

PROTECTED



Australian Government  
Department of Finance

# Incoming Government Brief Minister for Finance

May 2025

PROTECTED

PROTECTED

## Contents

<b>1.</b>	<b>Introduction and overview</b>	<b>5</b>
1.1	Priority decisions and actions – first 30 days	7
1.2	Upcoming decisions and actions – months 2 and 3	11
1.3	Expiring or vacant appointments requiring action	14
1.4	Departmental support for you and your Office	17
<b>2.</b>	<b>Implementing your election commitments</b>	<b>19</b>
2.1	Delivering \$6.4 billion of additional savings from further reducing spending on external labour and non-wage expenses	20
2.2	Establishing the \$1 billion Economic Resilience Program	22
2.3	Prioritising Australian businesses and supporting women-led businesses in government procurement and contracts	24
<b>3.</b>	<b>Ensuring long-term fiscal sustainability</b>	<b>25</b>
3.1	Administering the Budget	26
3.2	Next economic update and 2025–26 appropriations	27
3.3	Economic and fiscal outlook and fiscal strategy	30
3.4	Key Budget pressures	36
s47C		
<b>4.</b>	<b>Supporting the proper use of public sector resources</b>	<b>49</b>
4.1	Optimising the use of public sector staff resourcing	50
4.2	Reducing the burdens government imposes on itself	52
4.3	Specific resource management issues	54
<b>5.</b>	<b>More effective government through data and digital leadership and regulatory reform</b>	<b>61</b>
5.1	Opportunities to use and share data for maximum effect	62
5.2	Strategic digital priorities	64
5.3	Digital ID	66
5.4	A new regulatory reform agenda	68
5.5	Whole-of-Australian-Government technology services	70
<b>6.</b>	<b>Managing the Commonwealth's commercial interests</b>	<b>71</b>
s47C		
6.2	Government Business Enterprises	74

PROTECTED

PROTECTED

6.3	Specialist Investment Vehicles	85
s47C		
6.5	Managed Investment Funds	90
7.	<b>Ministerial and parliamentary services</b>	<b>93</b>
7.1	Ministerial and parliamentary services	94
s47C		
8.	<b>Broader responsibilities</b>	<b>99</b>
8.1	Electoral policy, operations and reform	100
8.2	Public sector superannuation	101
8.3	Australian Government campaign advertising	102
8.4	Corporate and shared services administration	103
9.	<b>About the department</b>	<b>105</b>
9.1	Our people	106
9.2	Our financial position	119
10.	<b>About the portfolio</b>	<b>123</b>
10.1	Portfolio entities	125
10.2	Government Business Enterprises	128
10.3	Specialist Investment Vehicles	132
11.	<b>Glossary</b>	<b>137</b>

PROTECTED



PROTECTED

## 1. Introduction and overview

As you are aware, the Minister for Finance has a diverse and influential portfolio, with responsibilities that impact across the Australian Government, business and the community. We look forward to working with you to implement your agenda.

This document outlines how the department will support you to implement the Government's election commitments (**chapter 2**) and provides an overview of your responsibilities as the Minister for Finance. In due course, it would be beneficial to provide you with more detailed briefing on these matters and have a discussion with you about your strategic priorities for this term.

We have identified a range of important decisions and issues to be considered early in your term, including appointments. These are summarised in **sections 1.1 – 1.3** and are explained in more detail in **chapters 3 – 9**.

This chapter also provides information about the support the department will provide to you and your Office (see **section 1.4**).

You play a critical role with the Treasurer in guiding the Government's economic and fiscal strategy. Your leadership shapes the Budget, responding to challenges and ensuring effective spending. **Chapter 3** provides an overview of critical decisions and information about significant Budget pressures.

You also play a significant role in the management and use of public resources by Commonwealth entities through the Budget process, through your role in setting the Budget Process Operational Rules (BPORs) and as minister responsible for the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and related frameworks. This influence extends to overseeing the management of the commercial interests of the Commonwealth. More information about these responsibilities is in **section 3.1 and chapters 4 and 6**.

You lead efforts to modernise the Australian Public Service (APS). Your role involves driving innovative and effective regulatory responses that are fit for a digital era, and that use data effectively, as described in **chapter 5**. These initiatives are important for meeting the changing needs of Australians and maintaining public trust in government. The Government's approach to data and digital opportunities, including implementation of Digital ID, provides the chance to further support productivity growth and transformation across the whole of the Australian economy.

The Finance portfolio has a key role in supporting ministers and parliamentarians, and their staff, through the delivery of a range of services and responsibility for policy and legislation relating to expenses and entitlements. These issues, which are traditionally the responsibility of the Special Minister of State, are explored in **chapter 7**.

PROTECTED

PROTECTED

There are a range of other policy issues in the Finance portfolio for which you or the Special Minister of State are responsible, described in **chapter 8**. These include responsibilities for electoral policy and reforms, public sector superannuation, Australian Government campaign advertising and corporate and shared services.

The portfolio consists of the department and nine other entities. You are a shareholder minister for 10 Government Business Enterprises (GBEs), three of which are part of your portfolio, and you are jointly responsible for eight Specialist Investment Vehicles (SIVs). More information about the department, the portfolio, the GBEs and SIVs is at **chapters 6, 9 and 10**.

PROTECTED

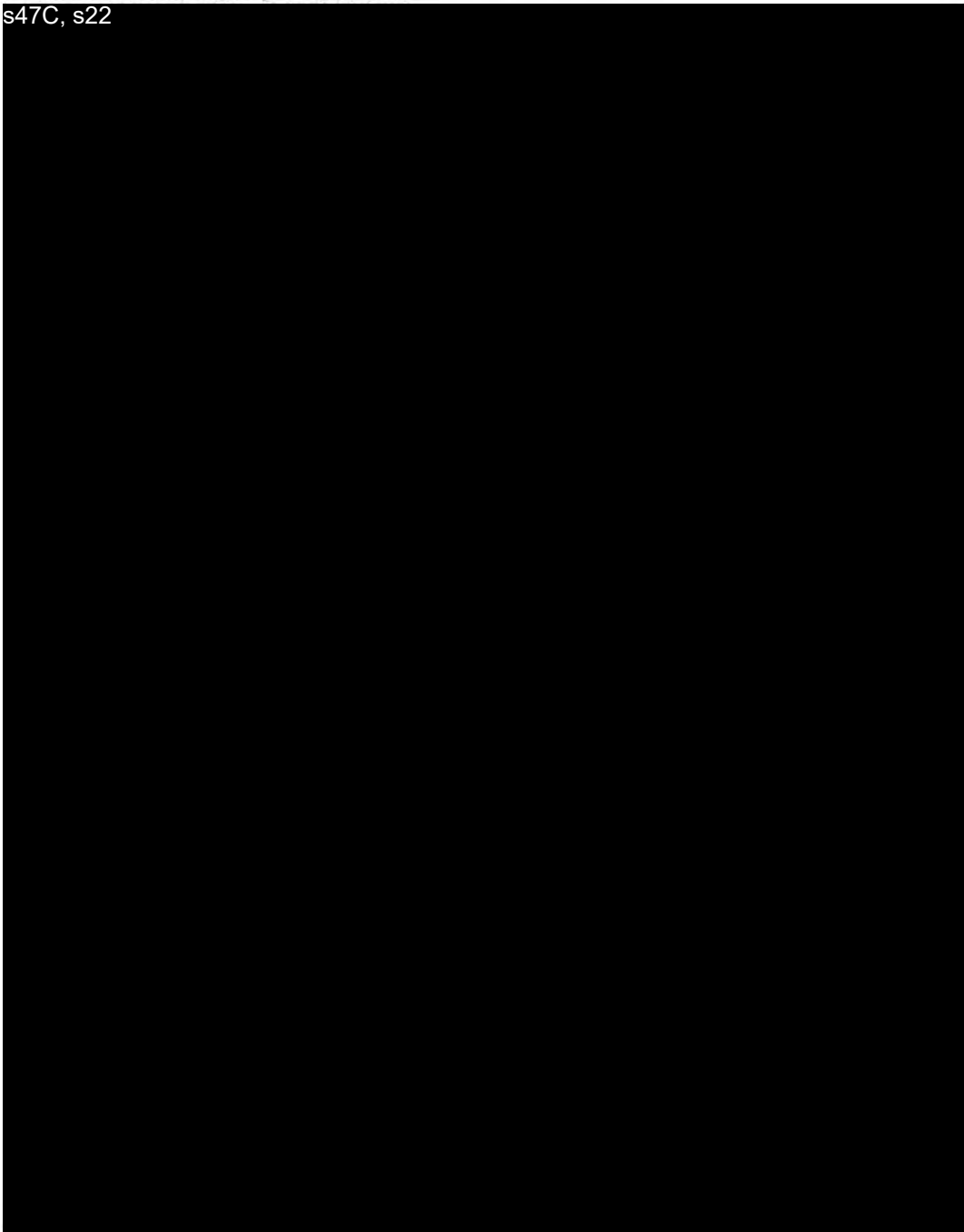
PROTECTED

## 1.1 Priority decisions and actions – first 30 days

We have identified a number of urgent decisions, actions and briefings that will require your attention in the first 30 days of the Government's term – set out in **table 1.1**. Numbered references in the table are to sections and pages of this document, which provide more detail about the decisions and actions required.

**Table 1.1: First 30 days – priority actions**

s47C, s22



PROTECTED

PROTECTED

s47C, s22



PROTECTED

PROTECTED

s47C, s22



PROTECTED



PROTECTED

s47C, s22




PROTECTED

PROTECTED

## 1.2 Upcoming decisions and actions – months 2 and 3

**Table 1.2** lists the decisions and actions that will require your attention in the second and third months of the term. Numbered references in the table are to sections and pages of this document, which provide more detail about the decisions and actions required.

**Table 1.2: Months 2 and 3 – upcoming decisions and actions**  
s47C, s22



PROTECTED

PROTECTED

s47C, s22



PROTECTED

PROTECTED

s47C, s22



PROTECTED

PROTECTED

### 1.3 Expiring or vacant appointments requiring action

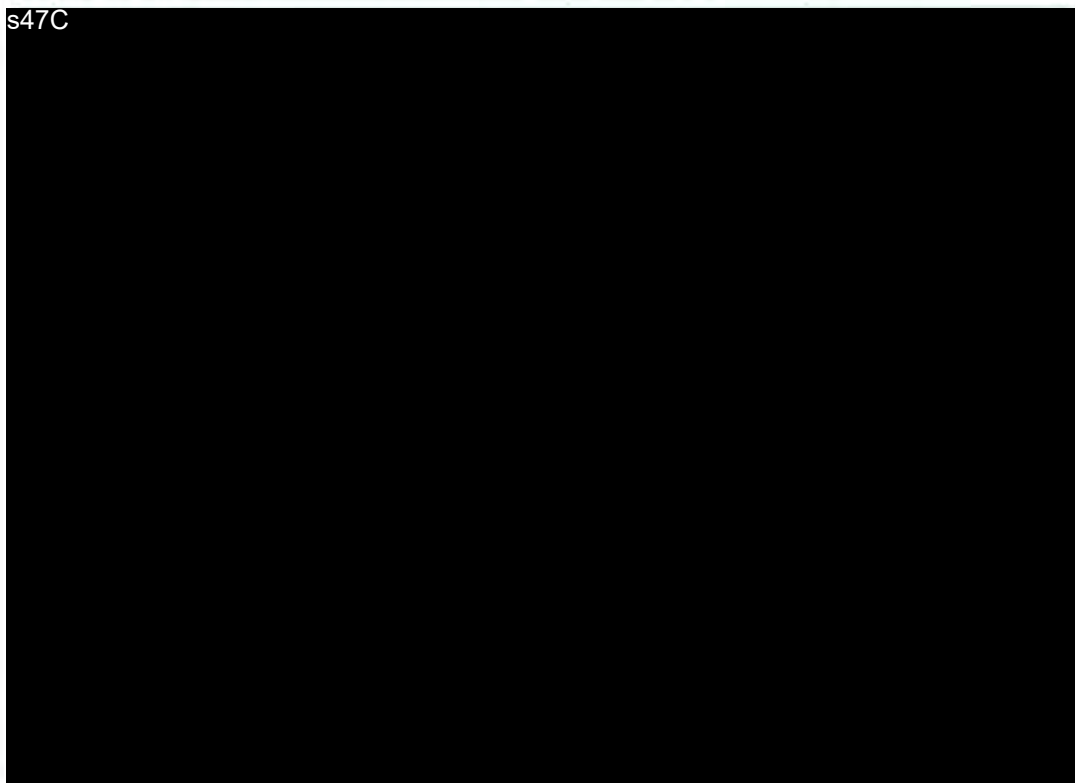
As you are aware, the Finance portfolio oversees many appointments that are essential to the operations of the various entities and bodies for which you and the Special Minister of State have responsibility.

Over the next six months, more than 25 appointments will require decisions.

- **Table 1.3** lists appointments that are vacant or will expire in the next three months.
- **Table 1.4** sets out the appointments that will expire in the next three to six months.

We will work with your Office to ensure timely consideration of these appointments, providing advice on relevant processes and approaches. Many appointments must follow the *Australian Government Merit and Transparency Policy* and adhere to the Cabinet and Federal Executive Council Handbooks, in addition to legislative requirements.

s47C



#### For further information

s47C	Deputy Secretary	Richard Windeyer	s22
	First Assistant Secretary	David Webster	
	First Assistant Secretary	Shannon Frazer	
	First Assistant Secretary	Simon Writer	

PROTECTED



PROTECTED

**Table 1.3: Vacant and expiring appointments (0 – 3 months) – Total 14**

FM / SMOS / JNT	Finance Minister / Special Minister of State or joint shareholder ministers (as indicated) recommends for Cabinet approval / appoint	Cab	Cabinet (or Prime Minister) approval required	GG	Governor-General appoints on advice from ExCo
Entity/Board – position - Current appointee		No. of positions	Expiry by date order	Approval process	
<b>Australia Post</b> – Non-Executive Director - Launa Inman		1	29 May 2025	JNT / Cab / GG	
<b>Australian Naval Infrastructure</b> – Non-Executive Directors - Jim Whalley AO - Peter Iancov		2	25 Jun 2025	JNT / Cab / JNT	
<b>Commonwealth Superannuation Corporation</b> – Non-Executive Director - Ariane Barker		1	30 Jun 2025	FM / Cab / FM	
<b>Independent Parliamentary Expenses Authority</b> – Chair - Jillian Segal AO		1	30 Jun 2025	SMOS / Cab / GG	
<b>Northern Territory Aboriginal Investment Corporation</b> – Member (Finance Minister appointee) - Suzanne Hullick		1	10 Jul 2025	FM / Cab / FM	
<b>Western Sydney Airport</b> – Chair - Paul O’Sullivan		1	6 Aug 2025	JNT / Cab / JNT	
<b>ASC</b> – Non-Executive Director - Vacant		3	-	FM / Cab / FM	
<b>Defence Housing Australia</b> – Member (Finance Secretary's nominee) - Vacant		1	-	FM / Cab / FM	
<b>Defence Housing Australia</b> – Member (Commercial Member) - Vacant		1	-	JNT / Cab / Defence Min	
<b>NBN Co</b> – Non-Executive Director - Vacant		2	-	JNT / Cab / JNT	

PROTECTED

PROTECTED

**Table 1.4: Expiring appointments (3 – 6 months) – Total 11**

FM / SMOS / JNT	Finance Minister / Special Minister of State or joint shareholder ministers (as indicated) recommends for Cabinet approval / appoint	Cab	Cabinet (or Prime Minister) approval required	GG	Governor-General appoints on advice from ExCo
Entity/Board – position - Current appointee		No. of positions		Expiry by date order	Approval process
<b>Australia Post</b> - Non-Executive Director		1		14 Sep 2025	JNT / Cab / GG
- Robyn Clubb					
<b>Australian Electoral Commission</b> - Chair		1		22 Sep 2025	SMOS / Cab / GG
- The Hon Susan Kenny AM KC					
<b>Independent Parliamentary Standards Commission</b> – Acting Chair Commissioner		1		13 Oct 2025	SMOS / Cab / GG
- Rachel Hunter PSM					
<b>Independent Parliamentary Standards Commission</b> – Acting Commissioners		6		13 Oct 2025	SMOS / Cab / GG
- Joseph Catanzariti AM					
- Adair Donaldson					
- Joanne Muller AM					
- Barbara Bennett PSM					
- Mary Brennan					
- Colin Neave AM					
<b>Western Sydney Airport</b> – Non-Executive Director		1		13 Nov 2025	JNT / Cab / JNT
- Anthea Hammon					
<b>Defence Housing Australia</b> – Member (Commercial Member)		1		13 Nov 2025	JNT / Cab / Defence Minister
- Dr Robert Lang					

PROTECTED



PROTECTED

## 1.4 Departmental support for you and your Office

We look forward to continuing to work with you and your Office. A productive and cooperative relationship is key to our success.

As you know, in addition to policy advice, the department provides you with various forms of practical support.

In the first few weeks, we will support you and your staff to re-establish systems and processes. We would value an early discussion with you, your Chief of Staff and/or your Office Manager about any adjustments to the practical support we provide.

- We will provide Departmental Liaison Officers (DLOs) on an ongoing basis and we can also provide Senior Executive Service officers to act as interim advisors for up to 12 weeks if required.
- The Information and Communication Technology (ICT) Priority Support team supplies you and your staff with laptops and iPhones. A member of the team will be on-site at Parliament House if required to ensure that your ICT needs are addressed promptly.
- We will arrange security briefings promptly and work with the Australian Government Security Vetting Agency to expedite Negative Vetting 2 clearances as needed for your staff.

On an ongoing basis, the department will provide:

- **DLOs:** The department will assign DLOs as directed by the Prime Minister, working with your Office on selection. The DLOs facilitate the conduit of information between the department and your Office and assist in establishing the necessary workflows. We will discuss potential nominees with your Chief of Staff.
- **Interim advisors:** We will discuss preferences and potential nominees with your Chief of Staff.
- **Office support:** The department will meet with your Office Manager to confirm needs like stationery, business cards and subscriptions.
- **Security awareness:** Ministerial and electorate office staff must obtain a Negative Vetting 2 security clearance from the Australian Government Security Vetting Agency. New starters will receive information about clearance requirements via email. In the interim we will prioritise security awareness briefings.
- **Media and website management:** The department maintains internet sites for its ministers. The Communications Branch will manage updates to these sites and provide training to your media advisor as needed. The department also provides access to a media monitoring platform and daily media briefings for you and your staff.

PROTECTED

PROTECTED

- **ICT equipment and support:** The Priority Support team will provide ongoing support and manage requests for specific software. Your electorate office will be equipped with secure printers/scanners, and secure document management equipment can be provided for home offices. Priority Support can be contacted on 02 6215 2000 (select option 1).
- **Templates and preferences:** the Parliamentary Document Management System is used to manage briefings and correspondence. The department will discuss your preferences with your Chief of Staff and provide access to your staff to manage workflows.
- **CabNet+:** All Cabinet documents are created and shared through CabNet+. The Department of the Prime Minister and Cabinet (PM&C) is responsible for CabNet+ and will prioritise providing you with secure iPads, access, ICT support and training. The DLOs will handle document access and tracking for your Office.

For further information

	Deputy Secretary	Simon Newnham
Corporate services	First Assistant Secretary	Glen Casson
ICT	First Assistant Secretary	Peter Qui

s22



PROTECTED

## 2. Implementing your election commitments

The Government has committed to a range of initiatives to deliver on your plan to build Australia's future, including measures aimed at:

- providing cost-of-living relief
- supporting affordable housing
- strengthening Medicare, and
- supporting the energy transition.

As the Minister for Finance, you will play a role in implementing all of these commitments through your role in the Expenditure Review Committee (ERC). The department will provide advice on policy issues, fiscal impacts and departmental impacts for each election commitment as part of ERC process.

You will play a lead role in implementing three of the Government's commitments. This chapter details how we will support you to deliver those commitments:

1. Delivering \$6.4 billion of additional savings from further reducing spending on external labour and other non-wage expenses.
2. Establishing the \$1 billion Economic Resilience Program administered by the National Reconstruction Fund Corporation.
3. Prioritising Australian businesses and supporting women-led businesses in government procurement and contracts.

PROTECTED



PROTECTED

## 2.1 Delivering \$6.4 billion of additional savings from further reducing spending on external labour and non-wage expenses

The Government has committed to achieve an additional \$6.4 billion in savings over the forward estimates from further reducing spending on consultants, contractors and labour hire (external labour) and non-wage expenses like travel, hospitality and property. This will bring the total savings to \$11.1 billion from external labour and non-wage expense measures since the 2022-23 October Budget.

s47C, s47E(d)

PROTECTED

PROTECTED

s47C, s47E(d)

For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Paul Pfitzner

s22

PROTECTED

PROTECTED

## 2.2 Establishing the \$1 billion Economic Resilience Program

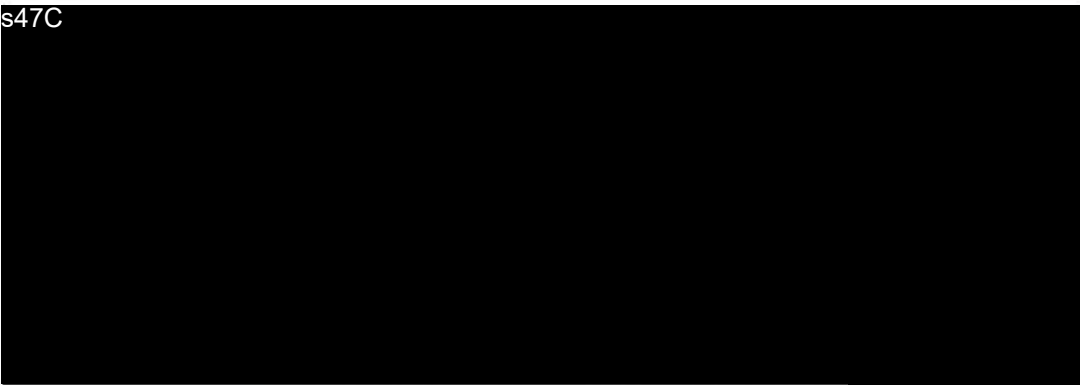
The Government has committed to establish the Economic Resilience Program, to be administered by the National Reconstruction Fund Corporation. The program will provide \$1 billion in zero-interest loans for firms to capitalise on new export opportunities. You and the Minister for Industry and Science are jointly responsible for the National Reconstruction Fund Corporation (see **section 10.2**).

s47C

PROTECTED

PROTECTED

s47C



For further information

Deputy Secretary

Richard Windeyer

First Assistant Secretary

David Webster

s22

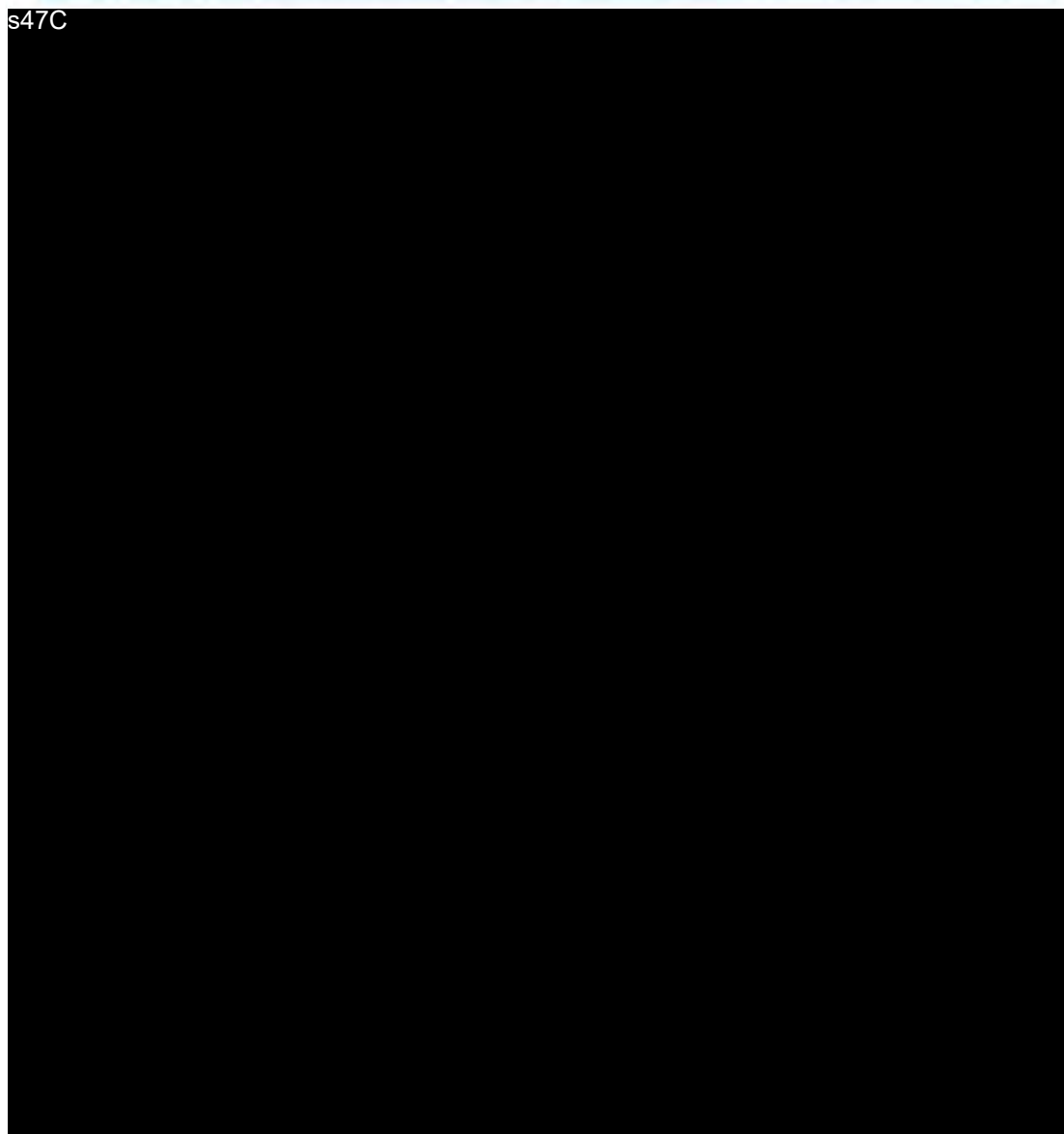
PROTECTED

PROTECTED

### 2.3 Prioritising Australian businesses and supporting women-led businesses in government procurement and contracts

The Government has committed to putting Australian businesses at the front of the queue for government procurement and contracts. It has also committed to supporting women-led businesses win government procurement contracts through a voluntary, searchable register.

s47C



For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
Andrew Danks

s22

PROTECTED



PROTECTED

### 3. Ensuring long-term fiscal sustainability

s47C

This chapter covers:

- your responsibilities relating to the Budget under the *Charter of Budget Honesty Act 1998* and other legislation (see **section 3.1**)
- options for progressing the next economic update and 2025-26 appropriations (see **section 3.2**)
- an update on the economic and fiscal outlook (see **section 3.3**), and
- information on key Budget pressures (see **section 3.4**).

#### For further information

Budget Group	Deputy Secretary	Cath Patterson
Governance and Resource Management	Deputy Secretary	Nathan Williamson

s22

PROTECTED

PROTECTED

### 3.1 Administering the Budget

You are jointly responsible with the Treasurer for the annual Budget and associated economic updates as set out in the *Charter of Budget Honesty Act 1998*, in particular the annual Budget, the MYEFO and the Final Budget Outcome.

With the Treasurer, you develop the Government's fiscal strategy and budget rules. As a member of ERC, you have responsibility for the oversight, scrutiny and review of Commonwealth expenditure.

The department supports you and ERC in fulfilling these responsibilities by agreeing costs with relevant portfolios and advising ERC through Green Briefs on all expenditure and non-taxation revenue policy proposals, the strategic environment and fiscal challenges. The department and the Digital Transformation Agency (DTA) also support you to provide assurance on high-cost, high-risk Commonwealth projects and programs.

Budget documents and the Appropriation Bills are issued either jointly by you and the Treasurer, or by you alone. Under the Administrative Arrangements Orders, you have responsibility for administering the Annual Appropriation Acts.

You must provide the whole-of-Australian-Government Consolidated Financial Statements to the Auditor-General by 30 November each year. The Consolidated Financial Statements reflect the information published by entities in their annual financial statements as required under the PGPA Act or other relevant legislation. We also support you to meet the requirements of the PGPA Act to publish the Monthly Financial Statements as soon as possible after the end of each month.

Consistent with your responsibilities for the resource management frameworks, you lead efforts to strengthen transparency and decision-making with respect to the Budget including the balance sheet (see [section 6.1](#)).

s47C

For further information

Deputy Secretary

Nathan Williamson

First Assistant Secretary

Amy Fox

s22

PROTECTED

PROTECTED

### 3.2 Next economic update and 2025–26 appropriations

#### Next economic update

The next major economic update will be the 2025-26 MYEFO, which must be released no later than January 2026.

s47C, s47E(d)

#### 2025–26 appropriations

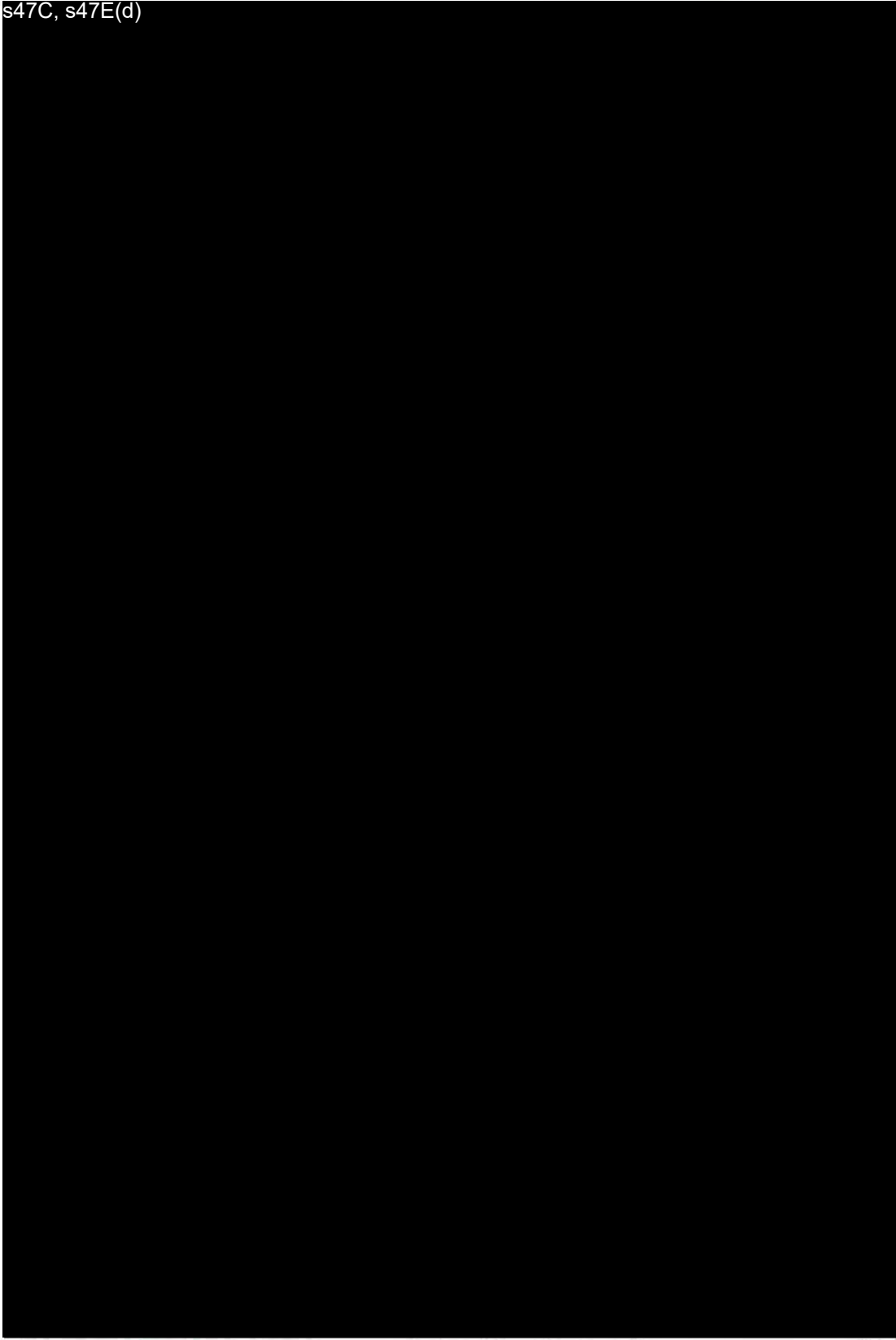
You will also need to ensure supply for the remainder of 2025-26 from 1 December 2025 and appropriations for new measures to be implemented in 2025-26. The Supply Acts that received Royal Assent on 27 March 2025 only provide supply until 30 November 2025 for most entities. They did not include appropriations for decisions taken since the 2024-25 Additional Estimates, including those in the 2025-26 Budget.

s47C, s47E(d)

PROTECTED

PROTECTED

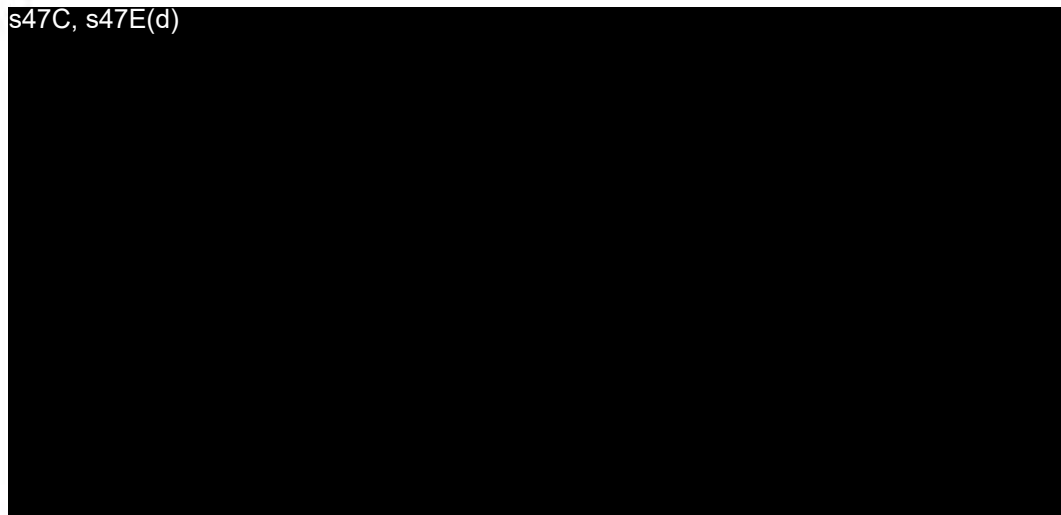
s47C, s47E(d)



PROTECTED

PROTECTED

s47C, s47E(d)



**For further information**

Budget Bills and  
Final Budget Outcome

Deputy Secretary  
First Assistant Secretary

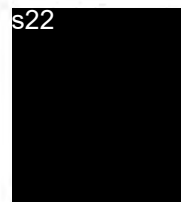
Nathan Williamson  
Amy Fox

MYEFO process

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Paul Pfitzner

s22



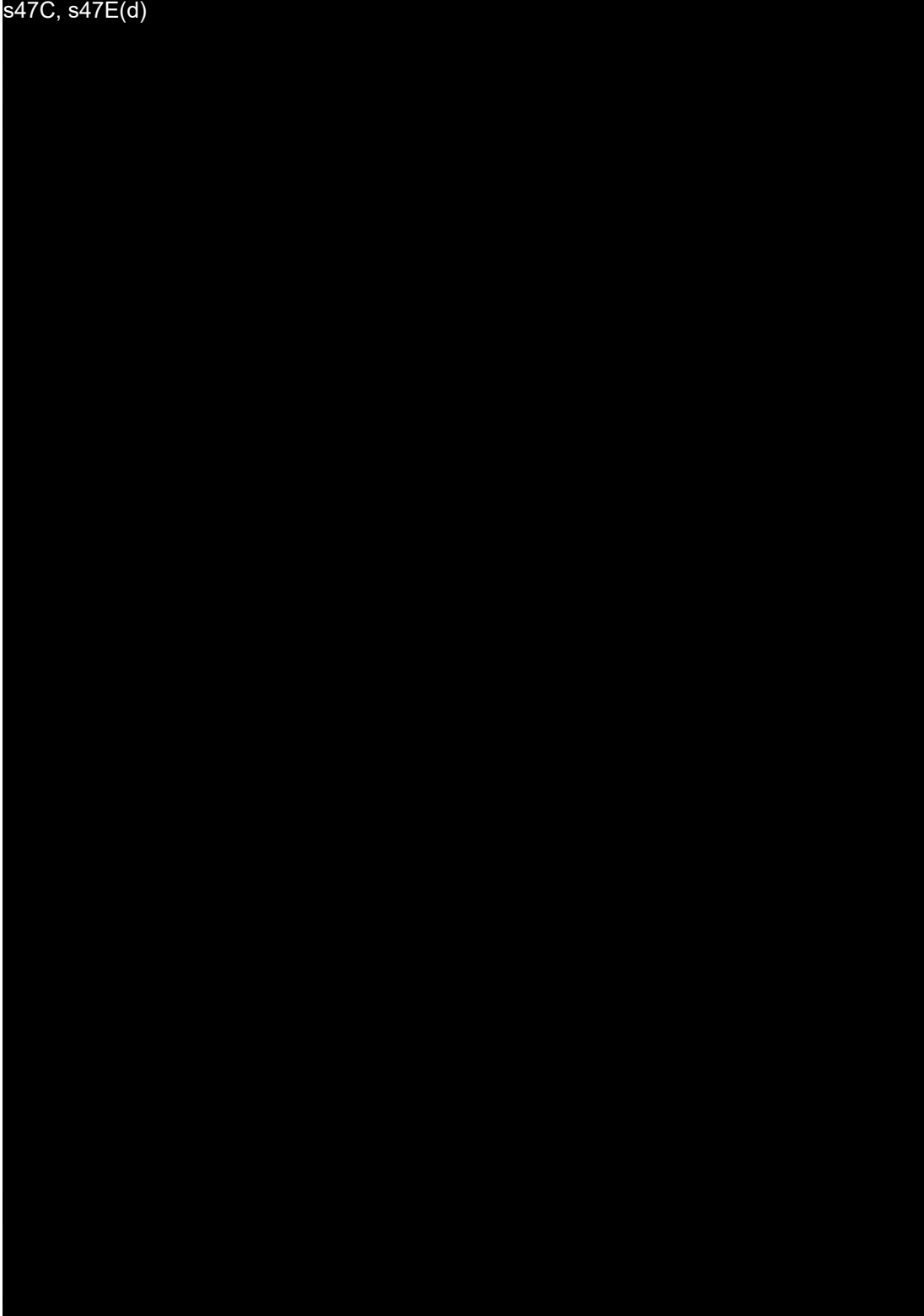
PROTECTED



PROTECTED

### 3.3 Economic and fiscal outlook and fiscal strategy

s47C, s47E(d)



PROTECTED

PROTECTED

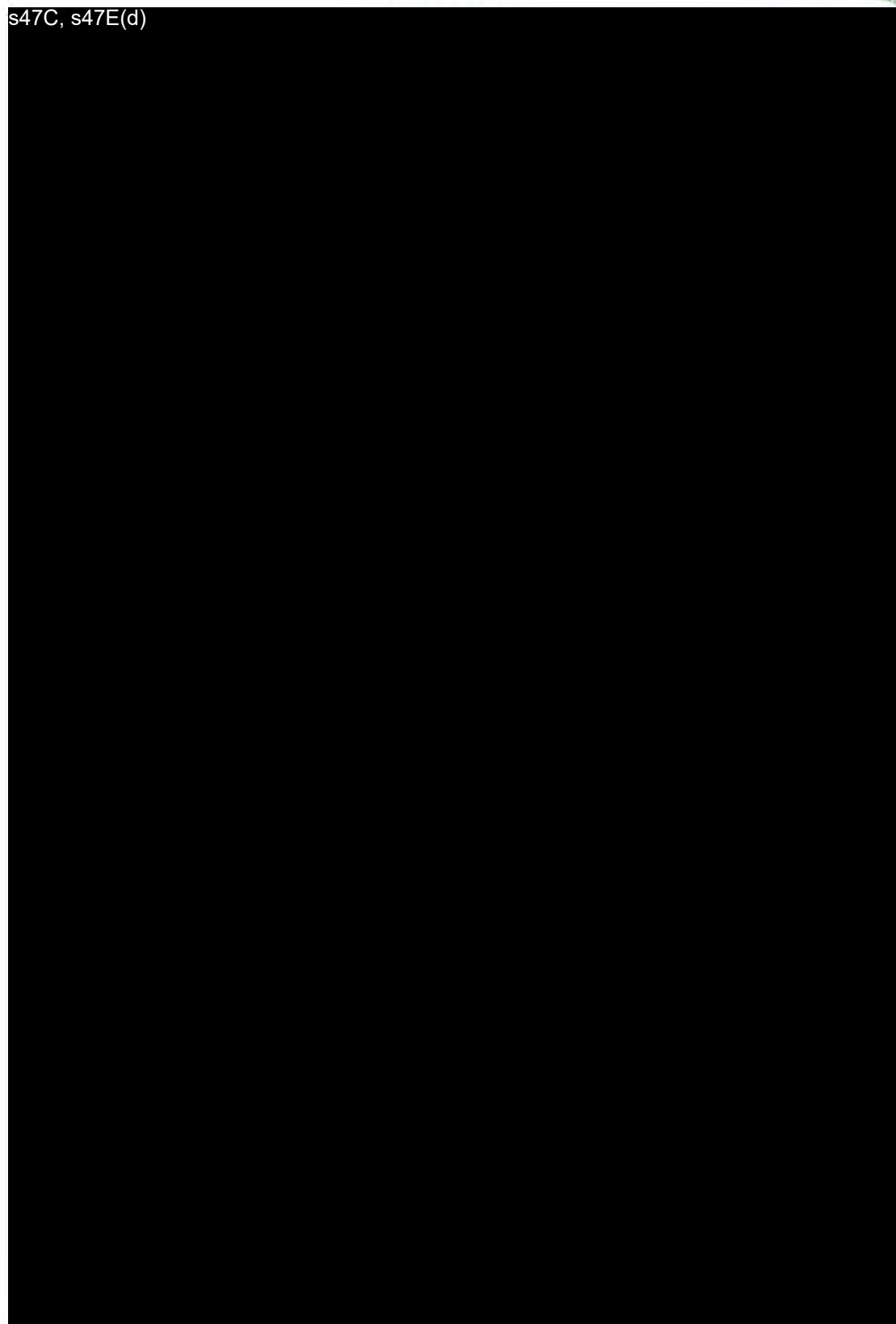
s47C, s47E(d)



PROTECTED

PROTECTED

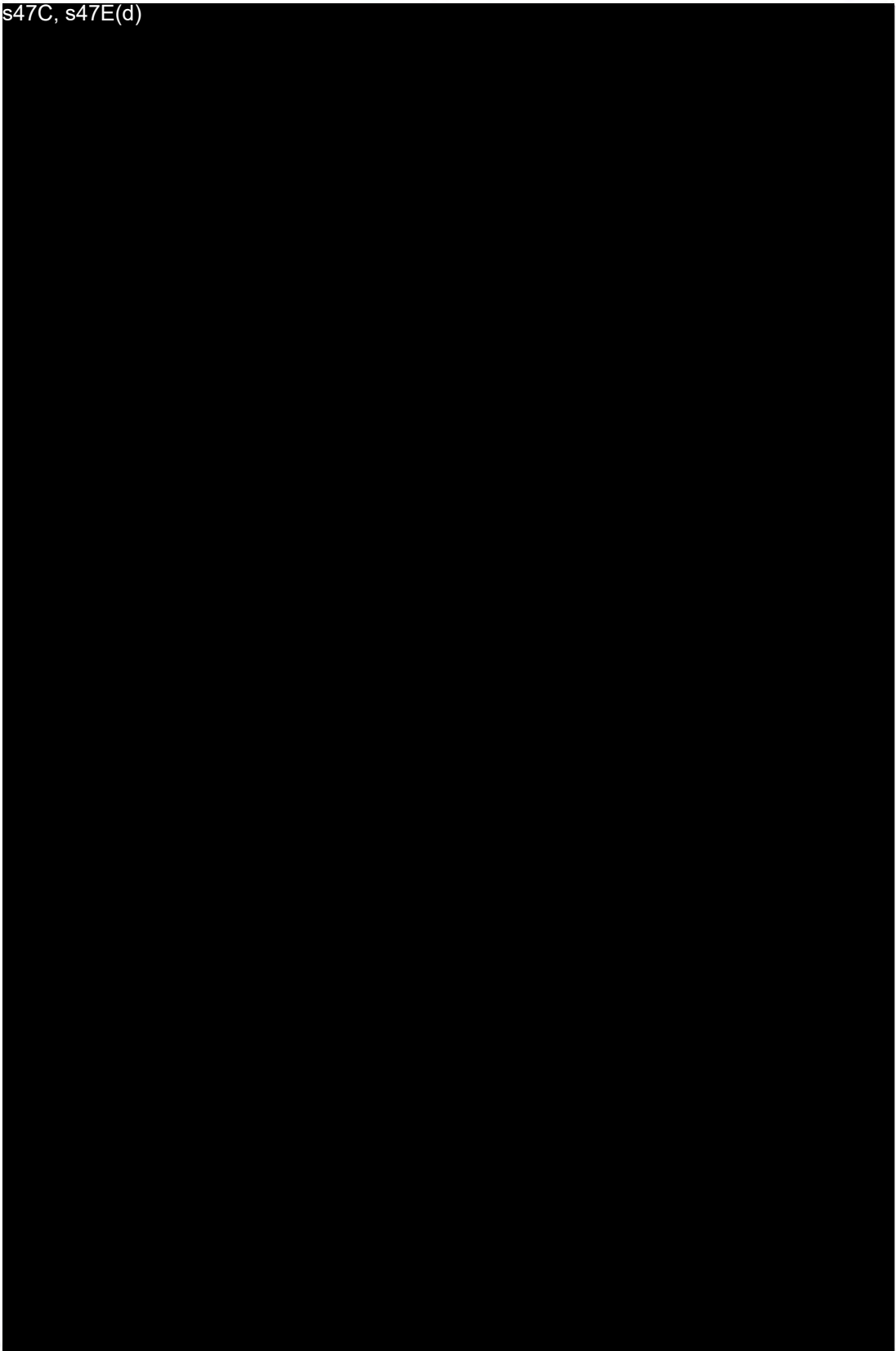
s47C, s47E(d)



PROTECTED

PROTECTED

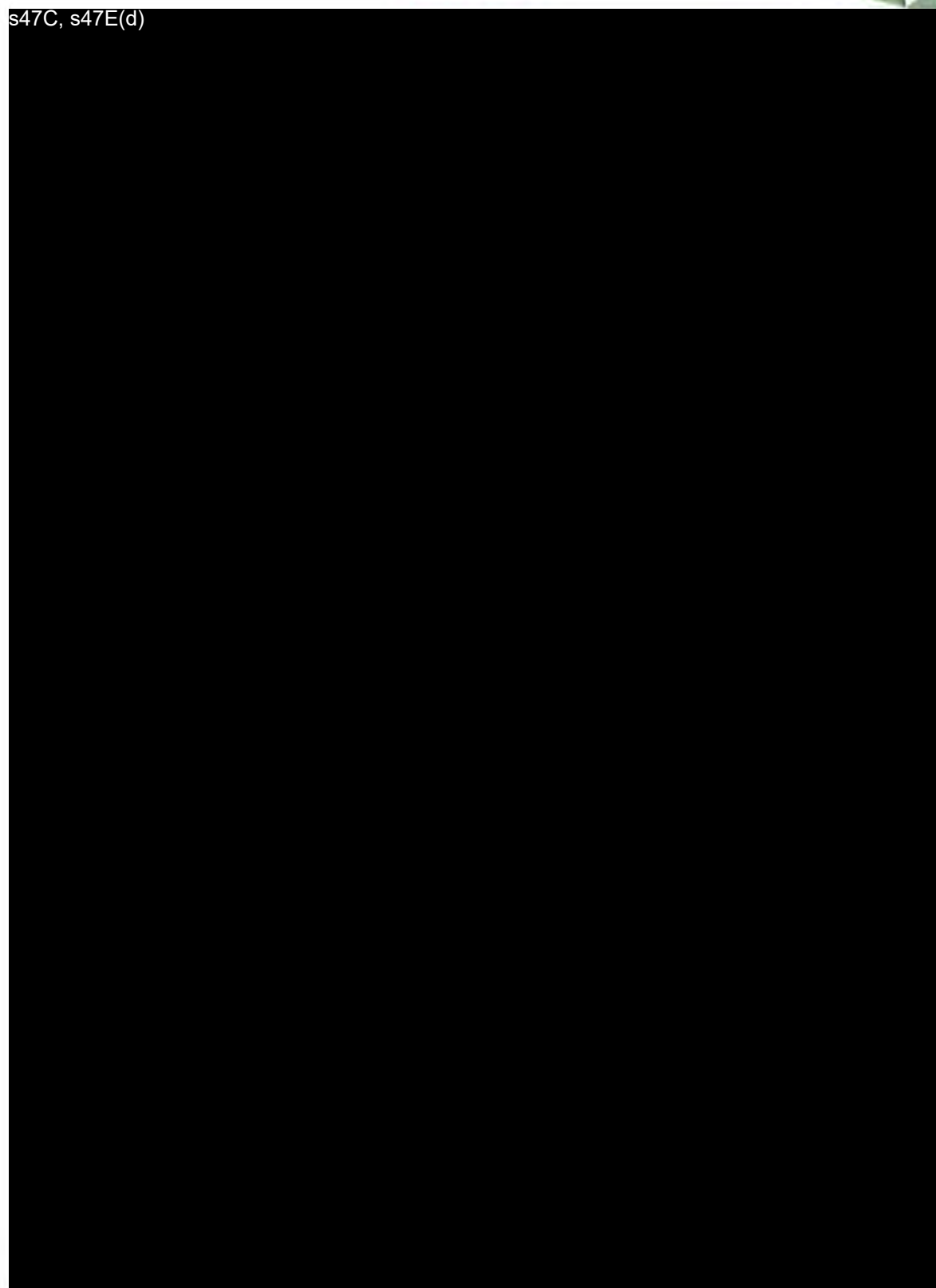
s47C, s47E(d)



PROTECTED

PROTECTED

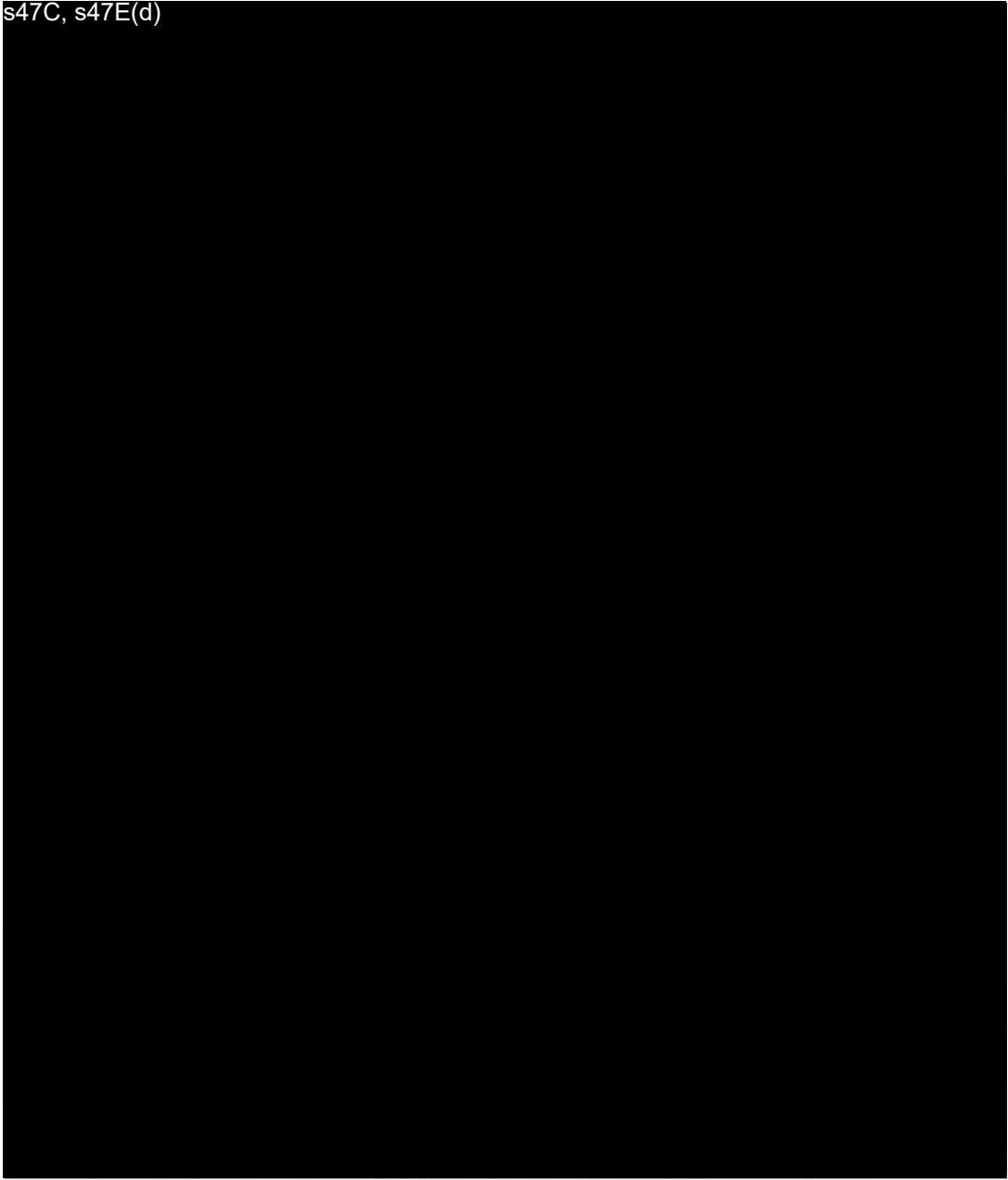
s47C, s47E(d)



PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Paul Pfitzner

s22



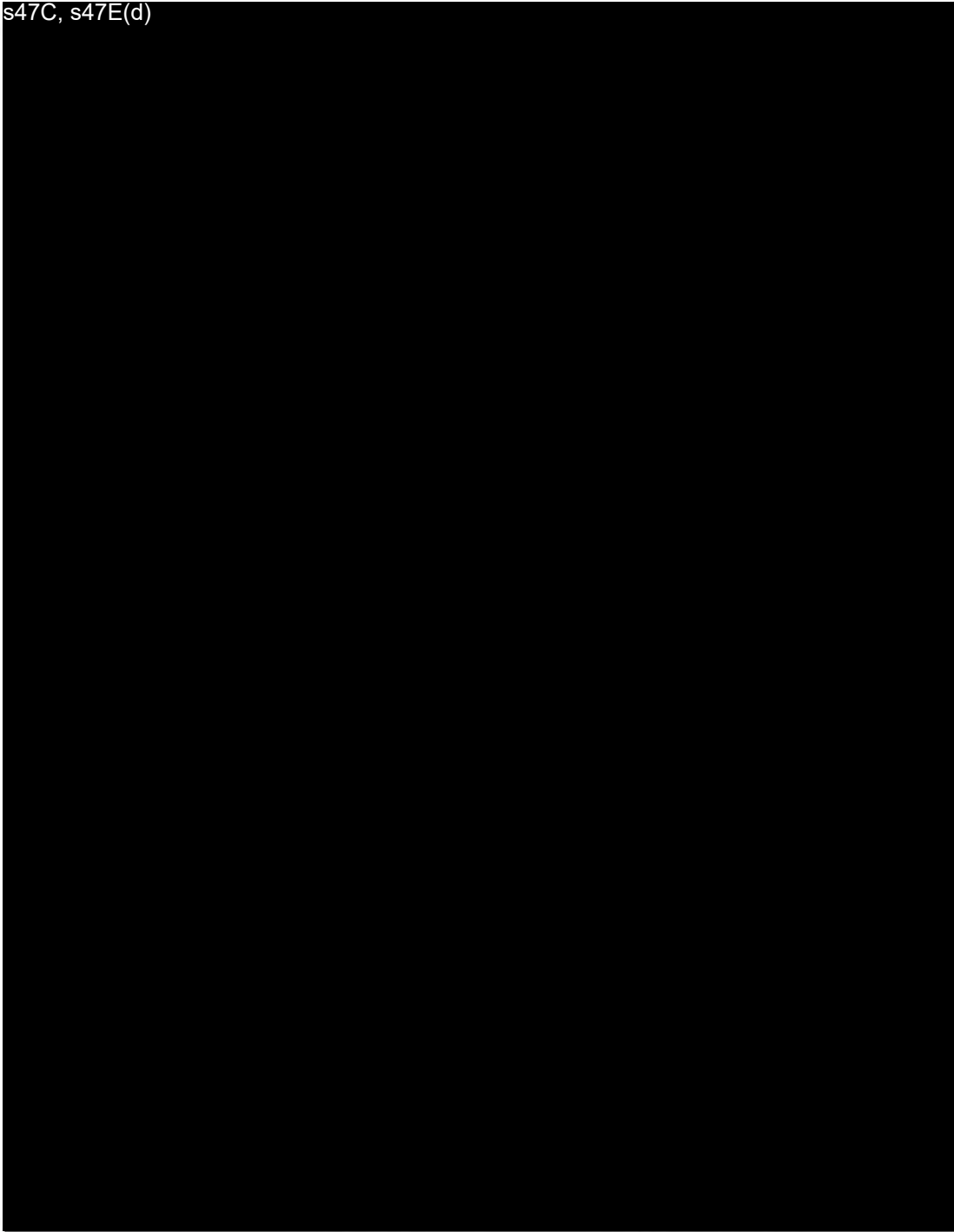
PROTECTED



PROTECTED

### 3.4 Key Budget pressures

s47C, s47E(d)



**For further information**

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Natasha Cole

s22



PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Natasha Cole

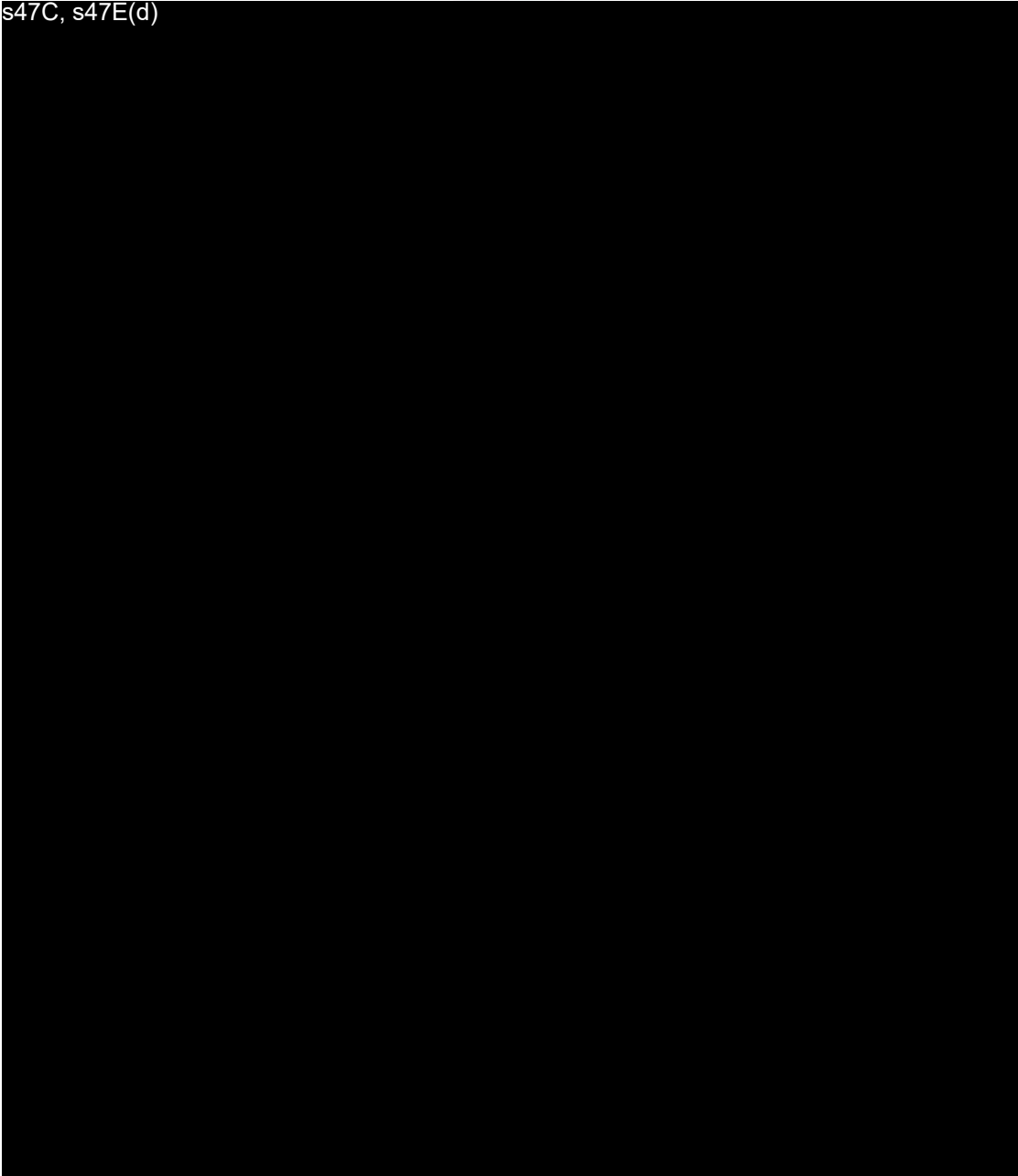
s22



PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Natasha Cole

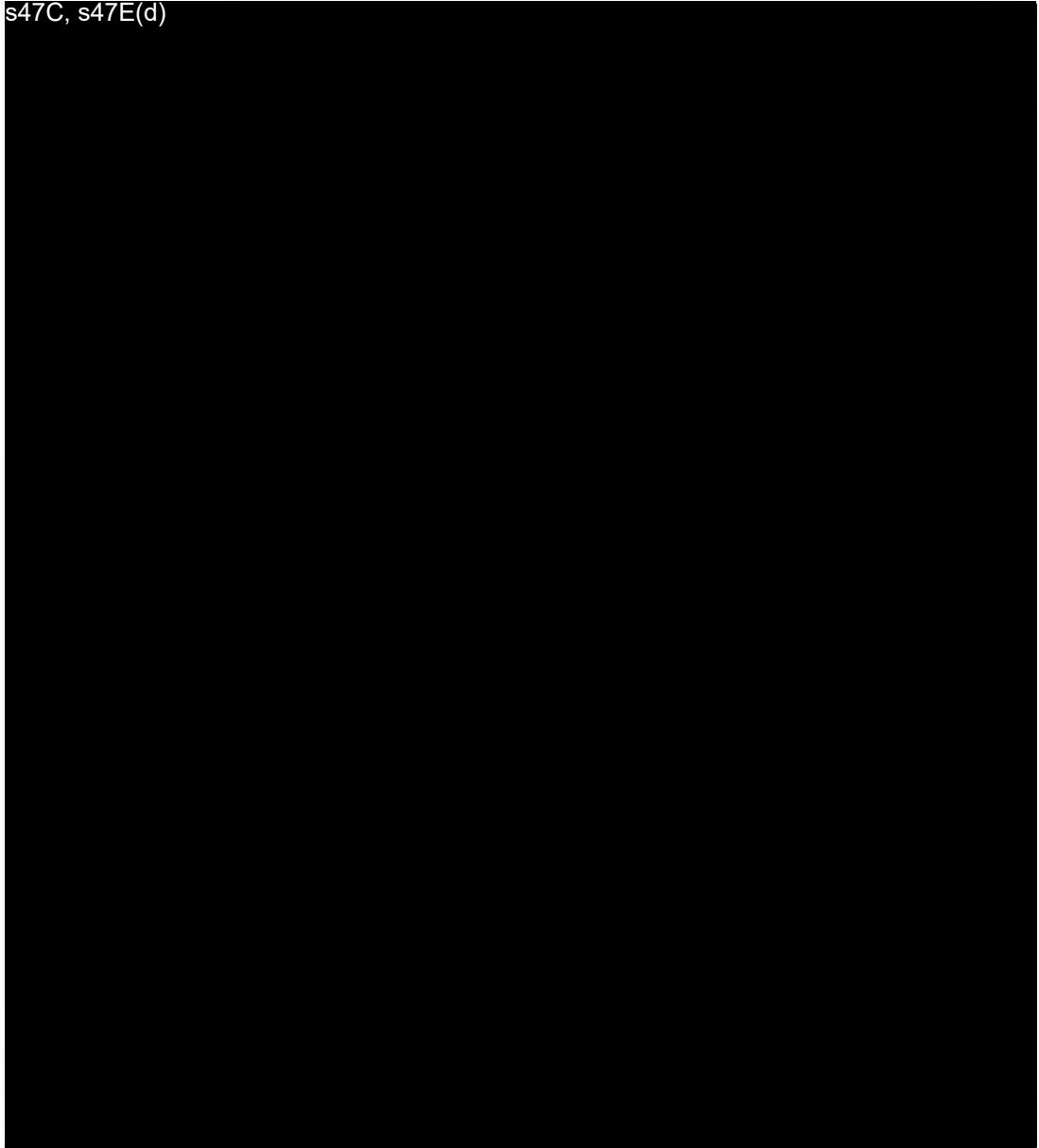
s22



PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary

Cath Patterson

s22


First Assistant Secretary

Natasha Cole

PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Stephen Sorbello

s22

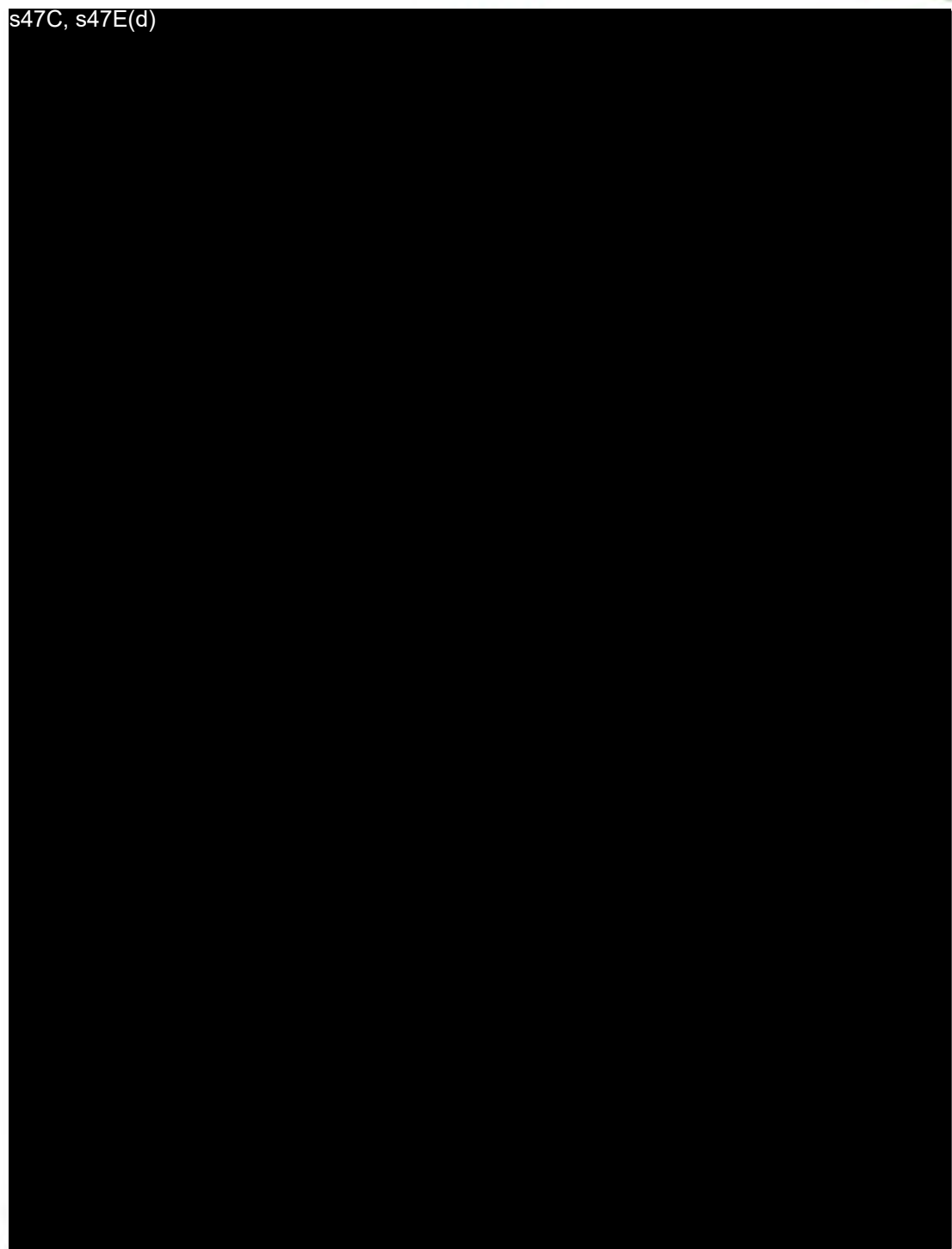


PROTECTED



PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson  
Natasha Cole

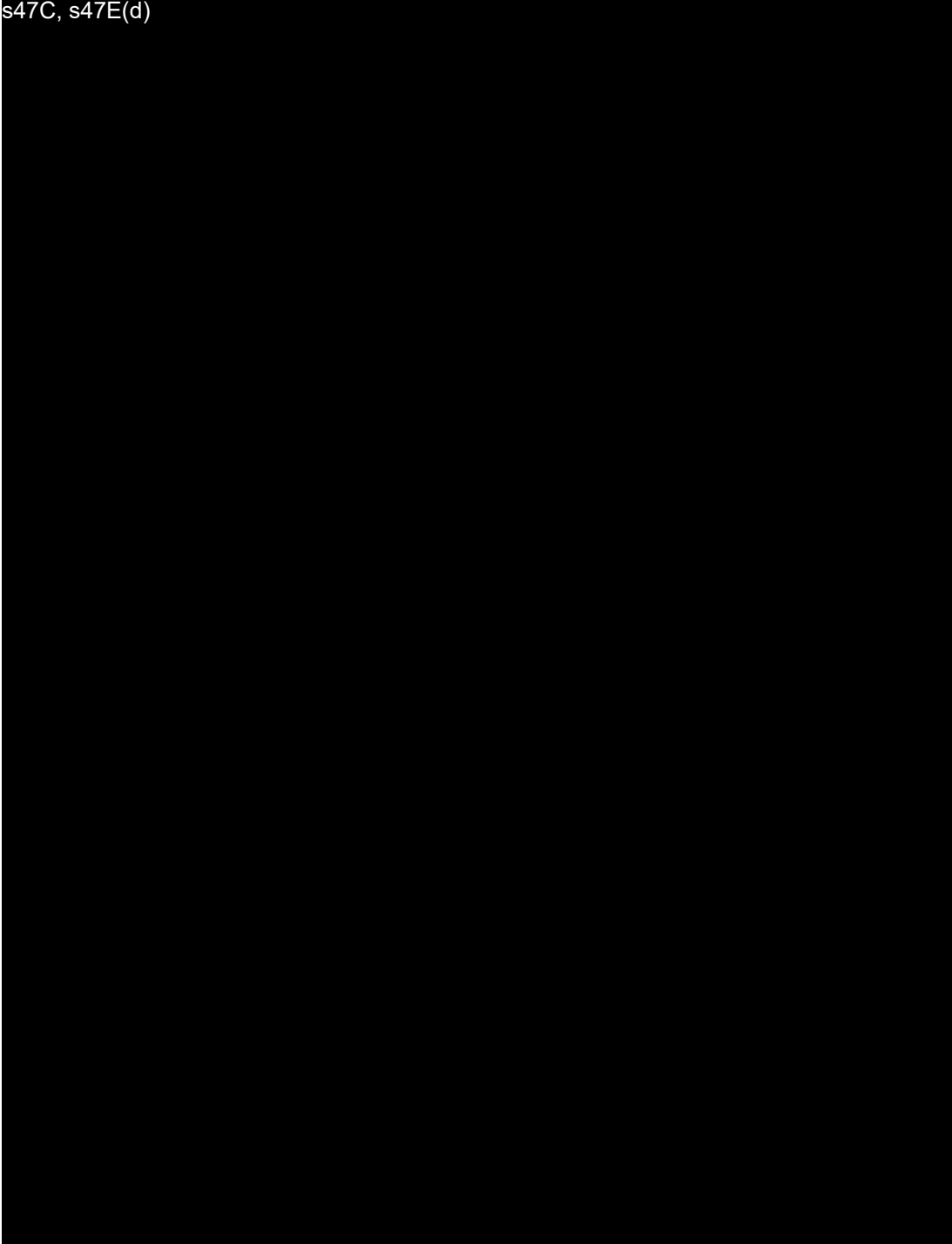
s22



PROTECTED

PROTECTED

s47C, s47E(d)



[For further information](#)

Deputy Secretary  
First Assistant Secretary

Nathan Williamson  
Anna Harmer

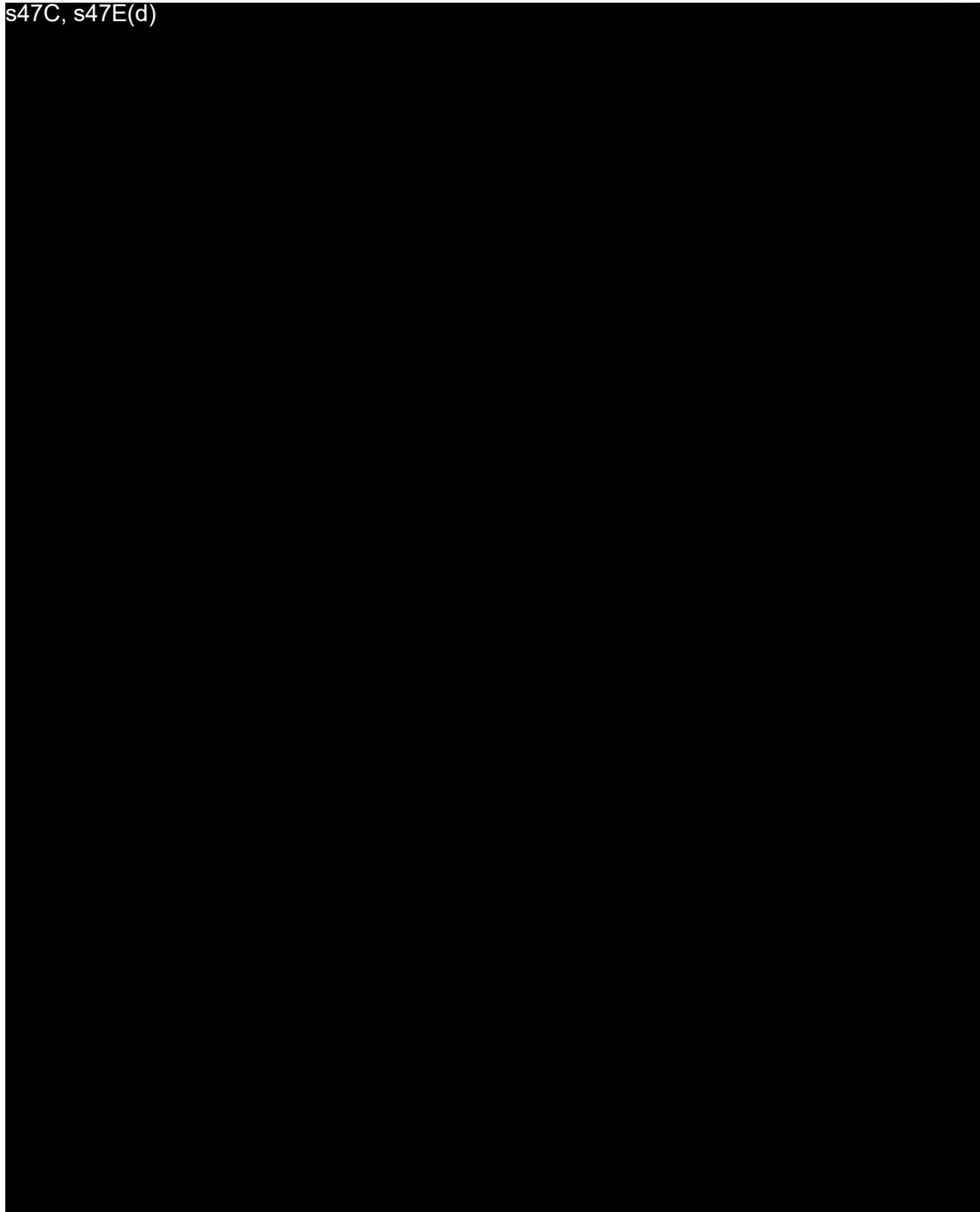
s22



PROTECTED

PROTECTED

s47C, s47E(d)



For further information

Deputy Secretary

Cath Patterson

First Assistant Secretary

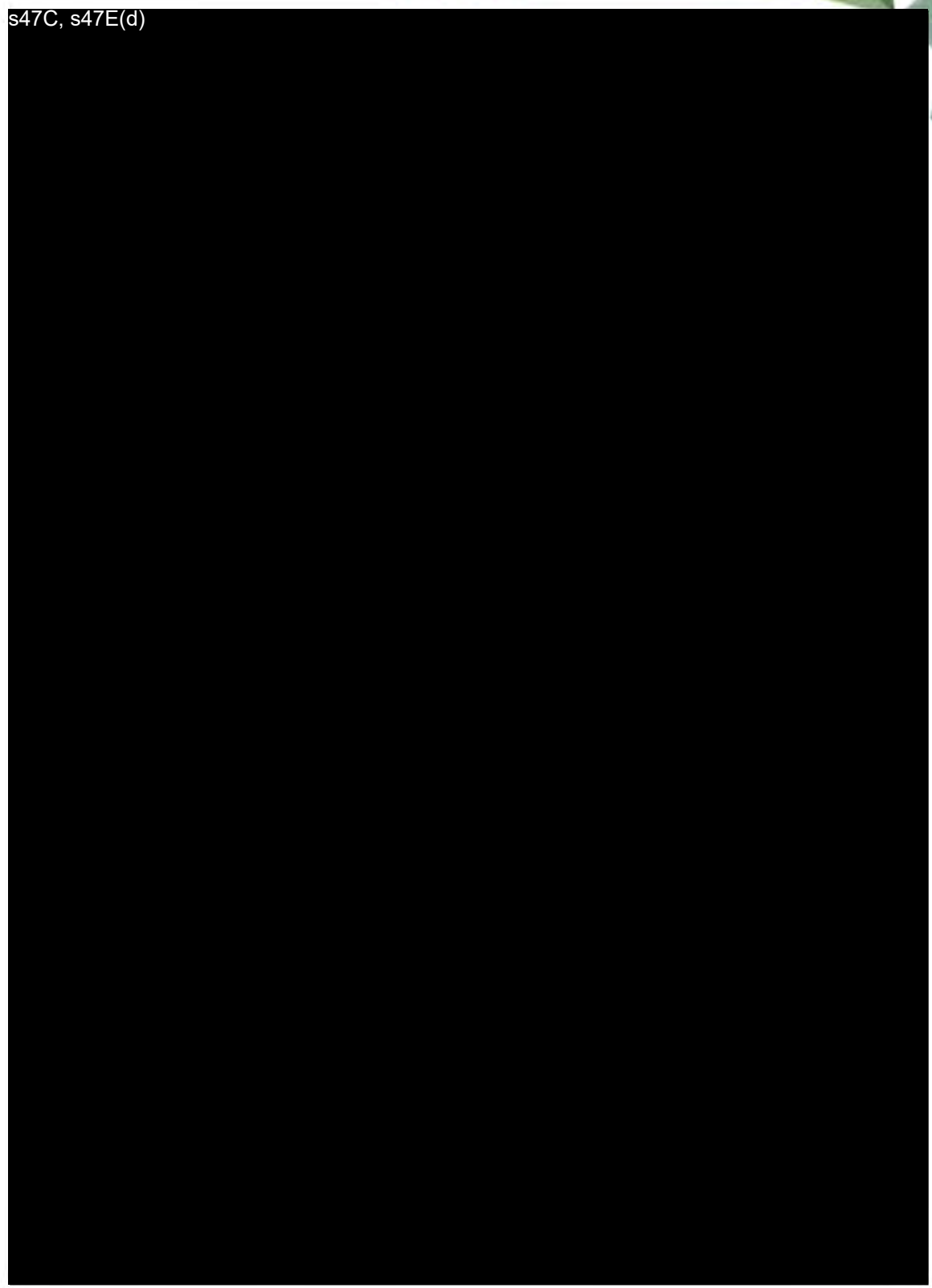
Stephen Sorbello

s22

PROTECTED

PROTECTED

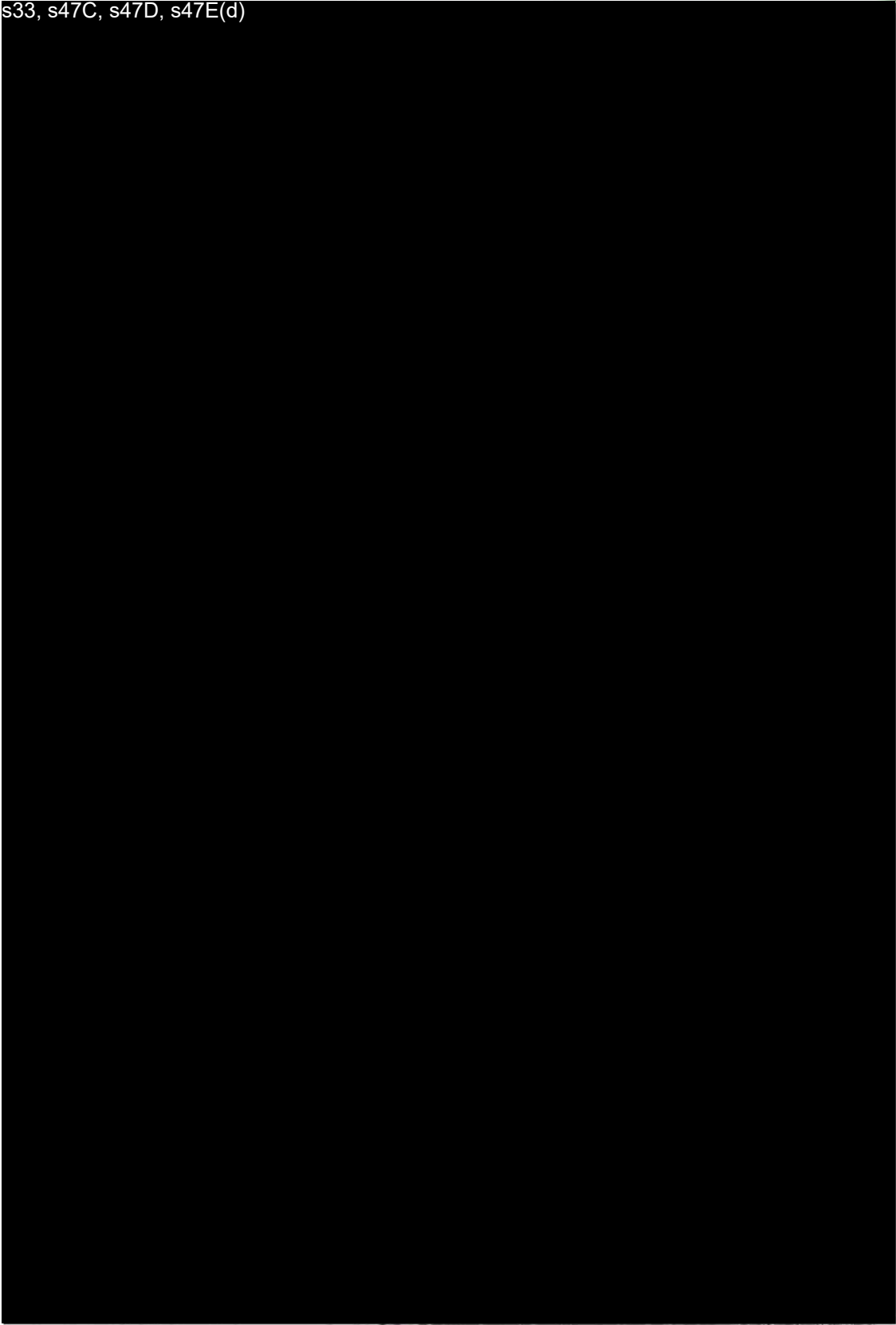
s47C, s47E(d)



PROTECTED

PROTECTED

s33, s47C, s47D, s47E(d)



PROTECTED



PROTECTED

s47C



PROTECTED

PROTECTED

s33, s47C, s47D, s47E(d)

For further information

Deputy Secretary

Nathan Williamson

s22

First Assistant Secretary

Anna Harmer

PROTECTED

PROTECTED

## 4. Supporting the proper use of public sector resources

An efficient public service is crucial for implementing Government policies effectively and providing high-quality services to the public.

s47C

Under the PGPA Act, you are responsible for a range of whole-of-Australian-Government frameworks governing the proper use of public resources by Australian Government entities. These include frameworks governing procurement, grants administration, property management, risk management, insurance, discretionary payments, charging and commercial interests. **Chapter 6** provides more information about the Commonwealth's commercial interests.

You are also responsible for the *Financial Framework (Supplementary Powers) Act 1997* and its regulations, which together provide legislative authority for a range of government expenditure.

This chapter covers:

- options to improve the use of public sector staff resources (see [section 4.1](#))
- opportunities for other efficiencies in resource management (see [section 4.2](#)), and
- your responsibilities in relation to procurement, grants administration, property management, risk and insurance, discretionary payments and charging (see [section 4.3](#)).

### For further information

Public sector staff resources	Deputy Secretary	Cath Patterson
Resource management	Deputy Secretary	Nathan Williamson

s22

PROTECTED

PROTECTED

#### 4.1 Optimising the use of public sector staff resourcing

s47C



PROTECTED

PROTECTED

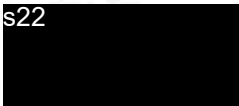
s47C



For further information

Deputy Secretary  
First Assistant Secretary

Cath Patterson s22  
Paul Pfitzner



PROTECTED



PROTECTED

#### 4.2 Reducing the burdens government imposes on itself

s47C



PROTECTED

PROTECTED

s47C



For further information

Deputy Secretary  
First Assistant Secretary

Nathan Williamson  
Simon Writer

s22



PROTECTED

PROTECTED

### 4.3 Specific resource management issues

Under the PGPA Act, you have responsibility for a range of specific resource management frameworks. Consistent with the PGPA Act, these principles-based frameworks devolve responsibility and accountability for decision-making to entities and their Accountable Authorities. The department supports other entities to implement the frameworks through advice and guidance.

#### 4.3.1 Procurement

Commonwealth procurement supports much of Government's operations. In the 2023-24 financial year, 83,453 contracts were published on AusTender with a combined value of \$99.6 billion. Of this, 43,642 contracts were awarded to 10,847 small and medium enterprises valued at \$18.7 billion.

You are responsible for the Commonwealth Procurement Framework, under the PGPA Act, including the Commonwealth Procurement Rules. The Framework governs the way Commonwealth officials procure goods and services. Under this Framework responsibilities are devolved, with entities responsible for applying and complying with the Framework. To support entities, the department has a strong focus on providing training to support capability uplift in procurement and contract management for both the public service and industry.

s47C

PROTECTED

PROTECTED

### Ensuring consistency in the Commonwealth Procurement Framework

There are seven Procurement Connected Policies with which entities are required to comply. The relevant policy entity (rather than the department) is responsible for overseeing the implementation of these policies. s47C



#### For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
Andrew Danks

s22



PROTECTED

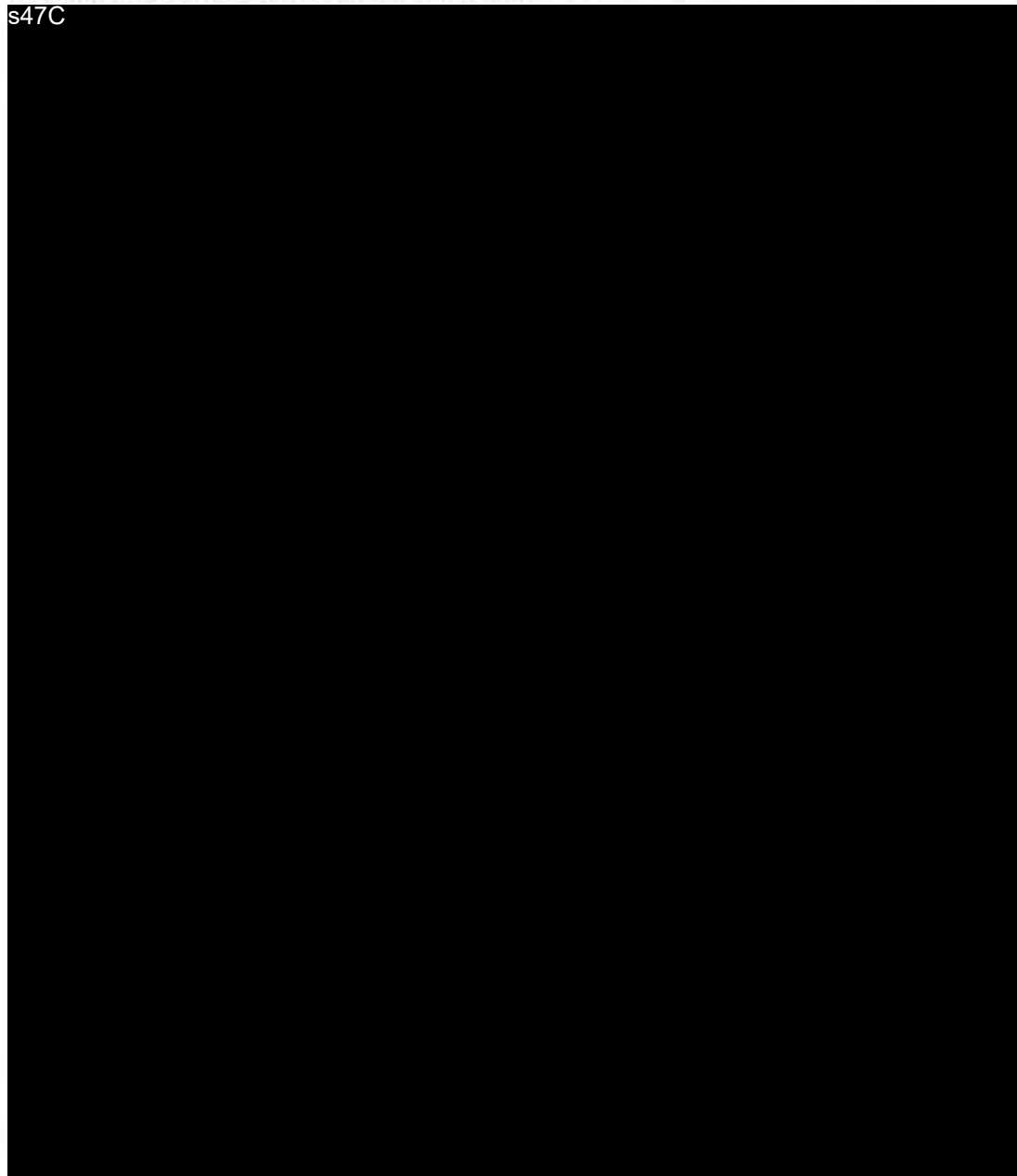
PROTECTED

#### 4.3.2 Grants administration

You are responsible for the Commonwealth Grants Policy Framework, including the *Commonwealth Grants Rules and Principles 2024*.

The Commonwealth Grants Rules and Principles set out mandatory requirements and better practice principles for grants administration by non-corporate Commonwealth entities. They apply to ministers, Accountable Authorities and officials of non-corporate Commonwealth entities, as well as third parties who participate in grants administration activities. Equivalent requirements apply to some grants by corporate Commonwealth entities under the PGPA Rule.

s47C



PROTECTED

PROTECTED

s47C

For further information

Deputy Secretary  
First Assistant Secretary

Nathan Williamson  
Simon Writer

s22

#### 4.3.3 Insurance and risk management

You are responsible for Comcover, the Australian Government's self-managed insurance fund for General Government Sector entities, and the Commonwealth Risk Management Policy. The key objectives of these functions are to:

- Minimise the impact of insurable losses on entities and the Budget s47D
- Ensure efficient and consistent resolution of claims against the Commonwealth (including claims against ministers and/or parliamentary staff). Claims are managed centrally by Comcover in collaboration with stakeholders. 'Significant' claims are overseen by the Attorney-General under the *Legal Services Directions 2017*.
- Promote best practice risk management to prevent losses and support informed decision-making and services, delivering a net benefit to the Budget in the long-term. The department supports entities to fulfil their risk management duties under the PGPA Act through the Risk Management Policy, a maturity benchmarking program, and risk and insurance education, guidance and advice.

s47C

PROTECTED



PROTECTED

s47C, s47D, s47E(d)

For further information

Deputy Secretary

Richard Windeyer

s22

First Assistant Secretary

Rachel Antone

#### 4.3.4 Discretionary payments

The PGPA Act provides you (or your delegate) with discretionary powers to waive debts owing to the Commonwealth or to make an act of grace payment, in exceptional circumstances. You also have policy responsibility for the Scheme for Compensation for Detriment caused by Defective Administration. These are remedies of last resort available for consideration on request by any member of the public.

s47C

Under section 24 of the PGPA Rule, you are required to establish a committee to report on the appropriateness of authorisations for debt waivers over \$500,000.

s47C

s47C

For further information

Deputy Secretary

Richard Windeyer

s22

First Assistant Secretary

Rachel Antone

PROTECTED

PROTECTED

#### 4.3.5 Property management

You are responsible for the Commonwealth Property Management Framework, including relevant legislation and policy that governs the acquisition, disposal and management of property that is leased or owned by the Commonwealth. You administer the Lands Acquisition Act 1989 and the Public Works Committee Act 1969. You are also responsible for the Climate Action in Government Operations framework, which includes the APS Net Zero by 2030 target, Australian Government emissions reporting and Commonwealth Climate Disclosure requirements.

You have a role in endorsing property leasing arrangements for Commonwealth entities. Under property policy settings, to drive efficiency, entities have been given a target of an average of 14m<sup>2</sup> per employee. s47C

[REDACTED]

The department is supporting 77 entities to transition to new leasing and facilities management service providers by 30 June 2025 under the second iteration of the Property Services Coordinated Procurement Arrangements. Transition is currently progressing to schedule.

Our direct property management responsibilities involve:

- Managing the Finance-Owned estate (including the John Gorton Building, the Treasury Building and Malabar Headland), and the Centres for National Resilience (quarantine centres).
  - Development and construction of the National Security Office Precinct. s47C, s47D, s47E(d)
- [REDACTED]

For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
Libor Pelecky

s22

[REDACTED]

PROTECTED

PROTECTED

#### 4.3.6 Charging framework

You are responsible for the Australian Government Charging Framework, comprising the Cost Recovery Policy and the Charging Policy, covering regulatory and non-regulatory activities. These govern how entities raise non-taxation revenue through providing goods, services and regulation. The department supports entities to implement the framework, including through regular reviews. s47C

##### For further information

Deputy Secretary

Nathan Williamson

s22

First Assistant Secretary

Amy Fox

PROTECTED



PROTECTED

## 5. More effective government through data and digital leadership and regulatory reform

Embracing digital technologies, better use of data and capitalising on regulatory reform opportunities will improve government services and support productivity growth and digital transformation of the economy and public sector. This will require targeted investments in data capabilities, technology solutions (including Digital ID and AI), effective change management and improving legislative and regulatory settings. This supports the Government's vision of an APS that can deliver simple, secure and connected public services for all Australians through world-class data and digital capabilities.

You are responsible for whole-of-Australian-Government data and digital policy, supported by the department, the DTA, and the National Data Commissioner. Implementing the Government's Data and Digital Strategy is a crucial aspect of your role. You also play a key role in ensuring ICT investment across government is aligned. The department also provides a range of high-quality ICT services to the Commonwealth and supports the National Data Commissioner and their Office.

You are also responsible for functions that are central to the efficient and effective working of government. Through the regulatory reform function, you set foundations for fit-for-purpose regulation. You have the opportunity to drive priority, cross-government regulatory reforms to make government easier to work with and more efficient.

Your roles present opportunities to streamline government interactions and make it easier for people and businesses to engage with government (including across levels of government), enhance inter-agency collaboration, and enable businesses (and government entities) to leverage data and digital technologies.

This chapter covers:

- opportunities to use and share data for maximum effect (see [section 5.1](#))
- strategic digital priorities (see [section 5.2](#))
- Digital ID (see [section 5.3](#))
- a new regulatory reform agenda (see [section 5.4](#)), and
- whole-of-Australian-Government technology services (see [section 5.5](#)).

### For further information

Data and digital	Deputy Secretary	Nathan Williamson
Regulatory reform	Deputy Secretary	Richard Windeyer
Technology services	Deputy Secretary	Simon Newnham

s22

PROTECTED

PROTECTED

## 5.1 Opportunities to use and share data for maximum effect

s47C



The *Data Availability and Transparency Act 2022* (DAT Act) was intended to facilitate data sharing by addressing unnecessary barriers identified by the Productivity Commission. The DAT Act establishes a best practice scheme for sharing Australian Government data, underpinned by strong safeguards. The National Data Commissioner regulates the DAT Act scheme. The department assists the work of the Commissioner through the provision of staff and facilities.

The Office of the National Data Commissioner has supported first instances of sharing under the scheme. However, uptake of the scheme remains low. Data sharing has continued to expand through other mechanisms. The Commissioner and staff are making non-legislative improvements to the scheme to support more data sharing. More broadly, the integrated data assets managed by the Australian Bureau of Statistics and the Australian Institute of Health and Welfare have broadened and are being widely used across entities and by researchers to inform policy advice and evaluation.

PROTECTED



PROTECTED

Dr Stephen King was appointed in March 2025 to lead a scheduled statutory review of the DAT Act, supported by a secretariat in the department. The review is considering the effectiveness of the DAT Act and whether it supports improvements in public sector data availability, sharing and transparency. Given the DAT Act sunsets on 1 April 2027 (that is, without a positive action by the Parliament, the DAT Act and the scheme will terminate) the review presents an important opportunity to assess what actions are required to support the data agenda. The review is due to be completed this year and we will periodically brief you on progress prior to the final report. Under the DAT Act, you are required to table a report of the review in Parliament within 15 days of receipt.

**For further information**

Deputy Secretary

Nathan Williamson s22

First Assistant Secretary

John Shepherd

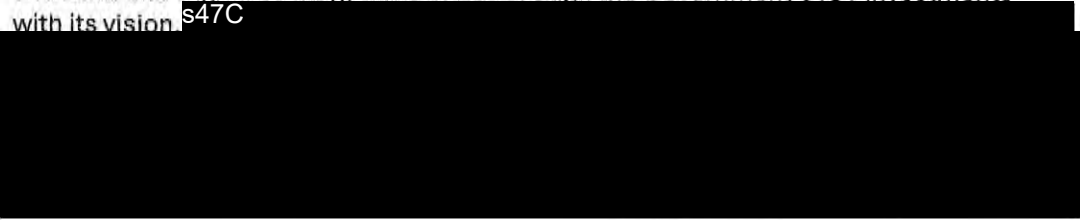
PROTECTED



PROTECTED

## 5.2 Strategic digital priorities

The Data and Digital Strategy aims to better align the Government's ICT investments with its vision. s47C



Working with the states is also important, including through the Data and Digital Ministers Meeting, to coordinate data and digital initiatives across jurisdictions.

The Data and Digital Strategy highlights the importance of transparency in the exploration and adoption of AI, alongside other technologies, to achieve efficiencies and deliver improved services.

s47C



PROTECTED

PROTECTED

s47C, s47E(d)

For further information

Data and digital

s47C

Deputy Secretary

First Assistant Secretary

Deputy Secretary

First Assistant Secretary

Deputy Secretary

First Assistant Secretary

Nathan Williamson

John Shepherd

Richard Windeyer

Rachel Antone

Simon Newnham

Peter Qui

s22

PROTECTED

PROTECTED

### 5.3 Digital ID

Australians have been verifying their identity online for many years by scanning and sharing their identity documents (such as a driver licence or passport) and other evidence (like their Medicare card). Digital ID gives people an option to replace these repeated verification processes. Users can choose to verify their ID once with an accredited entity and continue reusing that verification with governments and private sector participants (like a bank or telecommunication company).

Digital ID is a convenient and secure way for people to verify their ID. It limits the need for government entities and private businesses to collect copies of ID documents and other sensitive data. This reduces paperwork and the amount of data that needs to be stored and protected.

The Digital ID program was established in 2015 following the Financial System Inquiry, to reduce transaction costs in the financial system.

s47C, s47D

s47C

PROTECTED

PROTECTED

s47C



For further information

Deputy Secretary

Nathan Williamson

s22

First Assistant Secretary

John Shepherd



PROTECTED

PROTECTED

#### 5.4 A new regulatory reform agenda

s47C

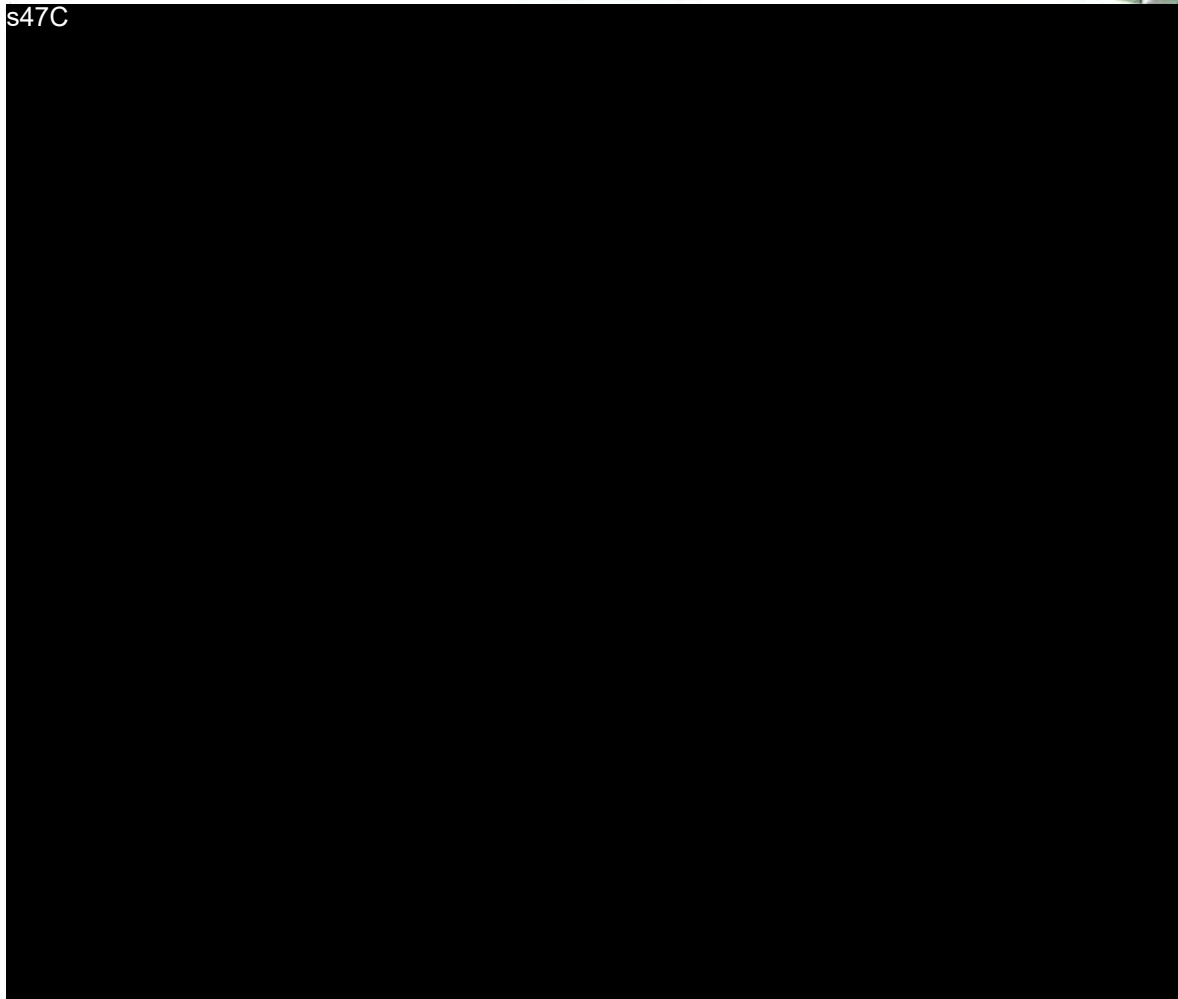
The department provides advice to Government and entities throughout the regulatory lifecycle, including administering frameworks for regulatory performance and supporting regulatory leaders to learn from one another through the Regulator Leadership Cohort.

s47C

PROTECTED

PROTECTED

s47C

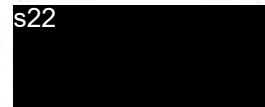


For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
Rachel Antone

s22



PROTECTED



PROTECTED

## 5.5 Whole-of-Australian-Government technology services

To support the effective functioning of government, you have responsibility for a range of secure telecommunications including ICT infrastructure to support the Cabinet and its committees. This includes ICON, a fibre optic network providing connectivity for Australian Government entities, and GovLINK, which enables secure communication between Australian Government entities.

You also have responsibility for whole-of-Australian-Government services that build capability, collaboration, transparency and accessibility across the public sector including:

- GovTEAMS, a collaboration and communication platform for government entities.
- GovCMS, a web-hosting platform for government entities, which manages over 370 websites for 100+ entities across all tiers of government.
- Parliamentary Document Management Solution, a common platform to document and information workflow for a range of ministerial, parliamentary and executive documents.
- *Directory.gov.au*, provides information about government structures, organisations and key people.
- *Transparency.gov.au*, a searchable database of publicly available corporate information for all Commonwealth entities.
- *AusTender*, the whole-of-Australian-Government procurement information system, s47C, s47E(d)
- *GrantConnect*, which centralises information on Commonwealth grants opportunities and grants awarded.

s47C

these services are well adopted across the Commonwealth and widely understood. The department continues to refine these services to improve the user experience, achieve efficiencies in delivery, and maintain and modernise protections, including against cyber security threats.

### For further information

Deputy Secretary

Simon Newnham s22

First Assistant Secretary

Peter Qui

PROTECTED

PROTECTED

## 6. Managing the Commonwealth's commercial interests

s47C, s47D

- GBEs for major projects (e.g. Western Sydney Airport, Snowy 2.0, Inland Rail, Australian Naval Infrastructure)
- SIVs for investment across sectors (e.g. Northern Australian Infrastructure Fund)
- direct investments through Export Finance Australia (e.g. Digicel Pacific, PsiQuantum s47C, s47D and
- Managed Investment Funds (e.g. Future Fund, Medical Research Future Fund) to invest on commercial terms over the longer term to fund future objectives.

s47C, s47D

This chapter covers:

- s47C
- Government Business Enterprises (see **section 6.2**)
- Specialist Investment Vehicles (see **section 6.3**)
- s47C
- Managed Investment Funds (see **section 6.5**).

### For further information

Balance sheet transparency	Deputy Secretary	Nathan Williamson
Commercial investments	Deputy Secretary	Richard Windeyer

s22

PROTECTED

PROTECTED

s47C, s47D



PROTECTED

PROTECTED

s47C, s47D, s47E(d)



For further information

s47C



Deputy Secretary	Richard Windeyer
First Assistant Secretary	David Webster
Deputy Secretary	Nathan Williamson
First Assistant Secretary	Amy Fox

s22



PROTECTED



PROTECTED

## 6.2 Government Business Enterprises

s47C, s47D, s47E(d)



GBEs operate under the PGPA Act and the *Commonwealth Government Business Enterprises – Governance and Oversight Guidelines* (the GBE Guidelines), for which you have policy responsibility. Government support for GBEs is primarily through equity and in some cases loans. The GBE Guidelines provide a framework for managing the Commonwealth's ownership of these entities. Key features of the framework include:

- shareholder ministers exercising strategic control consistent with their accountability to the Parliament and the public, including by setting clear objectives and expectations for GBEs about the Australian Government's policy intentions and desired outcomes, and managing board appointments
- a focus on the performance and financial returns of the GBEs
- reporting and accountability arrangements that facilitate best practice governance and active oversight by the Commonwealth, and
- requirements for board responsibility and conduct.

You are a shareholder minister for all 10 GBEs. You hold this role jointly with the relevant portfolio minister for all the GBEs except ASC Pty Ltd (ASC), for which you are the sole shareholder minister. The department works with the partner shareholder departments in supporting ministers and engaging with GBE management and boards.

Shareholder ministers will be asked to consider corporate plans for all GBEs in time for them to be published before the end of August 2025.

In addition to the 10 GBEs, the Australian Government is also the largest shareholder (49%) in Marinus Link Pty Ltd, a joint venture with Victoria (33.3%) and Tasmania (17.7%).

PROTECTED

PROTECTED

s47C, s47D

Corporate information about all GBEs is in section 10.2.

For further information

Deputy Secretary

Richard Windeyer

First Assistant Secretary

David Webster

s22

## 6.2.1 Challenges and opportunities for specific GBEs

### ASC Pty Ltd

ASC is a Commonwealth company that builds and maintains ships and submarines solely for the Royal Australian Navy. You are its sole shareholder. ASC has been selected as Australia's Sovereign Submarine Partner to sustain conventionally armed nuclear-powered submarines and to jointly build the SSN-AUKUS submarines with BAE Systems.

s47C, s47E(d)

In 2024, ASC was selected as a Sovereign Submarine Partner to sustain conventionally armed nuclear-powered submarines. ASC was also selected as a Sovereign Submarine Partner jointly building the SSN-AUKUS submarines through a proposed incorporated joint venture with BAE Systems. These decisions expanded ASC's role from one project (sustaining the Collins Class submarines), to four:

- Collins sustainment
- Virginia sustainment
- SSN-AUKUS build (through the incorporated joint venture), and
- SSN-AUKUS sustainment.

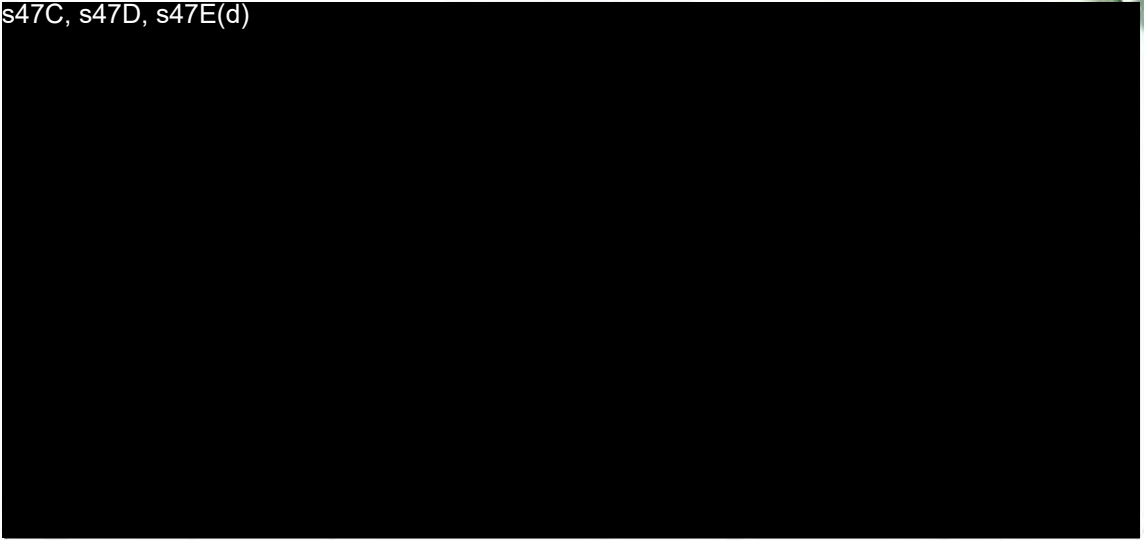
s47C, s47D

PROTECTED



PROTECTED

s47C, s47D, s47E(d)



The current ASC Board Chair's term expires in December 2025 and several Board positions are vacant. An executive search firm has been engaged and interviews for the Chair position are scheduled. It is important to identify appropriate candidates promptly. The Board is also recruiting a new CEO.

s47C



PROTECTED

PROTECTED

### Australian Naval Infrastructure Pty Ltd

ANI is a Commonwealth company that owns shipbuilding and submarine sustainment infrastructure assets in South Australia.

ANI is designing and building the Nuclear-Powered Submarine Construction Yard in Osborne, South Australia s47C, s47D, s47E(d)

ANI is the infrastructure owner, developer and landlord. It leases the Osborne shipyard to shipbuilders – ASC (for Collins Class sustainment) and BAE (for building the Hunter Class Frigates).

s47C

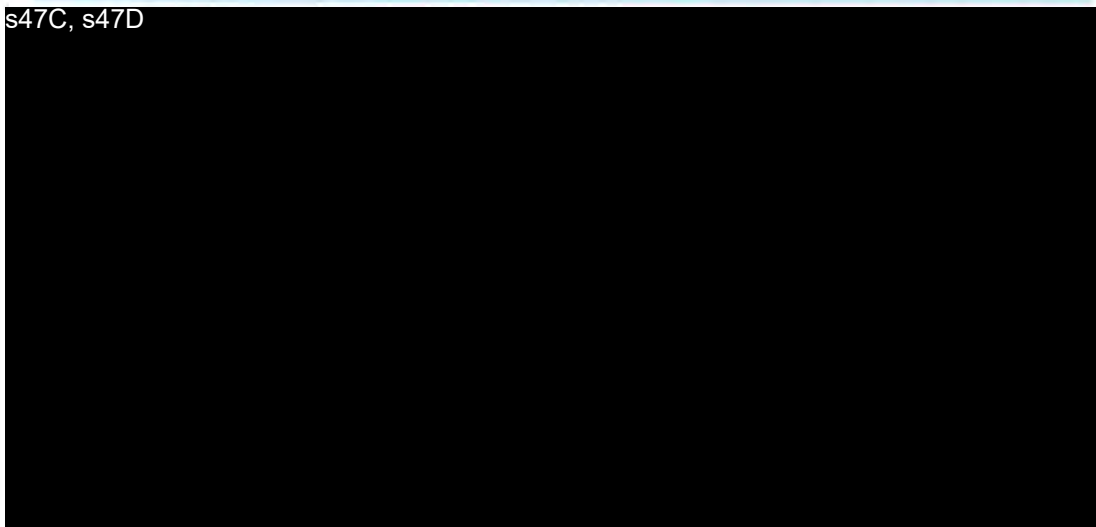
PROTECTED

PROTECTED

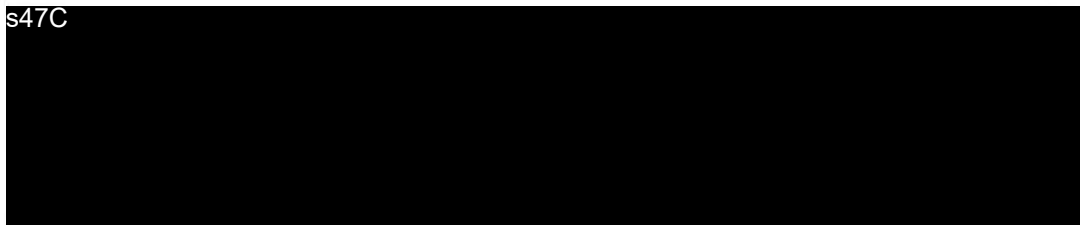
### Australian Postal Corporation

Australian Postal Corporation (AusPost) is a corporate Commonwealth entity established by the *Australian Postal Corporation Act 1989* as a statutory corporation.

s47C, s47D



s47C



PROTECTED

**PROTECTED**

### Australian Rail Track Corporation

Australian Rail Track Corporation is a Commonwealth company which provides efficient and seamless access to users of the interstate rail network.

s47C, s47D, s47E(d)



**PROTECTED**

PROTECTED

### CEA Technologies

CEA Technologies (CEA) is a majority-owned Commonwealth company and partly-owned GBE. Ian Croser AM (CEA Founder) is the other shareholder.

CEA designs and manufactures advanced radar systems. It has developed modular and scalable active electronically scanned array technologies, integral to many Defence capabilities.

On 28 July 2023, the Government became a minority owner of CEA. This increased to a majority stake on 28 January 2025, making CEA a uniquely non-wholly owned Commonwealth company and GBE. CEA must now comply with the PGPA Act and GBE Guidelines, with shareholder ministers to set clear priorities and targets through a statement of expectations.

s47C

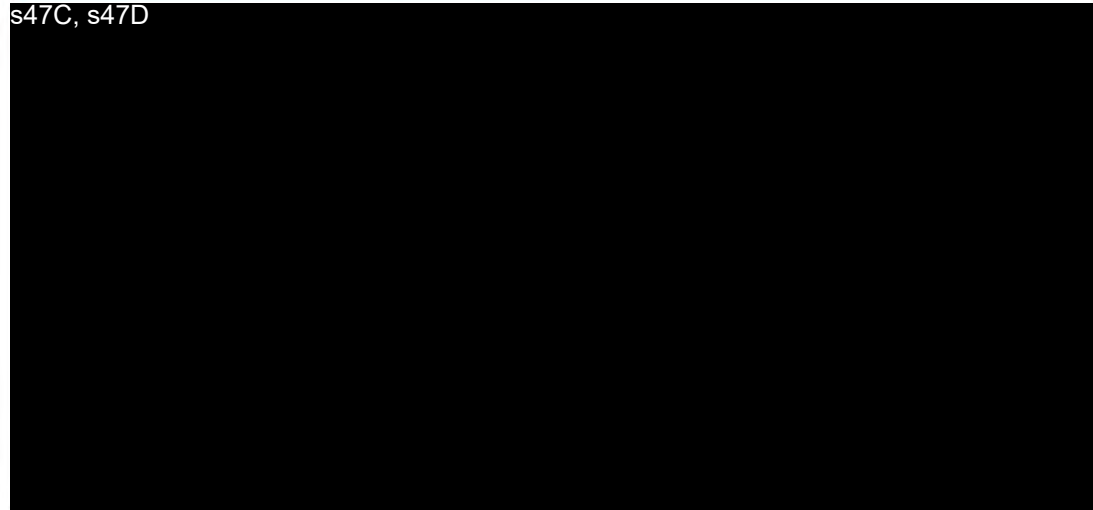
PROTECTED

**PROTECTED**

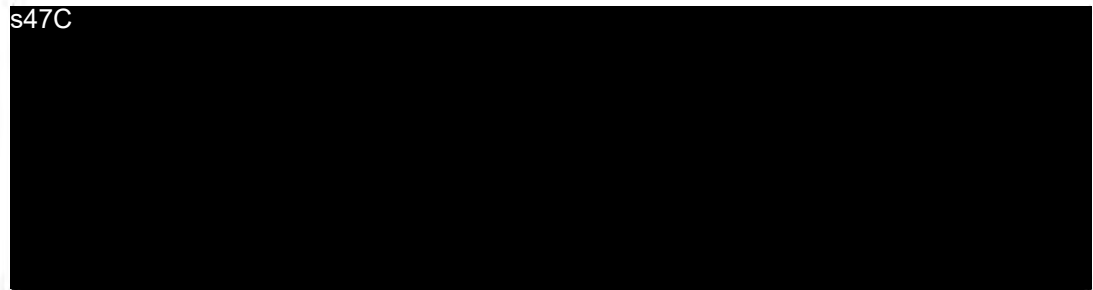
### NBN Co Limited

NBN Co is a Commonwealth company providing wholesale-only local access broadband connectivity to Australian premises.

s47C, s47D



s47C



**PROTECTED**

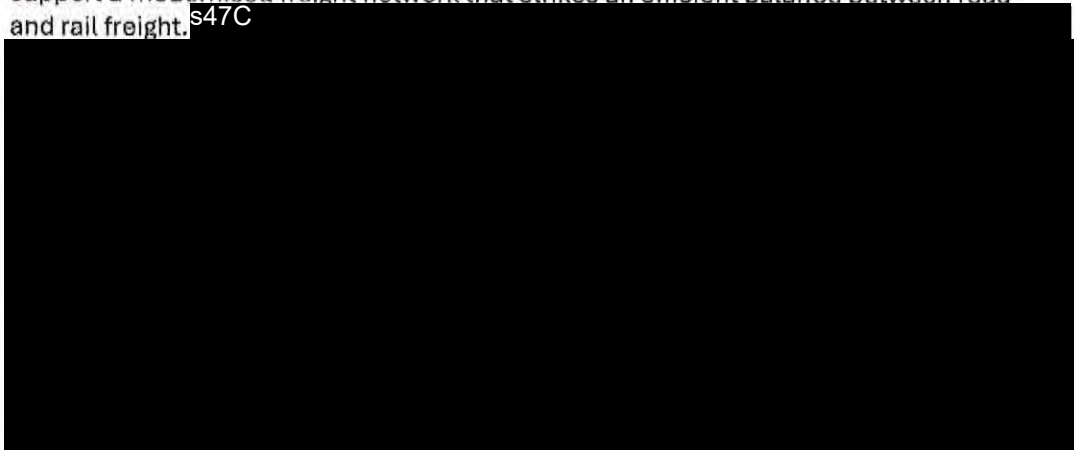


PROTECTED


### National Intermodal Corporation

National Intermodal is a Commonwealth company developing a national interconnected network of terminals in addition to the Moorebank Intermodal Precinct.

National Intermodal is developing a network of open access intermodal terminals to support a modernised freight network that strikes an efficient balance between road and rail freight. s47C



National Intermodal own 10% of the joint venture that commissioned the Interstate Terminal at the Moorebank Intermodal Precinct in April 2024. s47C



PROTECTED

PROTECTED

### Marinus Link Pty Ltd

The Australian Government is the largest shareholder (49%) in Marinus Link Pty Ltd (Marinus), a joint venture with Victoria (33.3%) and Tasmania (17.7%) to build an electricity interconnector between northwest Tasmania and the Latrobe Valley in Victoria. As the shareholding does not constitute a majority shareholding, Marinus is not a Commonwealth company, nor is it prescribed as a GBE.

s47C, s47D

The Marinus Board will make its Final Investment Decision on 30 May 2025.

s47C, s47D

PROTECTED

PROTECTED

### Snowy Hydro Limited

Snowy Hydro is a Commonwealth company that owns and operates the Snowy Hydro scheme and other electricity generation, retail and hedging businesses.

Snowy Hydro is already a significant and important part of Australia's electricity market. It will play an even more important role in the future after its Hunter Power Project and Snowy 2.0 are completed.

s47C

In December 2023, the Government approved a contract reset between Snowy Hydro and the Snowy 2.0 principal contractor, Future Generation Joint Venture, to better align incentives for delivering the project on time and on budget.

s47C

PROTECTED

PROTECTED

### 6.3 Specialist Investment Vehicles

SIVs are investment funds established to fulfill a policy mandate and crowd-in private funding. Unlike Managed Investment Funds they are not set up to maximise return<sup>s47D</sup>

Improvements in governance, reporting, and transparency have been made to enhance visibility of the aggregated investment portfolio and risk exposure to the Commonwealth balance sheet.<sup>s47C</sup>

SIVs are typically corporate Commonwealth entities defined by legislation outlining their functions and board responsibilities. SIV governance guidelines provide a framework focusing on board governance, cooperation, planning, reporting, and risk management.

While entity-specific legislation and investment mandates for each SIVs reflect broad objectives set by ERC, the SIV Boards independently make individual investment decisions.

As agreed through the 2023-24 Budget process, you are now jointly responsible with the relevant policy minister for all eight SIVs. See [section 10.3](#) for more information about each SIV and your role.

For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
David Webster

<sup>s22</sup>

PROTECTED

PROTECTED

s47D



PROTECTED

PROTECTED

s47C



PROTECTED



PROTECTED

s47C



PROTECTED

PROTECTED

s47C



For further information

Deputy Secretary

Richard Windeyer

s22

First Assistant Secretary

David Webster

PROTECTED

PROTECTED

## 6.5 Managed Investment Funds

Managed Investment Funds are established by law to generate returns to offset future liabilities or fund future policy commitments. As at 31 December 2024, the seven funds were valued at \$304.6 billion (see **table 6.2**). Managed by the Future Fund Board of Guardians, these funds operate independently from government with strategic direction provided by investment mandates issued jointly by you and the Treasurer.

### 6.5.1 The Future Fund Board of Guardians and Management Authority

All Managed Investment Funds are independently managed by the Future Fund Board of Guardians, supported by the Future Fund Management Authority (FFMA, see **section 10.1** for more information on the FFMA). The Future Fund Board makes investment decisions for each Fund consistent with:

- the purpose of the Fund as set out in its legislation
- the individual investment mandate for each Fund set by you and the Treasurer, and
- the Statement of Expectations issued to the Board and Management Authority by you and the Treasurer.

Each Fund's legislation outlines its purpose and governance arrangements. Disbursements from the funds follow processes established through the legislation and affect the cash balance if not included in forward estimates.

### 6.5.2 The Future Fund

The Future Fund was established in April 2006 to accumulate assets to eventually meet the Commonwealth's unfunded superannuation liabilities. The value of the Future Fund was \$237.9 billion as at December 2024 (see **table 6.2**).

In November 2024, the Government announced that it will not draw down from the Future Fund until at least 2032-33.

s47C

PROTECTED

PROTECTED

**Table 6.2: Managed Investment Funds as at 31 December 2024**

Fund	Established	Value as of 31 Dec 2024	Return YTD 31 Dec 2024	Annual return since inception	Disbursements since inception
		\$b	%	%	\$m
Future Fund	3 Apr 2006	237.9	12.2	7.8	0
Medical Research Future Fund	26 Aug 2015	23.9	9.1	4.9	3,150
DisabilityCare Australia Fund	1 Jul 2014	19.6	5.2	N/A <sup>1</sup>	8,700 to States, 20,000 to Commonwealth
Future Drought Fund	1 Sep 2019	5.1	10.3	7.5	460
Disaster Ready Fund (originally the Emergency Response Fund)	12 Dec 2019	4.9	10.3	7.5	650
Housing Australia Future Fund	1 Nov 2023	10.9	N/A <sup>2</sup>	7.5	0 <sup>3</sup>
Aboriginal and Torres Strait Islander Land and Sea Future Fund	1 Feb 2019	2.3	10.3	5.8	350
<b>Total</b>		<b>304.6</b>	<b>N/A</b>	<b>N/A</b>	<b>33,313</b>

- 1 In accordance with the investment mandate the performance of the DisabilityCare Australia Fund is measured over 12 months and from inception data is not reported.
- 2 YTD returns for Housing Australia Future Fund are not available as reporting against the target benchmark rate of return did not commence until 1 July 2024.
- 3 \$223.4 million has been disbursed in 2025 to (31 March 2025) for grants and payments administered by the National Indigenous Australians Agency, the DVA and the Department of Social Services.

For further information

Deputy Secretary  
First Assistant Secretary

Richard Windeyer  
David Webster

s22

PROTECTED



PROTECTED

## 7. Ministerial and parliamentary services

Ministerial and parliamentary services is traditionally the responsibility of the Special Minister of State. There has been significant change and reform in the provision of services to ministers, members of parliament and their staff since the *Set the Standard Report* in 2021. Reforms have focused on modernising operations, enhancing transparency and strengthening governance to better support the 226 parliamentarians and approximately 2,400 parliamentary staff.

s47C

This chapter provides more information about the department's role and discusses a range of opportunities and issues.

### For further information

Deputy Secretary  
First Assistant Secretary

Simon Newnham  
Shannon Frazer

s22

PROTECTED

PROTECTED

## 7.1 Ministerial and parliamentary services

The Special Minister of State is responsible for the legislative framework that governs the ministerial and parliamentary services system. This includes:

- the *Parliamentary Business Resources Act 2017* (PBR Act) and related regulations, determinations, directions and instruments
- the *Members of Parliament (Staff) Act 1984* (MOP(S) Act) and associated determinations, directions and instruments
- the *Independent Parliamentary Expenses Authority Act 2017* (IPEA Act) – which establishes the Independent Parliamentary Expenses Authority, and
- the *Parliamentary Workplace Support Service Act 2023* (PWSS Act) – which establishes the Parliamentary Workplace Support Service.

The Independent Parliamentary Expenses Authority (IPEA) and the Parliamentary Workplace Support Service (PWSS) are independent entities in the Finance portfolio (see **section 10.1**).

The Government will need to consider several appointments to both entities in the coming months, as noted in **section 1.3**. The term of the current Chair of IPEA will expire on 30 June 2025, and substantive appointments for the Independent Parliamentary Standards Commission must be made by the Governor-General before the current acting terms expire in mid-October.

s47C

### 7.1.1 Services provided by the department

As well as supporting the Special Minister of State to administer the legislative frameworks, and providing policy advice, we provide ministers, parliamentarians and their staff with various services from the department to support them in performing their duties. These include:

- payroll services for MOP(S) Act employees including salary payments, superannuation processing, and entitlements administration (as distinct from the HR services and other functions provided by PWSS, see **section 10.1**).
- support for and administration of non-travel related work expenses for parliamentarians, and the provision of office accommodation, and
- the national COMCAR car-with-driver transport services for parliamentarians, the Governor-General, the federal judiciary and international guests of government.

PROTECTED



**PROTECTED**

The department works closely with portfolio entities, IPEA and PWSS, the Departments of Parliamentary Services, the House of Representatives and Senate, and security entities, all of whom provide different services to parliamentarians and their staff.

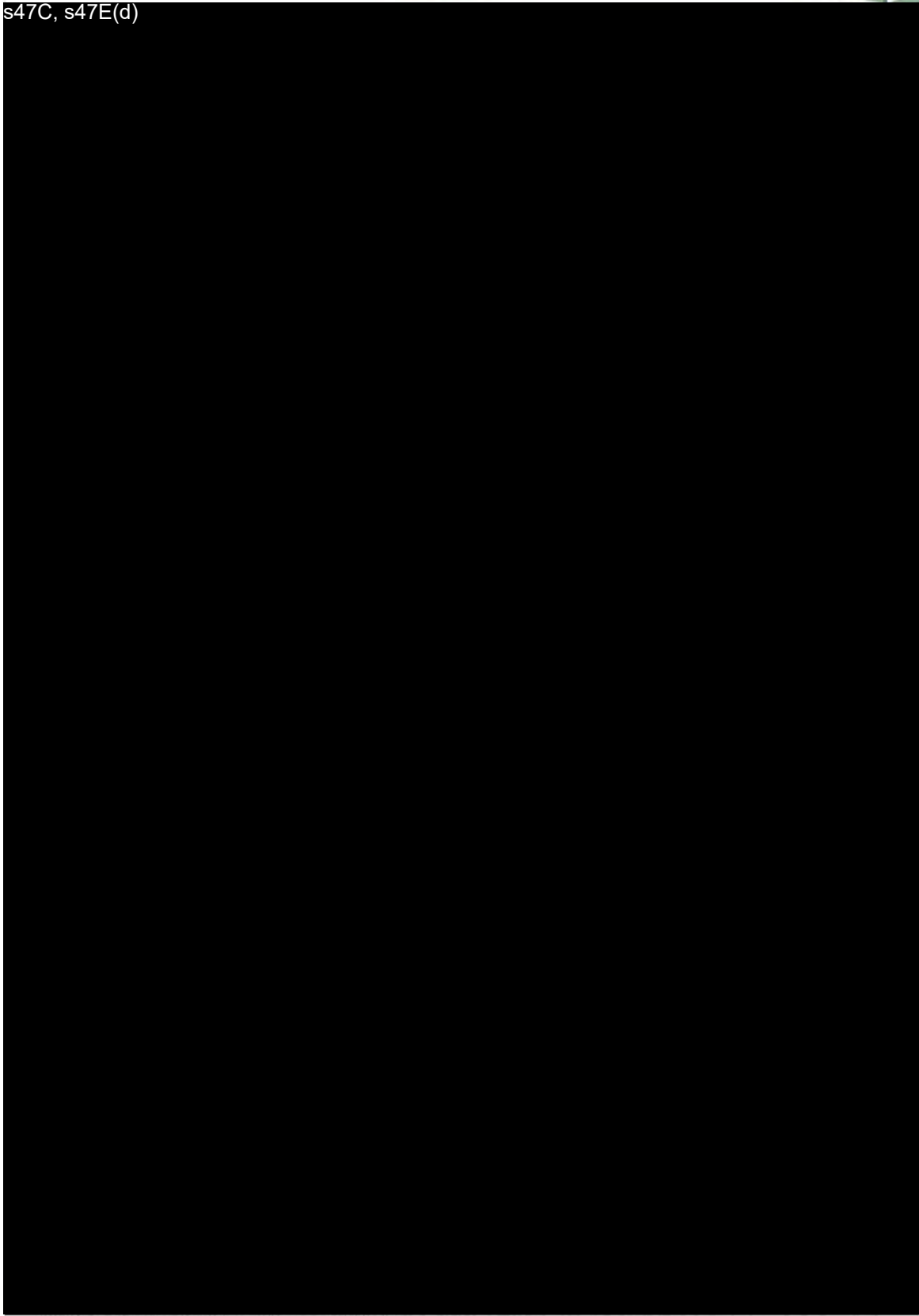
s47C



**PROTECTED**

PROTECTED

s47C, s47E(d)



PROTECTED

PROTECTED

s47C, s47E(d)



#### IPEA machinery of government change

On 1 July 2026, certain functions under the PBR Act will transfer from the department to IPEA in accordance with the *Parliamentary Business Resources Legislation Amendment (Review Implementation and Other Measures) Act 2024*.

This change will have an impact on the department's footprint and day-to-day engagements with parliamentarians and their staff.

s47C



#### Enhancements to the Parliamentary Expense Management System

The Parliamentary Expense Management System (PEMS) is an ICT platform that enables parliamentarians, their staff and administering entities to claim and process office and travel expenses and administer payroll services. The system supports the administration, accountability, and transparency of work expenses for parliamentarians and their staff.


The PEMS enhancement project will improve the efficiency and user friendliness of processing of expenses. Automation will minimise errors, expedite payment and reimbursement of expenses, and increase compliance with the legislative framework.

The department will continue to deliver the PEMS enhancement project work packages through to June 2026.

PROTECTED

PROTECTED

s47C, s47E(d)



The Special Minister for State will be briefed regularly on progress of the enhancements to PEMS.

PROTECTED

PROTECTED

## 8. Broader responsibilities

There are a number of other policy issues within the Finance portfolio that fall within your responsibilities or those of the Special Minister for State.

This chapter covers:

- electoral policy, operations and reform (see **section 8.1**)
- public-sector superannuation (see **section 8.2**)
- whole-of-Australian-Government campaign advertising (see **section 8.3**), and
- corporate and shared services administration (see **section 8.4**).

### For further information

Electoral,  
public sector superannuation

Deputy Secretary Nathan Williamson

Campaign advertising,  
corporate and shared services

Deputy Secretary Simon Newnham

s22

PROTECTED



PROTECTED

## 8.1 Electoral policy, operations and reform

The Special Minister for State is responsible for the *Commonwealth Electoral Act 1918* (Electoral Act) and the *Referendum (Machinery Provisions) Act 1984*. We provide policy advice and support for non-operational electoral matters.

The Australian Electoral Commission (AEC) is an operationally independent statutory authority with specific powers, duties and functions provided by the Electoral Act (see **section 10.1**). It reports to the Special Minister of State directly on electoral or ballot matters as required. s47C

The AEC, supported by the department and the DTA, are working to implement reforms to the funding and disclosure regime, following the passage of the *Electoral Legislation Amendment (Electoral Reform) Act 2025* (Electoral Reform Act) s47C

To support the reforms (including new ICT infrastructure), the AEC received s47D

in the 2024–25 MYEFO. The department and the DTA also received funding for assurance related activities.

The 2023 Australian Labor Party National Platform includes a commitment to increasing the territories' representation in the Senate, as was recommended in the Joint Standing Committee on Electoral Matters report into the 2022 federal election. The Government's response to this report indicated that the recommendation merited further inquiry by the Committee alongside any review of the House of Representatives' membership and size. Such a change would require amendments to the Electoral Act.

s47C

For further information

Deputy Secretary

Nathan Williamson

First Assistant Secretary

Simon Writer

s22

PROTECTED



PROTECTED

## 8.2 Public sector superannuation

You are responsible for the policy, legislation and financial reporting obligations for superannuation arrangements for Australian Government civilian (public sector) employees, parliamentarians, Governors-General and federal judges.

You also oversee the Commonwealth Superannuation Corporation (CSC), a corporate Commonwealth entity that is the trustee and administrator of the civilian and defence superannuation schemes and make appointments to the CSC Board. See **section 10.1** for more information about the CSC.

The department directly administers pension schemes for retired Governors-General, parliamentarians elected prior to 2004 and some retired federal judges. You chair the Parliamentary Retiring Allowances Trust, which makes certain decisions related to former parliamentarians' pensions.

In the 2024-25 Budget, the CSC and the department received funding to implement the 2023-24 *Better Targeted Superannuation Concessions* measure for members of the public sector defined benefit superannuation schemes. Implementation remains subject to passage of the enabling legislation for this measure.

### For further information

Deputy Secretary	Nathan Williamson
First Assistant Secretary	Simon Writer

s22

PROTECTED

PROTECTED

### 8.3 Australian Government campaign advertising

You have oversight of the Government campaign advertising framework. The framework is set out in the *Australian Government Guidelines on Information and Advertising Campaigns by non-corporate Commonwealth entities* (Campaign Guidelines).

In administering the framework, the department:

- provides policy advice
- leads whole-of-Australian-Government coordination
- assists entities conducting advertising activities
- supports the Independent Communications Committee of Cabinet, and
- manages a range of whole-of-Australian-Government contracts for campaign development and media buying.

A recent Australian National Audit Office *Audit on Government Advertising* tabled in March 2025 found that the department's administration of the framework is effective.

s47E(d)

s47C

For further information

Deputy Secretary

Simon Newnham

s22

First Assistant Secretary

Glen Casson

PROTECTED

PROTECTED

#### 8.4 Corporate and shared services administration

In November 2023, the Government announced the replacement of the Shared Services Transformation Program with the APS Enterprise Resource Planning approach. The new approach provides flexibility to entities to manage their corporate systems and transactional services, such as payroll and financial operations. s47C

The department undertook a Transactional Processing Review in 2024. The Review confirmed that advancements in technology and changes in the market have made it feasible and more affordable for entities to use software-as-a-service products without high customisation levels. s47C

In recognition of the more limited capacity of smaller entities to consider or transition to future state Enterprise Resource Planning options, the Government funded the Smaller Entities Project Management Office within the department. The Project Management Office, in partnership with the DTA, is currently supporting 24 smaller entities to work through options and plan for implementation of future Enterprise Resource Planning systems. s47C

The Service Delivery Office within the department provides corporate services (including human resources and financial operations) to 16 client entities. s47C

For further information

Deputy Secretary  
First Assistant Secretary

Simon Newnham s22  
Grant Lovelock

PROTECTED



PROTECTED

## 9. About the department

The department has a unique set of functions that influence our workforce and budget.

- We are a central agency – providing direct, specialist fiscal advice to Government to support the delivery of economic updates.
- We are also a department of state with responsibility for a range of policy areas and programs. We administer a range of frameworks, with a focus on driving value in government spending, enhancing the quality of regulation and improving the use of data and digital technologies.
- We work at the intersection of the public and private sectors supporting Government decision-making on complex commercial matters. We also manage the Commonwealth's interests in complex litigation.
- We deliver important services to a range of clients across the Australian Government and across Australia – including parliamentarians and their staff, retired parliamentarians, Governors-General and federal judges, government entities (including GBEs) and our portfolio entities. These services range from processing payroll, expense and superannuation payments, to managing electoral office fit outs, providing COMCAR transport services and supporting ICT systems that are critical to the effective functioning of government.

To support this range of functions, we recruit people from across Australia with diverse qualifications and experience spanning financial, legal, economic, national security, social, digital and commercial disciplines. While most of our staff are based in Canberra, we have people working in all states, including from our office in Melbourne and the Commonwealth Parliamentary Offices and COMCAR depots in each capital city. Most of our staff work in the office three or more days per week.

Our staffing levels and budget have increased modestly in recent years, primarily due to machinery of government changes and new Budget measures. A significant proportion of both our staff resources and our budget are dedicated to providing services to others, or to pursuing the Commonwealth's commercial interests

s47C

This chapter covers:

- our people (see **section 9.1**), and
- our financial position (see **section 9.2**).

For further information

Deputy Secretary

Simon Newnham

s22

PROTECTED

PROTECTED

## 9.1 Our people

The department has four groups – Budget, Governance and Resource Management, Commercial and Business Enabling Services. An organisational chart is at **figure 9.1**.

Under the leadership of the Secretary and Executive Board, the four groups achieve our purpose by:

- providing policy advice on expenditure across all portfolios and delivering economic updates, cash management and consolidated financial reporting
- managing frameworks and policies and providing advice to support the proper use and management of public resources, including by supporting wider availability and use of government data and promoting digital transformation
- supporting the commercial interests of the Commonwealth, and
- providing enabling services to the Australian Government and delivering ministerial and parliamentary services.

PROTECTED



PROTECTED

### 9.1.1 The Executive Board



#### Secretary

Ms Jenny Wilkinson PSM

Phone: 02 6215 3445

Mobile: [REDACTED]

Email: [jenny.wilkinson@finance.gov.au](mailto:jenny.wilkinson@finance.gov.au)

Jenny Wilkinson commenced as Secretary of the department in August 2022.

During her career, Jenny has held senior positions across different departments and entities. These have included the Treasury, the Parliamentary Budget Office, the Department of Industry, the Department of Climate Change, PM&C and the Reserve Bank of Australia. Working in these roles, she has been responsible for providing advice on a wide range of economic policy issues.

Jenny has served on advisory boards including the Australian National University (ANU) Tax Transfer Institute Advisory Board, the ANU College of Business and Economics Advisory Board, the Grattan Institute Public Policy Committee and the Melbourne Institute Advisory Board.

Jenny was awarded a Public Service Medal in 2021 for outstanding public service in the development of fiscal policy, particularly for the formulation of the Australian Government's economic response to COVID 19 and implementation of JobKeeper.

Jenny holds a Masters Degree in Public Affairs from Princeton University and a Bachelors Degree in Economics (with Honours) from ANU.

PROTECTED

PROTECTED



**Deputy Secretary | Budget Group**

Ms Cath Patterson

Phone: 02 6215 2566

Mobile: s22

Email: [cath.patterson@finance.gov.au](mailto:cath.patterson@finance.gov.au)

Cath Patterson joined the department in September 2021 and is the Deputy Secretary of Budget Group. Previously, Cath was Deputy Secretary for Strategy and Law Enforcement at the Department of Home Affairs, acting Deputy Secretary for Social Policy, and First Assistant Secretary for National Security Division at PM&C.

**Budget Group** provides policy and financial advice on Government expenditure and non-taxation revenue matters to the Minister for Finance, other senior ministers, and a number of Cabinet committees, including ERC.

Budget Group supports the Government to prepare, deliver and manage the Budget. The Group assists Commonwealth entities to meet their financial management and reporting obligations. Budget Group aims to ensure the analysis, policy advice, and costing information provided to Government supports informed decision-making, and that all economic updates meet legislative requirements and timeframes. The Group is also responsible for the Department's enterprise data governance and data analytics capabilities, including the management of requests for the department's data under the DAT Act.

PROTECTED

PROTECTED



**Deputy Secretary | Governance and Resource Management Group**

Mr Nathan Williamson

Phone: 02 6215 2668

Mobile: s22

Email: [nathan.williamson@finance.gov.au](mailto:nathan.williamson@finance.gov.au)

Nathan Williamson joined the department in November 2020 as the Deputy Secretary of Governance and Resource Management Group. Before this, Nathan worked in senior executive roles across the Department of Social Services, PM&C, the Department of Human Services and the Australian National Audit Office.

**Governance and Resource Management Group** provides budget policy advice and financial analysis across the defence, foreign affairs, home affairs, Attorney-General's and central agency portfolios. The Group consolidates economic updates, preparing the appropriation bills and the Commonwealth's monthly and annual Consolidated Financial Statements. It manages the Official Public Account and provides whole-of-Australian Government accounting policy advice. The Group also directly administers public sector superannuation schemes for civilian employees, some parliamentarians, Governors-General and federal judges.

Governance and Resource Management Group is also responsible for developing policy and providing advice on the Commonwealth resource management framework, including the PGPA Act, grants administration, public sector superannuation, the charging framework, assurance reviews and electoral policy. The Group leads whole-of-Australian-Government data and digital policy, including the work to continue developing Australia's expanding Digital ID system. The Office of the National Data Commissioner is also in the group.

PROTECTED



PROTECTED



**Deputy Secretary | Commercial Group**

Mr Richard Windeyer

Phone: 02 6215 3463

Mobile: s22

Email: richard.windeyer@finance.gov.au

Richard Windeyer joined the department in March 2024 as the Deputy Secretary of Commercial Group. Prior to this, Richard was the Deputy Secretary of the Communications and Media group at the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. Richard has previously worked in senior roles in transport security and national security.

**Commercial Group** provides advice on the Australian Government's commercial interests, including supporting the Minister for Finance in their role as shareholder in a range of GBEs. It manages the Australian Government's domestic non-Defence property portfolio, including reviewing and reforming those assets as needed, including divestment. Commercial Group develops and maintains the Australian Government's procurement policy framework (including a range of whole-of-Australian-Government contracts) and is responsible for progressing the Government's regulatory reform agenda. The Group also manages the Australian Government's discretionary payments, insurance and risk management functions.

PROTECTED

PROTECTED



**Deputy Secretary | Business Enabling Services**

Mr Simon Newnham

Phone: 02 6215 1568

Mobile: s22

Email: [Simon.Newnham@finance.gov.au](mailto:Simon.Newnham@finance.gov.au)

Simon Newnham joined the department in March 2025 as the Deputy Secretary of the Business Enabling Services Group. Prior to this, Simon held various roles at the Attorney-General's Department and Department of Foreign Affairs and Trade and has worked in the Office of the Minister for Trade, including as Chief of Staff.

**Business Enabling Services Group** works with the Secretary, Executive Board and other Groups in the department to enhance, promote and sustain the department's role as a trusted and professional adviser to the Australian Government. Business Enabling Services provides corporate services and information, technology and workplace support, and leads the implementation of the department's internal transformation program.

Business Enabling Services also provides current parliamentarians and their staff, and former senators and members with a range of facilities and services.

PROTECTED



PROTECTED

Figure 9.1 Organisational chart



PROTECTED

PROTECTED

 <b>Commercial Group</b> Deputy Secretary Richard Windeyer		 <b>Business Enabling Services</b> Deputy Secretary Simon Newnham	
<b>Property and Construction</b> Libor Pelecky	<b>Procurement</b> Andrew Danks	<b>Ministerial and Parliamentary Services</b> Shannon Frazer	<b>ICT</b> Peter Qui
<b>Property Management and Projects</b> Elliott Zwangobani	<b>Procurement Policy and Systems</b> Careth Sebar	<b>PBR Framework</b> Sally Bektas	<b>Government Services</b> Marcel Gabriel
<b>Property Frameworks and Services</b> Suzanne Hinchcliffe	<b>Strategic Contracting</b> Rob Bradley	<b>COMCAR and Programs</b> Alex McKellar	<b>Government Digital and Network Services</b> Sharyn Clarkson
<b>Climate Action and Property Data</b> Louise Starr A/g	<b>Strategic Procurement</b> Anush Avakian	<b>HR Framework</b> Amanda Bruce	<b>Internal Services and Cyber</b> Michelle Hart
<b>Commercial Investments</b> David Webster	<b>Procurement Capability</b> Alice Fenwick A/g	<b>Corporate Division</b> Glen Casson	<b>CBMS</b> Cathryn Martin
<b>Communications and Energy Investments</b> Amy Parry	<b>Risk, Claims and Regulatory Reform</b> Rachel Antone	<b>Parliamentary, Governance and Strategy</b> Carolyn Driessen	<b>Shared Service</b> Grant Lovelock
<b>Transport Investments</b> Elise Aquilina A/g	<b>Regulation and Resilience</b> Lauren Le Cerf	<b>Chief Financial Officer</b> Neil Dawson	<b>Digital Services</b> Maree Christensen
<b>Defence Investments</b> Sacha De Re	<b>AI CoLab</b> Paul Hubbard	<b>Communications</b> Sally Harris	<b>Operations &amp; Service Management</b> Helen Martin
<b>Commercial Policy and Advice</b> Cameron Jose	<b>Comcover and Discretionary Payment Claims</b> Meagan Wilson	<b>Human Resources</b> Catherine McLachlan	<b>Policy and Governance</b> Laura Sharn
<b>SIVs, Funds and Governance</b> Fotos Andreou	<b>Risk and Insurance</b> Grant Stevens	<b>Legal and Assurance</b> Kelly Hoffmeister	
		<b>Regulatory Foundations</b> Kelly Wood	<b>Business Services and Support</b> Brent Heaver
<b>Major Projects</b> George Stellas			

PROTECTED

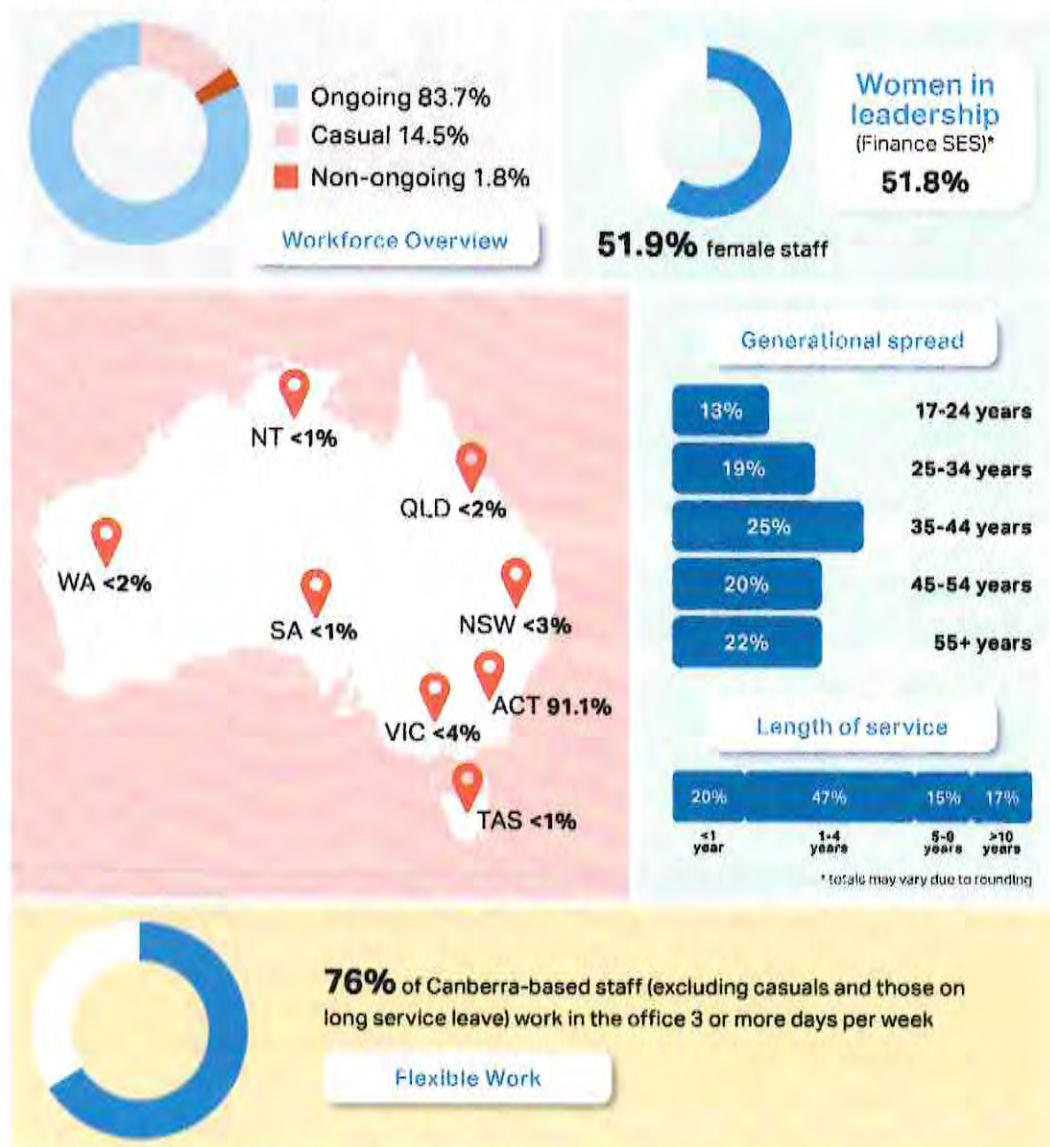


PROTECTED

### 9.1.2 Our workforce – staffing levels, locations, flexibility, functions

The department's staffing levels, locations, allocation to functions and funding sources reflect our wide and varied responsibilities. **Figure 9.2** provides an overview of key data about our workforce.

**Figure 9.2: Department people overview as at 28 February 2025\***



\* Snapshot of data reflects average percentages of our headcount (i.e. actuals are inclusive of casual employees unless otherwise specified).

PROTECTED

PROTECTED

### Our staffing levels

#### Current

As at 28 February 2025, the department's headcount was 2,219. Our actual FTE as at 28 February 2025 is 1,890 (see [tables 9.1 and 9.2](#)). The difference between our headcount and FTE largely reflects the number of casual and part-time staff we employ.

**Table 9.1 Headcount by Group as at 28 February 2025**

Group	Headcount
Budget	259
Business Enabling Services	1,089
Commercial	492
Governance & Resource Management	377
Secretary's Office	2
<b>Total headcount</b>	<b>2,219</b>

**Table 9.2 FTE by Outcome as at 28 February 2025**

Outcome	FTE
<b>Outcome 1</b> Support sustainable finances and use of public resources	461
<b>Outcome 2</b> Support public sector governance frameworks and managing investments	1,108
<b>Outcome 3</b> Support and advice for parliamentarians	321
<b>Total FTE</b>	<b>1,890</b>

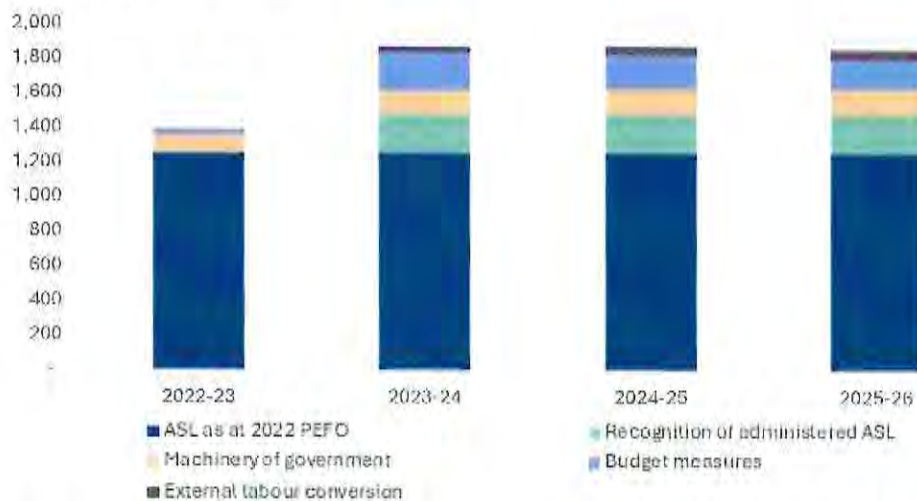
PROTECTED

PROTECTED

### Changes in staffing levels since 2021-22

The department's staffing levels have remained relatively stable in recent years apart from moderate increases that are largely associated with machinery of government changes and new Budget measures. **Chart 9.1** shows the changes in the department's ASL over time.

**Chart 9.1 Departmental ASL**



The increase in the department's ASL since 2021-22 (from 1,283 in the 2022 PEFO to 1,872 in 2024-25), is primarily due to:

- a change in treatment of the ASL associated with administered services (+226)
- machinery of government changes, including for the Office of the National Data Commissioner, data policy, the PWSS, as well as Digital ID and regulatory reform – both of which were extended in subsequent Budget processes (+148)
- new Budget measures, including resources supporting the Government's commitments toward climate change and net zero and the Nuclear-Powered Submarine Taskforce (+157), and
- conversion of external labour to APS staff (+58).

PROTECTED



PROTECTED

### Our staffing locations

We have a diverse workforce operating around Australia. Around 91% of the department's APS staff work in Canberra and most of them work in the office at least 3 days a week. We have recently moved to managing our work office footprint by flexible desk allocation, enabling all Canberra-based staff to be accommodated in our office at One Canberra Avenue and resulting in a saving of \$1.8 million per annum.

We have a small office in Melbourne to diversify our recruitment and support our commercial engagement with the private sector. Most of our other staff working across Australia (see **figure 9.2**) are delivering services to ministers and parliamentarians, e.g. as COMCAR drivers or supporting the Commonwealth Parliamentary Offices in each capital city.

### Flexibility

On average (see **table 9.3**):

- around 29% of our Canberra-based staff, work in the office full-time, and
- around 76% of our Canberra-based staff work in the office three or more days a week (including full-time and part-time staff).

**Table 9.3 – Average work from home patterns of Canberra-based APS staff as at 28 Feb 2025**

Average days worked from home per week	Headcount	Percentage
0	496	29%
1	262	15%
2	555	32%
3	203	12%
4	198	12%
5	8	<0.1%
<b>Total Canberra-based staff</b>	<b>1,722</b>	<b>100%</b>

Note: Figures provide an average over a month

PROTECTED

PROTECTED

### Functions of our staff

We provide a wide range of services to our stakeholders, many of which are funded from special accounts relating to Comcover, Property, Service Delivery Office and whole-of-Australian-Government Procurement and Advertising. **Table 9.4** provides a functional breakdown view of the department's ASL as at 28 February 2025.

**Table 9.4 ASL breakdown by function as at 28 February 2025**

Function	2024-25 ASL (%)
Delivery of the federal Budget	350 (19%)
Frameworks and policy	545 (29%)
Executive and corporate	365 (19%)
Services provided to others	630 (33%)
- <i>Comcover</i>	35
- <i>Property - Non-Defence Portfolio</i>	101
- <i>Service Delivery Office</i>	90
- <i>Procurement and advertising</i>	84
- <i>Whole-of-Australian-Government ICT services</i>	97
- <i>ICT Secure Communications</i>	36
- <i>COMCAR</i>	129
- <i>Ministerial and parliamentary services</i>	58
<b>Total ASL</b>	<b>1,890</b>

PROTECTED

PROTECTED

## 9.2 Our financial position

The department's budget is complex, involves multiple funding sources and reflects the suite of functions for which the department is responsible.

- Of our \$84.5 billion budget, less than 1% (\$0.3 billion) can be applied with discretion to core departmental functions like staff, property and equipment.
- The remainder of our funding – from both departmental and administered appropriations – involves a mix of cost recovery, special appropriations and appropriations to special accounts.
- The use of much of this funding is governed by legislative or other specific requirements and there is little or no discretion in the way the department uses or allocates this funding.

The department has received a modest increase in funding over recent years associated with machinery of government changes and new Budget measures and will need to manage upcoming budget reductions.

s47E(d)

The department delivers a broad range of services across its three Outcomes and 12 Programs. The department's finances are complex and interconnected, with multiple funding sources including both direct appropriations and cost recovery activities, and expenditure against departmental operations, capital projects, administered programs and special accounts.

### Departmental funding

The 2025-26 Finance Portfolio Budget Statements show \$84.5 billion in total resourcing for the department in 2025-26 comprising:

- \$3.9 billion in departmental funding including:
  - \$1.7 billion for Comcover, the Australian Government's self-insurance scheme (special account)
  - \$1.3 billion for the Australian Government's non-Defence property and construction portfolio (special account)
  - \$0.7 billion for whole-of-Australian-Government procurement (special account), and
  - \$0.3 billion for the department's core operations (annual appropriation).

PROTECTED



PROTECTED

- \$80.6 billion in administered funding, including:
  - \$66.9 billion for Managed Investment Funds (special accounts)
  - \$10 billion for public sector superannuation for Australian Government civilian employees and parliamentarians, and retirement benefits for Governors-General, and Federal Judges
  - \$2.9 billion for administered assets and liabilities, comprising the Snowy Hydro loan and equity injections to ASC, ANI and CEA Technologies, and
  - \$0.7 billion for ministerial and parliamentary services to members and their staff (combining an annual appropriation and special appropriation).

### Administered funding

The department administers several programs that involve non-discretionary services funded via annual administered appropriations, special accounts and special appropriations. Administered programs include:

- the investment and management of GBEs and SIVs, the Defence Housing Australia Special Account and the Grants in Aid program (Program 2.1)
- public sector superannuation for Australian Government civilian employees and parliamentarians, and retirement benefits for Governors-General, Federal judges and Federal Court, as well as act of grace and superannuation administration costs (Program 2.8)
- Managed Investment Funds held in special accounts and managed by the Future Fund Board of Guardians (Program 2.9), and
- services for ministers, parliamentarians and their staff, including for payroll, expense management and secure communication services, as well as for COMCAR, electorate offices and Commonwealth Parliament Offices (Program 3.1).

### 2025-26 Budget measures and terminating measures

**Table 9.5** provides an update on the status of the Finance portfolio measures announced in the 2025-26 Budget.

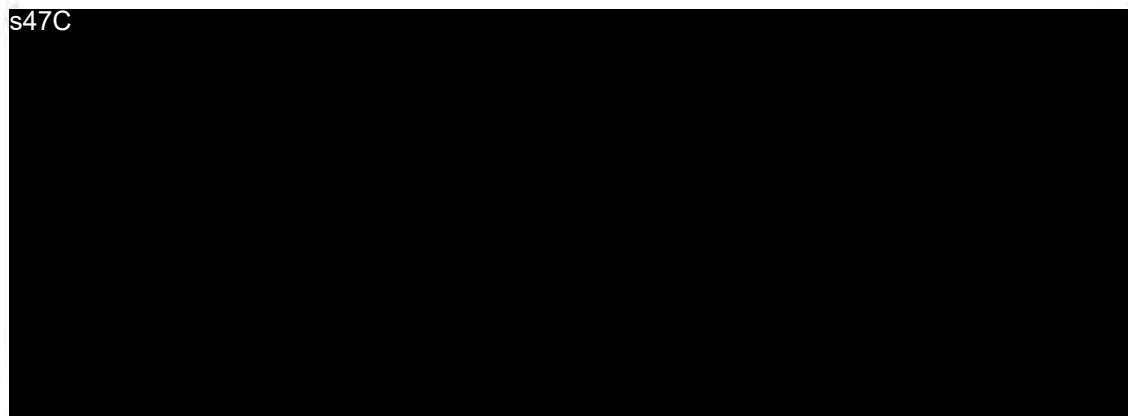
s47E(d)

The Government's election commitment to additional savings from efficiency measures in relation to spending on external labour and non-wage expenses (see **section 2.1**), as well as the upcoming terminating measures, will result in a proportionate reduction of the department's budget. Like all entities, we will need to reduce expenditure to meet these targets.

PROTECTED

PROTECTED

s47C

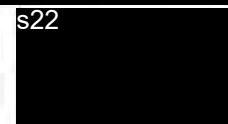


For further information

Deputy Secretary  
First Assistant Secretary

Simon Newnham  
Glen Casson

s22



**Table 9.5 Finance portfolio 2025-26 Budget measures**

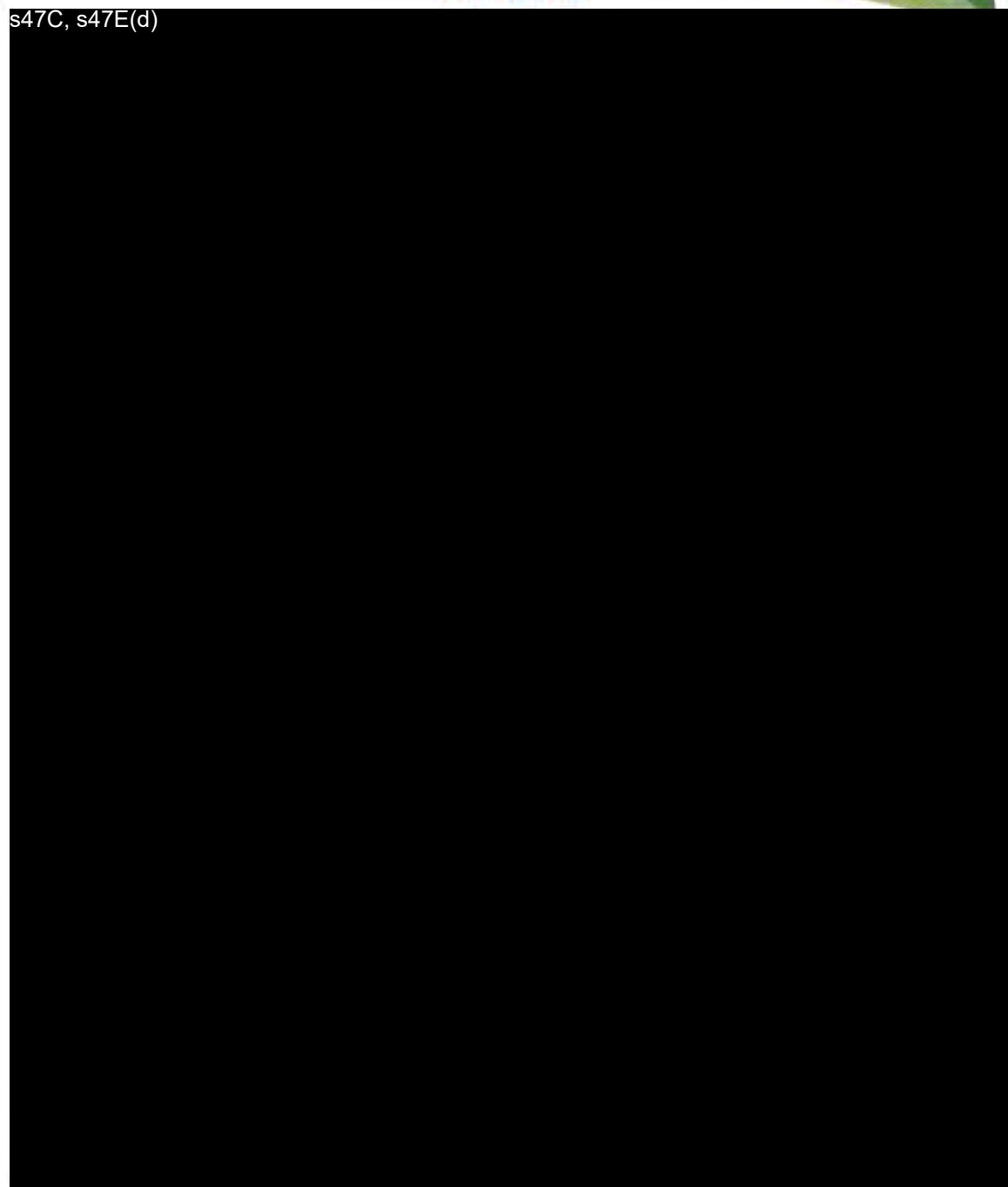
Measure	Status
Building Australia's Future - Support for Australian Made Metals	The department is part of a joint taskforce with the SA Government to support the administration process for the Whyalla Steelworks.
Nuclear Powered Submarine Program – continuation of whole-of-Government support	Extension of resourcing for the department to support international engagement advice and research. Measure terminates at the end of 2025-26.
Savings from External Labour – further extension	Extends the savings measure by one year to 2028-29 with an impact of \$16.5 million in savings for the Finance portfolio in 2028-29 (\$3.9 million for the department).
Attorney-General's Portfolio – additional resourcing	This measure will provide funding for the department's role in supporting a gateway assurance review.
Prime Minister and Cabinet additional resourcing	This measure will provide funding for the department's and DTA's role in supporting a gateway assurance review.
Treasury Portfolio – additional resourcing	This measure will provide funding for DTA's role in supporting a gateway assurance review.

PROTECTED



PROTECTED

s47C, s47E(d)



PROTECTED

PROTECTED

## 10. About the portfolio

This chapter provides an overview of the nine entities and bodies that comprise the Finance portfolio, and the GBEs, SIVs and Managed Investment Funds for which you have joint ministerial responsibility, as shown in **figure 10.1**.

**Section 10.1** provides more information about Finance portfolio entities. Under the PGPA Act, each of these entities is operationally separate and has its own Accountable Authority who has responsibilities to report directly to you. The entities will provide you with separate briefing on the organisational and operational issues they are facing.

**Sections 10.2 and 10.3** provide more information about the GBEs and SIVs, including ministerial responsibilities.

### For further information

Finance portfolio entities

Deputy Secretary

Simon Newnham

GBEs, SIVs and Managed  
Investment Funds

Deputy Secretary

Richard Windeyer

s22

PROTECTED

PROTECTED

Figure 10.1 Finance portfolio entities, GBEs, SIVs and Managed Investment Funds

Portfolio Entities	
<ul style="list-style-type: none"><li>• Australian Electoral Commission</li><li>• Digital Transformation Agency</li><li>• Future Fund Management Agency</li></ul>	<ul style="list-style-type: none"><li>• Independent Parliamentary Expenses Authority</li><li>• Parliamentary Workplace Support Service</li><li>• Commonwealth Superannuation Corporation</li></ul>
Government Business Enterprises (GBEs)	
<ul style="list-style-type: none"><li>• ASC Pty Ltd *</li><li>• Australian Naval Infrastructure Pty Ltd*</li><li>• CEA Technologies Pty Ltd*</li><li>• Australian Rail Track Corporation Limited</li><li>• Defence Housing Australia</li></ul>	<ul style="list-style-type: none"><li>• Australia Post Corporation</li><li>• NBN Co Limited</li><li>• National Intermodal Corporation Limited</li><li>• WSA Co Limited</li><li>• Snowy Hydro Limited</li></ul>
* GBEs that are Commonwealth companies in the Finance portfolio	
Specialist Investment Vehicles (SIVs)	
<ul style="list-style-type: none"><li>• Australian Infrastructure Financing Facility for the Pacific</li><li>• Australian Renewable Energy Agency</li><li>• Clean Energy Finance Corporation</li><li>• Export Finance Australia</li></ul>	<ul style="list-style-type: none"><li>• Housing Australia</li><li>• Northern Australia Infrastructure Facility</li><li>• National Reconstruction Fund Corporation</li><li>• Regional Investment Corporation</li></ul>
Government Managed Investment Funds	
<ul style="list-style-type: none"><li>• Future Fund</li><li>• Medical Research Future Fund</li><li>• DisabilityCare Australia Fund</li><li>• Future Drought Fund</li></ul>	<ul style="list-style-type: none"><li>• Disaster Ready Fund (originally the Emergency Response Fund)</li><li>• Housing Australia Future Fund</li><li>• Aboriginal and Torres Strait Islander Land and Sea Future Fund</li></ul>

PROTECTED



PROTECTED

## 10.1 Portfolio entities

**Australian Electoral Commission**  
www.aec.gov.au



**Jeff Pope APM**  
**Acting Electoral Commissioner**  
**Term expires:** 14 December 2025  
**Phone:** 02 6271 4411  
**Mobile:** s22  
**Email:** jeff.pope@aec.gov.au

**The Hon Susan Kenny AM KC**  
**Chair**  
**Term expires:** 22 September 2025

The AEC is a statutory entity with a range of powers, duties and functions under the *Commonwealth Electoral Act 1918* (the Electoral Act). The AEC is operationally independent from the department and is responsible for all aspects of the conduct of federal elections and referenda, including maintaining the Commonwealth Electoral Roll and administering Division XX of the Electoral Act dealing with political funding and disclosure.

**Digital Transformation Agency**  
www.dta.gov.au



**Chris Fechner**  
**CEO**  
**Mobile:** s22  
**Email:** chris.fechner@dta.gov.au

The DTA provides digital and ICT strategy and policy leadership, investment advice, strategic sourcing and delivery oversight to drive the Government's digital transformation and deliver benefits to all Australians. The DTA:

- provides strategic and policy leadership on whole-of-Australian-Government and shared ICT investments and digital service delivery, including sourcing and capability development
- delivers architectural policies, standards, and platforms for whole-of-Australian-Government and shared digital and ICT service delivery
- provides advice to entities and the Australian Government on digital and ICT investment proposals, and
- assures significant digital and ICT investments through the digital oversight framework and monitors and advises on the effectiveness of the whole-of-Australian-Government digital portfolio.

PROTECTED

PROTECTED

**Future Fund Management Agency**  
www.futurefund.gov.au

**futurefund**  
Australia's Sovereign Wealth Fund

**Dr Raphael Arndt**  
CEO

**The Hon Greg Combet AO**  
Chair

**Term expires:** Ongoing

**Term expires:** 31 May 2029

**Phone:** 03 8656 6436

**Mobile:** s22

**Email:** raphael.arndt@futurefund.gov.au

The Future Fund Management Agency was established by the *Future Fund Act 2006* to support and advise the Future Fund Board of Guardians (the Board) in its task of investing the Future Fund. The scope of the FFMA and the Board was extended by the *DisabilityCare Australia Fund Act 2013*, the *Medical Research Future Fund Act 2015*, the *Aboriginal and Torres Strait Islander Land and Sea Future Fund Act 2018*, the *Future Drought Fund Act 2019* and the *Emergency Response Fund Act 2019*.

The FFMA supports the Board in managing these funds.

**Independent Parliamentary Expenses Authority**  
www.ipea.gov.au



**Christina Grant**  
CEO

**Jillian Segal AO**  
Chair

**Term expires:** 9 February 2030

**Term expires:** 30 June 2025

**Phone:** 02 6215 3438

**Mobile:** s22

**Email:** christina.grant@ipea.gov.au

The Independent Parliamentary Expenses Authority (IPEA) is a statutory authority established on 1 July 2017 by the *Independent Parliamentary Expenses Authority Act 2017*. IPEA's functions include advising parliamentarians and MOP(S) Act staff about travel expenses and travel allowances and administering, monitoring, auditing and reporting on those expenses and allowances.

PROTECTED



PROTECTED

### Parliamentary Workplace Support Service

[www.pwss.gov.au](http://www.pwss.gov.au)



**Leonie McGregor**  
**CEO**

**Term expires:** 14 April 2029

**Phone:** 02 6277 9856

**Mobile:** s22

**Email:** [leonie.mcgregor@pwss.gov.au](mailto:leonie.mcgregor@pwss.gov.au)

**Carmel McGregor**  
**Chair**

**Term expires:** 14 April 2029

The Parliamentary Workplace Support Service is an independent statutory authority established by the *Parliamentary Workplace Support Service Act 2023*. The PWSS supports Commonwealth parliamentary workplace participants to build and maintain safe and respectful workplaces, including by supporting positive cultural change and providing human resource functions to parliamentarians and their staff.

### Commonwealth Superannuation Corporation

[www.csc.gov.au](http://www.csc.gov.au)



Commonwealth  
Superannuation  
Corporation

**Damian Hill**  
**CEO**

**Term expires:** 1 January 2028

**Phone:** 02 6275 7600

**Mobile:** s22 (preferred)

**Email:** [damian.hill@csc.gov.au](mailto:damian.hill@csc.gov.au)

**Janet Torney**  
**Chair**

**Term expires:** 30 March 2028

The Commonwealth Superannuation Corporation (CSC) administers the Commonwealth's superannuation schemes for current and former members of the Australian Defence Force and Australian Government employees. The CSC is trustee of five regulated fully or partially funded superannuation schemes that must comply with the *Superannuation Industry (Supervision) Act 1993* and other prescribed regulatory provisions. The CSC is also trustee of six exempt (i.e. not regulated under the Supervision Act) unfunded public sector superannuation schemes.

PROTECTED

PROTECTED

## 10.2 Government Business Enterprises

You are a shareholder minister for all 10 Government Business Enterprises (GBEs), three of which – ASC, Australian Naval Infrastructure and CEA Technologies – are part of the Finance portfolio. Corporate information about each GBE is below.

### ASC Pty Ltd \*

\* GBE within the Finance Portfolio



**Shareholder minister:** Finance

**Stuart Whiley**  
CEO/Managing Director

**Bruce Carter AO**  
Chair

**Term expires:** 31 December 2025

**Term expires:** 31 December 2025

ASC was established in 1985 to build and maintain ships and submarines solely for the Royal Australian Navy. ASC is a Commonwealth company. You are its sole shareholder minister.

### Australian Naval Infrastructure Pty Ltd\*

\* GBE within the Finance Portfolio



**Shareholder ministers:** Defence and Finance

**Andrew Seaton**  
Managing Director/CEO

**Ronald Finlay AM**  
Chair

**Term expires:** 5 April 2028

**Term expires:** 10 December 2027

The Australian Naval Infrastructure (ANI) was established in March 2017 when shipbuilding and submarine sustainment infrastructure assets were separated from ASC. ANI is a Commonwealth company.

### CEA Technologies Pty Ltd \*

\* GBE within the Finance Portfolio



**Shareholder ministers:** Defence and Finance

**Mark Foster**  
CEO

**Joycelyn Morton**  
Chair

**Term expires:** Ongoing

**Term expires:** 27 January 2028

CEA Technologies (CEA) is a majority owned Commonwealth company and partly owned GBE. In January 2025, the Commonwealth's shareholding in CEA increased to 71.84%. Ian Croser AM (CEA Founder) is the other shareholder.

PROTECTED

PROTECTED



### Australian Rail Track Corporation Limited

**Shareholder ministers:** Infrastructure and Finance

**Wayne Johnson**  
CEO/Managing Director

**Peter Duncan AM**  
Chair

**Term expires:** 12 December 2028

**Term expires:** 30 January 2026

The Australian Rail Track Corporation was established in February 1998 to provide efficient and seamless access to users of the interstate rail network. The Australian Rail Track Corporation is a Commonwealth company.



### Defence Housing Australia

**Shareholder ministers:** Infrastructure and Finance

**Andrew Jagers PSM**  
Managing Director

**Dr Robert Lang**  
Chair

**Term expires:** 3 February 2030

**Term expires:** 12 November 2027

Defence Housing Australia was established in January 1988 as a statutory authority and is governed by the *Defence Housing Australia Act 1987*. It is a corporate Commonwealth entity.



### Australian Postal Corporation

**Shareholder ministers:** Communications and Finance

**Paul Graham**  
Group CEO/Managing Director

**Siobhan McKenna**  
Chair

Appointed by the board

**Term expires:** 14 December 2025

The Australian Postal Corporation (AusPost) was established by the *Australian Postal Corporation Act 1989* in January 1989 as a statutory corporation. AusPost is a corporate Commonwealth entity.

PROTECTED



PROTECTED

## NBN Co Limited



**Shareholder ministers:** Communications and Finance

**Ellie Sweeney**  
CEO/Managing Director

**Kevin Russell**  
Chair

**Term expires:** 2 December 2027

**Term expires:** 31 March 2028

NBN Co Limited was established in April 2009. NBN Co Limited is a Commonwealth company.

## National Intermodal Corporation Limited



**Shareholder ministers:** Infrastructure and Finance

**James Baulderstone**  
CEO

**Erin A.M. Flaherty**  
Chair

**Term expires:** 30 June 2030

**Term expires:** 3 May 2026

National Intermodal was established in December 2012. National Intermodal is a Commonwealth company. Its mandate expanded in 2022 to develop a national interconnected network of terminals in addition to the Moorebank Intermodal Precinct.

## WSA Co Ltd



**Shareholder ministers:** Infrastructure and Finance

**Simon Hickey**  
CEO

**Paul O'Sullivan**  
Chair

**Term expires:** 14 July 2028

**Term expires:** 6 August 2025

Western Sydney Airport Co was established in August 2017 as a Commonwealth company. The Western Sydney International Airport is due to open in late 2026.

PROTECTED

PROTECTED

## Snowy Hydro Limited



**Shareholder ministers:** Energy and Finance

**Dennis Barnes**  
**CEO/Managing Director**

**James Cain**  
**Chair**

**Term expires:** 31 January 2028

**Term expires:** 28 February 2028

The Commonwealth acquired 100% ownership of Snowy Hydro Limited in June 2018.  
It is a Commonwealth company.

PROTECTED



PROTECTED

### 10.3 Specialist Investment Vehicles

You have governance responsibilities for all eight Specialist Investment Vehicles (SIVs), usually shared with the relevant policy minister/s. Information about the key management personnel, the objectives and your role in relation to the governance of each SIV is below.

#### Australian Infrastructure Financing Facility for the Pacific



**Responsible ministers:** Foreign Affairs and International Development and the Pacific

**Elizabeth Peak** - Deputy Secretary Department of Foreign Affairs and Trade  
**Chair**

**Term expires:** 31 December 2025

The Australian Infrastructure Financing Facility for the Pacific was established in July 2019. The facilities projects involve loans, grants, or a combination of both. Loans may be to sovereign, state-owned enterprises or private sector partners. The facility sits within the Department of Foreign Affairs and Trade's Office of the Pacific and is governed by a Board (chaired by the Head of the Office of the Pacific and comprised of representatives from across departments and industry). As a result, the ministerial functions that would usually apply to a SIV (issuing of ministerial directions, statements of expectation etc) do not apply. However, consistent reporting is provided directly to ministers, as well as through DFAT's and Export Financing Australia's annual reports.

#### Australian Renewable Energy Agency



**Responsible ministers:** Climate Change and Energy and Finance

**Justin Punch**  
**Chair**

**Darren Miller**  
**CEO**

**Term expires:** 17 July 2025

**Term expires:** 27 August 2027

The Australian Renewable Energy Agency was established to increase the supply of renewable energy in Australia and is helping to achieve the Government's climate change and energy objectives. While the Minister for Climate Change and Energy has primary responsibility under the *Australian Renewable Energy Agency Act 2012*, you play a role in agreeing Board appointments, statements of expectations and reviewing drafts of corporate plans.

PROTECTED

PROTECTED

## Clean Energy Finance Corporation



**Responsible ministers:** Climate Change and Energy and Finance

**Steven Skala AO**  
Chair

**Ian Learmonth**  
CEO

**Term expires:** 6 August 2027

The Clean Energy Finance Corporation (CEFC) was established to facilitate increased flows of finance into the clean energy sector and to achieve Australia's greenhouse gas emissions reduction targets. The CEFC's investment function, as described in the *Clean Energy Finance Corporation Act 2012*, is to make complying investments, directly and indirectly, in clean energy technologies. You and the Minister for Climate Change and Energy are jointly responsible for a range of governance actions related to the CEFC including Board appointments, issuing ministerial directions and statements of expectations.

## Export Finance Australia

export  
finance  
australia

**Responsible ministers:** Trade and Tourism and Finance

**Debra Hazelton**  
Chair

**John Hopkins**  
Managing Director/CEO

**Term expires:** 11 February 2027

Export Finance Australia is the Government's export credit agency. Its purpose is to support Australian export trade and overseas infrastructure development that benefits Australia. You and the Minister for Trade and Tourism are jointly responsible for a range of governance actions related to Export Finance Australia including Board appointments, issuing ministerial directions and statements of expectations.

PROTECTED



PROTECTED

## Housing Australia



**Responsible ministers:** Housing and Finance

**Carol Austin**  
Chair

**Scott Langford**  
CEO

**Term expires:** 4 June 2028

Housing Australia was established to improve housing outcomes for Australians by facilitating and delivering programs that help more Australians access social and affordable housing.

While the Minister for Housing is primarily responsible for Housing Australia, you are consulted on Board appointments and receive copies of draft corporate plans and periodic reporting.

## National Reconstruction Fund Corporation



**Responsible ministers:** Industry, Science and Resources and Finance

**Martijn Wilder AM**  
Chair

**Mr David Gall**  
CEO

**Term expires:** 17 September  
2027

The National Reconstruction Fund Corporation was established to diversify and transform Australia's industry and economy to secure future prosperity and drive sustainable economic growth. Its investment function is to provide finance in the form of debt, equity and guarantees for projects in the priority areas of the Australian economy.

You and the Minister for Industry, Science and Resources are jointly responsible for a range of governance actions related to the National Reconstruction Fund Corporation including Board appointments and issuing ministerial directions.

Of its current \$15 billion in funding, \$8 billion is allocated for the following:

- \$3 billion for renewables and low emission technologies
- \$1.5 billion for medical manufacturing
- \$1 billion for value-adding in resources
- \$1 billion for critical technologies
- \$1 billion for advanced manufacturing, and
- \$0.5 billion for value-adding in agriculture, forestry, fisheries, food and fibre.

PROTECTED

PROTECTED

## Northern Australia Infrastructure Facility



**Responsible ministers:** Northern Australia and Finance

**Tracey Hayes**  
Chair

**Craig Doyle**  
CEO

**Term expires:** 30 June 2026

The Northern Australia Infrastructure Facility's projects stimulate economic growth by attracting private investment, fostering infrastructure development and supporting various industries. The facility helps create both direct and indirect jobs, benefiting local communities and contributing to the region's workforce.

You are consulted on Board appointments, and you are jointly responsible with the Minister for Northern Australia for a range of other governance actions including issuing statements of expectation and ministerial directions.

## Regional Investment Corporation



**Responsible ministers:** Agriculture and Finance

**Karen Smith-Pomeroy**  
Chair

**John Howard**  
CEO

**Term expires:** 28 February 2027

The Regional Investment Corporation was established to administer concessional loans for farm businesses. Its purpose is to support the growth, resilience and sustainability of Australia's agricultural economy on behalf of the Government. You and the Minister for Agriculture are jointly responsible for a range of governance actions related to the Regional Investment Corporation including Board appointments and issuing ministerial directions and statements of expectation.

PROTECTED



PROTECTED

## 11. Glossary

<b>AI</b>	Artificial Intelligence
<b>ADF</b>	Australian Defence Force
<b>AEC</b>	Australian Electoral Commission
<b>ANI</b>	Australian Naval Infrastructure Pty Ltd
<b>ANU</b>	Australian National University
<b>APS</b>	Australian Public Service
<b>ASL</b>	Average Staffing Level (ASL) – defined in the Budget Process Operational Rules (BPORs) as the average number of employees receiving wages or salaries over the financial year, with adjustments for casual and part-time staff to show the average full-time equivalent. ASL is reported in several publicly available documents, including the Portfolio Budget Statements, Budget Paper No. 4 and the Annual Report.
<b>BPORs</b>	Budget Process Operational Rules
<b>CEFC</b>	Clean Energy Finance Corporation
<b>CEO</b>	Chief Executive Officer
<b>CSC</b>	Commonwealth Superannuation Corporation
<b>DLO</b>	Departmental Liaison Officer
<b>DTA</b>	Digital Transformation Agency
<b>DVA</b>	Department of Veterans' Affairs
<b>ERC</b>	Expenditure Review Committee
<b>FFMA</b>	Future Fund Management Agency
<b>FTE</b>	Full-Time Equivalent (FTE) is defined by the APSC as a point-in-time measure of the hours an employee is scheduled to work in a fortnight (irrespective of whether they are on paid or unpaid leave) divided by the number of full-time hours in a fortnight (75). FTE is not reported in the Annual Report.
<b>GBE</b>	Government Business Enterprises
<b>GDP</b>	Gross Domestic Product
<b>Headcount</b>	Headcount is defined by the Australian Public Service Commission as a point-in-time measure of the employees directly engaged by the department, including all full-time and part-time, ongoing and non-ongoing staff and those on paid or unpaid leave. Headcount data is reported in the Annual Report and includes casuals (e.g. COMCAR drivers).

PROTECTED



**PROTECTED**

<b>Health</b>	Department of Health and Aged Care
<b>ICT</b>	Information and Communication Technology
<b>IPEA</b>	Independent Parliamentary Expenses Authority
<b>MYEFO</b>	Mid-Year Economic and Fiscal Outlook
<b>NACC</b>	National Anti-Corruption Commission
<b>NDIS</b>	National Disability Insurance Scheme
<b>PEFO</b>	Pre-election Economic and Fiscal Outlook
<b>PEMS</b>	Parliamentary Expense Management System
<b>PGPA</b>	Public Governance and Performance and Accountability Act
<b>PM&amp;C</b>	Department of the Prime Minister and Cabinet
<b>PWSS</b>	Parliamentary Workplace Support Service
<b>SIVs</b>	Specialist Investment Vehicles