

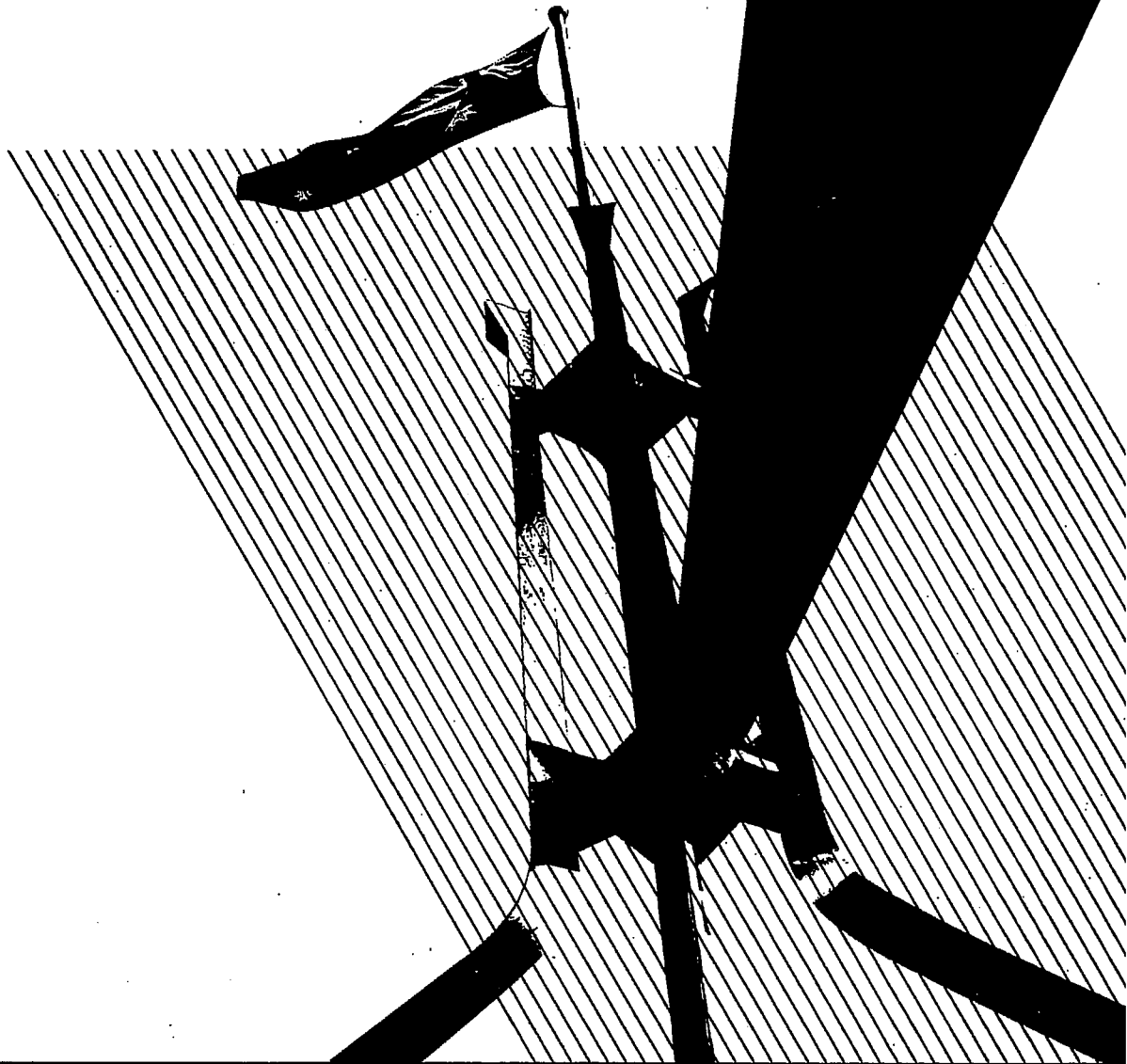
VOLUME A

PROTECTED: CABINET-IN-CONFIDENCE



Australian Government

Department of the Prime Minister and Cabinet



THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

BRIEF TO THE PRIME MINISTER, THE HONOURABLE JULIA GILLARD MP

PROTECTED: CABINET-IN-CONFIDENCE

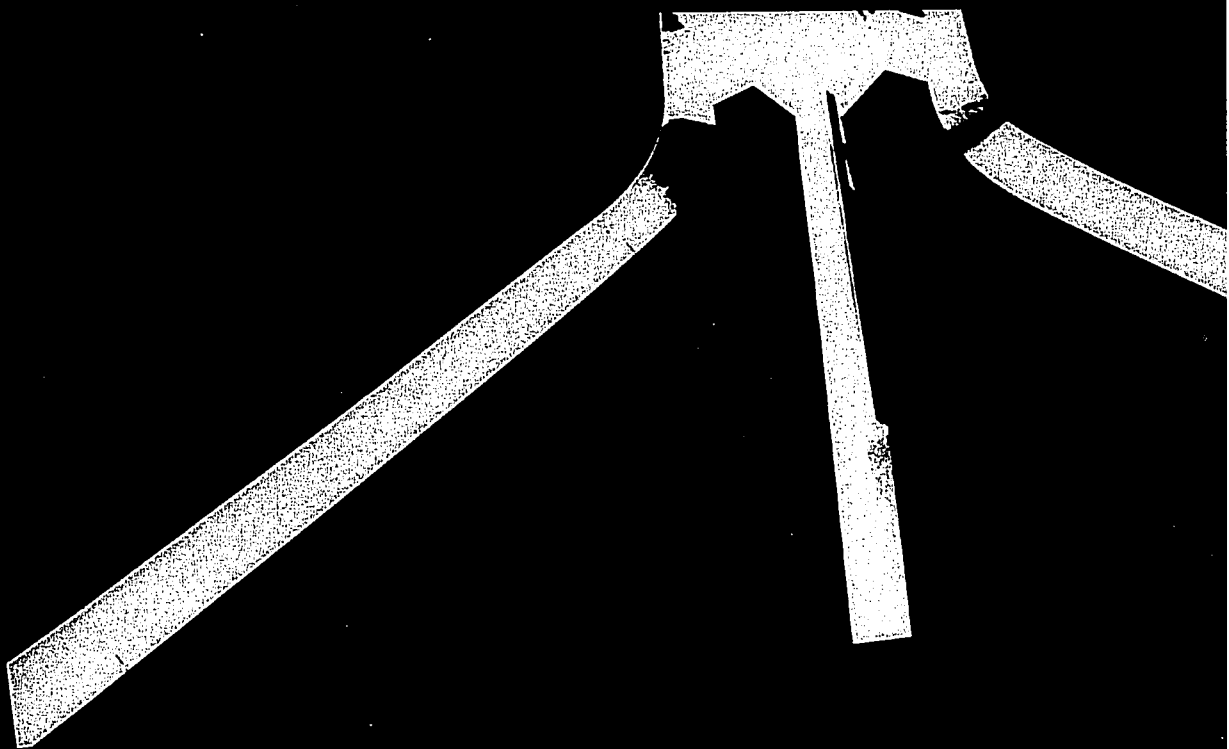
Contents

1. INTRODUCTION	3
2. WHAT IMMEDIATE POLICY ACTIONS ARE REQUIRED?	5
Economic prosperity	6
A fair and resilient society	10
A healthy environment	11
Promoting Australia's national security and regional and global interests	13
3. WHAT ARE AUSTRALIA'S STRATEGIC CHALLENGES?	17
Strategic challenges	19
Critical enablers for success	27
4. WHAT IS REQUIRED TO SUCCESSFULLY MOVE AHEAD WITH YOUR AGENDA?	31
Overview	32
Signature Initiatives and a Strategic Delivery Plan	32
Sequencing and staging of government activity	37
Strengthening the delivery of programs	38
5. WHAT CHANGES ARE REQUIRED TO THE STRUCTURE OF GOVERNMENT?	41
Introduction	42
Overview of machinery of government proposals	42
Priority areas for change	48
Machinery of government proposals for your portfolio	53
Machinery of government changes in other portfolios	55

6. WHAT IS REQUIRED TO SET UP YOUR MINISTRY, CABINET, OFFICE AND THE PARLIAMENT?	57
Introduction.....	58
Ministerial process.....	58
Probity.....	60
Post-appointment letters.....	62
Cabinet processes.....	62
What you should know about the Australian Public Service reform.....	67
Setup of the private office.....	67
7. ATTACHMENTS	73
Attachment A: Summary of recommendations.....	74



1. INTRODUCTION



Volume A

This first volume of your department's Incoming Government Brief covers essential matters that need to be addressed now in order to launch your Government, in terms of policy development, implementation of your election commitments and administrative matters. Throughout the volume, actions are framed in four broad themes that characterise the focus of your Government before the election and during the campaign. These broad themes are:

- **sustaining economic prosperity,**
- **a fair and resilient society,**
- **a healthy environment,**
- **promoting Australia's national security and international interests,**

Chapter 2: What immediate policy actions are required? Includes immediate actions to implement your key policy commitments and other urgent items, and advice on the current domestic and global economic outlook.

Chapter 3: What are Australia's strategic challenges? Provides PM&C's assessment of Australia's further medium-term strategic policy challenges and opportunities, and key challenges that we believe require your early and continuing attention as Prime Minister.

Chapter 4: What is required to successfully move ahead with your agenda? Outlines how you may wish to approach priority setting on the management of the ongoing business of government, and options to strengthen implementation and delivery.

Chapter 5: What changes are required to the structure of Government? Highlights potential changes to align the ministry and the Australian Public Service to your key priorities.

Chapter 6: What is required to set up your ministry, Cabinet, office and the Parliament? Sets out actions required to confirm ministerial and Cabinet arrangements, determine parliamentary sessions, and establish your private office, including protocols for working with PM&C.

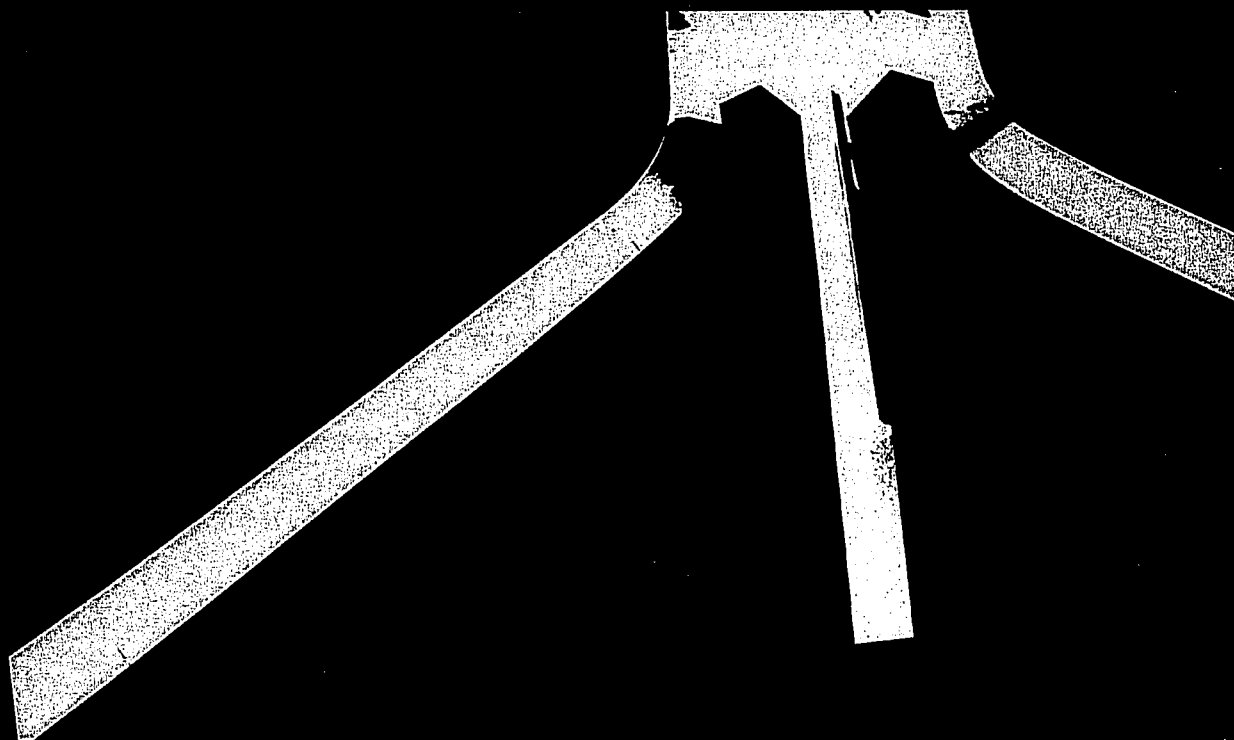
An exhaustive list of your election commitments and preliminary advice for each of these is on the CD provided with this brief.

A consolidated list of recommendations is provided at [Attachment A](#).

Subsequent volumes provide greater detail on the recommendations proposed in this volume, as well as additional information and recommendations. To assist you to move through this material, we have provided cross-referencing between this volume and subsequent volumes.



2. WHAT IMMEDIATE POLICY ACTIONS ARE REQUIRED?



As your Government has recognised during the election campaign, Australia faces many policy challenges, including:

- **economic and fiscal pressures**, particularly in the context of a volatile global economy
- **social pressures** as the population ages and grows
- **managing competing demands on the environment**, and
- **a shifting international and security environment.**

Your Government has outlined a number of immediate policy priorities that address these challenges, which will require action in the first few days, weeks and months of your term. This chapter of the brief summarises the issues that we consider need early consideration by either you as Prime Minister or more broadly by your Government. Each of the issues raised in this chapter is supported by additional briefing in Volume B.

Among the most critical early decisions will be the establishment of a well ordered, logical process for ensuring the implementation of your election commitments. The early establishment of a clear timeline for the production of the Mid-Year Economic and Fiscal Outlook (MYEFO) will allow ministers to be quickly advised of the prioritisation for bringing forward election commitments for final decision.

We suggest you adopt a process that prioritises budget proposals on the following basis:

- **urgent election commitments:** be considered in the MYEFO (such as those with a 2010–11 financial impact)
- **all other election commitments:** be considered in the 2011–12 Budget process, and
- **policy proposals that are not election commitments:** be considered only if given authority by you on the basis of being genuinely urgent or unavoidable in the MYEFO or the 2011–12 Budget.

To assist you with early prioritisation of proposals by the Expenditure Review Committee, central agencies have prepared an exhaustive Election Commitments Database. This has been assembled during the election campaign and is a useful basis for allocating policy and financial development work to your ministers. You will find this on the CD provided with this brief.

a. Economic prosperity

You have identified the need for a future growth strategy based on improved productivity and greater incentives for people to participate in the workforce. This growth strategy is underpinned by the Government's commitment to returning the budget to surplus by 2012–13.

The essential first step in implementing your election commitments is to establish and initiate a Budget process and operational rules with Cabinet.

Economic matters requiring early attention are identified in Table 1 and discussed in more detail in Volume B, chapter 2.

Table 1: Economic matters requiring early attention

Issue	Why is this important or urgent?	Where discussed
		Volume B, chapter 2, section (a)
		Volume B, chapter 2, section (b)

Issue	Why is this important or urgent?	Where discussed
		Volume B, chapter 2, section (c)
		Volume B, chapter 2, section (d)
		Volume B, chapter 2, section (e)
		Volume B, chapter 2, section (f)

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

Box 1: Global and domestic economic outlook

While Australia's economy performed well during the global crisis, we have not been immune from the fallout. Some sectors such as commercial property were hit hard, and households and businesses are still adjusting to a more uncertain economic environment. But after a relatively mild downturn in the Australian economy, the recovery appears well underway and a sustained improvement throughout the world economy will help Australia's economy to return to above-trend growth in coming years.

However, considerable risks remain. The outlook for the international economy is fragile and the risk of another financial crisis emerging remains significant. ↑

Australian Government general government sector budget aggregates – Pre-Election Economic and Fiscal Outlook 2010 estimates

	Estimates		Projections	
	2010–11	2011–12	2012–13	2013–14
Fiscal balance (\$b)	-39.4	-8.7	5.1	6.1
Per cent of GDP	-2.8	-0.6	0.3	0.4
Underlying cash balance (\$b) (a)	-40.7	-10.4	3.5	4.5
Percent of GDP	-2.9	-0.7	0.2	0.3
Net Debt (\$b)	80.6	89.4	89.5	87.1

a. Excludes expected Future Fund earnings.

b. A fair and resilient society

Your Government has committed to practical support for families. This includes specific initiatives to improve child care services and payments to families, expanding the education tax refund and securing national commitment to reduce violence against women and children, as well as delivering more and better qualified emergency doctors, nurses and support staff.

In the longer term, you have affirmed your commitment to implement the national health reform agenda agreed between the Commonwealth and the states under the April 2010 National Health and Hospitals Network (NHHN) Agreement and the 2008 National Healthcare Agreement.

To support the next phase of education reform, you have committed to introducing an Australian Bacculaureate, teacher performance pay, rewards for school improvements and the National Trade Cadetship program. Decisions to support implementation need to be taken early in this term.

Beyond the focus on families and education, you advance a number of programs to support people with disability to participate in community life, providing greater support for seniors through improved care and participation incentives and strengthen the non-profit sector. The process for developing these initiatives needs to start, noting some of these areas are the subject of released or soon-to-be-released public inquiries.

Table 2: Social matters requiring early attention

Issue	Why is this important or urgent?	Where discussed
		Volume B, chapter 2, section (g)

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

Issue	Why is this important or urgent?	Where discussed
<hr/> <hr/>		Volume B, chapter 2, section (h)
		Volume B, chapter 2, section (i)

c. **A healthy environment**

To support the transition to a carbon price and to achieve the Government's emissions-reduction target, you announced specific steps to tackle climate change including building community support for action by establishing a Citizens' Assembly and a Climate Change Commission, introducing mandatory efficiency standards for motor vehicles and a cleaner car rebate, further investment in renewable energy (including better access to transmission), a framework of carbon credits for farming, and regulation of new power stations.

The Government also committed to securing the future of the Murray-Darling Basin and establishing a comprehensive network of marine parks around the country by 2012 (including the release of draft marine bioregional plans and policy for assisting displaced activities within three months of the election). You have committed to purchasing additional water entitlements to bridge any gap between water savings from current investments and to new sustainable diversion limits under the Murray-Darling Basin Plan.

These matters are summarised in Table 3 and discussed in more detail in Volume B, chapter 2.

Table 3: Environmental matters requiring early attention

Issue	Why is this important or urgent?	Where discussed
		Volume B, chapter 2, section (j)

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

Issue	Why is this important or urgent?	Where discussed
<hr/> <hr/>		Volume B, chapter 2, section (k)
		Volume B, chapter 2, section (l)

d. Promoting Australia's national security and regional and global interests

You have committed to continuing the activist foreign policy of the former Government with a view to maintaining Australia's security and positioning Australia as an important and constructive regional and global player.

Your major election commitments in the national security and foreign policy domain concern border security. You have committed to pursue a regional approach to the processing of asylum seekers, within a regional protection framework involving the United Nations High Commissioner for Refugees and the establishment of a regional processing centre in a country that is party to the UN Refugees Convention. Your policy also aims to destroy the current people smuggling model by removing the incentive for asylum seekers to undertake dangerous sea voyages to Australia.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

The threat that terrorism poses to Australians and Australian interests is real, ongoing

r

The Commonwealth's crisis coordination arrangements – whether in response to terrorist attack or natural disaster—are well documented and practised regularly.

r

Specific commitments and issues requiring early consideration are identified in the following table and discussed in more detail in Volume B.

Table 4: Early action to deliver Australia's national security and international interests

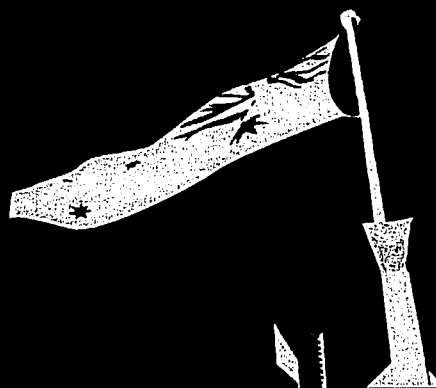
Issue	Why this is important or urgent	Where discussed
r	r	Volume B, chapter 2, section (m)
b _____	r	Volume B, chapter 2, section (n)

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

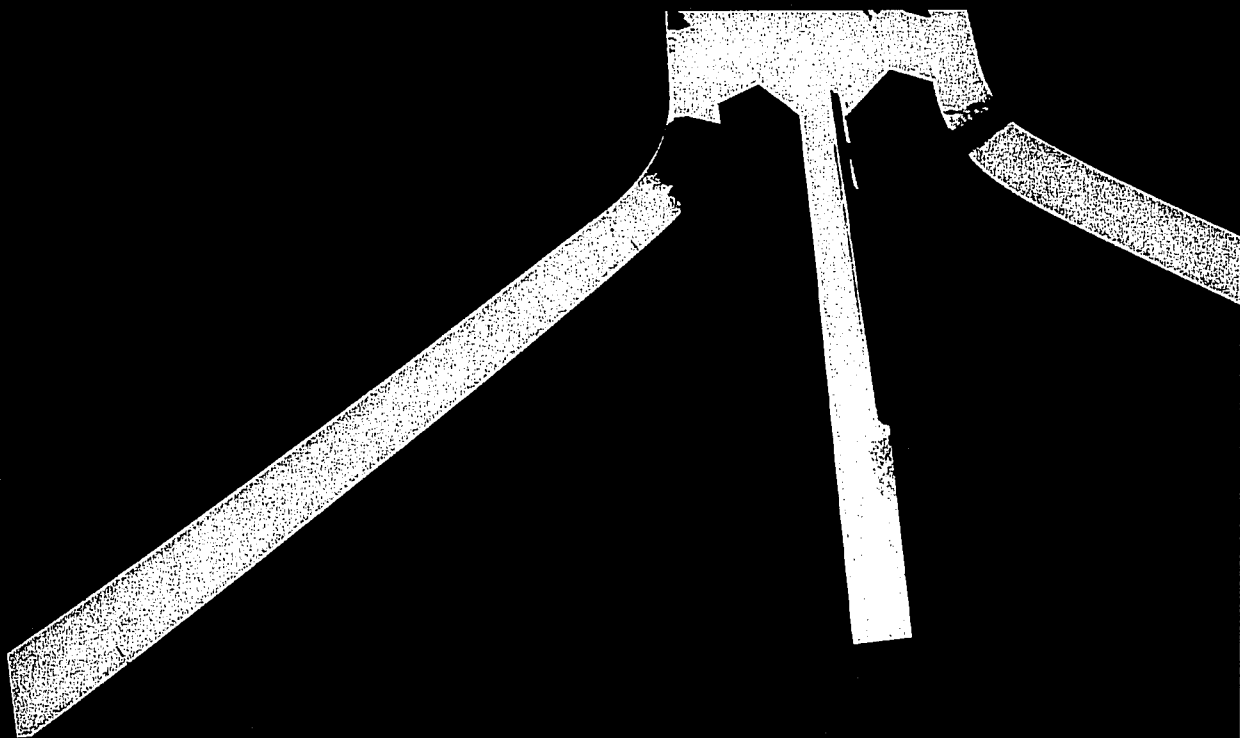
Issue	Why this is important or urgent	Where discussed
_____	r	Volume B, chapter 2, section (o)
_____	r	Volume B, chapter 2, section (p)
r	r	Volume B, chapter 2, section (q)
r	r	Volume B, chapter 2, section (r)
r	r	Volume B, chapter 2, section (s)

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



3. WHAT ARE AUSTRALIA'S STRATEGIC CHALLENGES?



The previous chapter summarises a number of urgent items that we suggest you consider immediately to progress your priorities. This chapter builds on your campaign and election commitments, by suggesting a number of complementary proposals to tackle medium-term policy challenges where the current policy trajectory is unlikely to lead to effective outcomes for the government or nation.

These proposals arise from a wide-ranging survey by the department of the strategic challenges that Australia faces. The survey was undertaken by teams of PM&C analysts under the direction of the department's senior executive. It represents the professional views of the department, reflecting our assessment of current public policy debates and your priorities.

These complementary proposals are structured around a framework of four strategic goals. For each goal, we have identified a small number of high priority initiatives to complement your current commitments. In this sense, the work is targeted, not exhaustive.

- **Promoting economic prosperity**
- **Promoting a fair and resilient society**
- **Promoting a healthy environment**
- **Promoting Australia's national security and global interests**

This advice also recognises the importance of implementing and delivering on commitments. In this respect, we suggest that further effort be devoted to the critical enablers of success to ensure that services and programs are well planned, well governed and well delivered. More specifically, focus should be on:

PM&C can work with other departments and agencies to develop and cost the initiatives proposed. PM&C's analysis can also be used as a starting point for a more comprehensive work program within government, developed through consultation with relevant ministers and departments.

Further detail on Australia's strategic challenges and our recommendations is at Volume B, chapter 3.

a. **Strategic challenges**

i. *Promoting economic prosperity*

During the Government's previous term, you were strongly committed to important education reforms. You have committed during the election campaign to build on these reforms,

During the election campaign, you recognised the importance of improving the skills of the existing workforce, through workplace-based training for older workers. As you know, high proportions of working age Australians have literacy and numeracy skills below the minimum level required to meet the complex demands of work and life in modern economies: 43.5 per cent for literacy and 49.8 per cent for numeracy. Past experience has shown that low levels of literacy and numeracy can constrain opportunities for these people to benefit from improved job opportunities.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

ii. *Promoting a fair and resilient society*

Despite ongoing economic growth, there remain significant pockets of entrenched disadvantage including people who are unable to participate meaningfully in society or the economy. Particularly concerning are the 15 per cent of children who grow up in households where neither parent works; these children are much more likely than their peers to rely on welfare during their adult life.

You have announced additional incentives for job seekers to engage with JSA services. ✓

Entrenched Indigenous disadvantage remains a serious challenge. Commonwealth and state governments agreed in 2008 to a set of national targets to close the gap in life expectancy, infant mortality, education and employment outcomes. ✓

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

iii. *Promoting a healthy environment*

During the election campaign,

In this regard, you set out how a Citizens' Assembly and Climate Change Commission could help to build community consensus for further action on climate change.

You have committed to an unconditional target of reducing CO₂ emissions by 5 per cent by 2020 based on 2000 levels. During the election campaign, you announced a number of additional climate change initiatives. Our advice on how to commence these initiatives is set out in Volume B, chapter 2, section (j).

Climate change is a whole-of-government issue.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

Declining water supplies arising from years of over allocation of water rights and prolonged drought pose particular problems in the Murray-Darling Basin (MDB), which produces one-third of Australia's food supply and spans four states.

iv. *Promoting Australia's national security and global interests*

b. **Critical enablers for success**

During the election campaign you reaffirmed the Government's commitment to a fiscal strategy designed to achieve Budget surpluses from 2012-13 and reduce public debt.

FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

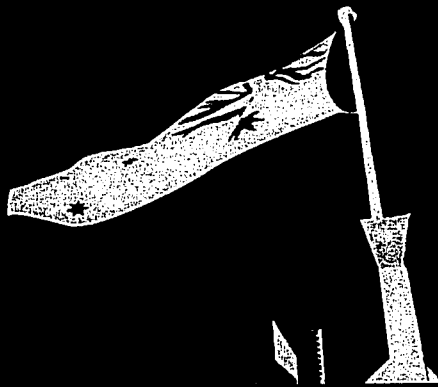
ii. *Better delivery of government services, policies and programs*

The policy problems tackled by the Government often involve multiple needs and require greater coordination than in the past, and the Australian Public Service has not always been well equipped to respond.

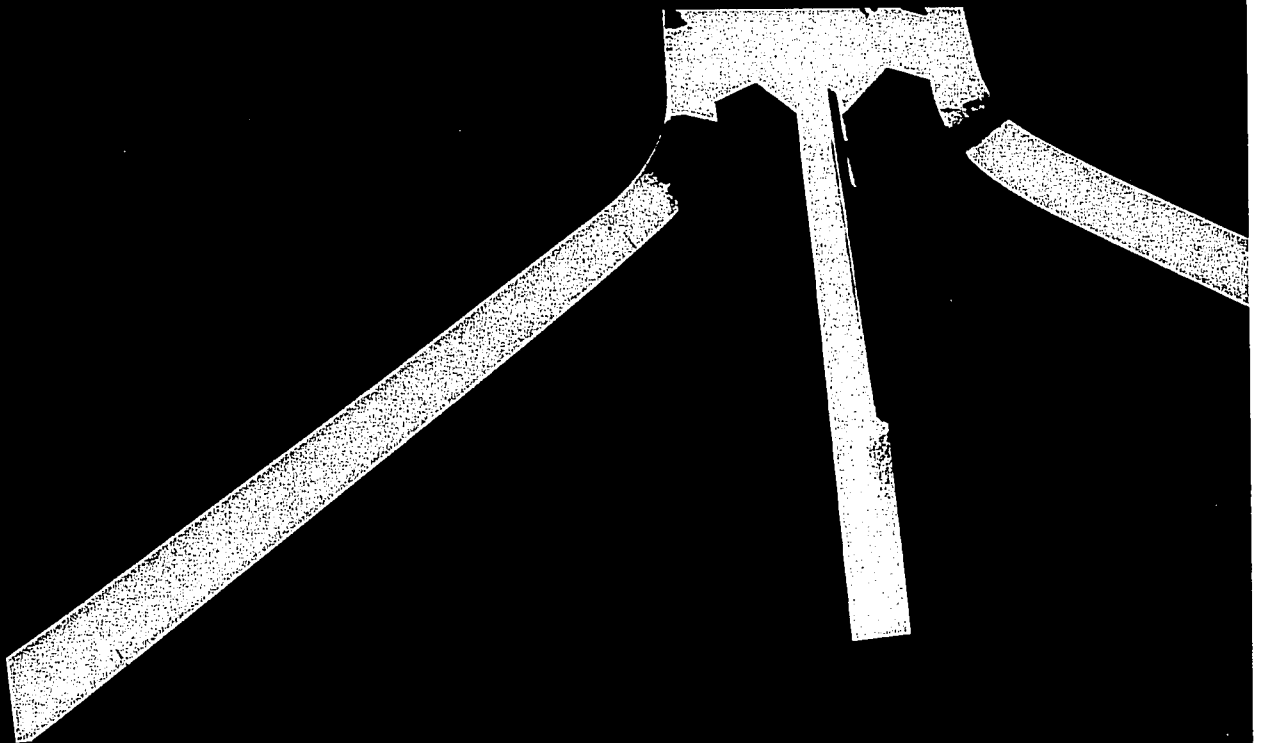
iii. *Citizen and community engagement*

Australia has been less proactive than other countries in developing and embedding tools to empower communities and help top-down changes gain traction. Collaboration with communities and citizens is essential in building understanding, consensus and support for a policy, responding to citizens' needs and empowering communities by seeking their input into, and enabling them to deliver solutions to their problems.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



**4. WHAT IS REQUIRED TO
SUCCESSFULLY MOVE AHEAD WITH
YOUR AGENDA?**



a. **Overview**

This chapter brings the preceding two chapters of this brief together by describing how you might deliver your agenda. The preceding sections identify significant policy commitments that must be progressed over the short term as well as a number of initiatives that the Government could undertake to address the strategic challenges facing Australia.

F

L

c. **Sequencing and staging of government activity**

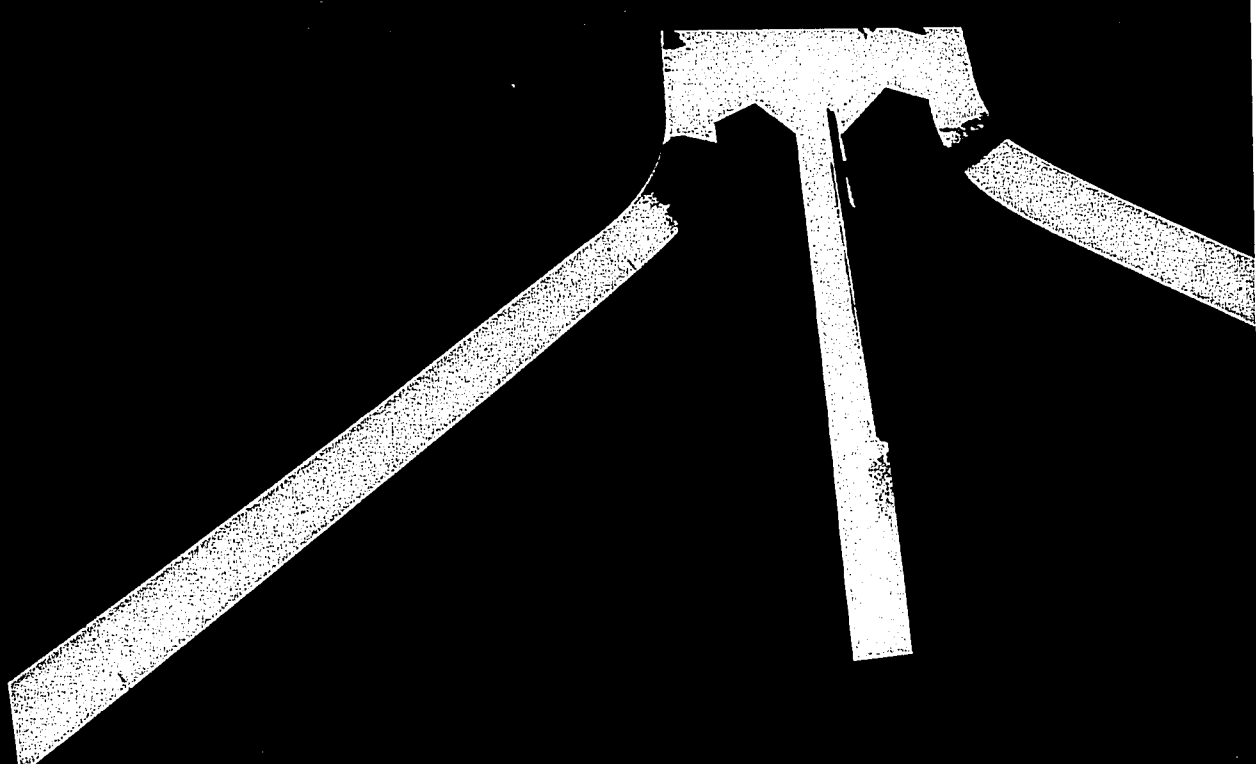
F

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



**5. WHAT CHANGES ARE
REQUIRED TO THE STRUCTURE
OF GOVERNMENT?**



a. Introduction

There are strong links between the key machinery of government proposals outlined in this section and your Government's major policy commitments and strategic direction. Each proposal is a considered view of how machinery of government arrangements can support implementation of your Government's agenda, set against principles for machinery of government changes (see Volume B, Attachment 2) The need for change to embed policy direction and make operational improvements has been carefully balanced against the cost and potential disruption to services caused by new machinery of government arrangements.

5

b. Overview of machinery of government proposals

7

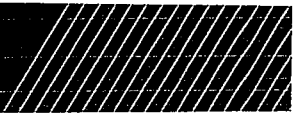


Figure 4: Proposed portfolio arrangements

└

└

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



c. Priority areas for change

7

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

7

d. Machinery of government proposals for your portfolio

We have reflected on arrangements for the Prime Minister's portfolio and suggest some changes that we believe will allow you to better focus government priorities.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE
REQUIRED TO SUCCESSFULLY LAUNCH

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

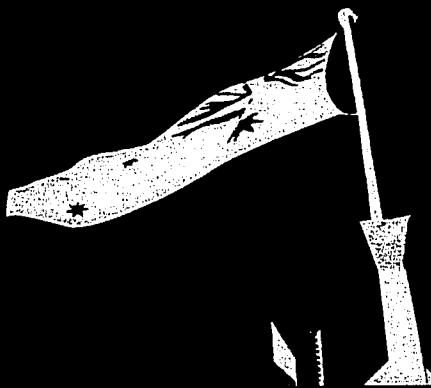
iv. *Official Establishments*

Ownership, property management and operations of the Prime Minister's Official Establishments (The Lodge and Kirribilli House) currently sit with PM&C.

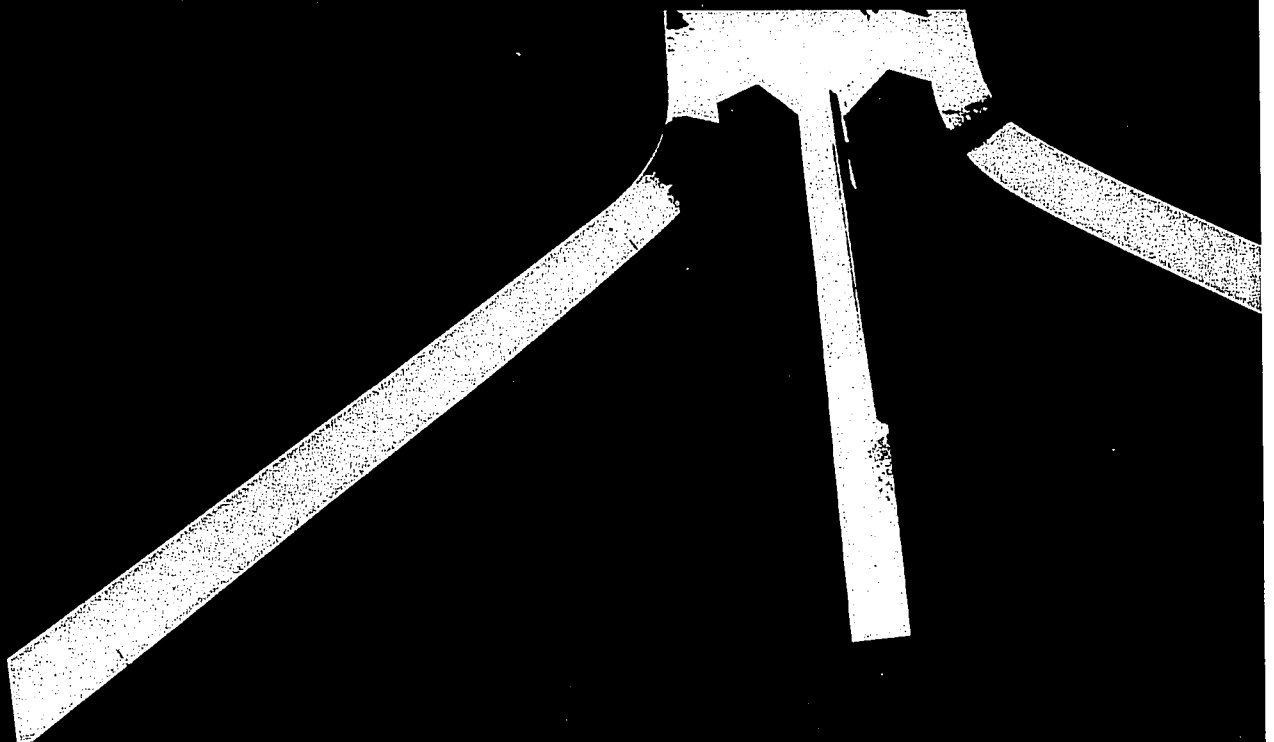
e. Machinery of government changes in other portfolios

There are other smaller scale machinery of government changes which offer efficiencies or clear operational benefits that could also be pursued across a range of portfolios. These are outlined for consideration in section Volume B, chapter 5, section (f).

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



6. WHAT IS REQUIRED TO SET UP YOUR MINISTRY, CABINET, OFFICE AND THE PARLIAMENT?



a. Introduction

There are a number of matters to be addressed to administratively establish your ministry, trigger recall of Parliament, establish your Cabinet and your office.

b. Ministerial process

i. Steps immediately following election

When you have decided on any changes to the existing departmental structure and on the ministers to administer departments, we will prepare the papers, which are your recommendations to the Governor-General, as well as the necessary instruments of appointment. We will also assist the PMO in settling arrangements with Government House for the swearing-in ceremony.

ii. Establishing the new ministry

On the day the new ministry is to be appointed, the Governor-General can, if necessary, approve the creation and abolition of any departments, changes of departmental names or functions and a new Administrative Arrangements Order. This would occur at a meeting of the Executive Council. It would be necessary for two Executive Councillors (you and one other) to be present for this meeting.

After the Executive Council meeting, the Governor-General administers oaths or affirmations to ministers-designate and parliamentary secretaries-designate who are not already Executive Councillors, and then appoints the new ministers and parliamentary secretaries. We will provide you with detailed briefing about the order of events.

iii. Composition of the ministry

The *Ministers of State Act 1952* limits the total number of ministers to 30 and parliamentary secretaries to 12, and sets the maximum amount payable in ministerial salaries.

The ministry currently comprises 29 ministers and 11 parliamentary secretaries.

iv. Cabinet and non-Cabinet ministers

It will be for you to determine the number of ministers to be in the Cabinet.

Our discussion of government arrangements canvasses some options (See chapter 5, above).

v. Parliamentary secretaries

Although parliamentary secretaries, like ministers, are appointed under the Constitution to administer departments, Standing Orders provide that parliamentary secretaries may not take parliamentary questions. Senate parliamentary secretaries may represent House ministers at Senate estimates hearings in certain circumstances.

Parliamentary secretaries have a range of responsibilities for areas of policy or administration specified by the portfolio minister, and additional duties can be negotiated.

vi. Ministers assisting

Appointments of ministers assisting are made by letter from the Prime Minister and do not involve action by the Governor-General.

There were three ministers assisting senior ministers in the Government in the previous Parliament: Senator Arbib, as Minister Assisting the Prime Minister for Government Service Delivery; Dr Emerson, as Minister Assisting the Finance Minister on Deregulation; and Mr Combet, as Minister Assisting the Minister for Climate Change and Energy Efficiency.

On earlier occasions, Prime Ministers have appointed ministers to assist them across a range of special program areas, including science, the arts, youth affairs and special events such as the Bicentenary and the Sydney 2000 Olympic Games. The most common appointments have been in the areas of the public service, Indigenous affairs and the status of women, as well as a general position of minister assisting the Prime Minister.

vii. Other positions held by ministers

Allocating the various Parliamentary positions (e.g., Leader of the House, Leader of the Government in the Senate) require only your decision.

The Governor-General appoints a minister to be the Vice President of the Executive Council on your advice. In particularly urgent or exceptional circumstances, where the Governor-General is not able to be present, the Vice President may be authorised to summon Executive Councillors and preside at Council meetings. You may appoint any of your ministers or parliamentary secretaries to this office, but in the past a senior minister has usually been appointed. Senator Faulkner currently holds this office. Given his announcement that he will return to the backbench following the election, a new appointment should be made at the same time as the ministry is appointed.

viii. Other Chamber representation

You may also wish to review the representation of ministers in the other chamber of the Parliament. Where there are two or more ministers in a portfolio, it is convenient (where practical) for one to be a member of the House and one a senator.

ix. Ministry list and order of precedence

A government's ministry list is often attached to the media release announcing the composition of the ministry and tabled in the Parliament by the Prime Minister.

We will require your decisions regarding ministerial and other appointments, and other chamber representation arrangements, before the list is produced.

The order of precedence will be broadly reflected in the ministry list and at the swearing-in and other ceremonial occasions. Criteria used could include the significance of the portfolio,

previous ministerial service, length of time in Parliament and other factors of importance to the government.

We will prepare a draft order of precedence for consideration following the announcement of the ministry.

c. Probity

i. Standards of Ministerial ethics

In December 2007, the Rudd Government introduced the *Standards of Ministerial Ethics*, to replace Chapter 5 of the *Guide on Key Elements of Ministerial Responsibility*, released by the former Prime Minister Howard in 1998 and updated in 2001 (the full *Guide* was not reissued in the term of the Rudd Government). The *Standards* require a high level of conduct from ministers, including restrictions on post-ministerial employment business dealings and requiring ministers to divest themselves of shareholdings (except through certain restricted investment vehicles), as well as other initiatives such as the prohibition of fundraising activities at the Lodge and Kirribilli House. It is usual for ministerial arrangements to be the subject of discussion at the first ministry meeting.

ii. Ministerial staff code of conduct

In June 2008, the Rudd Government released the Code of Conduct for Ministerial Staff. It sets out the standards that ministerial staff and consultants, and ministers' electorate officers employed under the *Members of Parliament (Staff) Act 1984* are expected to meet in the performance of their duties. Many of the elements of the code are similar to the standards of conduct that apply to employees in the Australian Public Service.

iii. Lobbying code of conduct

In May 2008, the Rudd Government announced the establishment of the Register of Lobbyists and tabled the *Lobbying Code of Conduct* with the aim of ensuring that contact between lobbyists and Commonwealth Government representatives is conducted in accordance with public expectations of transparency, integrity and honesty. The code applies to lobbyists who contact Government representatives on behalf of third-party clients.

iv. *Guide on Key Elements of Ministerial Responsibility*

The *Guide on Key Elements of Ministerial Responsibility*, which set out the main principles, rules and conventions by which government is conducted, was not was not reissued during the term of the Rudd Government.

v. *Probity and integrity – strengthening measures*

vi. *Ministerial statements of interests*

Since the 1980s, ministers and parliamentary secretaries have been required to make two statements of interests:

- one to the Senate or the House of Representatives, which is available publicly, and
- one to you, which is confidential and contains more detailed and personal information such as the value of assets.

On the assumption that you would want the practice to continue, we will provide draft letters for you to send to all ministers and parliamentary secretaries explaining the arrangements to apply.

The role of scrutinising the confidential statements can lie with PMO alone or with PMO and this department. During the Hawke Government, the statements were sent to the department for comment. In recent years the statements were retained in the Prime Minister's Office. Occasionally, the office would seek the department's views if a particular declaration gave rise to concerns.

e. Cabinet processes

i. *Improving Cabinet processes*

Reforms in Cabinet processes were initiated as one of the first acts of your Prime Ministership,

_____ Implementation to date has been limited by the stage of the electoral cycle.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

ii. *Timetable for first meetings and business awaiting consideration*

The timetable for your first ministry, Cabinet and Cabinet committee meetings will depend on the time required to settle the membership and swearing-in of your second ministry.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

iii. *Cabinet Committee structure*

It has been the practice that the Prime Minister determines which Cabinet committees are established and the membership of those committees.

_____ The core of the Australian Cabinet committee structure over successive Governments has been three key working committees with clear roles: the National Security Committee (NSC); Expenditure Review Committee (ERC); and the Parliamentary Business Committee (PBC). _____

iv. *Forward program for 2010*

Regular and predictable scheduling of Cabinet and its committees will form the basis for timely and orderly consideration of business.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

f. What you should know about the Australian Public Service reform

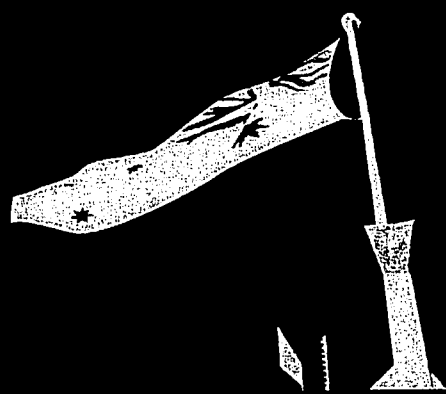
In April 2010, the Government agreed to a comprehensive reform agenda for the Australian Public Service and provided additional funding in the 2010–11 Budget of \$38.7 million over three years to the Australian Public Service Commission to increase its responsibilities and drive the reforms. The Government's savings commitments include reducing that funding by \$29.5 million over the forward estimates, leaving funding for the APSC of \$9.2 million over three years.

The reforms outlined in the public sector reform report *Ahead of the Game: A Blueprint for Reform of Australian Government Administration* (the Blueprint) are intended to drive greater efficiencies and significantly strengthen the capacity of the APS to deliver government priorities.

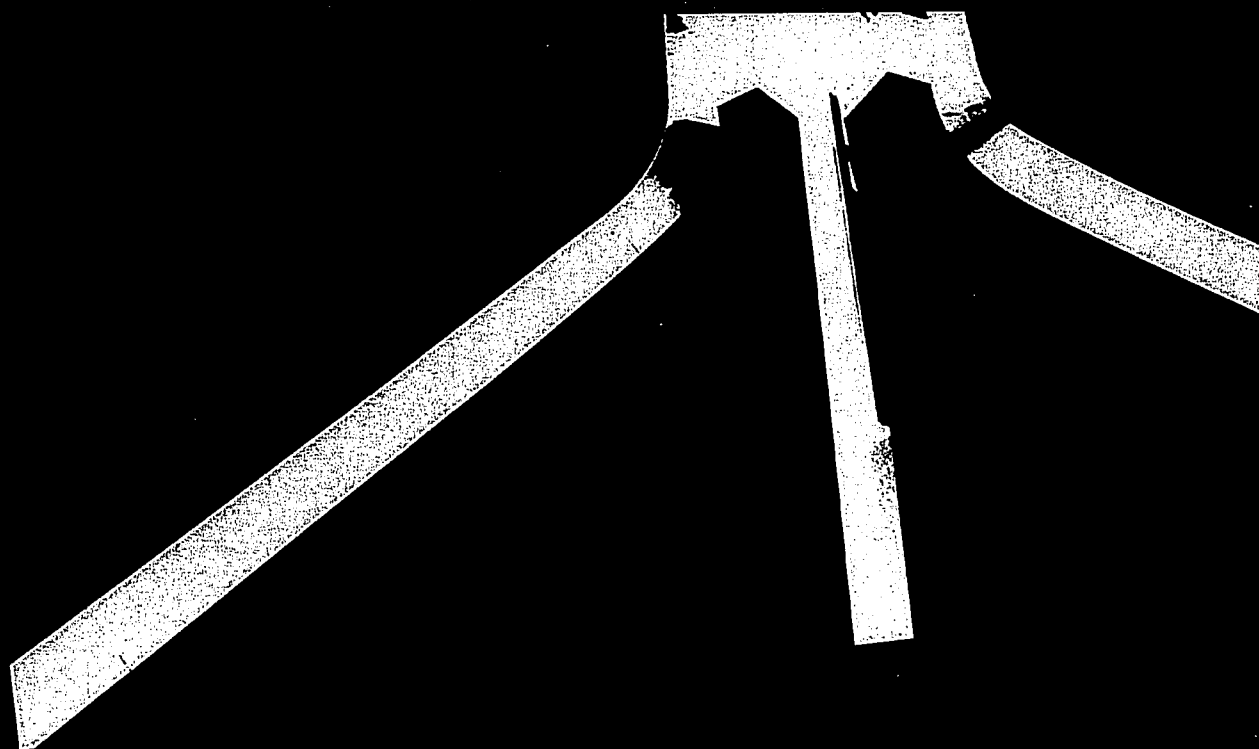
Implementation of the reforms is underway. Successful implementation was expected to result in improvements in: service delivery for the Australian people; advice to the Government; and efficiency.

5. Your international travel is directly supported by PM&C to ensure a leader-level and whole-of-government approach to international engagement that maximises policy outcomes and your relations with counterparts. This includes the support of the Secretary, National Security Adviser (NSA) and the First Assistant Secretary International Division on your travel and for incoming visits and of the Deputy Secretary, Economic, on G20-related activity.

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS
REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?



7. ATTACHMENTS



VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

Attachment A: Summary of recommendations

The following table is a compilation of all the recommendations in the Incoming Government Brief. To effectively deal with these recommendations, we have proposed possible time periods for their consideration. Each recommendation has a numerical reference (see IGB REF in the table below) which can be found in the body of the document. You will see that some recommendations have two references because they are contained in this volume (Volume A) and then are discussed in more detail in later volumes.

FIRST DAY

We propose that you make decisions in relation to the following recommendations:

FIRST DAY RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

FIRST WEEK

We propose that you make decisions in relation to the following recommendations:

FIRST WEEK RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

We propose that you receive briefings in relation to the following recommendations:

FIRST WEEK RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

FIRST FORTNIGHT

We propose that you make decisions in relation to the following recommendations:

FIRST FORTNIGHT RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

FIRST FORTNIGHT RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

We propose you receive briefings in relation to the following recommendations:

FIRST FORTNIGHT RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

FIRST MONTH

We propose that you make decisions in relation to the following recommendations:

FIRST MONTH RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

VOLUME A: THE FIRST 100 DAYS: WHAT ARE THE IMMEDIATE ACTIONS REQUIRED TO SUCCESSFULLY LAUNCH YOUR GOVERNMENT?

We propose you receive briefings in relation to the following recommendations:

FIRST MONTH RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

FIRST 100 DAYS

We propose that you make decisions in relation to the following recommendations:

FIRST 100 DAYS RECOMMENDATIONS	IGB REF	YOUR DECISION	YOUR COMMENTS

We propose you receive briefings in relation to the following recommendations:

	IGB REF	YOUR DECISION	YOUR COMMENTS