effect, the work of the board will become very quiet for the next three months or so, while the review occurs.

It's important that there is a legally functioning board in place for IA, so this achieves that aim. And it provides a fair balance of warning for potentially exiting board members. And it s47E(d) - certain operations c

You may need some time to consider it, but I would ask that you consider the same arrangement - of resigning with effect from the end of September.

4PM | Phone Calls

Thursday, 16 June 2022 9:05 AM

Meeting Date: 16/06/2022 12:00 PM
Link to Outlook Item: [click here](#)
Participants

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IA Current Board Members - as at 7 June 2022 (002)

s47F - personal privacy

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16 June 2.40pm

s47F understands, but is worried about the regional implications. Has agreed, and will do it. But disappointed.

s47F - personal privacy

s47F - personal privacy

17 June 4.30

s47F - pers will consider s47F position and call me back next week. s47F - pers surprised, queried which board members would be asked to resign - I advised some board members appointed from mid last year, appointed through the former DPMs processes.

s47F - personal privacy

s47F - personal privacy

17 June 4.45

s47F - perso s47F - personal privacy And why would we let you go - potential change

Disappointed about not wishing to keep such a rurally focussed and real person on the board

Will consider options over the weekend and comeback sometime early possibly into next week

s47F - personal privacy

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It's important that there is a legally functioning board in place for IA, so this achieves that aim. And it provides a fair balance of warning for potentially exiting board members. And it s47E(d) - certain operations c

You may need some time to consider it, but I would ask that you consider the same arrangement - of resigning with effect from the end of September.

From: HALLINAN David
Sent: Monday, 27 June 2022 9:48 AM
To: s47F - personal privacy
Cc: s47F - personal privacy
Subject: IA Board Arrangements [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy

Many thanks for our recent conversations and the highly professional nature of your engagements.

As discussed, the basics of what I think we've agreed would be appropriate are below. I've also provided some indicative text that effected board members could consider. And indicative text of what the Minister may provide in response.

As the government has identified a substantial change of policy direction for IA, including a review of IA, we've agreed in principle it would be an appropriate step for some recently appointed members of the board to resign. To ensure IA remains legally functioning for the period of the review, we've agreed resignations could take effect from 30 September 2022.

This timing would allow the review to be conducted and IA to comply with its legal obligations throughout. And would allow suitable time for effected board members to make personal arrangements.

In my discussions with board members I offered to provide some draft text that they could consider using. I also have included potential text for a short statement from the Minister for your awareness of what could be considered.

I'll be available on the mobile. But will give you a call to discuss in the coming days.

All the best

Dave

Possible text for resignations (Minister.King@mo.infrastructure.gov.au)

s47C - deliberative processes

Possible statement text

s47C - deliberative processes

OFFICIAL

10AM | Phone calls

Thursday, 7 July 2022 9:08 AM

Meeting Date: 7/07/2022 10:00 AM
Link to Outlook Item: [click here](#)
Participants

Notes

s22(1)(a)(ii) - irrelevant material

IA Board members - s47F - pers: first

s22(1)(a)(ii) - irrelevant material



Monday



IA Board
Arrangem...

s47F

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s47F - personal s47F - personal privacy

s47F - personal priv	16 June 16:40
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s47F understands, but is worried about the regional implications. Has agreed, and will do it. But disappointed.

s47F - personal priv	7 July 12:08
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Message left - following up on earlier conversation on IA board arrangements

s47F return call Friday

s47F - personal priv	8 July 13:44
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Indicated s47F would like to have a zoom call on Monday or Tuesday

s47F - personal priv

s47F - personal priv	17 June 16:30
----------------------	---------------

s47F - pers will consider s47F position and call me back next week. s47F - pers surprised, queried which board members would be asked to resign - I advised some board members appointed from mid last year, appointed through the former DPMs processes.

s47F - personal privacy

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s47F - pers s47F - personal privacy And why would we let you go - potential change

Disappointed about not wishing to keep such a rurally focussed and real person on the board

Will consider options over the weekend and comeback sometime early possibly into next week

s47F - personal privacy

s47F - personal privacy

Previously advised by s47F - pers that s47F - personal privacy had spoken with s47F - pers who was willing to resign.

s47F - personal priv	7 July 12:07
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Called - left message to call re IA board

s47F - personal priv

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

The Minister has also accepted the resignations of s47F - personal privacy from the Board of Infrastructure Australia.

The Minister has thanked these Board members for their service to Infrastructure Australia during the terms of their appointments.

s22(1)(a)(ii) - irrelevant material

"I am grateful to s47F - personal privacy for offering their resignations as board members, and for supporting the renewal of the agency. I thank each of the resigning board members for their service to Infrastructure Australia."

s47F - personal priv 20 June 13:40

Argues s47f meets the requirements for the IA board as s47F - personal privacy

s47F - pe keen to find a mechanism to speak to s47F - pers value in the space.

Dave offered to get s47F - pe to call - driven to infrastructure reform through investment.

s47F - personal priv 7 July 12:15

s47F - pe returned the call

I talked through proposed media handling should s47f resign, and advised I had s47C - deliberative process and s47F - pe earlier this week.

s47F - pe advised s47F - like to speak with s47F - pe and test s47f case.

s47F - pe advised s47F had indicated clearly s47f had reached a decision in the board meeting of Tuesday, but that there was not a consensus and there were some more colourful positions put.

I advised that 'on timing' the first opportunity the government would have to pass amendments to the IA act would be during the first sitting, s22(1)(a)(ii) - irrelevant material

it would be within their power to add the IA board changes to that amendment Bill

From: HALLINAN David
Sent: Friday, 8 July 2022 3:12 PM
Cc: HALLINAN David
Subject: Meeting: Infrastructure Australia board arrangements and next steps [SEC=OFFICIAL]

OFFICIAL

Hi all

I have been attempting to make contact the past few days to follow up on earlier conversations on the Infrastructure Australia board arrangements.

As requested by some, I am setting up a video meeting on Monday 11 July at 4pm to further discuss the IA board arrangements and next steps. A calendar invite will be sent through shortly.

In the meantime, I am available to discuss on my mobile.

Regards,

Dave Hallinan
Deputy Secretary | Infrastructure Group

s47F - personal privacy

OFFICIAL

From: HALLINAN David
Sent: Monday, 11 July 2022 5:24 PM
To: s47F - personal privacy
Cc: MACKAY David; s47F - personal privacy s47F - personal privacy
Subject: Draft Statement Text [SEC=OFFICIAL]
Attachments: DRAFT Text - IA review and resignation statement.docx

OFFICIAL

Hi all

Thank you for your time this afternoon. I appreciate the professional engagements we've had on this matter, and am sorry for the nature of the calls.

Please find attached draft statement text regarding public handling.

As discussed earlier, s47F - personal privacy has offered to coordinate any feedback. Please provide feedback to s47F - personal

If anyone would like further conversations with me, I'll be available on the mobile number I provided earlier.

Many thanks

Dave

OFFICIAL

From: HALLINAN David
Sent: Monday, 11 July 2022 5:44 PM
To: MACKAY David
Subject: RE: Notes from IA Board call [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive, Personal-Privacy

Many thanks

This material may contain 'personal information' as defined under section 6 of the Privacy Act 1988

OFFICIAL:Sensitive, Personal-Privacy

From: MACKAY David
Sent: Monday, 11 July 2022 4:57 PM
To: HALLINAN David
Subject: Notes from IA Board call [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive, Personal-Privacy

Dave,

As discussed.

Best,

David

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Present

s47F - personal privacy



Notes

- Introductions.
- Have spoken to everyone on this call over the last few weeks.

- Summary:

- As discussed with most of you, s47E(d) - certain operations of agencies
- The Government made clear statements from opposition and in the campaign that they wished to update the objectives of IA and renew the Board. Took the view that a number of appointments in the 2020-21 period are the ones they want to reverse.
- You'll be aware that the Government does not have powers to make Board changes under these circumstances, without a change to the IA Act. Asked you all to review the Act and consider the Govt's current powers.
- s47C – deliberative processes
 - . First opportunity to do this is in the first sitting of Parliament (late July/early August), s22(1)(a)(ii) - irrelevant material which will amend the IA Act. Can also give transitional powers to amend the Board.

s22(1)(a)(ii) - irrelevant material

- Q from s47F - pers: statutory requirement to have a quorate Board?
 - Dave: As part of any process where members resign, nominate a date where the resignation takes effect, so that a quorum still exists for anything that was required to be done. 30 September has been discussed as a reasonable time period but open to discussion.
- Also discussed the nature of any communications attached to resignations. Appreciate it is a sensitive and challenging issue.
 - s47C - deliberative processes - would thank departing board members for their efforts while they were with IA.
- s47F - pers: recapped key points of the discussion so far.
 - Government could use the process of updating the Act for climate change matters to make changes for other purposes around composition and nature of the Board.
 - If it were chosen, it would be a public process through the Parliament.
- Dave confirmed that it would be debated through the Parliament and would likely receive focus in the Senate.
- s22(1)(a)(ii) - irrelevant material
- s47F - pers: asked why a climate change amendment would remove members of the Board. Dave explained that the two agendas are separate s22(1)(a)(ii) - irrelevant material ; IA through Minister King), but because the IA Act is being amended, the Government has opportunities to add other changes.
 - s47F - pers: if the six Board members resigned, the Government wouldn't introduce the change.
- s47F - pers: should we be threatened by this? We have reputations to think of and we're being asked to break a 3-year contract and walk away. Wouldn't you make it a lasting change so that this doesn't happen again in future?
- s47F - personal: does this transitional provision happen often?
 - Dave: this is unusual, and an unusual set of circumstances. s47E(d) – certain operations of agency
- s47F - pers: on dates, is it still end of September when these dates would take effect?
 - Dave: 30 September is an acceptable timeframe. Two individual choices to make:
 - Whether an individual wishes to resign, and
 - When a resignation would take effect. If no date specified, with immediate effect.
- s47F - personal privacy: difficult and complex situation to navigate. The notion of a review makes sense, and the review recommending board changes makes much more sense than a political decision to change the Board. To pre-emptively make changes to the Board is difficult. Should the Review conclude what the Govt currently wants in

- ## s47C - deliberative processes

OFFICIAL: Sensitive, Personal-Privacy

From: HALLINAN David
Sent: Friday, 15 July 2022 6:56 PM
To: s47F - personal privacy s47F - personal privacy s47F - personal privacy
s47F - personal privacy s47F - personal privacy
Cc: MACKAY David; s47F - personal privacy s47F - personal privacy
Subject: RE: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

Hello again

Following up on earlier conversations. And an update on my discussions in Canberra.

I know this is a difficult position for you to be in. But I do need to let you know that s47C - deliberative processes
I will likely lose my influence over the process s47C - deliberative processes as of Sunday night.

We have discussed that the s47C - deliberative processes
The sitting period is from the last week of July, and s47C - deliberative processes will be finalised for that period – from early next week.

With that timing in mind, if you choose to resign, s47C – Deliberative processes . You can do so in writing to the following e-mail address Minister.King@mo.infrastructure.gov.au

My apologies for the bluntness of this note, I intend it for the purposes of providing clarity.

Regards

Dave

OFFICIAL

From: HALLINAN David
Sent: Monday, 11 July 2022 5:24 PM
To: 's47F - personal privacy' ; 's47F - personal privacy' ; 's47F - personal privacy' ; 's47F - personal privacy' ;
's47F - personal privacy' ; 's47F - personal privacy'
Cc: MACKAY David ; 's47F - personal privacy' ; 's47F - personal privacy'
Subject: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

Hi all

Thank you for your time this afternoon. I appreciate the professional engagements we've had on this matter, and am sorry for the nature of the calls.

Please find attached draft statement text regarding public handling.

As discussed earlier, [b] s47F - personal privacy [b] has offered to coordinate any feedback. Please provide feedback to [b] s47F - personal [b]

If anyone would like further conversations with me, I'll be available on the mobile number I provided earlier.

Many thanks

Dave

OFFICIAL

From: s47F - personal privacy
Sent: Friday, 15 July 2022 3:56 PM
To: HALLINAN David
Cc: s47F - personal privacy
Subject: FW: Infrastructure Australia Board
Attachments: IA - Genuine Concerns.pdf

OFFICIAL

Hello Dave

For your records, please find attached letter of resignation from s47F - personal privacy effective immediately.

Please let me know if you require anything further from me in relation to this director.

Kind regards

s47F - personal privacy

Company Secretary & General Counsel

s47F - personal privacy

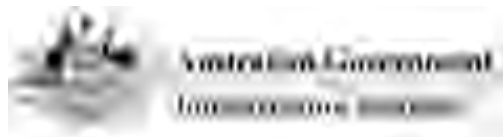
s47F - personal privacy

Level 19, 60 Martin Place | Sydney NSW 2000
Gadigal Land, Eora Nation

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infrastructureaustralia.gov.au



Infrastructure Australia 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: s47F - personal privacy
Sent: Friday, 15 July 2022 2:19 PM

To: s47F - personal privacy ; Catherine.King.MP@aph.gov.au; Minister.King@mo.infrastructure.gov.au

Subject: Infrastructure Australia Board

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s47F - personal privacy

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s47F – personal privacy

s47F - personal privacy

s47F – personal privacy

15th July 2022

s47F - personal privacy

Company Secretary & General Counsel**s47F - personal privacy**Level 19, 60 Martin Place | Sydney NSW 2000
Gadigal Land, Eora NationCc: By email to Catherine.King.MP@aph.gov.auCC: Minister.King@mo.infrastructure.gov.au

Dear s47F - person

RE: Email Received Company Secretary Thursday 14th July 2022. 3:11pm**s47F - personal privacy****s47F - personal privacy**

s47F - personal privacy I offer my resignation effective immediately. Further, I reserve the right to issue a media release as and when it suits me.

s47F – personal privacy

From: HALLINAN David
Sent: Friday, 15 July 2022 7:54 PM
To: s47F - personal privacy
Subject: Fwd: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal pr

For info. In case it comes up. I understand the remaining folk are likely to send through notes over the weekend.
 Dave

OFFICIAL

From: "HALLINAN David" <David.Hallinan@infrastructure.gov.au>

Date: Friday, 15 July 2022 at 6:56:00 pm

s47F - personal privacy

Cc: "MACKAY David" <David.Mackay@infrastructure.gov.au>, "s47F - personal privacy

s47F - perso s47F - personal privacy "s47F - personal privacy" <s47F - personal privacy

Subject: RE: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

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Regards

Dave

OFFICIAL

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Sent: Monday, 11 July 2022 5:24 PM

To: 's47F - personal privacy' ; 's47F - personal privacy' ; 's47F - personal privacy' ; 's47F - personal privacy' ;
 's47F - personal privacy' ; 's47F - personal privacy'

Cc: MACKAY David ; 's47F - personal privacy' ; 's47F - personal privacy'

Subject: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

Hi all

Thank you for your time this afternoon. I appreciate the professional engagements we've had on this matter, and am
 sorry for the nature of the calls.

Please find attached draft statement text regarding [REDACTED] b47E(d) - certain operations of agency.

As discussed earlier, [REDACTED] b47F - personal privacy has offered to coordinate any feedback. Please provide feedback to [REDACTED] b47F - personal

If anyone would like further conversations with me, I'll be available on the mobile number I provided earlier.

Many thanks

Dave

OFFICIAL

From: s47F - personal privacy s47F - personal privacy
Sent: Saturday, 16 July 2022 3:42 PM
To: s47E(d) - certain operations of agencies
Cc: s47F - personal privacy HALLINAN David; s47F - personal privacy
Subject: Resignation from IA Board.

Dear Minister

I write to advise that in accordance with s17 of the Infrastructure Australia Act, and with effect from 30 September 2022, I resign from my role as s47F - personal privacy of the board of Infrastructure Australia.

s47F - personal privacy
s47F - personal privacy
Mob: s47F - personal privacy

From: HALLINAN David
Sent: Sunday, 17 July 2022 12:37 PM
To: s47F - personal privacy
Cc: s47F - personal privacy
Subject: Re: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

Thanks for the advice s47F - personal privacy

I do apologise for the nature of the contacts I've had with you over the past few weeks. And thank you for the professionalism that you've shown throughout.

best regards

Dave

OFFICIAL

From: "s47F - personal privacy" <s47F - personal privacy>
Date: Sunday, 17 July 2022 at 12:00:32 pm
To: "HALLINAN David" <David.Hallinan@infrastructure.gov.au>
Cc: "s47F - personal privacy" <s47F - personal privacy>
Subject: RE: Draft Statement Text [SEC=OFFICIAL]

Hi Dave,

I appreciate the call you arranged to communicate openly with selected Directors, s47F - personal privacy and Company Secretary s47F - personal privacy. I note the media release and the amendments provided through s47F - personal privacy. I support either based on your explanation.

I note your advice on the change in time frame and we will forward the letter today.

Regards

s47F - personal privacy

From: HALLINAN David
Sent: Friday, 15 July 2022 6:56 PM
To: s47F - personal privacy ; s47F - personal privacy ; s47F - personal privacy ; s47F - personal privacy ;
Cc: MACKAY David ; s47F - personal privacy ; s47F - personal privacy
Subject: RE: Draft Statement Text [SEC=OFFICIAL]

OFFICIAL

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To: 's47F - personal privacy' <s47F - personal privacy> 's47F - personal privacy' <s47F - personal privacy>
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<s47F - personal privacy> 's47F - personal privacy' <s47F - personal privacy>
's47F - personal privacy' <s47F - personal privacy>
Cc: MACKAY David <David.Mackay@infrastructure.gov.au>; 's47F - personal privacy' <s47F - personal privacy>
's47F - personal privacy' <s47F - personal privacy>
Subject: Draft Statement Text [SEC=OFFICIAL]

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As discussed earlier, [REDACTED] has offered to coordinate any feedback. Please provide feedback to [REDACTED]

If anyone would like further conversations with me, I'll be available on the mobile number I provided earlier.

Many thanks

Dave

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From: s47F – personal privacy <s47F - personal privacy>
Sent: Sunday, 17 July 2022 1:17 PM
To: Catherine king
Cc: Minister.King.MO; s47F - personal privacy; HALLINAN David;
s47F - personal privacy
Subject: RE: Infrastructure Australia Board
Attachments: Infrastructure Australia Director Resignation_Vonette Mead.pdf

Dear Minister,

Please find attached my resignation from the role as a Director with Infrastructure Australia.

Regards

s47F – personal privacy

s47F – personal privacy

s47F - personal privacy

s47F - personal privacy

17 July 2022

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government

By email to Catherine.King.MP@aph.gov.au

CC: Minister.King@mo.infrastructure.gov.au

Dear Minister

Resignation from Infrastructure Australia Board

I write to advise that in accordance with s17 of the *Infrastructure Australia Act*, and with effect from 30 September 2022, I resign from my role as a Director on the Board of Infrastructure Australia.

I look forward to Infrastructure Australia's evolution and continuing support for its important role in providing advice to the Commonwealth on infrastructure investment.

Your sincerely

s47F – personal privacy

s47F – personal privacy

cc s47F - personal privacy - Chief of Staff – to Hon Catherine King MP:
s47F - personal privacy

cc Mr David Hallinan – Deputy Secretary Department of Infrastructure, Transport,
Regional Development, Communications & the Arts -
David.Hallinan@infrastructure.gov.au

cc s47F - personal privacy – Company Secretary, Infrastructure Australia
s47F - personal privacy

IA Board correspondence

From: s47F – personal privacy <s47F - personal privacy >
Sent: Sunday, 17 July 2022 8:47 PM
To: Catherine king
Cc: HALLINAN David; s47F - personal privacy
Subject: Infrastructure Australia board

Dear Minister

With regret, I write to advise that in accordance with the direction of your department, under s17 of the *Infrastructure Australia Act*, with effect from 30 September 2022, I resign as a director of the Board of Infrastructure Australia.

Yours sincerely

s47F – personal privacy

IA Calls

Monday, 18 July 2022 6:58 PM

s47F - personal priv

s47F - personal priv 20 June 13:40

Argues s47 meets the requirements for the IA board as s47F - personal privacy

s47F - p keen to find a mechanism to speak to s47F - pe value in the space.

Dave offered to get s47F - p to call - driven to infrastructure reform through investment.

s47F - personal pri 7 July 12:15

s47F - p returned the call

I talked through proposed media handling should s47 resign, and advised I had discussed with the Minister and s47F - pe earlier this week.

s47F - p advised s47F like to speak with s47F - p and test his case.

s47F - p advised s47 had indicated clearly s47 had reached a decision in the board meeting of Tuesday, but that there was not a consensus and there were some more colourful positions put.

I advised that 'on timing' the first opportunity the government would have to pass amendments to the IA act would be during the first sitting, s22(1)(a)(ii) - irrelevant material it would be within their power to add the IA board changes to that amendment Bill

s47F - personal pri 18 July 18:55

Called - voicemail directed towards text or e-mail

Text message sent - seeking s47F call me about IA board matters

s47F - p returned call. 18 July 19:07 - Still taking advice from external parties - not yet resolved.

I asked if s47 would like a further discussion with s47F - pe s47 advised s47 was taking external advice separate from s47F - pe and was not yet resolved either way.

I advised in line with my e-mail that I would lose influence over the process from here, and checked that s47 understood.

s47F - p advised s47 understood, and the advice was clear.

I asked if s47 was ok, and s47 advised s47 would talk to me about that at a later time. But would not discuss during this period.

I advised s47F - p4 was happy for s47F to reach out at any point, but that I would not make further contact with s47F about the matter.

s47F - personal priv

s47F - personal 17 June 16:45

s47F - personal privacy And why would we let you go - potential change

Disappointed about not wishing to keep such a rurally focussed and real person on the board

Will consider options over the weekend and comeback sometime early possibly into next week

s47F - personal privacy

s47F - personal priv 18 July 19:02

s47 apologised for not having sent it through - s47F will send through tonight

Has requested s47F not be named in any press statements about the matter.

I asked that s47F also put that in s47F resignation note to ensure that the bases were covered via both channels of communication.

From: HALLINAN David
Sent: Monday, 18 July 2022 7:39 AM
To: s47F - personal privacy
Subject: Fwd: IA Board resignations [SEC=OFFICIAL]
Attachments: DRAFT Text - IA review and resignation statement_11 July 2022.docx; DRAFT Text - IA review and resignation statement_13 July 2022.docx

OFFICIAL

Hi s47F - personal pr

See below.

s47F - person and I have both got copies of resignations from the four board members named below.

I also understood s47F - l would resign, and s47F - pm had indicated both ways. So not sure there.

Would you mind confirming what has come through to the Minister's emails?

I'll follow up with anyone we're missing later this morning.

Regards

Dave

OFFICIAL

From: "s47F - personal privacy" <s47F - personal privacy>
Date: Monday, 18 July 2022 at 7:18:59 am
To: "HALLINAN David" <David.Hallinan@infrastructure.gov.au>
Cc: "s47F - personal privacy" <s47F - persi> s47F - personal privacy
Subject: IA Board resignations

OFFICIAL

Hello Dave

I have been copied in on resignations to the Minister from:

s47F - personal privacy

s47F - personal privacy had indicated that s47F - pb was resigning also and requested that s47F - pb name not be included in any media release. However I have not seen a resignation by s47F - pb. s47F - pb made some further changes to the statement which is the version of 13 July. I attach both for your convenience.
 I have heard nothing from s47F - personal privacy on this matter.
 Please let me know if you have any questions or if you require anything further from me at this stage.

Kind regards

s47F - personal privacy

Company Secretary & General Counsel

M s47F - personal privacy

E s47F - personal privacy

Level 19, 60 Martin Place | Sydney NSW 2000

Gadigal Land, Eora Nation

From: s47F - personal privacy
Sent: Monday, 18 July 2022 7:19 PM
To: Minister.King.MO
Cc: HALLINAN David; s47F - personal privacy s47F - personal privacy
Subject: s47F - personal privacy Resignation for IA board

Dear Minister King

I write to advise that in accordance with s17 of the Infrastructure Australia Act, and with effect from 30 September 2022, I resign from my role as a director of Infrastructure Australia.

I would like to request that my name be omitted from any press release of other discussion regarding my resignation.

I have enjoyed my time with Infrastructure Australia and hope that my contribution has been of value to the organization.

Yours Sincerely

s47F - personal privacy

s47F - personal privacy

s47F - personal privacy

From: [REDACTED]
Sent: Thursday, 30 June 2022 11:30 AM
To: [REDACTED]
Cc: [REDACTED] BLEICH Andreas
Subject: FAS CLEARED : Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]
Attachments: RE: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]; Appointments Portfolio Boards and Contacts - June 2022.docx; All Portfolio boards gender balance at 22 june 2022 - IABI edits.docx; 20220627 Infrastructure and Territories 6 month expiring Appointments Report 20 June.xlsx

OFFICIAL

Good Morning,

Apologies for the delay in getting back to you, here is the FAS cleared Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments:

[9am] Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments

Monday, 27 June 2022

12:29 PM

<u>Infrastructure Investment Division FAS action request form</u>		
Subject	Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments	
RM REF	TBA	
Attachments	All Portfolio boards gender balance at 22 june 2022 - IABI edits	<<All Portfolio boards gender balance at 22 june 2022 - IABI edits.docx>>
	20220627 Infrastructure and Territories 6 month expiring Appointments Report 20 June	<<20220627 Infrastructure and Territories 6 month expiring Appointments Report 20 June.xlsx>>
	Appointments Portfolio Boards and Contacts - June 2022	<<Appointments Portfolio Boards and Contacts - June 2022.docx>>

	Original request	<<RE_ FOR ACTION_ Gender Balance on Australian Government Boards _ Appointments Database for action 6 month expiring appointments _SEC_OFFICIAL_.msg>>
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Action Required (mark with x)

X	Clearance
	Feedback / comments
	Other (please explain below)

Branch (mark with x)

	NSW/ACT and Targeted Roads Branch	X	Investment Advisory and Business Improvement Branch
	QLD/NT/WA Branch		Program, Policy and Budget Branch
	VIC / TAS / SA Branch		IID Admin

Date & time Action required by	9am, Wednesday, 29 June 2022	Date and time received	27/6/22 - 10:52am
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Cleared by	Andreas Bleich	Contact Officer	
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Comments:

We have inserted comments for the Appointments team in the Gender Balance review document, just to clarify counting rules for gender balance on the IA Board.

Our changes to the Appointments database 6 month outlook are highlighted (corrections in red text).

(FAS OFFICE USE)

	Action	Date		Action	Date
X	Cleared	29/6/22		Amend and finalise with AS	

	Amend and Resubmit			Discuss	
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FAS Comments	
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EA Action							
	<table border="1"> <thead> <tr> <th></th> <th>Action</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>x</td> <td>Sent back to [REDACTED] [REDACTED] by [REDACTED] [REDACTED] for appropriate action</td> <td>30/6/22</td> </tr> </tbody> </table>		Action	Date	x	Sent back to [REDACTED] [REDACTED] by [REDACTED] [REDACTED] for appropriate action	30/6/22
	Action	Date					
x	Sent back to [REDACTED] [REDACTED] by [REDACTED] [REDACTED] for appropriate action	30/6/22					

[REDACTED] [REDACTED]

Executive Assistant to David Mackay, First Assistant Secretary • Infrastructure Investment Division

[REDACTED] [REDACTED] infrastructure.gov.au

P +61 2 [REDACTED] •

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: [REDACTED] [REDACTED]
Sent: Monday, 27 June 2022 10:52 AM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>; BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>
Subject: RE: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

Please find our input for this request **attached** for David's clearance.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

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

s47F - personal privacy @infrastructure.gov.au

P +61 s47F - personal privacy

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: "MACKAY David" <David.Mackay@infrastructure.gov.au>

Date: Thursday, 23 June 2022 at 2:22:10 pm

To: "BLEICH Andreas" <Andreas.Bleich@infrastructure.gov.au>

Subject: FW: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

OFFICIAL

Hi Andreas,

For action pls.

David

OFFICIAL

From: Appointments

Sent: Thursday, 23 June 2022 12:55 PM

s47F - personal privacy

s47F - personal privacy

Subject: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

OFFICIAL

Good Afternoon

The Office for Women (OFW) are seeking the portfolio's contribution to the 2020-21 Gender Balance Report. Data is collected as at 30 June 2022.

The Governance team will extract the information from the appointments database on the afternoon of 30th June. In addition the end of month 6 month forward outlook will be produced next week so please review board positions expiring in the next 6 months and update as required.

Gender Balance review / Appointments Database – 6 month outlook review

Gender Balance Review required by 9am 29th June

1. Please review the **attached report** and confirm the accuracy of the gender balance information for all board positions you are responsible.

Note:

Boards within the scope of gender balance are:

- a. Boards covered by the PGPA Act
- b. ministerial advisory committees
- c. review committees
- d. Commonwealth statutory authorities

The gender target excludes appointments which are:

- a. To a Commonwealth Court or Tribunal
 - b. Formally elected with no formal Government approval
 - c. Nominated by a third party with no formal Government approval
 - d. To a particular office-holder to a particular board or committee appointed by an organisation without Government organisation
 - e. Nominated by a state or territory government without Commonwealth nominated by the government of another country to a board or committee that has no more than one person
 - f. **Any Acting appointments (appointments of six months or less)**

The Government is committed to supporting more women into leadership positions in the public and private sectors, including through gender diversity targets, with a goal of women holding 50 per cent of Government board positions. The Office for women collects and collates Board appointment data from Government agencies biannually (December and June) to report against this target.

More information on the Office for Women's gender balance reporting efforts is available [here](#), including last year's report.

s47E(d) – certain operations of agency

Appointments Database – 6 month outlook review please update by 10am, Wednesday, 29th June 2022

We have now incorporated all of the Department's Portfolio Entities into one Board Appointments Reporting database. This was developed by the former Communications and Arts, and with the help of the IT team all Infra board information has been transferred. We have reviewed all of the data, but would now appreciate your assistance to confirming we have picked up and corrected any anomalies.

The attached report incorporates previous updates however we are trialling this type of report grouped by board and would be interested in feedback. Until Infra network staff are able to access the database, we ask the s47E(d) - certain operations of agencies be copied in when appointments or updates to boards occur during the month. This will ensure we have up to date information on hand and we are able to supply the Executive or Ministers Officers reports upon request. We will also be able to maintain up to date information on the Australian Government Organisation Register.

For Action: Appointments database 6 month outlook – please update

Please review the attached spreadsheet adding any of the additional information or corrections with changes and updates highlighted as follows:

1. Any **Ministerial submissions** and proposed dates (i.e. MS22-##### and their location Draft, Ministers office with PM etc) and including next steps/comments for any appointments expiring within **3 months**
2. When updating the **next steps/comments** field, please be mindful the new Minister(s) may need additional context
3. Return updated spreadsheet to s47E(d) - certain operations of agencies
4. If someone is joining or leaving your team? Let us know so we can update the attached board coordinators contacts list.

Please get in touch via email or call if you have any questions or concerns.

Thank you.

s47F - personal privacy s47F - personal privacy

Appointments officer • Planning, Reporting and Appointments • Governance
s47F - personal privacy s47F - personal privacy
[@infrastructure.gov.au](mailto:infrastructure.gov.au)

P s47F - personal privacy

GPO Box 594 Canberra, ACT 2601



OFFICIAL



Commented [HC1]: There are only 12 members on the IA Board

Portfolio boards gender balance as at 1 April 2022 **1**

Infrastructure, Transport, Regional Development and Territories Appointments Report as at 20 June 2022 - 6 month outlook												
Minister's actions for pressing appointments and current vacancies to 20 December 2022												
Board	Role	Appointed By	Incumbent	Proposed appointee	Min Sub / date sent	Action date by Minister	Min Letter To PM Approval	Cabinet date	Ex Co date	Notification letters to appointees (and PM if applicable)	Expiry Date	Next steps / comments
Infrastructure Australia Gender ratio: Mx6; Fx6 Geographic ratio: NSWx3; WAx2; VICx1; QLDx4; SAx1; TASx1; NTx0; ACTx0	Member	s47F - personal privacy										s47E(d) - certain operations of agencies
	Member											
	Member											
	Member											
	CEO											

Portfolio Boards and Contacts @ 15 June 2022

FOI 22-020

Board

Division

Branch

Assistant
SecretaryBoard
Administrator

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

Infrastructure Australia	Infrastructure Investment	Investment Advisory and Business Improvement	Andreas Bleich	<div>s47F - personal</div> <div>s47F - personal</div>
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s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material



s22(1)(a)(ii) - irrelevant material

From: [REDACTED]
Sent: Thursday, 30 June 2022 2:03 PM
To: s47F - personal privacy; [REDACTED]
Cc: [REDACTED] BLEICH Andreas; [REDACTED]
Subject: RE: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

OFFICIAL

Many thanks I have updated and the state updates will populate from the database now, The Gender balance total of 13 includes the CEO but is then taken away

[REDACTED]

OFFICIAL

From: s47F - personal privacy
Sent: Thursday, 30 June 2022 12:49 PM
To: [REDACTED] <[REDACTED]@communications.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>; BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

Please find IABI's FAS cleared updates/corrections **attached**.

Happy to discuss.

Regards

[REDACTED]

s47F - personal privacy

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

s47F - personal privacy@infrastructure.gov.au

P +61 [REDACTED]

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From: Appointments

Sent: Thursday, 23 June 2022 12:55 PM

s47F - personal privacy

Subject: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments [SEC=OFFICIAL]

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s47E(d) – certain operations of agency

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reports upon request. We will also be able to maintain up to date information on the Australian Government Organisation Register.

For Action: Appointments database 6 month outlook – please update

Please review the attached spreadsheet adding any of the additional information or corrections **with changes and updates highlighted** as follows:

1. Any **Ministerial submissions** and proposed dates (i.e. MS22-##### and their location Draft, Ministers office with PM etc) and including next steps/comments for any appointments expiring within **3 months**
2. When updating the **next steps/comments** field, please be mindful the new Minister(s) may need additional context
3. Return updated spreadsheet to **s47E(d) - certain operations of agencies**
4. If someone is joining or leaving your team? Let us know so we can update the **attached board coordinators contacts list**.

Please get in touch via email or call if you have any questions or concerns.

Thank you.

s47F - personal pii s47F - personal priv

Appointments officer • Planning, Reporting and Appointments • Governance

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P s47F - personal priv

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

OFFICIAL

From: [REDACTED]
Sent: Thursday, 2 June 2022 10:37 AM
To: BLEICH Andreas
Cc: s47F - personal privacy [REDACTED]
Subject: RE: IA Act - appointments information [SEC=OFFICIAL]

OFFICIAL

Hi Andreas

To summarise the below:

Board appointments

- Under the *Infrastructure Australia Act 2008* (IA Act), Board members are appointed by the responsible Minister by written instrument. (Authority: IA Act, Section 8)
- Consistent with the Cabinet Handbook, the responsible Minister must seek the Prime Minister or, at his discretion, Cabinet's consideration of these significant appointments.
- Potential nominees are sourced through internal executive board searches and external stakeholder engagement.
- The responsible Minister then writes to the Prime Minister with his recommended candidates.

s22(1)(a)(ii) - irrelevant material

Termination

- The Minister may only terminate the appointment of an IA Board member or the IA Chair for specific reasons specified in the IA Act. This includes misbehaviour, mental or financial incapacity, or sustained absence from duties or meetings. The appointment of an IA Board member may also be terminated under section 30 of the *Public Governance, Performance and Accountability Act 2013*. (Authority: IA Act, Section 18)

There is nothing to add around resignation as it is dictated by the Act.

Let me know if you need anything else.

[REDACTED]

Director – Stakeholder and Engagement
 Investment Advisory and Business Improvement • Infrastructure Investment Division

[REDACTED] infrastructure.gov.au

P 02 [REDACTED] • M [REDACTED]

OFFICIAL

From: [REDACTED]
Sent: Thursday, 2 June 2022 10:16 AM
To: BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>

Cc: s47F - personal privacy . s47F - personal privacy infrastructure.gov.au>; s47F - personal privacy s47F - personal privacy
 < s47F - personal privacy s47F - personal privacy infrastructure.gov.au>; s47F - personal privacy s47F - personal privacy < s47F - personal privacy s47F - personal privacy infrastructure.gov.au>
Subject: IA Act - appointments information [SEC=OFFICIAL]

OFFICIAL

Hi Andreas

As prepared previously, here is some general information around the appointments process for IA based on clauses in the *Infrastructure Australia Act 2008* (IA Act):

Appointing a board member

IA Act Section 8:

Appointment of members

- (1) Members (including the Chair) are to be appointed by the Minister by written instrument.
- (2) In making appointments, the Minister must ensure that:
 - (a) he or she is satisfied that each member has knowledge of, or experience in, a field relevant to Infrastructure Australia's functions; and
 - (b) 9 members (of whom one is the Chair) are people nominated by the Commonwealth; and
 - (c) 5 of the members (of whom one is the Chair) covered by paragraph (b) have acquired the knowledge or experience referred to in paragraph (a) in the private sector; and
 - (d) one of the members covered by paragraph (b) has acquired the knowledge or experience referred to in paragraph (a) in local government; and
 - (e) 3 members are people nominated by agreement between the States, the Australian Capital Territory and the Northern Territory.
- (3) The Chair may be appointed on a full-time or part-time basis.
- (4) A member, other than the Chair, must be appointed on a part-time basis.

Term of appointment: Section 9

A member holds office for the period specified in the instrument of appointment. The period must not exceed 3 years.

Note: A member is eligible for reappointment: see section 33AA of the *Acts Interpretation Act 1901*.

s22(1)(a)(ii) - irrelevant material

Terminating an appointment

IA Act:

18 Termination of appointment

All members

- (1) The Minister may terminate the appointment of a member:
 - (a) for misbehaviour; or
 - (b) if the member is unable to perform the duties of his or her office because of physical or mental incapacity.
- (2) The Minister may terminate the appointment of a member if the member:
 - (a) becomes bankrupt; or

- (b) takes steps to take the benefit of any law for the relief of bankrupt or insolvent debtors; or
- (c) compounds with one or more of his or her creditors; or
- (d) makes an assignment of his or her remuneration for the benefit of one or more of his or her creditors.

Note: The appointment of a member may also be terminated under section 30 of the *Public Governance, Performance and Accountability Act 2013* (which deals with terminating the appointment of an accountable authority, or a member of an accountable authority, for contravening general duties of officials).

Section 30 of the PGPA Act states:

Subdivision B—Provisions relating to general duties of officials

30 Termination—accountable authority, or member of accountable authority, contravening general duties of officials

- (1) A person (the appointer) may terminate the appointment of another person (the appointee) to a position in a corporate Commonwealth entity if:
- (a) the appointer is responsible for appointing the appointee to the position; and
 - (b) the appointee is, or is a member of, the accountable authority of the entity; and
 - (c) the appointee contravenes Subdivision A, or rules made for the purposes of that Subdivision, in relation to the entity; and
 - (d) the termination is in accordance with any requirements prescribed by the rules.

And Subdivision A states:

Subdivision A—General duties of accountable authorities

15 Duty to govern the Commonwealth entity

- (1) The accountable authority of a Commonwealth entity must govern the entity in a way that:
- (a) promotes the proper use and management of public resources for which the authority is responsible;
- and
- (b) promotes the achievement of the purposes of the entity; and
 - (c) promotes the financial sustainability of the entity.

Note: Section 21 (which is about the application of government policy) affects how this duty applies to accountable authorities of non-corporate Commonwealth entities.

- (2) In making decisions for the purposes of subsection (1), the accountable authority must take into account the effect of those decisions on public resources generally.

19 Duty to keep responsible Minister and Finance Minister informed

- (1) The accountable authority of a Commonwealth entity must do the following:
- (a) keep the responsible Minister informed of the activities of the entity and any subsidiaries of the entity;
 - (b) give the responsible Minister or the Finance Minister any reports, documents and information in relation to those activities as that Minister requires;
 - (c) notify the responsible Minister as soon as practicable after the accountable authority makes a significant decision in relation to the entity or any of its subsidiaries;
 - (d) give the responsible Minister reasonable notice if the accountable authority becomes aware of any significant issue that may affect the entity or any of its subsidiaries;
 - (e) notify the responsible Minister as soon as practicable after the accountable authority becomes aware of any significant issue that has affected the entity or any of its subsidiaries.
- (2) However, for a Commonwealth entity that is related to a court or tribunal, subsection (1) applies only to activities, reports, documents, information or notifications about matters of an administrative nature.
- (3) Without limiting subsection (1), the rules may prescribe matters to be taken into account in deciding whether a decision or issue is significant.
- (4) The accountable authority must comply with a requirement under paragraph (1)(b) within the time limits set by the Minister concerned.

Relationship with other laws and powers

(4A) If a Commonwealth entity has enabling legislation, then subsection (1) applies only to the extent that compliance with that subsection is not inconsistent with compliance with that legislation.

(4B) This section is subject to any Commonwealth law that prohibits disclosure of particular information.

(5) This section does not limit any other power that a Minister has to require information from a Commonwealth entity.

Resignation of a Board member

S17 Resignation of member

- (1) A member may resign his or her appointment by giving the Minister a written resignation.
- (2) The resignation takes effect on the day it is received by the Minister or, if a later day is specified in the resignation, on that later day.

s22 – irrelevant information

[REDACTED]

s47F - personal privacy confirmed that IA does not require anything further to what is specified in the Act, with regard to the resignation process from the CEO or Board members.

Kind regards

s47F - personal s47F - personal pr
[REDACTED]

Director – Stakeholder and Engagement

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s47F - personal s47F - personal pr
[REDACTED] infrastructure.gov.au

P 02 s47F - personal privacy • M s47F - personal privacy

OFFICIAL

From: s47F - personal privacy
Sent: Wednesday, 3 August 2022 12:42 PM
To: s47F - personal privacy
Cc: s47F - personal privacy; s47F - personal privacy; s47F - personal privacy; BLEICH Andreas
Subject: Meeting for IA Transitory Arrangements [SEC=OFFICIAL]

OFFICIAL

Hi,

I have spoken with David and Andreas regarding this meeting, they are happy to cover this at their next 1:1 catch up on Monday.

Thanks,

s47F - personal privacy

OFFICIAL

From: s47F - personal privacy
Sent: Wednesday, 3 August 2022 9:12 AM
To: s47F - personal privacy @infrastructure.gov.au>
Subject: FW: Re: Meeting for IA Transitory Arrangements [SEC=OFFICIAL]

OFFICIAL

Hi,

Apologies, I didn't cc you into this.

It might fall into your space – are you able to let me know if we can make this happen?

Thanks

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

Assistant Director

Infrastructure Investment Division

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OFFICIAL

From: s47F - personal privacy <s47F - personal privacy>
Sent: Wednesday, 3 August 2022 8:57 AM
To: s47F - personal privacy <s47F - personal privacy> <s47F - personal privacy> <s47F - personal privacy> <infrastructure.gov.au>
Cc: s47F - personal privacy <s47F - personal privacy> <s47F - personal privacy> <s47F - personal privacy> <infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy> <s47F - personal privacy> <s47F - personal privacy> <infrastructure.gov.au>
Subject: Re: Meeting for IA Transitory Arrangements [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy

I am working on a briefing for the Minister in relation to IA Board Appointments and Andreas wants to provide David an update on the ways forward on Friday 5 August.

Both Andreas and David have a slot at 2.30 pm on the day, could we use this time in David's calendar? If so, I am happy to send out the invite.

Thanks

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

Assistant Director

Infrastructure Investment Division

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OFFICIAL

From: BLEICH Andreas
Sent: Wednesday, 27 July 2022 1:12 PM
To: HALLINAN David; [REDACTED]
Cc: [REDACTED] RUSH, Rebecca; Appointments; MACKAY David; [REDACTED]
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Not a problem, David and I have had some preliminary discussions on potential arrangements. [REDACTED] will work with others to arrange some time.

Cheers,
Andreas

[REDACTED]

OFFICIAL

From: HALLINAN David
Sent: Wednesday, 27 July 2022 1:06 PM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; RUSH, Rebecca <Rebecca.RUSH@infrastructure.gov.au>; Appointments <[REDACTED]@infrastructure.gov.au>
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Thanks [REDACTED]

Can you go back to Andreas please. Just one more addition - I think we need to add [REDACTED] as having resigned with effect from 30 September.

Andreas – let's have a quick chat in the lead up to the next update to this. [REDACTED]

Cheers
Dave

OFFICIAL

From: [REDACTED] [REDACTED]
Sent: Wednesday, 27 July 2022 12:52 PM
To: HALLINAN David <David.Hallinan@infrastructure.gov.au>
Cc: [REDACTED] [REDACTED] [REDACTED] <[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)>; RUSH, Rebecca <Rebecca.RUSH@infrastructure.gov.au>; Appointments <[s47E\(d\) - certain operations of agencies](#)>
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Good afternoon Dave

Please see attached details for Infrastructure Australia Board appointments. Unless there are further updates, this will be captured in the next monthly report, as at 31 July 2022, to be distributed next week.

The information included in the 'Next steps/comments' column has been provided by the relevant line area contacts.

Happy to discuss – if you think there should be further updates to what is in the report, we can chase it with Andreas.

Thank you

[REDACTED]

[REDACTED] [REDACTED]
 Director • Governance Section • People, Governance, Parliamentary and Communications Division
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)
 P +61 2 [REDACTED] • M [REDACTED]
 GPO Box 594 Canberra, ACT 2601

OFFICIAL

From: HALLINAN David
Sent: Friday, 22 July 2022 10:36 AM
To: [REDACTED] [REDACTED] [REDACTED] <[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)>
Cc: Operations Committee Secretariat <operations.committee@infrastructure.gov.au>
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]
Importance: High

OFFICIAL

Thanks [REDACTED]

Can you ask for an update to the infrastructure one, to include up to [s47E\(d\) – certain operations of agency](#) on the infrastructure Australia board.

Thank you

Dave

OFFICIAL

From: s47F - personal privacy s47F - personal privacy

Sent: Monday, 18 July 2022 11:53 AM

To: s47E(d) - certain operations of agencies@infrastructure.gov.au>

Cc: s47E(d) - certain operations of agencies@infrastructure.gov.au>; CHARLES Susan <Susan.Charles@infrastructure.gov.au>; RUSH, Rebecca <Rebecca.RUSH@infrastructure.gov.au>; s47F - personal privacy@infrastructure.gov.au>; s47F - personal privacy

s47F - personal privacy@INFRASTRUCTURE.gov.au>; Appointments <s47E(d) - certain operations of agencies

Subject: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Dear Deputy Secretaries

The 12 Month Appointments and Vacancies Reports and the All Portfolio Gender Balance Report, all as at 30 June 2022, are attached for your information.

You will see we have cut the information for Appointments and Vacancies into 4 reports, hopefully to appropriately reflect Ministerial responsibilities:

- Office for the Arts
- Communications
- Infrastructure, Transport and Regional Development
- Regional (including Territories)

Over the past couple of months we have made good progress to consolidate all Board Appointment information/data into a single database. We are continuing to work with IT on reports/dashboards out of the consolidated system, and are also consulting with our Division contacts regarding useability of the database and content/timing of reports.

We would be very happy to receive your feedback on the content of the attached reports too, particularly if you think the 'split' into the 4 portfolio areas is appropriate, or if something else would be useful for you.

Thank you all

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From: [REDACTED] s47F - personal privacy s47F - personal privacy
Sent: Monday, 23 May 2022 9:43 AM
To: BLEICH Andreas
Cc: [REDACTED] s47F - personal privacy s47F - personal privacy s47F - personal privacy s47F - personal privacy
Subject: FW: IA Act and termination of appointments [SEC=OFFICIAL]

OFFICIAL

Hi Andreas,

As you requested this morning, [REDACTED] s47F - personal privacy and I have reviewed the clauses for termination of appointments under the *Infrastructure Australia Act 2008* (IA Act). I've provided the relevant clauses below. You mentioned that a reference in the IA Act to another guideline or legislation, which appears to be a reference to the PGPA Act highlighted below.

Our view is that the Minister can only terminate appointments for misbehaviour of if they are bankrupt, or if the member contravenes general duties of officials, which includes operating in a way that does not promote the proper use of public resources. We would suggest seeking legal advice to confirm our understanding is correct, particularly in the context of a review of IA.

Happy to discuss.

Thanks

IA Act

18 Termination of appointment

All members

(1) The Minister may terminate the appointment of a member:

- (a) for misbehaviour; or**
- (b) if the member is unable to perform the duties of his or her office because of physical or mental incapacity.**

(2) The Minister may terminate the appointment of a member if the member:

- (a) becomes bankrupt; or**
- (b) takes steps to take the benefit of any law for the relief of bankrupt or insolvent debtors; or**
- (c) compounds with one or more of his or her creditors; or**
- (d) makes an assignment of his or her remuneration for the benefit of one or more of his or her creditors.**

Note: The appointment of a member may also be terminated under section 30 of the Public Governance, Performance and Accountability Act 2013 (which deals with terminating the appointment of an accountable authority, or a member of an accountable authority, for contravening general duties of officials).

Section 30 of the PGPA Act states:

Subdivision B—Provisions relating to general duties of officials

30 Termination—accountable authority, or member of accountable authority, contravening general duties of officials

(1) A person (the appointer) may terminate the appointment of another person (the appointee) to a position in a corporate Commonwealth entity if:

- (a) the appointer is responsible for appointing the appointee to the position; and**

- (b) the appointee is, or is a member of, the accountable authority of the entity; and
- (c) the appointee contravenes Subdivision A, or rules made for the purposes of that Subdivision, in relation to the entity; and
- (d) the termination is in accordance with any requirements prescribed by the rules.

And Subdivision A states:

Subdivision A—General duties of accountable authorities

15 Duty to govern the Commonwealth entity

(1) The accountable authority of a Commonwealth entity must govern the entity in a way that:

- (a) promotes the proper use and management of public resources for which the authority is responsible; and
- (b) promotes the achievement of the purposes of the entity; and
- (c) promotes the financial sustainability of the entity.

Note: Section 21 (which is about the application of government policy) affects how this duty applies to accountable authorities of non-corporate Commonwealth entities.

(2) In making decisions for the purposes of subsection (1), the accountable authority must take into account the effect of those decisions on public resources generally.

16 Duty to establish and maintain systems relating to risk and control

The accountable authority of a Commonwealth entity must establish and maintain:

- (a) an appropriate system of risk oversight and management for the entity; and
- (b) an appropriate system of internal control for the entity;

including by implementing measures directed at ensuring officials of the entity comply with the finance law.

Note 1: An example of a measure directed at ensuring officials of the entity comply with the finance law is a measure:

- (a) requiring, as a condition of employment of an official of the entity, that the official complies with the finance law; and
- (b) specifying sanctions (such as termination) that apply to the official for contravening that condition.

Such a measure would not be needed for officials to whom the Public Service Act 1999 or Parliamentary Service Act 1999 applies because, under that Act, sanctions may be imposed on those officials for contravening the finance law: see section 32 of this Act.

Note 2: This duty includes managing consultants and independent contractors who work for the entity, even if they are not officials of the entity.

17 Duty to encourage cooperation with others

The accountable authority of a Commonwealth entity must encourage officials of the entity to cooperate with others to achieve common objectives, where practicable.

18 Duty in relation to requirements imposed on others

When imposing requirements on others in relation to the use or management of public resources for which the accountable authority of a Commonwealth entity is responsible, the accountable authority must take into account:

- (a) the risks associated with that use or management; and
- (b) the effects of imposing those requirements.

19 Duty to keep responsible Minister and Finance Minister informed

(1) The accountable authority of a Commonwealth entity must do the following:

- (a) keep the responsible Minister informed of the activities of the entity and any subsidiaries of the entity;
- (b) give the responsible Minister or the Finance Minister any reports, documents and information in relation to those activities as that Minister requires;
- (c) notify the responsible Minister as soon as practicable after the accountable authority makes a significant decision in relation to the entity or any of its subsidiaries;

- (d) give the responsible Minister reasonable notice if the accountable authority becomes aware of any significant issue that may affect the entity or any of its subsidiaries;
- (e) notify the responsible Minister as soon as practicable after the accountable authority becomes aware of any significant issue that has affected the entity or any of its subsidiaries.
- (2) However, for a Commonwealth entity that is related to a court or tribunal, subsection (1) applies only to activities, reports, documents, information or notifications about matters of an administrative nature.
- (3) Without limiting subsection (1), the rules may prescribe matters to be taken into account in deciding whether a decision or issue is significant.
- (4) The accountable authority must comply with a requirement under paragraph (1)(b) within the time limits set by the Minister concerned.

Relationship with other laws and powers

- (4A) If a Commonwealth entity has enabling legislation, then subsection (1) applies only to the extent that compliance with that subsection is not inconsistent with compliance with that legislation.
- (4B) This section is subject to any Commonwealth law that prohibits disclosure of particular information.
- (5) This section does not limit any other power that a Minister has to require information from a Commonwealth entity.

Thanks

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GPO Box 594 Canberra, ACT 2601

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

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OFFICIAL

OFFICIAL

From: MACKAY David
Sent: Thursday, 2 June 2022 11:14 AM
To: [REDACTED] BLEICH Andreas; [REDACTED]
Subject: RE: Discussion with [REDACTED] [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Thanks [REDACTED] – appreciate the detailed update. It sounds like we need to set up a conversation with [REDACTED] to ensure that roles and responsibilities are clear. s22(1)(a)(ii) - irrelevant material [REDACTED]

Can we have a brief chat (ideally today) about what we need to settle with [REDACTED] and then let's set up a phone call ASAP.

[REDACTED] – can you pls find 10 minutes for an IA chat with Andreas and [REDACTED] today?

Best,

David

OFFICIAL:Sensitive

From: [REDACTED]
Sent: Thursday, 2 June 2022 10:14 AM
To: MACKAY David ; BLEICH Andreas
Subject: Discussion with [REDACTED] [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

Hi David and Andreas

I'm pulling together some appointments info as supporting documentation for your imminent visit to the new Minister. I spoke to [REDACTED] regarding IA requirements around appointments/resignations/etc and will send that info through to Andreas shortly.

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

Happy to discuss any of this.

s47F - personal s47F - personal pr

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OFFICIAL:Sensitive

From: [REDACTED]
Sent: Thursday, 2 June 2022 11:27 AM
To: HALLINAN David
Cc: [REDACTED] MACKAY David; BLEICH Andreas
Subject: FW: Infrastructure Australia - appointments information [SEC=OFFICIAL]

OFFICIAL

Good morning Dave

I understand you requested some information relating to Infrastructure Australia's (IA) appointments process. We have provided a summarised version, with further detail below should you need it.

SUMMARY

Board appointments

- Under the *Infrastructure Australia Act 2008* (IA Act), Board members (including the Chair) are appointed by the responsible Minister by written instrument (Authority: IA Act, Section 8).
- The process in place under the previous government required the responsible Minister to seek the Prime Minister or, at their discretion, Cabinet's consideration of these significant appointments (consistent with the Cabinet Handbook). Under this process, potential nominees were sourced through internal executive board searches and external stakeholder engagement, and the responsible Minister then wrote to the Prime Minister with recommended candidates.

s22(1)(a)(ii) - irrelevant material

Termination

- The Minister may only terminate the appointment of an IA Board member or the IA Chair for specific reasons specified in the IA Act.
 - This includes misbehaviour, mental or financial incapacity, or sustained absence from duties or meetings.
 - The appointment of an IA Board member may also be terminated under section 30 of the *Public Governance, Performance and Accountability Act 2013* (Authority: IA Act, Section 18).

Resignation of a Board member

- A member may resign his or her appointment by giving the Minister a written resignation.
- The resignation takes effect on the day it is received by the Minister or, if a later day is specified in the resignation, on that later day.

s22(1)(a)(ii) - irrelevant material

Please let me know if you require any further information.

Kind regards

s47F - personal information s47F - personal privacy

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RELEVANT LEGISLATION

IA Act Section 8:

Appointment of members

- (1) Members (including the Chair) are to be appointed by the Minister by written instrument.
- (2) In making appointments, the Minister must ensure that:
 - (a) he or she is satisfied that each member has knowledge of, or experience in, a field relevant to Infrastructure Australia's functions; and
 - (b) 9 members (of whom one is the Chair) are people nominated by the Commonwealth; and
 - (c) 5 of the members (of whom one is the Chair) covered by paragraph (b) have acquired the knowledge or experience referred to in paragraph (a) in the private sector; and
 - (d) one of the members covered by paragraph (b) has acquired the knowledge or experience referred to in paragraph (a) in local government; and
 - (e) 3 members are people nominated by agreement between the States, the Australian Capital Territory and the Northern Territory.
- (3) The Chair may be appointed on a full-time or part-time basis.
- (4) A member, other than the Chair, must be appointed on a part-time basis.

Term of appointment: Section 9

A member holds office for the period specified in the instrument of appointment. The period must not exceed 3 years.

Note: A member is eligible for reappointment: see section 33AA of the *Acts Interpretation Act 1901*.

s22(1)(a)(ii) - irrelevant material

Terminating an appointment

18 Termination of appointment

All members

- (1) The Minister may terminate the appointment of a member:
 - (a) for misbehaviour; or
 - (b) if the member is unable to perform the duties of his or her office because of physical or mental incapacity.
- (2) The Minister may terminate the appointment of a member if the member:
 - (a) becomes bankrupt; or
 - (b) takes steps to take the benefit of any law for the relief of bankrupt or insolvent debtors; or
 - (c) compounds with one or more of his or her creditors; or
 - (d) makes an assignment of his or her remuneration for the benefit of one or more of his or her creditors.

Note: The appointment of a member may also be terminated under section 30 of the *Public Governance, Performance and Accountability Act 2013* (which deals with terminating the appointment of an accountable authority, or a member of an accountable authority, for contravening general duties of officials).

Section 30 of the PGPA Act states:

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30 Termination—accountable authority, or member of accountable authority, contravening general duties of officials

- (1) A person (the appointer) may terminate the appointment of another person (the appointee) to a position in a corporate Commonwealth entity if:
- (a) the appointer is responsible for appointing the appointee to the position; and
 - (b) the appointee is, or is a member of, the accountable authority of the entity; and
 - (c) the appointee contravenes Subdivision A, or rules made for the purposes of that Subdivision, in relation to the entity; and
 - (d) the termination is in accordance with any requirements prescribed by the rules.

And Subdivision A states:

Subdivision A—General duties of accountable authorities

15 Duty to govern the Commonwealth entity

- (1) The accountable authority of a Commonwealth entity must govern the entity in a way that:
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Note: Section 21 (which is about the application of government policy) affects how this duty applies to accountable authorities of non-corporate Commonwealth entities.

- (2) In making decisions for the purposes of subsection (1), the accountable authority must take into account the effect of those decisions on public resources generally.

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 - (c) notify the responsible Minister as soon as practicable after the accountable authority makes a significant decision in relation to the entity or any of its subsidiaries;
 - (d) give the responsible Minister reasonable notice if the accountable authority becomes aware of any significant issue that may affect the entity or any of its subsidiaries;
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Resignation of a Board member

- (1) A member may resign his or her appointment by giving the Minister a written resignation.

- (2) The resignation takes effect on the day it is received by the Minister or, if a later day is specified in the resignation, on that later day.

s22(1)(a)(ii) - irrelevant material

OFFICIAL

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From: [REDACTED]
Sent: Tuesday, 7 June 2022 11:43 AM
To: MACKAY David
Cc: BLEICH Andreas; [REDACTED]
Subject: Current IA Board members [SEC=OFFICIAL]
Attachments: IA Current Board Members - as at 7 June 2022.docx

OFFICIAL

Hi David

As requested, please find a list of the current IA Board members **attached**. The three highlighted rows are the state and territory nominated members.

Please let me know if you need any further info added to the table.

Kind regards

[REDACTED]
 [REDACTED]

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OFFICIAL

From: [REDACTED]
Sent: Wednesday, 8 June 2022 12:17 PM
To: BLEICH Andreas; [REDACTED]
Cc: [REDACTED]; [REDACTED]; [REDACTED]
Subject: RE: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]
Attachments: 20220608 Appointments Portfolio Boards and Contacts - May 2022.docx; 20220608 Infrastructure Transport Regional Development Territories 6 month expiring report 6 June 2022.xlsx

OFFICIAL

Hi [REDACTED]

Please see our updated input **attached**.

Kind regards

[REDACTED]
[REDACTED]

Director – Stakeholder and Engagement
 Investment Advisory and Business Improvement • Infrastructure Investment Division

[REDACTED] infrastructure.gov.au

P 02 [REDACTED] • M [REDACTED]

OFFICIAL

From: BLEICH Andreas
Sent: Wednesday, 8 June 2022 11:54 AM
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; [REDACTED]
Subject: RE: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

I've provided comments on this so you will get this shortly.

Thanks
 Andreas

Andreas Bleich

a/g Assistant Secretary • Investment Advisory and Business Improvement • Infrastructure Investment Division
Andreas.Bleich@infrastructure.gov.au

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 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.*

Making Flexibility Work - I work flexible hours and may send emails outside of standard business hours. Unless it's marked urgent, I do not expect you to read or reply until normal business hours.

OFFICIAL

From: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 8 June 2022 11:13 AM
To: BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: FW: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]
Importance: High

OFFICIAL

Hi Andreas

Please see the team's updates **attached** – We've noted the appointments may be affected by the IA Review. Sorry for getting this to you a bit late.

Let me know if you're happy for us to pass the updates on to [REDACTED]

Kind regards

[REDACTED]

Director – Stakeholder and Engagement
Investment Advisory and Business Improvement • Infrastructure Investment Division
[REDACTED] <[REDACTED]@infrastructure.gov.au>

P 02 [REDACTED] • M [REDACTED]

From: BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>
Sent: Tuesday, 7 June 2022 11:28 AM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: FW: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]

OFFICIAL

Hi team,

For review and action please. Advice to me by **10:00 am Wednesday 8 June** please.

Cheers,
Andreas

OFFICIAL

From: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Sent: Tuesday, 7 June 2022 11:24 AM
To: BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: FW: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]

OFFICIAL

Hi Andreas,

I just wanted to make sure this was on your radar for action (I couldn't see you on the distribution list below).

David has asked if he could see the Appointments database 6 month outlook this time around.

Is it possible to get something through to him by **NOON Wednesday 8 June**, let me know if this deadline is achievable – if not I can push it out a little.

Cheers

[REDACTED]

[REDACTED]

Executive Assistant to David Mackay, First Assistant Secretary • Infrastructure Investment Division

[REDACTED]@infrastructure.gov.au

P +61 2 [REDACTED]

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OFFICIAL

From: Appointments
Sent: Monday, 6 June 2022 4:15 PM

s47F - personal privacy

Cc: Appointments <s47E(d) - certain operations of agencies

Subject: FOR ACTION | Appointments database 6 month outlook – by 10am, Thursday, 9 June 2022 [SEC=OFFICIAL]

OFFICIAL

Good Afternoon

As you may be aware from the Divisions support forums or the Portfolio Entity discussions, we have now incorporated the Infrastructure, Transport, Regional Development and Territories Boards information into one departmental Board Appointments Reporting database. This was developed by the former Communications and Arts, and with the help of the IT team we have transferred all Infra board information across and hopefully picked up and corrected any anomalies.

We are still in the early stages, but as part of this project we will be working with you to move this database to one that is online and interactive and which we hope will make reporting on board appointments and vacancies for the department and Ministers a whole lot easier, more timely and accurate.

For the time being this will **not affect Infra network users** and the appointments team will continue to request updates to the attached excel sheet on upcoming board expirations. Once the Infra user access is available we will be in touch to support you in working in the database as the Comms and Arts Board contacts do already.

We have a bit more work to do on the online access and web design and will need to test this with a sample of users prior to launch to ensure we have it right.

We are also yet to provide any advice or discuss a service offering or reports available with you, the Minister's offices or DLO's, therefore we are asking for advice on plans for those expiring appointments and current vacancies.

We anticipate having a better understanding of each of the Minister's preference within the next couple of weeks and will advise further regarding reinstating a regular reporting process.

Until then, we are seeking your continued assistance in reviewing the information attached and adding the comments as we have done previously, usually on a monthly basis.

For Action:

Appointments database 6 month outlook – Board Coordinators please update and return to s47E(d) - certain operations of agencies by **10am, Thursday, 9 June 2022**.

Note we have cleared all content referencing the previous government.

Please review the attached spreadsheet adding any of the additional information or corrections as follows:

1. Any **Ministerial submissions** (i.e. MS22-##### in draft) including next steps/comments for any appointments expiring within **3 months**
2. When updating the **next steps/comments** field, please be mindful the new Minister(s) may need additional context
3. Return updated spreadsheet to s47E(d) - certain operations of agencies with changes and updates highlighted.
4. If someone is joining or leaving your team? Let us know so we can update the attached board coordinators contacts list.

Please don't hesitate to call if you have any questions.

Regards,

s47F - personal privacy s47F - personal privacy

Appointments officer • Planning, Reporting and Appointments • Governance

s47F - personal privacy s47F - personal privacy @infrastructure.gov.au

P s47F - personal privacy

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OFFICIAL

OFFICIAL

OFFICIAL

From: MACKAY David
Sent: Thursday, 7 July 2022 4:53 PM
To: [REDACTED]
Cc: BLEICH Andreas; [REDACTED]
Subject: RE: Appointments information [SEC=OFFICIAL]

OFFICIAL

Thank you for getting this to me so quickly. Much appreciated.

D.

OFFICIAL

From: [REDACTED]
Sent: Thursday, 7 July 2022 3:28 PM
To: MACKAY David
Cc: BLEICH Andreas ; [REDACTED]
Subject: FW: Appointments information [SEC=OFFICIAL]

OFFICIAL

Hi David

As discussed, please find attached:

s47C - deliberative processes

In relation to the **state and territory nominations**, Section 9 of the IA Act states that a *member holds office for the period specified in the instrument of appointment. This period must not exceed three years*. The note to section 9 states that a member is eligible for reappointment.

Paragraph 116(c)(i) of the Cabinet Handbook (page 23) says "*the minister may extend the term of an appointee once for a period of up to three months without consulting the Prime Minister*".

Based on section 9 of the IA Act, we assume this means the Minister must sign another instrument to reappoint a member for three months but, based on paragraph 116(c)(i) of the Cabinet Handbook, I assume this would not require approval of the PM.

Happy to discuss, and please let me know if you require any further information.

Kind regards

s47F - personal information s47F - personal privacy

Director – Engagement, Advisory and Projects

Investment Advisory and Business Improvement • Infrastructure Investment Division

s47F - personal information s47F - personal privacy

infrastructure.gov.au

P 02 s47F - personal privacy • M s47F - personal privacy

OFFICIAL

From: HALLINAN David
Sent: Wednesday, 27 July 2022 1:06 PM
To: s47F - personal privacy; s47F - personal privacy
Cc: s47F - personal privacy; s47F - personal privacy; RUSH, Rebecca; Appointments; BLEICH Andreas
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Thanks s47F - personal privacy

Can you go back to Andreas please. Just one more addition - I think we need to add s47F - personal privacy as having resigned with effect from 30 September.

Andreas – let's have a quick chat in the lead up to the next update to this. s47E(d) - certain operations of agencies

[REDACTED]

Cheers
Dave

OFFICIAL

From: s47F - personal privacy; s47F - personal privacy
Sent: Wednesday, 27 July 2022 12:52 PM
To: HALLINAN David
Cc: s47F - personal privacy; s47F - personal privacy; RUSH, Rebecca ; Appointments
Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Good afternoon Dave

Please see attached details for Infrastructure Australia Board appointments. Unless there are further updates, this will be captured in the next monthly report, as at 31 July 2022, to be distributed next week.

The information included in the 'Next steps/comments' column has been provided by the relevant line area contacts.

Happy to discuss – if you think there should be further updates to what is in the report, we can chase it with Andreas.

Thank you

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

Director • Governance Section • People, Governance, Parliamentary and Communications Division

s47F - personal privacy s47F - personal privacy infrastructure.gov.au

P +61 2 s47F - personal privacy • M s47F - personal privacy

GPO Box 594 Canberra, ACT 2601

OFFICIAL

From: HALLINAN David

Sent: Friday, 22 July 2022 10:36 AM

To: s47F - personal privacy s47F - personal privacy s47F - personal privacy s47F - personal privacy infrastructure.gov.au

Cc: Operations Committee Secretariat <s47E(d) - certain operations of agencies>

Subject: RE: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

Importance: High

OFFICIAL

Thanks s47F - personal privacy

Can you ask for an update to the infrastructure one, to include up to s47E(d) - certain operations of agencies on the infrastructure Australia board.

Thank you

Dave

OFFICIAL

From: s47F - personal privacy s47F - personal privacy

Sent: Monday, 18 July 2022 11:53 AM

To: Deputy Secretaries <s47E(d) - certain operations of agencies@infrastructure.gov.au>

Cc: Executives EA <s47E(d) - certain operations of agencies@infrastructure.gov.au>; CHARLES Susan <Susan.Charles@infrastructure.gov.au>; RUSH, Rebecca <Rebecca.RUSH@infrastructure.gov.au>; s47F - personal privacy@infrastructure.gov.au; s47F - personal privacy, s47F - personal privacy@INFRASTRUCTURE.gov.au; Appointments <s47E(d) - certain operations of agencies>

Subject: For Information (and feedback): Monthly Appointments Reports as at 30 June 2022 [SEC=OFFICIAL]

OFFICIAL

Dear Deputy Secretaries

The 12 Month Appointments and Vacancies Reports and the All Portfolio Gender Balance Report, all as at 30 June 2022, are attached for your information.

You will see we have cut the information for Appointments and Vacancies into 4 reports, hopefully to appropriately reflect Ministerial responsibilities:

- Office for the Arts
- Communications
- Infrastructure, Transport and Regional Development
- Regional (including Territories)

Over the past couple of months we have made good progress to consolidate all Board Appointment information/data into a single database. We are continuing to work with IT on reports/dashboards out of the consolidated system, and are also consulting with our Division contacts regarding useability of the database and content/timing of reports.

We would be very happy to receive your feedback on the content of the attached reports too, particularly if you think the 'split' into the 4 portfolio areas is appropriate, or if something else would be useful for you.

Thank you all

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

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This material contains information that may be subject to legal professional privilege.

OFFICIAL

From: s47F - personal privacy
Sent: Thursday, 7 July 2022 2:40 PM
To: s47F - personal privacy; s47F - personal
Subject: Extending/reappointing IA Board members [SEC=OFFICIAL]
Attachments: Infrastructure Australia Act 2008.pdf; cabinet-handbook-14th-edition.pdf

OFFICIAL

Hi s47F - personal

Section 9 of the IA Act states that a *member holds office for the period specified in the instrument of appointment. This period must not exceed 3 years*. The note to section 9 states that a member is eligible for reappointment.

Paragraph 116(c)(i) of the Cabinet Handbook (page 23) says “*the minister may extend the term of an appointee once for a period of up to three months without consulting the Prime Minister*”.

Based on section 9 of the IA Act, I assume this means the Minister must sign another instrument to reappoint a member for 3 months but, based on paragraph 116(c)(i) of the Cabinet Handbook, I assume this would not require approval of the PM.

I'll see if I can find any past examples where this has happened and what the process was then.

s47F - personal

s47F - personal s47F - personal privacy

Assistant Director • Engagement, Advisory and Projects Section
 Investment Advisory and Business Improvement Branch • Infrastructure Investment Division

s47F - personal s47F - personal privacy infrastructure.gov.au

P 02 s47F - personal privacy

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OFFICIAL

From: [REDACTED]
Sent: Thursday, 2 June 2022 10:05 PM
To: BLEICH Andreas
Cc: s47F - personal privacy
Subject: FW: State and territory nominations minute for the Secretary - Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hi Andreas

Just another update on this one – in case you're wondering why we haven't got the updated minute to you as yet...

Sorry, we're chasing!

[REDACTED]

Director – Stakeholder and Engagement
 Investment Advisory and Business Improvement • Infrastructure Investment Division
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)

P 02 [REDACTED] • M [REDACTED]

OFFICIAL

From: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 1 June 2022 4:25 PM
To: s47F - personal privacy <[REDACTED]@infrastructure.gov.au>; [REDACTED]
 <[REDACTED]@infrastructure.gov.au>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: RE: Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

I have just got back from leave today. Expect to have something to you in the next day or so.

Cheers

s47F - personal privacy

Secretariat for Infrastructure and Transport Ministers • Surface Transport Policy Division
 E [REDACTED]@infrastructure.gov.au P s47F - personal privacy

OFFICIAL

There have been a few position changes over the last month, and we are still awaiting new contact details for these members.

I'll be in touch when we have a completed list.

All the best with the new role if I don't speak to you prior.

s47F - personal privacy

Secretariat for Infrastructure and Transport Ministers • Surface Transport Policy Division

E s47F - personal privacy @infrastructure.gov.au P +61 2 s47F - personal privacy

OFFICIAL

From: s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>
Sent: Thursday, 26 May 2022 12:07 PM
To: s47E(d) - certain operations of agencies <s47E(d) - certain operations of agencies@infrastructure.gov.au>
Cc: s47F - personal privacy; s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>
Subject: RE: Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hello s47F - personal privacy,

Just following up on my email from Tuesday regarding an updated ITSOC list. I am also letting you know that I have moved teams as of this week and the new contact will be s47F - personal privacy who I have CCd into this email.

Thanks

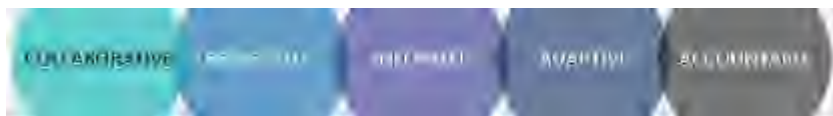
s47F - personal privacy s47F - personal privacy

Assistant Director, RVS Divisional Support
 Road & Vehicle Safety Division
 Department of Infrastructure, Transport, Regional Development
 & Communications

s47F - personal privacy s47F - personal privacy @infrastructure.gov.au

P +61 2 s47F - personal privacy
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OFFICIAL

From: s47F - personal privacy <s47F - personal p>
Sent: Tuesday, 24 May 2022 7:47 AM
To: s47E(d) - certain operations of agencies <s47E(d) - certain operations of agency> <infrastructure.gov.au>
Cc: s47F - personal privacy; s47F - personal privacy <s47F - personal privacy>; s47F - personal privacy <s47F - personal privacy>; s47F - personal privacy <s47F - personal privacy>; s47F - personal privacy <s47F - personal privacy>; s47F - personal privacy <s47F - personal privacy>
Subject: RE: Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hi s47F - pbi,

Hope you are well. Can I please request an updated list of ITSOC members and addresses?

Many thanks

s47F - personal privacy <s47F - personal privacy>
 Assistant Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division
 s47F - personal privacy <s47F - personal privacy> <infrastructure.gov.au>
 P +61 2 s47F - personal privacy
 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: s47E(d) - certain operations of agencies <s47E(d) - certain operations of agency> <infrastructure.gov.au>
Sent: Friday, 25 February 2022 3:54 PM
To: s47F - personal privacy <s47F - personal p> <s47F - personal p> <s47F - personal privacy> <infrastructure.gov.au>; s47E(d) - certain operations of agencies <s47E(d) - certain operations of agency>
Cc: s47F - personal privacy <s47F - personal privacy> <infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy> <infrastructure.gov.au>
Subject: RE: Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy,

Attached is the latest ITSOC membership as requested. Please note invited representatives are not members.

We understand that s47F - personal privacy and the three other appointed members which require agreement by Ministers s47E(d) - certain operations of agency are expiring this year.

Please let us know when you require our team to circulate appointments for vote and response.

Kind Regards

s47F - personal privacy

Secretariat for Infrastructure and Transport Ministers • Surface Transport Policy Division

s47F - personal privacy @infrastructure.gov.au

s47F - personal privacy

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OFFICIAL

From: s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>
Sent: Friday, 25 February 2022 3:11 PM
To: s47E(d) - certain operations of agencies <s47E(d) - certain operations of agencies@infrastructure.gov.au>
Cc: s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>; s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>
Subject: Request for ITSOC Members list [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy,

Our team is looking at the process for the Infrastructure Australia State and Territory Board nominations. Could I please request a list of the current ITSOC Members? Or if this is available online, could you please point me in the right direction?

Many thanks and happy to discuss.

s47F - personal privacy s47F - personal privacy

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

s47F - personal privacy s47F - personal privacy @infrastructure.gov.au

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

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OFFICIAL

From: [REDACTED] [REDACTED]
Sent: Thursday, 7 July 2022 2:48 PM
To: [REDACTED] [REDACTED]
Subject: FW: Appointments briefs [SEC=OFFICIAL]
Attachments: MS21-002157 Appointments.docx; MS21-001364 Appointments.docx; MS21-001364 Attachment A - List of current and potential IA Board Members.docx; IA Board Appointments - various briefs.pdf

OFFICIAL

See also MS22-000416 in the attached file titled 'IA Board Appointments – various briefs' on the appointment of [REDACTED].

Not sure if this one of the members David was referring to, but the brief says “your office has advised that you wish to nominate [REDACTED]...”

[REDACTED] [REDACTED]

Assistant Director • Engagement, Advisory and Projects Section

Investment Advisory and Business Improvement Branch • Infrastructure Investment Division

[REDACTED] infrastructure.gov.au

P 02 [REDACTED]

OFFICIAL

From: [REDACTED] [REDACTED]
Sent: Thursday, 7 July 2022 2:41 PM
To: [REDACTED] [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: Appointments briefs [SEC=OFFICIAL]

OFFICIAL

Let me know if you think this is what is being sought.

[REDACTED] [REDACTED]

Director – Engagement, Advisory and Projects

Investment Advisory and Business Improvement • Infrastructure Investment Division

[REDACTED] infrastructure.gov.au

P 02 [REDACTED] • M [REDACTED]

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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 Dave Hallinan, Deputy Secretary, Infrastructure

cc: Mr David Mackay, First Assistant Secretary, Infrastructure Investment Division

Infrastructure Australia (IA) Board Appointment

Action required by: 1 March 2022

Reason: To meet the relevant timeframes to process an appointment following a decision.

Recommendations:

1. That you **note** Mr Rod Hook's appointment to the IA Board will expire on 30 March 2022 and that if the appointment expires the number of IA Board members will be reduced to 11. A quorum of eight members is required.

Noted / Please Discuss

2. That you **sign** the letter to the Prime Minister, the Hon Scott Morrison MP, seeking his, or at his discretion, Cabinet's endorsement to the appointment of Mr John McGee at **Attachment A**.

Signed / Not Signed

3. Alternatively, if it is not possible to obtain the PM or Cabinet's endorsement at the 9 March meeting, that you instead sign the instrument and letters at **Attachments B - B(iv)** to appoint Mr McGee to act as a member of the IA Board for a period of three months from 30 March 2022.

Signed / Not Signed

4. That you **note** the list of other recommended potential candidates for the IA Board at **Attachment H**.

Noted / Please Discuss

The Hon Barnaby Joyce MP

Date:

2-3-22

Comments:

s47C - deliberative processes

s47C - deliberative processes

**Consultation:**

15. Governance, Parliamentary and Integrity Branch, PM&C.

Name: Andreas Bleich

Position: A/g Assistant Secretary, Investment
Advisory and Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 7934

s47F - personal privacy

Date: 28 February 2022

s47F - personal privacy



Attachments:

Attachment A: Letter to the Prime Minister
Attachment B: Instrument to appoint Mr McGee for three months.
Attachment Bi: Letter to the Prime Minister to inform of acting appointment
Attachment Bii: Letter to the IA Chair to advise acting appointment
Attachment Biii: Letter to Mr McGee
Attachment Biv: Letter to retiring member, Mr Rod Hook
Attachment C: Appointment Details Form
Attachment D: Curriculum Vitae
Attachment E: Private Interests Declaration and Attachment
Attachment F: Membership Details Form
Attachment G: Summary of suitability and Talking Points
Attachment H: Matrix of suitable candidates



Infrastructure Australia Act 2008

No. 17, 2008

Compilation No. 6

Compilation date:	6 May 2016
Includes amendments up to:	Act No. 47, 2016
Registered:	14 June 2016

Prepared by the Office of Parliamentary Counsel, Canberra



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: To meet timeframes for **s34 - cabinet** Cabinet meeting

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 **s47F – personal privacy** will expire on 30 November 2021.

Noted / Please Discuss

3. That you **consider** the list at **Attachment A** and **agree** your preferred candidates for IA Board appointments, including a Chair.

Agreed / Not Agreed

4. That you **note** the Department will provide you with the necessary letters for Cabinet consideration as well as letters to the expiring members thanking them for their contribution.

Noted / Please Discuss

The Hon Barnaby Joyce MP

Date:

Comments:

Key Points:

1. The terms of seven Infrastructure Australia (IA) Board members, including the Chair will end **s47F – personal privacy**. 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.

s47C - deliberative processes

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. We recommend that at least four of the appointments/reappointments be women to meet the Government's minimum board gender diversity target. 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 late-September.

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.
 - c. It may also be desirable to seek a degree of ethnic diversity among candidates.
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. s47F – personal privacy

Process and timing

s47C - deliberative processes

Risks/Sensitivities:

s47C - deliberative processes

Stakeholder Implications:

24. The Department does not anticipate any significant implications to IA where a balanced approach to Board renewal is adopted, as it would permit a manageable transition process.

Consultation:

25. IA and Governance Policy.

Media Opportunities:

26. Not applicable.

Name: Lisa La Rance

s47F - personal privacy

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

s47F - personal privacy

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 s47F – personal privacy

E: MS21-001075 – extension for s47F – personal privacy



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

cc: Ms Rebecca Rush, Assistant Secretary, Governance, Parliamentary & Integrity

Appointments of Chair and Members to the Infrastructure Australia (IA) Board

Action required by: 17 November 2021

Reason: To finalise appointments prior to the end of November 2021

Recommendations:	
<p>1. That you sign the Appointment Instruments at <u>Attachment A</u> giving effect to:</p> <ul style="list-style-type: none"> a. The appointment of Cr Colin Murray to the position of Chair of the IA Board for a period of three years from 1 December 2021 until 30 November 2024. b. The appointments of Ms Vicki Meyer and Cr Vonette Mead to the positions of Member of the IA Board for a period of three years from the date of appointment until 31 October 2024. c. The appointments of Ms Elizabeth Schmidt and Dr Vanessa Guthrie AO for a period of three years from 1 December 2021 until 30 November 2024. 	Signed / Not Signed
<p>2. That you sign the letters to Cr Murray, Ms Meyer, Cr Mead, Ms Schmidt, and Dr Guthrie (<u>refer Attachment B</u>) providing formal advice on their appointment to the IA Board.</p>	Signed / Not Signed
<p>3. That you sign the letters to the outgoing Acting Chair and Board Members of IA (<u>refer Attachment C</u>), thanking them for their contribution.</p>	Signed / Not Signed
<div style="display: flex; justify-content: space-between;"> <div> <p>The Hon Barnaby Joyce MP</p> <p>Comments:</p> </div> <div> <p>Date:</p> </div> </div>	

Key Points:

1. **s34(2) – Cabinet**, Cabinet considered and subsequently approved the appointment of Cr Colin Murray to the position of Chair, and the appointments of Ms Vicki Meyer, Cr Vonette Mead, Ms Elizabeth Schmidt and Dr Vanessa Guthrie AO to the positions of Member of the IA Board for a period of three years.
2. In accordance with section 8(1) of the *Infrastructure Australia Act 2008* (the Act), we recommend you sign the Appointment Instruments at **Attachment A** to formalise the appointments.
3. The Department of Infrastructure, Transport, Regional Development and Communications recommends you sign the letters at **Attachment B** providing formal advice on the appointments.
4. Letters have also been prepared for your signature at **Attachment C** for the outgoing Acting chair, **s47F – personal privacy** and six outgoing IA Board members; **s47F – personal privacy**
[REDACTED]

Stakeholder Implications:

s47C - deliberative processes

Consultation:

Governance, Ministerial and Parliamentary Services Branch.

Action to follow:

- a) Noting the imminent expiry of the appointments, we recommend correspondence is emailed directly from your office to the new appointees.
- b) The Department will email the signed letters to outgoing Board members for IA to distribute.
- c) We will work with your office regarding a media release announcing the appointments following the delivery of the signed instruments.

Name: Lisa La Rance

Position: Branch Head, Investment Advisory and
Business Improvement

Division: Infrastructure Investment

Ph: 02 6274 6001

s47F – personal privacy

Date: 12 November 2021

s47F - personal privacy

Attachments:

A: Appointment Instruments

B: Letters to new IA Board Members

C: Letters to outgoing Acting Chair and IA Board Members

From: s47F - personal privacy
Sent: Tuesday, 7 June 2022 12:13 PM
To: s47F - personal priv, s47F - person
Subject: FW: Expiring appointments point [SEC=OFFICIAL]

OFFICIAL

Does this work? This is what we put in Andreas' back pocket brief.

OFFICIAL

From: s47F - personal privacy
Sent: Wednesday, 1 June 2022 10:55 AM
To: s47F - personal priv, s47F - person, s47F - person, s47F - personal privacy < > infrastructure.gov.au>
Subject: Expiring appointments point [SEC=OFFICIAL]

OFFICIAL

I've taken this these sentences from the minute to the Secretary. Let me know if you need more detail.

- The appointments of one Commonwealth-nominated and three state and territory-nominated members of the IA Board will s47C – deliberative processes. s47C - deliberative processes

OFFICIAL

From: s47F - personal privacy
Sent: Thursday, 7 July 2022 3:00 PM
To: s47F - personal privacy
Subject: RE: Appointments briefs [SEC=OFFICIAL]
Attachments: READ ONLY - 22#65964DOC SIGNED BRIEF - MS22-000626 - IA Board and CEO Appt 2.PDF

OFFICIAL

For interest - see the stakeholder implications section of MS22-000626 s47C - deliberative processes

s47F - personal s47F - personal privacy

Assistant Director • Engagement, Advisory and Projects Section
 Investment Advisory and Business Improvement Branch • Infrastructure Investment Division

s47F - personal s47F - personal privacy
infrastructure.gov.au

P 02 s47F - personal privacy

OFFICIAL

From: s47F - personal privacy s47F - personal privacy
Sent: Thursday, 7 July 2022 2:41 PM
To: s47F - personal privacy s47F - personal privacy <s47F - personal privacy> [infrastructure.gov.au](mailto:s47F - personal privacy@infrastructure.gov.au)
Subject: Appointments briefs [SEC=OFFICIAL]

OFFICIAL

Let me know if you think this is what is being sought.

s47F - personal s47F - personal privacy

Director – Engagement, Advisory and Projects
 Investment Advisory and Business Improvement • Infrastructure Investment Division

s47F - personal s47F - personal privacy
infrastructure.gov.au

P 02 s47F - personal privacy • M s47F - personal privacy

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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 David Mackay, First Assistant Secretary, Infrastructure Investment

Infrastructure Australia (IA) Board Appointment s22 – irrelevant material

s22(1)(a)(ii) - irrelevant material

Action required by: 28 March 2022

Reason: To finalise the IA Board appointment prior to the expiry of the incumbent Board member.

Recommendations:

1. That you **sign** the Appointment Instrument (**Attachment A**) and letters to Mr John McGee (**Attachment B**) and the IA Chair, Mr Colin (Col) Murray (**Attachment C**). The letter to Mr Murray provides formal advice on Mr McGee's appointment to the IA Board and s22(1)(a)(ii) - irrelevant material

Signed / Not Signed

2. That you **sign** the letter to the outgoing IA Board Member Mr Rod Hook (**Attachment D**) thanking him for his contribution.

Signed / Not Signed

The Hon Barnaby Joyce MP

Date: 21-3-21

Comments:

Key Points:

1. Mr Rod Hook's appointment to the IA Board will expire on 30 March 2022. On 2 March 2022 you agreed to seek the Prime Minister, or at his discretion, Cabinet's endorsement of the appointment of Mr John McGee to the IA Board (MS22-000416).
2. On s34 - cabinet Cabinet agreed to the appointment of Mr John McGee as a member of the IA Board for a period of three years (SM22/9017/CAB).
3. Section 8(1) of the *Infrastructure Australia Act 2008* (the IA Act), requires that members (including the Chair) are to be appointed by the Minister by written instrument.

4. The Department of Infrastructure, Transport, Regional Development and Communications (the Department) recommends that you sign the letters at **Attachment B and C** providing formal advice on the appointments to Mr McGee and the Chair of the IA Board, Mr Murray.

5. **s22 – irrelevant materia**

6. On 18 February 2022 you agreed to seek the Prime Minister, or at his discretion, Cabinet's endorsement to the extension of Ms Madew's appointment for six months (**MS22-000004**).
7. On **s34 - cabinet** Cabinet endorsed an extension to Ms Madew's term, for six months to 28 October 2022 **s34 – Cabinet**

8. **s22(1)(a)(ii) - irrelevant material**

9.

10. A letter has also been prepared for Mr Hook, thanking him for his contribution to the IA Board (**Attachment D**).

Stakeholder Implications:

The departure of Mr Hook means that IA Board members with experience in engineering will reduce to one. The appointment of Mr McGee will also increase New South Wales' representation to 25 per cent, and reduce South Australia's representation to 8 per cent. There continues to be no representation for the Northern Territory or the Australian Capital Territory.

Consultation:

Governance, Ministerial and Parliamentary Services Branch.

Action to follow:

s47C - deliberative processes

Name: Andreas Bleich
Position: A/g Assistant Secretary, Investment
Advisory and Business Improvement
Division: Infrastructure Investment
Ph: 02 6274 7934
s47F – personal privacy
Date: 17 March 2022

s47F - personal privacy

Attachments:

- A: Appointment Instrument
B: Letter to Mr John McGee
C: Letter to the Mr Murray
D: Letter to Mr Hook
E: MS22-000416
F: MS22-000004



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: MS22-000626

Mr Rod Hook
Member
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

21 MAR 2022

Dear Mr Hook

End of tenure as Member of Infrastructure Australia (IA)

I am writing to thank you for your contribution as a Member of the IA Board over the past three years.

You have worked tirelessly with the Board to ensure the delivery of high quality, independent advice for Australia's nationally significant infrastructure.

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

If you wish to discuss this matter, please contact Mr Andreas Bleich, Acting Assistant Secretary, Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 7934 or Andreas.Bleich@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: MS22-000626

Mr Colin Murray
Chair
Infrastructure Australia
GPO Box 5417
SYDNEY NSW 2001

21 MAR 2022

Email: col.murray@bigpond.com

Dear Mr Murray

Appointment of Mr John McGee to the Infrastructure Australia (IA) Board and

s22(1)(a)(ii) - irrelevant material

I am writing to advise that I have appointed Mr John McGee to the Board of IA for a period of three years from 31 March 2022 to 30 March 2025.

s22(1)(a)(ii) - irrelevant material

If you wish to discuss Mr McGee's appointment, please contact Mr Andreas Bleich, Acting Assistant Secretary, Department of Infrastructure, Transport, Regional Development and Communications on 02 6274 7934 or Andreas.Bleich@infrastructure.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'B. Joyce', with a stylized flourish at the end.

Barnaby Joyce MP

From: s47F - personal privacy Catherine
Sent: Thursday, 16 June 2022 11:39 AM
To: s47F - personal priv; s47F - person
Subject: RE: IA Board Appointments - various briefs [SEC=OFFICIAL]

OFFICIAL

Unfortunately I don't have access to these, but the relevant Nov brief might be in the list below

Ministerial/PDMS

MS21-000489	IA 2021 Board Appointments
MS21-000887	Approval of Appointments to the IA Board
MS21-000934	Extension of Board Member - IA
MS21-000957	IA Board Reappointment
MS21-001003	IA Board Appointments – Expiring August and November 2021
MS21-001075	Extension of Board Members and Chair – IA Board
MS21-001364	IA Board Appointment – October and November Expiring Appointments
MS21-002549	Appointment of Members to the IA Board
MS21-002157	Appointment of Chair and Members to the IA Board
MS21-002524	IA Expiring Board Appointment
MS22-000416	IA Board Appointment
MS22-000626	IA Board Appointment and CEO extension

OFFICIAL

From: s47F - personal privacy
Sent: Thursday, 16 June 2022 11:18 AM
To: s47F - personal priv; s47F - persons <s47F - personal; s47F - personal privacy>
Subject: FW: IA Board Appointments - various briefs [SEC=OFFICIAL]

OFFICIAL

Here's the end of tenure letter in Word

OFFICIAL

From: s47F - personal privacy
Sent: Thursday, 16 June 2022 11:11 AM
To: s47F - personal priv; s47F - persons <s47F - personal; s47F - personal privacy>
Subject: IA Board Appointments - various briefs [SEC=OFFICIAL]

OFFICIAL

If none of these are the rights ones, I do have some others (but this has the end of tenure letter)

OFFICIAL

From: [REDACTED]
Sent: Tuesday, 2 August 2022 1:16 PM
To: [REDACTED]
Subject: RE: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments INFRA NETWORK [SEC=OFFICIAL]
Attachments: Copy of 28 July Board Appointments Six Month outlook_IABI response.xlsx

OFFICIAL

Third attempt.

I'm assuming we have not heard about either [REDACTED] resigning.

[REDACTED]

[REDACTED]

Assistant Director • Engagement, Advisory and Projects
 Investment Advisory & Business Improvement Branch • Infrastructure Investment Division
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)
 P +61 2 [REDACTED]
 GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: [REDACTED]
Sent: Tuesday, 2 August 2022 1:10 PM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: RE: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments INFRA NETWORK [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

Resent with updated geographic splits. The gender split looks to have been updated correctly, noting the immediate resignation of [REDACTED].

[REDACTED]

s47F - personal privacy s47F - personal privacy

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OFFICIAL

From: s47F - personal privacy s47F - personal privacy

Sent: Monday, 1 August 2022 5:43 PM

To: s47F - personal privacy s47F - personal privacy s47F - personal privacy
<s47F - personal privacy@infrastructure.gov.au>

Subject: FW: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments INFRA NETWORK [SEC=OFFICIAL]

Importance: High

OFFICIAL

Hi s47F - personal privacy

Attached are my suggested changes to the outlook report, shown in red text. I have assumed it is all to be confirmed following the review and discussion with s47C - deliberative.

No changes to the contact list.

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

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Investment Advisory & Business Improvement Branch • Infrastructure Investment Division

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P +61 2 s47F - personal privacy

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From: [REDACTED]
Sent: Monday, 1 August 2022 10:29 AM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Cc: s47F - personal privacy [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: FW: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments INFRA NETWORK [SEC=OFFICIAL]
Importance: High

OFFICIAL

Hi [REDACTED]

Can you please commence work on this one. I understand Dave H may have some views, will share as soon as these are known, but for now please start reviewing in light of the current lay of the land (and the fact it's due tomorrow).

Thank you!

[REDACTED]
[REDACTED]
Director – Engagement, Advisory and Projects
Investment Advisory and Business Improvement • Infrastructure Investment Division
[REDACTED]
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)
P 02 [REDACTED] • M [REDACTED]

From: Appointments
Sent: Friday, 29 July 2022 9:51 AM

s47F - personal privacy

Cc: Appointments <[REDACTED]@infrastructure.gov.au>
Subject: FOR ACTION: Gender Balance on Australian Government Boards / Appointments Database for action 6 month expiring appointments INFRA NETWORK [SEC=OFFICIAL]

OFFICIAL

Appointments Database – 6 month outlook review please update by 10am, Tuesday, 2nd August 2022

The Governance Appointments team have now incorporated all of the Department's Portfolio Board Entities into one Appointments Reporting database.

The attached reports incorporate previous month and ongoing updates. Until Infra network staff are able to access the database, we ask the **s47E(d) - certain operations of agencies** be copied in when appointments or updates to boards occur during the month. This will ensure we have up to date information on hand and we are able to supply the Executive or Ministers Officers reports upon request. We will also be able to maintain up to date information on the Australian Government Organisation Register.

For Action: Appointments database 6 month outlook – please update.

Please review the attached spreadsheet adding any of the additional information or corrections **with changes and updates highlighted** as follows:

1. Update the relevant appointments to you importantly please update next steps / comments for any appointments expiring within 3 months.
2. When updating the **next steps/comments** field, please be mindful the Minister(s) may need additional context, keep comments generic and spell out names and significant titles e.g Prime Minister in full.
3. Add Ministerial submission numbers and proposed dates (i.e. MS22-##### and their location Draft, Ministers office with PM etc)
4. If and when information changes after the report deadline please continue to send us updates so we have the latest information, but note reports are run as at a specific date. So updates will not go in the report but will keep us up to date for ad hoc requests.
5. Return updated spreadsheet to **s47F - personal privacy**
6. If someone is joining or leaving your team? Let us know so we can update the **attached board coordinators contacts list**.

Please get in touch via email or call if you have any questions or concerns.

Thank you.

s47F - personal priv s47F - personal priv

Appointments officer • Planning, Reporting and Appointments • Governance
s47F - personal s47F - personal
[@infrastructure.gov.au](mailto:infrastructure.gov.au)

P s47F - personal privacy

GPO Box 594 Canberra, ACT 2601

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OFFICIAL

From: [REDACTED]
Sent: Tuesday, 2 August 2022 5:21 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: New min sub - IA Board transitory arrangements [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED] and [REDACTED]

Regarding the state and territory nominees, my understanding is there is nothing preventing them from being reappointed (in particular, the IA Act does not distinguish between the different types of nominees in regards to terms of appointment). However, past practice has been to ask the nominating states and territories to renominate them if they wish (after we have checked that the incumbents were willing to be reappointed). [REDACTED]

[REDACTED] This may be less of an issue if we are proposing [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

As the Cabinet Handbook appears to have continued on under the new government, all appointments longer than three months (including state and territory nominees) will need the approval of the PM and potentially Cabinet.

[REDACTED]

[REDACTED]

Assistant Director • Engagement, Advisory and Projects
 Investment Advisory & Business Improvement Branch • Infrastructure Investment Division
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)
 P +61 2 [REDACTED]
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OFFICIAL

From: [REDACTED]
Sent: Tuesday, 2 August 2022 4:40 PM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>

Cc: s47F - personal privacy [redacted]@infrastructure.gov.au>; s47F - personal privacy [redacted] s47F - personal privacy [redacted]

<s47F - personal privacy [redacted] s47F - personal privacy [redacted]@infrastructure.gov.au>

Subject: New min sub - IA Board transitory arrangements [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy [redacted]

As discussed, can you please commence drafting a min sub re: transitory board appointments for IA. The min sub should:

s47E(d) - certain operations of agencies

Can you please also work with s47F - personal privacy [redacted] (and s47F - personal privacy [redacted] re: Andreas) to book in a meeting with David on Friday, to discuss our proposed approach. A couple of key things Andreas wants to test with David are s47E(d) - certain operations of agencies

I've attached the chronology I mentioned. s47F - personal privacy [redacted] feel free to chime in if you can think of anything else useful to refer to.

Thank you and happy to discuss!

s47F - personal privacy [redacted] s47F - personal privacy [redacted]

Director – Engagement, Advisory and Projects

Investment Advisory and Business Improvement • Infrastructure Investment Division

s47F - personal privacy [redacted] s47F - personal privacy [redacted]
infrastructure.gov.au

P 02 s47F - personal privacy [redacted] • M s47F - personal privacy [redacted]

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OFFICIAL

From: [REDACTED]
Sent: Tuesday, 2 August 2022 9:44 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: IA Board Briefing note [SEC=OFFICIAL]
Attachments: IA Board Briefing to Secretary_2 Aug 2022.pdf

OFFICIAL

Hi team

For information, and file please.

Kind regards

[REDACTED]
Director – Engagement, Advisory and Projects
Investment Advisory and Business Improvement • Infrastructure Investment Division
infrastructure.gov.au
P 02 [REDACTED] • M [REDACTED]

OFFICIAL

From: BLEICH Andreas
Sent: Tuesday, 2 August 2022 3:56 PM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>
Subject: FW: IA Board Briefing note [SEC=OFFICIAL]

OFFICIAL

FYI – useful information. I spoke to [REDACTED] to query whether Board members expiring would be interested in an extension and she advised they have previously confirmed they would be.

Cheers,
Andreas

OFFICIAL

From: HALLINAN David
Sent: Tuesday, 2 August 2022 1:43 PM
To: MACKAY David <David.Mackay@infrastructure.gov.au>; BLEICH Andreas <Andreas.Bleich@infrastructure.gov.au>
Subject: FW: IA Board Briefing note [SEC=OFFICIAL]

OFFICIAL

See attached. This is useful. Let's proceed on the board strategy as discussed.

D

OFFICIAL

From: s47F - personal privacy <s47F - personal privacy>
Sent: Tuesday, 2 August 2022 1:17 PM
To: Betts, Jim <Jim.Betts@infrastructure.gov.au>
Cc: s47F - personal privacy s47F - personal privacy >; HALLINAN David
 <David.Hallinan@infrastructure.gov.au>
Subject: IA Board Briefing note

OFFICIAL:Sensitive

Dear Mr Betts

s47F - personal privacy has asked me to provide to you a briefing note regarding the current composition and terms of IA Board members and the current requirements of the Infrastructure Australia Act in relation to Board appointments.

s47F - personal privacy This is amongst the matters which s47F - personal privacy, s47F - personal privacy and I would appreciate a discussion with you noting that the IA Review is also underway.

We s47F - personal privacy look forward to meeting with you s47F - personal privacy.

Kind regards

s47F - personal privacy

Company Secretary & General Counsel

M s47F - personal privacy

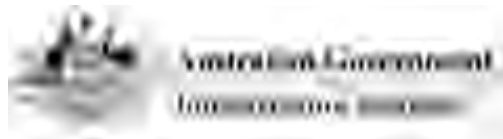
E s47F - personal privacy

Level 19, 60 Martin Place | Sydney NSW 2000
 Gadigal Land, Eora Nation

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Infrastructure Australia 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:Sensitive

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Briefing Note

To Mr Jim Betts
Secretary, Department of Infrastructure, Transport, Regional Development and Communications

From s47F - personal privacy
Infrastructure Australia

Cc Mr Dave Hallinan – Deputy Secretary Department of Infrastructure, Transport, Regional Development and Communications
s47F - personal privacy – Acting CEO Infrastructure Australia

Date 2 August 2022

Subject **Infrastructure Australia Board composition**

Purpose

To:

- Provide background on the statutory requirements for the composition and operation of the Infrastructure Australia Board (the Board)
- Note that in addition to s47F – personal privacy resigning on 15 July 2022, s47F – personal privacy have resigned effective **30 September 2022**.
- Note that s47F – personal privacy additional Board Members' 3year terms end on s47F – personal privacy:
- Make suggestions in relation to Board composition and reappointments

Key Points

- The Government expects that Infrastructure Australia (IA) efficiently and effectively perform its statutory functions to deliver high quality independent advice on Australia's requirements for nationally significant infrastructure. The Government's broad policy objectives are also considered by IA in performing its role.
- The IA Board is comprised of 12 members (including a Chair) appointed by the Minister for terms of up to 3 years but with an opportunity for the reappointment of members for more than one term.
- The IA Board is a diverse group that embraces the broad range of experience and views, effective communication and ethical conduct of its functions. This is essential as the Board discharges its governance and oversight responsibilities despite the complexities of its size with the scope and breadth of IA's remit including transport, energy, communications and water.
- While cognisant of the IA Review that is underway and changes that may result, including the size of the Board, **the current requirement for a quorum is eight Members**. From 1 October 2022 the IA Board will no longer have a quorum. Additionally, the terms of a further four Board Members will expire by **30 November 2022**.
- Eight new directors have been appointed since December 2021. The new directors have been well supported by the four longer serving members who have been relied upon for their significant corporate and infrastructure sector knowledge to effectively onboard them and to enable IA to deliver value and improve the lives of Australians through high quality independent advice on Australia's requirements for nationally significant infrastructure. As such IA would be well supported by extending the terms of some or all of IA Board members whose terms expire on 30 November 2022.

- In delivering to its remit, the IA Board values a strong and collaborative relationship with Government and, in particular, with the responsible Minister and other key infrastructure stakeholders. As such, IA requests that the appointment of a new Chair for IA be a person with a strong sense of purpose aligned with IA's remit, demonstrated stakeholder management, business judgment, social connectivity balanced with personality traits such as curiosity, humility, inclusivity, agility, gravitas and resilience.

1. Composition and operation of the Board

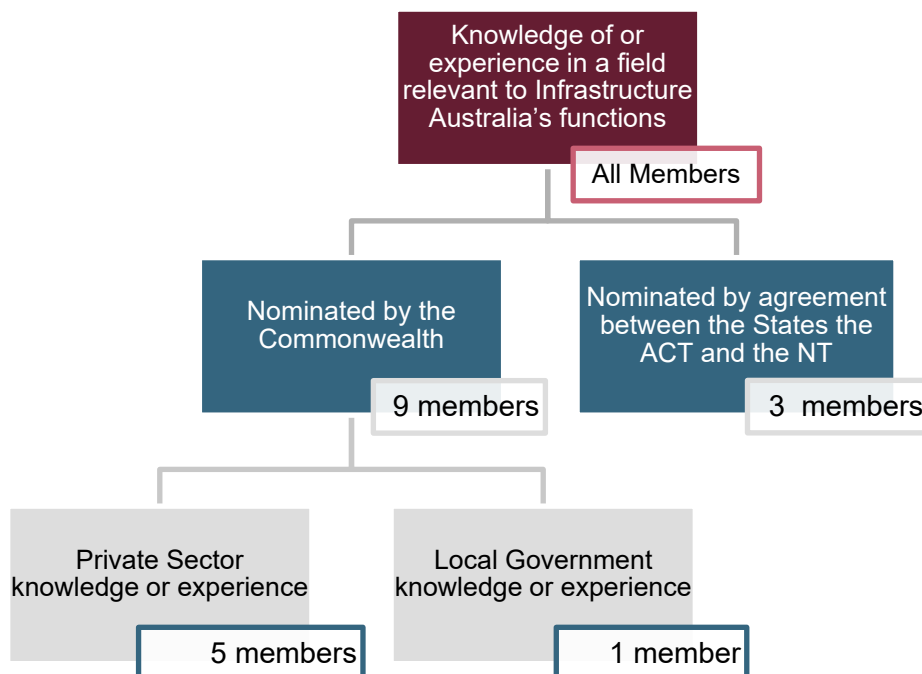
The Infrastructure Australia Board was established by s6D of the *Infrastructure Australia Act 2008*. It is charged with deciding the objectives, strategies and policies to be followed by Infrastructure Australia and ensuring the proper, efficient and effective performance of the organisation's functions. The Board is the accountable authority of Infrastructure Australia.

Appointment

- The Infrastructure Australia Board is made up of the Chair plus 11 Members
- Board Members are appointed on a part-time basis for a maximum term of three (3) years.
- A Board Member may be reappointed for a further term. There is no limit to the number of times a Member can be reappointed.
- All Board Members (including the Chair) are appointed by the Minister.

Composition

The Minister must ensure the composition of the Board meets the following minimum requirements: ¹



¹ Section 8, *Infrastructure Australia Act 2008*

Quorum

At a Board meeting, eight (8) Members constitute a quorum. Five members have resigned from the IA Board. s47F - personal privacy, and a further s47F – personal privacy have resigned effective **30 September 2022**. From 1 October 2022 the IA Board will no longer have a quorum. Additionally, the terms of a further s47F – personal privacy will expire by s47F – personal privacy.

In order for IA to continue to operate with Board oversight, we would recommend the appointment of new Board members as soon as possible. However, as IA is currently the subject of a review this may not be feasible. To support good governance and a smooth transition for any changes to IA that may be required following the review it would be optimal for an extension of the terms for the four members of the IA Board whose terms expire on 30 November 2022. While an additional 3 year term would be welcomed, a 1 year term may be more attractive for the Minister to enable the review recommendations to be considered. Such extension would retain corporate knowledge and also assist IA with planning and support of its staff.

Should you wish to discuss this in more detail, we invite you to meet with the Acting CEO and Company Secretary at your convenience. We request that this decision be conveyed as soon as practicable and at least one month prior to the end of the Members' current terms on 30 November 2022.

Remuneration

Board Members are Holders of Public Office and are paid in accordance with *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2022*. Current levels of annual remuneration are:

- \$122,460 for the Chair
- \$61,230 for Members (part time).

2. Current Board member terms

The current composition of the Board meets the requirements of s8 of the *Infrastructure Australia Act 2008* (see Attachment A). Terms of appointment are noted below

Member	Jurisdiction	Date appointed	Retirement date	Tenure at the end of the current term
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s47F - personal privacy

Upcoming vacancies

In addition to the Members who have resigned from the Board, the following Members' terms end on **30 November 2022**:

s47F - personal privacy

3. Opportunities and recommendations

Statutory requirements

In order to meet the requirements of s8 of the *Infrastructure Australia Act 2008*, new appointments to the IA Board in 2022 must include at least the following:

- All must have experience in a field relevant to Infrastructure Australia's functions (transport, water, energy/ mining, communications/telecommunications/digitalisation)
- 6 must be nominated by the Commonwealth
- 3 must be nominated by agreement of the States and Territories
- 2 must also have private sector experience
- 1 must also have local government experience

Diversity

IA recognises that it is important that its Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively. Having a breadth of perspective and multiple views, offered respectfully and listened to carefully is essential to operate in an environment of volatility, uncertainty, complexity and ambiguity. Such depth of experience and diversity of perspective shared by Board members enables IA to be well-positioned to assess opportunities, anticipate challenges and proactively risk manage while maintain strong connections with IA's government and industry stakeholders, employees, service providers and wider Australian community.

While IA recognises that diversity is broader than gender diversity, we note also the Commonwealth's stated position to achieve a gender diversity target of women and men each holding at least 40 per cent of Government board positions and women holding overall 50 per cent of Government boards. IA has historically had a good gender balance in its Board Members.

The Board currently has very little diversity across other backgrounds including indigeneity, ethnicity and physical disabilities. Having regard to IA's purpose to benefit all Australian's, the Minister may consider that building this capability within IA's Board with multiple aspects of diversity may reap significant benefits and reflect the Australian community more broadly.

Desirable Skills

We raise for consideration in the selection and appointment of new IA Board Members:

- **Desirable Experience for IA Board Members to include a collection of individuals with deep knowledge and strategic expertise across:**
 - Transport – road, rail, public transport or port/airport

CONFIDENTIAL DRAFT

- Water – town or commercial water
- Energy
- Telecommunications and digitalisation
- Industry productivity and innovation
- Sustainability - assessing risks of climate change, opportunities for long term value creation and resilience
- Infrastructure Planning – metro, regional or remote
- Public Administration - Federal or State / Federal Treasury/central agency
- Economics/Productivity
- Community Consultation/Indigenous Relations
- **Chair appointment** be a person with gravitas and a strong sense of purpose aligned with IA's remit, demonstrated stakeholder engagement, business judgment, social connectivity balanced with personality traits such as curiosity, humility, inclusivity, agility, gravitas and resilience.
- **Retaining corporate knowledge through re-appointments** – Experience from the past has revealed this is a point of vulnerability when significant turnover of the Board occurs. To facilitate the ongoing stability of the Board and IA generally, the retention of corporate knowledge through reappointment of some of the current IA Board members would be welcomed.
- **Geographical spread** – a breadth of representation from across Australia and its varying sized regions which IA captures in the following way:

Fast-growing cities	Sydney, Melbourne, Brisbane and Perth.
Smaller cities and regional centres	Smaller capital cities, satellite cities and regional centres home to more than 10,000 people.
Small towns, rural communities and remote areas	Small towns with populations of fewer than 10,000 people and more than 200 people, regional communities with fewer than 200 people, and all remote areas outside of recognised settlements, including connecting infrastructure.
Developing regions and northern Australia	Developing regions with strong growth prospects and where industry composition is changing, and northern Australia, including a mix of regions across the Northern Territory, and the northern parts of Queensland and Western Australia.

Other skills, experience and background

In relation to all appointments IA seeks individuals with a proven track record of:

- having a persistently curious outlook and be purpose driven
- success in working with multiple stakeholders and building support for sometimes challenging undertakings
- being able to clearly express points of view probe and learn from others' perspectives
- being able to extract solutions from the flow of boardroom discussion
- demonstrated experience in governance matters, assessing risks including of climate change, opportunities for long term value creation and resilience in light of evolving environmental, social and governance factors
- sound financial and knowledge of accounting, risk management and managing people and achieving change.

Attachment A - Composition of Infrastructure Australia Board (as at 1 August 2022)

Member	Location	Nom by	Discipline				Sector	Private	Public	Local	End of term
			Economics productivity	Finance	Engineering construction project delivery	Planning					

s47F - personal privacy

Member	Location	Nom by	Discipline				Sector	Private	Public	Local	End of term
			Economics productivity	Finance	Engineering construction project delivery	Planning					
s47F - personal privacy											

CONFIDENTIAL DRAFT

From: [REDACTED]
Sent: Wednesday, 3 August 2022 4:51 PM
To: [REDACTED]
Subject: FW: Please contact PMC appointments team : Cabinet Handbook 15th Edition and Appointments process [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

For visibility, given [REDACTED] will likely have to hand the Board min sub over to you on Friday 😊

Thanks

[REDACTED]

Director – Engagement, Advisory and Projects
 Investment Advisory and Business Improvement • Infrastructure Investment Division
[\[REDACTED\]@infrastructure.gov.au](mailto:[REDACTED]@infrastructure.gov.au)
 P 02 [REDACTED] • M [REDACTED]

OFFICIAL

From: Appointments <[REDACTED]>
Sent: Wednesday, 3 August 2022 12:27 PM
To: [REDACTED] <[REDACTED]@infrastructure.gov.au>; [REDACTED] <[REDACTED]>
Cc: [REDACTED] <[REDACTED]@infrastructure.gov.au>; Appointments <[REDACTED]>
Subject: RE: Please contact PMC appointments team : Cabinet Handbook 15th Edition and Appointments process [SEC=OFFICIAL]

OFFICIAL

Hi [REDACTED]

As advised by [REDACTED], the 15th edition of the Cabinet Handbook is yet to be published. Could we ask you to continue to refer to the [14th edition of the Cabinet Handbook on the PM&C site](#) in the meantime.

s47C - deliberative processes [REDACTED].

s47C - deliberative processes [REDACTED]

Happy to discuss any concerns.

Kind regards

[REDACTED]

s47F - personal privacy | Adviser | Legal Information Integrity
 Cabinet Division | Department of the Prime Minister and Cabinet
 One National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600
 📞 s47F - personal privacy @pmc.gov.au | www.pmc.gov.au
Please note: I work Monday to Thursday and every second Friday.



The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

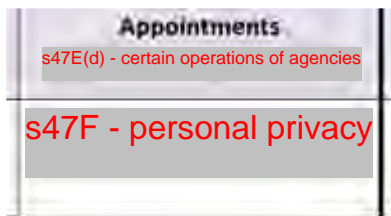
From: s47E(d) - certain operations of agencies @infrastructure.gov.au>
Sent: Wednesday, 3 August 2022 12:14 PM
To: s47F - personal privacy <s47F - personal privacy> @infrastructure.gov.au>
Cc: s47F - personal privacy <s47F - personal privacy> @infrastructure.gov.au>; s47E(d) - certain operations of agencies @infrastructure.gov.au>; Appointments <s47E(d) - certain operations of agencies> Appointments <s47E(d) - certain operations of agencies>; s47F - personal privacy s47F - personal privacy <s47F - personal privacy> @infrastructure.gov.au>
Subject: Please contact PMC appointments team : Cabinet Handbook 15th Edition and Appointments process [SEC=OFFICIAL]

OFFICIAL

Hi s47F - personal privacy

The revised Cabinet Handbook 15th Edition has not been published yet but is expected to land any time. Please refer to our appointments team and ENTR page and the Appointments team s47E(d) - certain operations of agencies at PMC for interim advice.

[ENTR - Appointments](#)



We have copied in our Appointment team who may also be able to provide advice.

Thanks, regards

s47F - personal privacy

Cabinet Liaison Officer • Cabinet & Central Coordination Unit • Data and Analytics and Policy
 s47F - personal privacy
 @infrastructure.gov.au
Cabinet@infrastructure.gov.au
 GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
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OFFICIAL

From: s47F - personal privacy s47F - personal privacy
 Sent: Wednesday, 3 August 2022 11:50 AM
 To: s47E(d) - certain operations of agencies @infrastructure.gov.au>
 Cc: s47F - personal privacy s47F - personal privacy s47F - personal privacy s47F - personal privacy <s47F - personal privacy@infrastructure.gov.au>
 Subject: Re: Cabinet Handbook [SEC=OFFICIAL]

OFFICIAL

Hi Team,

Can I check whether there is a new Cabinet Handbook for the current Government? We are trying to work out the process for Board appointments for the Infrastructure Australia Board and the Handbook had a requirement to ensure that the Minister wrote to the Prime Minister for approval/authority for any significant appointments (including Board appointments).

The attached appears to be the one for the previous Government and we want to ensure we have current information.

Thanks

s47F - personal privacy

s47F - personal privacy s47F - personal privacy

Assistant Director

Infrastructure Investment Division

s47F - personal privacy s47F - personal privacy @infrastructure.gov.au

P +61 2 s47F - personal privacy • M s47F - personal privacy

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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.*

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From: MACKAY David
Sent: Thursday, 16 June 2022 7:39 PM
To: HALLINAN David
Subject: Suggested text for board members and potential media statement [SEC=OFFICIAL]
Attachments: media statement - infrastructure australia board.docx

Categories: Actioned

OFFICIAL

Hi Dave,

As discussed, suggested text for board members' letters:

s47C - deliberative processes

I've also attached a draft media statement for your review and consideration. I expect to have the minsub, and Minister's letter to departing board members available for your review tomorrow.

s22 - irrelevant material

Please let me know if you need anything further on either of these.

D

OFFICIAL

MS22-001005



Australian Government

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

**To: The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional
Development and Local Government**

Subject: Infrastructure Australia Board and s22(1)(a)(ii) - irrelevant material

Critical Date: Routine.

Recommendations:

1. That you **sign** the letter to the Prime Minister at **Attachment A**, seeking authority to add a provision for changes to the *Infrastructure Australia Act 2008* (IA Act) through the Government's Climate Change Bill consequential amendments.

Signed / Not Signed

s22(1)(a)(ii) - irrelevant material


The Hon Catherine King MP

Date: 21. 7. 22.

s22(1)(a)(ii) - irrelevant material

Key points:

1. The Australian Government has committed to an independent Review of IA, and has indicated that it expects changes to be made to IA's Board. s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

2. s22(1)(a)(ii) - irrelevant material

3. s22(1)(a)(ii) - irrelevant material

4. Under the *Infrastructure Australia Act 2008* (the IA Act), IA is governed by a board of 12 members, with a quorum of eight members required. From late 2021 the then Government made eight appointments to the IA Board to fill positions that had become vacant. Information on the process is provided under 'additional information', and the current IA Board membership is at **Attachment F**.

5. Under the IA Act, the Minister may only terminate the appointment of an IA Board member or the IA Chair for specific reasons. This includes misbehaviour, mental or financial incapacity, or sustained absence from duties or meetings. The appointment of an IA Board member may also be terminated under section 30 of the *Public Governance, Performance and Accountability Act 2013*.
6. s22(1)(a)(ii) - irrelevant material
s22(1)(a)(ii) - irrelevant material As part of consequential amendments to the IA Act, you may wish to s47C - deliberative processes s47C - deliberative processes for a limited period of six months.
7. A proposed letter has been prepared for you to send to the Prime Minister seeking this authority. s47C - delib
s47C - deliberative processes
8. If the Prime Minister does not agree and/or s47C - deliberative processes IA Board members resign, such that there is no longer a quorum, the Department will brief you separately on options for making temporary appointments to the Board.
9. Should any IA Board members choose to resign, a template letter at Attachment G has been prepared for your consideration, thanking those resigning members for their service to IA.

s22(1)(a)(ii) - irrelevant material

Consultation:

12. Nil.

Media opportunities:

13. s22(1)(a)(ii) - irrelevant material
14. The Department will work with your Office to develop a media release.

Attachments:

Attachment A: Letter to the Prime Minister seeking authority for a transitional provision

s22(1)(a)(ii) - irrelevant material

Attachment D: Letter to the Prime Minister on the Review

Attachment E: Letter from the Prime Minister of 11 July 2022

Attachment F: Current IA Board membership

Attachment G: Template letter

Cleared By: Andreas Bleich

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

Division: Infrastructure Investment

Ph: 02 6274 7934

Mob: s47F - personal privacy

Date: 12 July 2022

Contact Officer: s47F - personal privacy

Section: Stakeholder and Engagement

Ph: s47F - personal privacy

Mob: s47F - personal privacy

Instructions for MPS: Nil.

Responsible Adviser: s47F - personal privacy Chief of Staff

Distribution CC List: Mr Jim Betts, Mr David Hallinan, Mr David Mackay

Additional information:

Background on Board appointments

In November 2021 the then Deputy Prime Minister (DPM) announced the appointment of seven new IA Board members, including a new Chair. In March 2022 the then DPM issued an updated SoE and appointed an additional Board member. The Board matrix at **Attachment F** reflects those appointments.

Currently, IA is governed by a board of 12 members, in accordance with sections 4, 6D, 6E and 7 of the IA Act. As part of the Review, the proposed ToR suggest reviewing the size, mandate, responsibilities and composition of the IA Board (**MS22-000899** refers).

The IA Act dictates that the IA Board consist of nine members nominated by the Commonwealth, and three members nominated by agreement between the states and territories. At a meeting of the Board, eight members constitutes a quorum.

The appointments of one Commonwealth nominated Board member, and three state and territory nominated Board members expire on 30 November 2022.



PRIME MINISTER

Reference: MC22-049464

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
Parliament House
CANBERRA ACT 2600

Dear Minister *Catherine,*

Thank you for your letter dated 6 July 2022 regarding the proposed arrangements for the
s22(1)(a)(ii) - irrelevant material

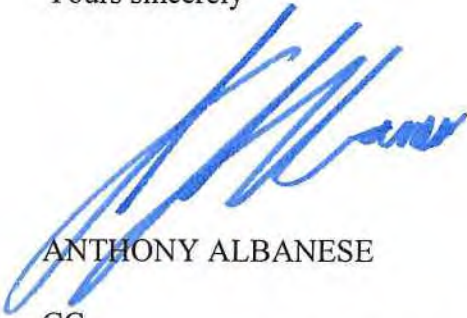
s22(1)(a)(ii) - irrelevant material

I note that you will soon announce these arrangements, as well as the resignations of ^{s47F - per}
Board members effective 30 September 2022. s22(1)(a)(ii) - irrelevant material
s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

I have copied this letter to the Treasurer, the Hon Dr Jim Chalmers MP and the Minister for Finance, Senator the Hon Katy Gallagher MP.

Yours sincerely



ANTHONY ALBANESE

CC:

The Treasurer, the Hon Dr Jim Chalmers MP

The Minister for Finance, Senator the Hon Katy Gallagher MP

11 JUL 2022



The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government
Member for Ballarat

MS22-001005

The Hon Anthony Albanese MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

Further to my letter of 6 July 2022 s22(1)(a)(ii) - irrelevant material
s47C - deliberative processes

s47C - deliberative processes

s22(1)(a)(ii) - irrelevant material

s47C - deliberative processes

In my letter of 6 July to you, I advised that I would announce the resignations of members of the current Board. s47C - deliberative processes

s22(1)(a)(ii) - irrelevant material

I am grateful for your ongoing support on these matters.

Yours sincerely

Catherine King MP

/ /2022

Enc *Statement of Expectations to Infrastructure Australia*
cc The Hon Chris Bowen MP, Minister for Climate Change and Energy



The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government
Member for Ballarat

The Hon Anthony Albanese MP
Prime Minister
Parliament House
CANBERRA ACT 2600

Dear Prime Minister

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant m

This includes consideration of IA's Board, which is responsible for deciding the objectives, strategies and policies to be followed and ensure the proper, efficient and effective performance of IA's functions.

s22(1)(a)(ii) - irrelevant material

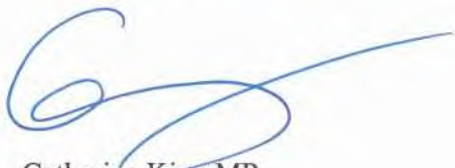
s22(1)(a)(ii) - irrelevant material

It is my intention to also announce at that time the resignations of ^{s47F - personal privacy} of the current Board, including ^{s47F - personal privacy} which would take effect on 30 September 2022 at the conclusion of the review. s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

s22(1)(a)(ii) - irrelevant material

Yours sincerely



Catherine King MP

6 / 7 / 2022

s22(1)(a)(ii) - irrelevant material

cc The Hon Dr Jim Chalmers MP, Treasurer
Senator the Hon Katy Gallagher, Minister for Finance

From: s47F - personal privacy
Sent: Tuesday, 2 August 2022 3:16 PM
To: s47F - personal privacy
Subject: [SEC=OFFICIAL]

OFFICIAL

5 IA board members resigned

One immediately s47F - personal privacy

The other 4 indicated they will resign from 30 Sept

30 Sept the Board will no longer have a quorum – s47C - deliberative processes

Minister wants the board to continue functioning throughout the review

Min – Sub – advising on transitory process to ensure that IA board can continue to function

Investigate –

- * Dept appointment guidelines

- * Cabinet Handbook

- * Briefs and Min Subs for board appointments – and instructional information

- * present to Minister how the board is going to keep going

s47F - personal privacy

s47F - personal privacy

Assistant Director

Infrastructure Investment Division

s47F - personal privacy@infrastructure.gov.au

P s47F - personal privacy

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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: s47F - personal privacy
Sent: Monday, 23 May 2022 4:40 PM
To: s47F - personal privacy
Cc: s47F - personal privacy
Subject: RE: IA Board - State and Territory Nominations [SEC=OFFICIAL]
Attachments: EC22-000169 - em edits.docx; Attachment A - Letters to ITSOC Members - IA Board State and Territory Nominees - em edits.docx

OFFICIAL

Hi s47F - personal p

I've made some minor amendments **attached**. I think the proposed dates are sensible.

Happy for you to check re: the record. Andreas said he'd like to have one more look before we send up but we don't need to go through clearances again.

And just double-checking we're confident none of our state and territory contacts have changed?

Thanks

s47F - personal privacy

Director – Stakeholder and Engagement
Investment Advisory and Business Improvement • Infrastructure Investment Division
s47F - personal privacy @infrastructure.gov.au

s47F - personal privacy

OFFICIAL

From: s47F - personal privacy
Sent: Monday, 23 May 2022 10:07 AM
To: s47F - personal privacy
Cc: s47F - personal privacy
Subject: IA Board - State and Territory Nominations [SEC=OFFICIAL]

OFFICIAL

Hi s47F - persons,

Please see attached revised briefing (minus two attachments) for the state and territory nominations. My changes to dates have been included in track. I am suggesting the following dates:

- Secretary signature – 1 June
- Request nominations back to Dept – 8 July

EC22-000169 is currently still sitting with the Secretary and appears not to have been NFA'd or sent back to Andreas. Let me know if you want me to check with the Secretary's office if they would like to reuse the same EC number, otherwise I can create a new Executive Communication in PDMS.

Thanks

s47F - personal privacy

Assistant Director • Stakeholder Engagement Section, Investment Advisory & Business Improvement Branch • Infrastructure Investment Division
s47F - personal privacy [@infrastructure.gov.au](mailto:s47F-personal-privacy@infrastructure.gov.au)

s47F - personal privacy

GPO Box 594 Canberra, ACT 2601

Please note: s47F - personal privacy

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



PDR ID: EC22-000457

To: Simon Atkinson (for decision)
cc: Mr Dave Hallinan, Deputy Secretary, Infrastructure
cc: Mr David Mackay, FAS, Infrastructure Investment

Through: Andreas Bleich, A/g Assistant Secretary, Investment Advisory and Business Improvement Branch

Timing: 10 June 2022

Subject: Infrastructure Australia (IA) Board - 2022 state and territory nominations

Recommendation:	
That you agree to write to the Infrastructure and Transport Senior Officials' Committee (ITSOC) members requesting state and territory nominations for the IA Board.	Agreed / Not Agreed
That you sign the letters at Attachment A .	Signed / Not Signed
<p>Signature: Date:</p> <p style="text-align: center;">Simon Atkinson</p> <p>Comments:</p>	

Key Points:

1. The appointments of one Commonwealth-nominated and three state and territory-nominated members of the IA Board will expire on 30 November 2022.
2. The expiring state and territory-nominated appointees are s47F - personal privacy. All three appointees have served one three-year term, and it is unknown if these members wish to be considered for reappointment. State and territory governments have the option of reappointing current Board members.
3. Advice on the term of the Commonwealth nominated appointee, s47F - personal privacy will be provided separately to the Minister for Infrastructure.
4. We recommend that you write to your ITSOC counterparts to source candidates to fill the expiring roles and advise their respective Ministers for consideration at a future ITMM.
5. The Department is aiming to have this matter considered at an s47C - deliberative processes so documentation can be prepared for Cabinet consideration s47C - deliberative processes. Cabinet consideration is required as these appointments are considered 'significant government appointments' by the Cabinet Handbook.

6. Letters seeking state and territory government nominations from ITSOC members have been prepared at **Attachments Ai to Aix**, including separate letters to both Queensland ITSOC members. To facilitate discussion at an [s47C - deliberative processes] the letters to the ITSOC members request that nominations be provided to Mr David Mackay, First Assistant Secretary, Infrastructure Investment Division, by [s47C - deliberative processes]. The Department will then prepare a briefing paper for circulation prior to ITMM.
7. This method was used to seek state and territory nominations in 2019, and remains the most efficient method of obtaining state and territory government agreement and, collating their views in time for ITMM.
8. The *Infrastructure Australia Act 2018* (IA Act) provides for a 12-member Board, including a Chair. The IA Act specifies that three members are to be nominated by agreement between the states, the Australian Capital Territory and the Northern Territory. The IA Act also outlines the skills required for appointment to the IA Board (**Attachment B**). A table with the composition of the current Board membership is at **Attachment C**.

Timing

9. Nominations from ITSOC members by early [s47C - deliberative process] will provide adequate time to finalise briefing material for ITMM.
10. A decision at ITMM [s47C - deliberative processes] will provide sufficient time for the necessary Cabinet and administrative processes to fill the expiring positions commencing on [s47C - deliberative processes].

Andreas Bleich
A/g Assistant Secretary
Investment Advisory and Business Improvement
Branch
Ph: 6274 7934
Mob: [s47F - personal privacy]
3 June 2022

Contact Officer: [s47F - personal privacy]
Director, Stakeholder and Engagement
[s47F - personal privacy]

Attachments:

- A: Letters to ITSOC Members – IA Board state and territory nominees
- B: Background - Skills required
- C: Current IA Board Membership



Secretary
Simon Atkinson

EC22-000457

Mr Rob Sharp
Secretary
Transport for New South Wales
PO Box K659
HAYMARKET NSW 1240

Dear Mr Sharp

Infrastructure Australia Board nominations

I am writing to seek nominations from the New South Wales Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

s47F - personal privacy are the current state and territory government nominees to the Board and their appointments expire on 30 November 2022. As such, the Commonwealth is seeking nominations from state and territory governments. The appointments will be for a term of up to three years. Please note, you are able to nominate the expiring members for reappointment.

The IA Act stipulates that each member has knowledge of, or experience in, a field relevant to IA's functions, which relates to nationally significant infrastructure (transport infrastructure, energy infrastructure, communications infrastructure and water infrastructure).

In considering nominations, I ask you to note the Australian Government commitment to gender balance, including that women hold at least 40 per cent of Australian Government board positions, as well as the need to maintain an appropriate geographical balance. Currently 50 per cent of the IA Board is female. For information, a list of current IA Board members is at **Attachment A**.

Please provide your preferred nominations by [REDACTED] to Mr David Mackay, First Assistant Secretary, Infrastructure Investment Division at David.Mackay@infrastructure.gov.au. These nominations will then be presented to Ministers for discussion at an upcoming Infrastructure and Transport Ministers' Meeting.

547E(d) - certain operations of a:

Yours sincerely

Simon Atkinson
June 2022



Australian Government

Department of Infrastructure, Transport,
Regional Development and CommunicationsSecretary
Simon Atkinson

EC22-000457

Ms Alison Playford
Director-General
Transport Canberra and City Services
GPO Box 158
CANBERRA ACT 2601

Dear Ms Playford

Infrastructure Australia Board nominations

I am writing to seek nominations from the Australian Capital Territory Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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b47E(d) - certain operations of a

Yours sincerely

Simon Atkinson
June 2022



Secretary
Simon Atkinson

EC22-000457

Mr Andrew Kirkman
Chief Executive
Department of Infrastructure, Planning and Logistics
GPO Box 2520
DARWIN NT 0801

Dear Mr Kirkman

Infrastructure Australia Board nominations

I am writing to seek nominations from the Northern Territory Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, their nomination by state and territory governments.

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547E(d) - certain operations of a

Yours sincerely

Simon Atkinson
June 2022



Secretary
Simon Atkinson

EC22-000457

Mr Neil Scales OBE
Director-General
Department of Transport and Main Roads
GPO Box 1549
BRISBANE QLD 4001

Dear Mr Scales

Infrastructure Australia Board nominations

I am writing to seek nominations from the Queensland Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board. I have also written to Mr Damien Walker, Director-General, Department of State Development, Infrastructure, Local and Government and Planning.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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Please provide your preferred nominations by [REDACTED] to Mr David Mackay, First Assistant Secretary, Infrastructure Investment Division at David.Mackay@infrastructure.gov.au. These nominations will then be presented to Ministers for discussion at an upcoming Infrastructure and Transport Ministers' Meeting.

b47E(d) - certain operations of a

Yours sincerely

Simon Atkinson
June 2022

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****Secretary
Simon Atkinson****EC22-000457**

Mr Mike Kaiser
Director-General
Department of State Development, Infrastructure, Local Government and Planning
PO Box 15009
CITY EAST QLD 4002

Dear Mr Kaiser

Infrastructure Australia Board nominations

I am writing to seek nominations from the Queensland Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board. I have also written to Mr Neil Scales OBE, Director-General, Department of Transport and Main Roads.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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Simon Atkinson
June 2022



Australian Government

Department of Infrastructure, Transport,
Regional Development and Communications

Secretary
Simon Atkinson

EC22-000457

Mr Jon Whelan
Chief Executive
Department for Infrastructure and Transport
GPO Box 1533
ADELAIDE SA 5001

Dear Mr Whelan

Infrastructure Australia Board nominations

I am writing to seek nominations from the South Australian Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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b47E(d) - certain operations of a

Yours sincerely

Simon Atkinson
June 2022

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****Secretary
Simon Atkinson****EC22-000457**

Mr Kim Evans
Secretary
Department of State Growth
GPO Box 536
HOBART TAS 7001

Dear Mr Evans

Infrastructure Australia Board nominations

I am writing to seek nominations from the Tasmanian Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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547E(d) - certain operations of a:

Yours sincerely

Simon Atkinson
June 2022

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****Secretary
Simon Atkinson****EC22-000457**

Mr Paul Younis
Secretary
Department of Transport
GPO Box 2392
MELBOURNE VIC 3001

Dear Mr Younis

Infrastructure Australia Board nominations

I am writing to seek nominations from the Victorian Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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In considering nominations, I ask you to note the Australian Government commitment to gender balance, including that women hold at least 40 per cent of Australian Government board positions, as well as the need to maintain an appropriate geographical balance. Currently 50 per cent of the IA Board is female. For information, a list of current IA Board members is at **Attachment A**.

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Yours sincerely

Simon Atkinson
June 2022

**Australian Government****Department of Infrastructure, Transport,
Regional Development and Communications****Secretary
Simon Atkinson****EC22-000457**

Mr Peter Woronzow
Director-General
Main Roads Western Australia
PO Box 6202
EAST PERTH WA 6892

Dear Mr Woronzow

Infrastructure Australia Board nominations

I am writing to seek nominations from the Western Australian Government to fill upcoming vacancies on the Infrastructure Australia (IA) Board.

Under the *Infrastructure Australia Act 2008* (IA Act), the IA Board is comprised of 12 members. Three of the 12 members of the IA Board are appointed by the Minister for Infrastructure, following their nomination by state and territory governments.

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b47E(d) - certain operations of a

Yours sincerely

Simon Atkinson
June 2022

Attachment B

Background:

Appointment of members

The IA Board is comprised of 12 members. All members (including the Chair) are appointed by the Minister by written instrument.

Experience and skills:

- a. The *Infrastructure Australia Act 2008* (IA Act) requires Board members to have knowledge or experience covering the functions of IA (transport, water, energy and communications). 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 most jurisdictions, and northern and regional Australia, where possible. The IA Board currently has members from all jurisdictions, except the Northern Territory and the Australian Capital Territory.
- c. At least five appointments, including the Chair, are legislatively required to have relevant private sector experience.
- d. One of the members is required to have relevant experience in local government.

The IA Board appointments are considered ‘significant government appointments’ for the purposes of the Cabinet Handbook. As such, the Prime Minister, or at his discretion, Cabinet needs to approve the appointments following the responsible Minister’s recommendation.