



ACT
Government

Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2021-325

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	20
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [CMTEDD FOI](#)
Cc: [REDACTED]
Subject: 2021-325 FOI Request | Canberra Economic Recovery Advisory Group
Date: Wednesday, 17 November 2021 11:33:35 AM

Good Morning,

RE: FOI REQUEST | CANBERRA ECONOMIC RECOVERY ADVISORY GROUP (CERAG)

I write to request under the *Freedom of Information Act 2016* any ministerial briefs from January 2020 regarding:

- Canberra Economic Recovery Advisory Group

I ask that my request be transferred to other entities that may hold relevant documents. Duplicate and draft documents may be excluded.

Should you require any further information or clarification about my request, please contact my office on [REDACTED]

Kind regards,





ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2021-325



FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 17 November 2021, in which you sought access to some ministerial briefs.

Specifically, you are seeking: **Ministerial Briefs pertaining to Canberra Economic Recovery Advisory Group from Jan 2020**

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

In accordance with section 40 of the Act, CMTEDD is required to provide a decision on your access application by 15 December 2021.

Decision on access

Searches were completed for relevant documents and nine documents were identified that fall within the scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

- I have decided to grant access in full to five documents and partial access to three documents relevant to your request as they contain information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act.
- I have decided to refuse access to one document as I consider it to be contrary to the public interest information under schedule 1.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as **Attachment B** to this letter.

In accordance with section 54(2) of the Act a statement of reasons outlining my decisions is below.

Statement of Reasons

In reaching my access decisions, I have taken the following into account:

- the Act
- the content of the documents that fall within the scope of your request
- the Human Rights Act 2004
- the *Information Privacy Act 2014*.

Exemption claimed

My reasons for deciding not to grant access to the identified documents and components of these documents are as follows:

Contrary to the public interest information under schedule 1 of the Act

In processing this request, CMTEDD found one document which was identified as being within scope of your request that contains information that was prepared and submitted to Cabinet. This information is considered to be contrary to the public interest under section 1.6 of schedule 1 of the Act and therefore has been withheld from release.

Public Interest

The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interest lies. As part of this process, I must consider factors favouring disclosure and non-disclosure.

In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when 'used in a statute, the term [public interest] derives its content from "the subject matter and the scope and purpose" of the enactment in which it appears'.

Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act.

Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are relevant to determine if release of the information contained within these documents is within the public interest.

Factors favouring disclosure in the public interest:

(a) *disclosure of the information could reasonably be expected to do any of the following:*

- (i) *promote open discussion of public affairs and enhance the government's accountability.*
- ii) *contribute to positive and informed debate on important issues or matters of public interest.*
- viii) *reveal the reason for the government decision and any background or contextual information that informed the decision.*

Having considered the factors identified as relevant in this matter, I consider that release of the information, within the scope of the request, may contribute to positive and informed debate on a matter of public interest and enhance the government's accountability. It will also shed light on the reasoning behind some of the government's decisions. I am satisfied that this factor favouring disclosure carries significant weight.

Factors favouring nondisclosure in the public interest:

(a) disclosure of the information could reasonably be expected to do any of the following:

(ii) prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004.

I consider that the protection of an individual's right to privacy as a significant factor in deciding disclosure of information.

For this case I have considered the information provided by applicants for an Expression of Interest process, and it is my opinion that the protection of these individuals' personal details (such as professional background, education, emails addresses, personal phone numbers), in addition to the reasons outlining unsuccessful appointments, outweighs the benefit which may be derived from releasing this information.

I consider that the individuals who participated in this process are entitled to expect that the personal information they have to the ACT Government will be dealt with in a manner that protects their privacy.

Having applied the test outlined in section 17 of the Act and deciding that release of personal information contained in the documents is not in the public interest to release, I have chosen to redact this specific information in accordance with section 50(2).

Noting the pro-disclosure intent of the Act, I am satisfied that redacting only the information that I believe is not in the public interest to release will ensure that the intent of the Act is met and will provide you with access to the majority of the information held by CMTEDD within the scope of your request.

Charges

Pursuant to Freedom of Information (Fees) Determination 2017 (No 2) processing charges are applicable for this request because the total number of pages to be released to you exceeds the charging threshold of 50 pages. However, the charges have been waived in accordance with section 107 (2)(e) of the Act

Online publishing – Disclosure Log

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the CMTEDD disclosure log between 3-10 days from the decision date. Your personal contact details will not be published.

You may view CMTEDD disclosure log at <https://www.cmtedd.act.gov.au/functions/foi>.

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman at:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au


ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email CMTEDDFOI@act.gov.au.

Yours sincerely,



Katharine Stuart
Information Officer
Information Access Team
Chief Minister, Treasury and Economic Development Directorate

14 December 2021



FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST						Reference NO.
Ministerial briefs regarding Canberra Economic Recovery Advisory Group from January 2020 to 16 November 2021						CMTEDDFOI2021-325
Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1-7	Brief – Proposed Operations of CERAG	8 - February 2020	Full	N/A	Yes
2	8-25	Brief – Canberra Economic Recovery Advisory Group	02- September 2020	Full	N/A	Yes
3	26-29	Arrangements Brief – CERAG Pre-meeting	10 – September 2020	Full	N/A	Yes
4	30-40	Brief - Canberra Economic Recovery Advisory Group Membership	23 – September 2020	Partial	Sch 2.1(a)(ii)	Yes
5	41-59	Brief – Lodgement – Cabinet Appointments Paper - Canberra Economic Recovery Advisory Group	10 – December 2020	Exempt	Sch 1.6(1)(a)	No
6	60-67	Arrangements Brief - Canberra Economic Recovery Advisory Group Meeting 1	3 – March 2021	Partial	Sch 2.1(a)(ii)	Yes
7	68-70	Agenda Canberra Economic Recovery Advisory Group Meeting 2	3 April 2021	Full	N/A	Yes
8	71-77	Arrangements Brief - Canberra Economic Recovery Advisory Group Meeting 2	12 April 2021	Partial	Sch 2.1(a)(ii)	Yes
9	78-92	Notes - Canberra Economic Recovery Advisory Group Meeting	12 April 2021	Full	N/A	yes
Total No of Docs						
09						

**Chief Minister, Treasury and Economic
Development Directorate**

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To:	Minister for Economic Development	Tracking No.: CMTEDD2021/356
Date:	8 February 2020	
CC:	Head of Service	
From:	Deputy Director-General, Economic Development	
Subject:	Proposed Operations of the Canberra Economic Recovery Advisory Group (CERAG)	
Critical Date:	12 February 2021	
Critical Reason:	To enable Economic Development to organise the first meeting of CERAG by the end of February, and to progress letters for your signature appointing members.	

• DDG: 8/2/2021

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Agree that Economic Development prepare letters for your signature appointing the Government-endorsed members of CERAG for a period of six months;

Agreed / Not Agreed / Please Discuss

3. Approve the overarching theme, and two sub-themes, to be explored and advised upon by CERAG outlined in this brief; and

with amendments as marked.
Agreed / Not Agreed / Please Discuss

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4. Approve the provisional output and meeting schedule outlined in this brief.

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA



10/2/21

Minister's Office Feedback

Background

1. The Canberra Economic Recovery Advisory Group (CERAG) was established on 3 September 2020 (CMTEDD2020/4185).
2. CERAG was originally devised in August and September 2020 to provide advice to Government on how to protect and create local jobs in the wake of the COVID-19 pandemic.
3. Per its Terms of Reference (Attachment A) areas of focus include advice on regulatory reforms, how to support long term growth and resilience of the ACT economy, the identification of barriers to growth, means of attracting new investment, and tax reforms. It was anticipated that it would operate for a minimum of one year on the basis that the ACT's economic recovery would be a medium to longer term proposition.
4. On 15 December 2020, Government agreed to the appointment of 11 members to CERAG (CAB2020/591), seven of whom had been recommended for direct appointment and four of whom had submitted expressions of interest.
5. On 21 December, the ACT Remuneration Tribunal released Determination 14 of 2020 (*Part-time Public Office Holder – Canberra Economic Recovery Advisory Group*), which sets the remuneration for members of CERAG at \$16,000 per annum.
6. Members of CERAG will be formally appointed on receipt of letters from you as Minister for Economic Development. This is yet to occur pending finalisation of the themes of work to be pursued by the group in line with the Terms of Reference, and the meeting structure. This brief seeks your agreement to both. Issues
7. Given the current economic environment, you requested Economic Development provide advice on a potential six-month work program and structure for CERAG members.

8. The ACT's economy has demonstrated more resilience than had been anticipated when CERAG was conceived. Economic indicators sourced from ABS data show strong labour force data and resilience in residential building approvals and housing finance. The ACT is currently one of the strongest economies in Australia.
9. Recovery has not been consistent across sectors. For example:
 - a. Despite whole-of-job market recovery, payroll jobs in most industries were still below March 2020 levels in December 2020, noting ongoing volatility in this measure. The accommodation and food services sector continues to be the most heavily affected, with payroll jobs down 19.4% in the week ending 16 January 2021 compared to that ending 14 March 2020.
 - b. The effect of international travel restrictions on the ACT's largest export, international education, will continue to be significant. This is illustrated by zero international student arrivals in November 2020 compared to 550 in November 2019.
10. While established in a COVID-19 pandemic context, CERAG's core function and areas of focus remain relevant regardless of the ACT's economic circumstances. A group like CERAG could provide valuable input into longer term economic recovery and diversification, rather than focusing on more immediate measures, as originally envisioned. A six-month appointment period also facilitates the rapid provision of advice by CERAG, into addition to its timely input to possible measures for the 2021-22 budget process.

Work Themes

11. Consistent with the Terms of Reference, it is recommended that the **primary theme** of CERAG's work be the ACT's long-term economic growth and resilience. As part of this work, CERAG should:
 - a. Advise on the maturity of the key capability areas identified in the ACT Government's Jobs and Economic Recovery Plan (the Plan);
 - b. Identify global megatrends and assess their implications for ACT, particularly in relation to trade and export (including international education and international tourism) and the ACT's target markets; and
 - c. Advise, in broad terms, what the ACT Government should be doing now to position the ACT's economy for success over the next ten to 15 years with reference to lessons learned in other cities or jurisdictions in Australia and overseas.
12. Drawing on the Plan, CERAG's primary thematic focus should be supported by a consideration of two **sub-themes**:
 - (i) Knowledge, Creativity, and Innovation

The Plan, in focusing on supporting industries and creating opportunities, identifies 15 sectors whose growth will support the ACT Government's target of 250,000 jobs in the Territory by 2025. CERAG is well-placed to investigate how the ACT's existing capabilities in knowledge, creativity, and innovation can be leveraged to grow all these sectors in seeking to reach the jobs target.

~~(ii) Removing Barriers and Promoting Growth~~

leave this out.

X

The Plan also identifies a need to create an environment for long-term growth. This means making it easier for businesses to open and grow while balancing regulatory responsibilities. The expertise of CERAG could be drawn upon by Policy and Cabinet and the Better Regulation Taskforce to identify high level regulatory barriers to doing business, and considerations in pursuing regulatory settings which promote business growth.

*Taskforce
can
focus on
these
issues.*

Provisional Outputs and Meeting Schedule

13. The 11-member CERAG, comprised of individuals with significant expertise and experience across the public, private and academic sectors, carries significant intellectual weight. As a result, its outputs should not be unduly defined or prematurely limited by the ACT Government.
14. However, in line with the overall thematic focus suggested for CERAG, it is proposed that it be requested to produce a communiqué at the end of its six-month work period on long-term economic growth and resilience for the ACT. This communiqué should draw the ACT Government's attention to priority areas to achieve this goal.
15. Further outputs of CERAG will be agreed in consultation with the ACT Government, whether related to its primary thematic focus or the two sub-themes of knowledge, creativity, and innovation; and better regulation.
16. It is proposed that CERAG meet formally and in full on four occasions over the members' six-month appointment period as follows:

Meeting	Theme and agenda summary	Chief Minister attendance
End February (two hours) <i>Mon 1 March 12-2pm OR Wed 3 March</i>	Long-term Economic Growth and Resilience, including: <ul style="list-style-type: none"> a Treasury briefing on the ACT's economic situation; an Economic Development briefing on the ACT's key capability areas and existing Government strategies; and a roundtable session for members to speak for up to five minutes on their initial ideas. 	Attend in full.

Preferred ->

*1:30pm -
3:30pm*

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End April (half day)	Sub-theme (i): Knowledge, Creativity, and Innovation, including an externally facilitated session to seed discussion and ideas.	For end-of-session summary and networking.
End May (half day)	Sub-theme (ii): Removing Barriers and Promoting Growth, facilitated by Policy and Cabinet in support of the Better Regulation Taskforce.	For end-of-session summary.
End June (two hours)	Long-term Economic Growth and Resilience, including a wrap up and presentation to Chief Minister.	Attend in full.

17. In consideration of member remuneration and the scope of work required, it is expected that CERAG, in whole or in part (such as without yourself or the Head of Service), meet and continue work outside of this formal meeting schedule.
18. Economic Development will plan and facilitate formal meetings, informal meetings, and produce research and discussion pieces for CERAG as required.

Financial Implications

19. As part of the 202-21 Budget, Budget Committee of Cabinet has agreed to fund the *Knowledge Capital – Future Jobs Fund* initiative, which includes funding for a SOG B officer (0.5 FTE in 2020-21) to be allocated to Economic Development for CERAG-related activities.
20. It is further expected that CERAG will require considerable attention from a Senior Director, the Executive Group Manager and myself as Deputy Director-General.
21. Economic Development does not have the capacity to absorb member remuneration, which would total \$88,000 to appoint the 11 members for six months in line with the remuneration tribunal determination. The business case for the *Knowledge Capital – Future Jobs Fund* initiative noted that these costs were unknown at the time of writing the business case. These costs were still unknown at the time of Budget deliberations in early-mid December 2020.
22. This amount will need to be cost managed across CMTEDD, and if this is not possible at the end of the 2020-21 financial year a Treasurer's Advance may need to be sought.

Consultation

Internal

23. Policy and Cabinet was consulted on the proposed focus theme of better regulation for CERAG.
24. Strategic Finance was consulted on financial implications.

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Cross Directorate

25. Nil.

External

26. Nil.

Work Health and Safety

27. Nil.

Benefits/Sensitivities

28. The ACT Government announced the formation of CERAG in the Jobs and Economic Recovery Plan in August 2020. Setting the work themes and meeting schedule of CERAG are important last steps in finalising the appointments process and allowing the group to meet, enabling it to deliver short and sharp advice to the ACT Government by June 2021.
29. Neither the successful nor unsuccessful membership candidates who submitted expressions of interest to join CERAG in October 2020 have been informed of the outcome of that process. Candidates should be informed prior to any further public announcement about CERAG.

Communications, media and engagement implications

30. Economic Development will work with your Office on a media release for use at the time of CERAG's first meeting, or prior if so directed.

Signatory Name: Kareena Arthy

Phone: x75564

Action Officer: Morgan Campbell

Phone: x50931

Attachments

Attachment	Title
Attachment A	Canberra Economic Recovery Advisory Group Terms of Reference

Canberra Economic Recovery Advisory Group

TERMS OF REFERENCE

Background

The impact of the Covid-19 pandemic on the ACT economy and business community has been significant; entire industry sectors have been devastated and thousands of jobs lost. The ACT government has implemented a range of measures to support business during this time. These economic survival measures have helped the Territory manage the first stages of the pandemic. However, there remain significant challenges as we navigate the road to recovery.

Having a strong and resilient economy is fundamental to the long-term wellbeing of the ACT. Jobs, income equality, business performance and economic diversity are critical factors to individual and collective wellbeing in the Territory.

Purpose

The Canberra Economic Recovery Advisory Group (CERAG) has been established to bring together economists, industry representatives, community sector partners and unions to provide advice to the government on how we can continue to protect and create local jobs.

Areas of focus will include, but not be limited to:

- ~~Advice on regulatory reforms and other process improvements to increase the flexibility of business and reduce red tape;~~
- Advice on additional opportunities and actions for government, private sector and relevant institutions to support growth and resilience in the ACT economy;
- Identification of systemic issues and barriers to achieving sustainable growth in the ACT economy and advice on strategies to address these issues;
- Advice on government measures to attract new investment to the ACT;
- Advice on future stages of tax reform to increase productivity; and
- Advice on opportunities for jobs growth and options to ensure Canberrans have access to real jobs.

Membership

The membership of the CERAG will be:

- Chief Minister (Chair)
- Head of the ACT Public service (Deputy Chair)
- Five members appointed by the Chief Minister
- Additional members appointed following a public expression of interest.

Members will be appointed for up to one year.

Non-government members will be remunerated (level of remuneration to be confirmed).

The Chair may invite relevant experts and observers to attend meetings as required.

Subcommittees

Subcommittees may be established to assist the advisory group fulfil its purpose. Each subcommittee must have its own terms of reference, which must be agreed by the Chair.

Meetings and Secretariat

Meetings will occur monthly, either face-to-face or via video conferencing technology. Other meetings or out-of-session consideration of matters may occur from time to time.

Secretariat functions will be provided by Economic Development, Chief Minister, Treasury and Economic Development Directorate.

Chief Minister, Treasury and Economic Development Directorate**To:** Chief Minister

Tracking No.: CMTEDD2020/4185

Date: 02/09/2020**CC:** Head of Service**From:** Deputy Director-General, Economic Development**Subject:** Canberra Economic Recovery Advisory Group**Critical Date:** 03/09/2020**Critical Reason:** To allow sufficient time for EOIs for membership to be released before 10 September 2020**Recommendations**

That you:

1. Agree to establish the Canberra Economic Recovery Advisory Group;

Agreed / Not Agreed / Please Discuss

2. Agree to the Terms of Reference for the Canberra Economic Recovery Advisory Group at Attachment A;

Agreed / Not Agreed / Please Discuss

3. Agree to recommend to Cabinet the following members be appointed to the Canberra Economic Recovery Advisory Group:

Ms Cherelle Murphy

Agreed / Not Agreed / Please Discuss

Prof Helen Sullivan

Agreed / Not Agreed / Please Discuss

Prof Paddy Nixon

Agreed / Not Agreed / Please Discuss

Ms Hala Batainah

Agreed / Not Agreed / Please Discuss

Ms Renee Leon

Agreed / Not Agreed / Please Discuss

4. Agree to the position description for members of the Canberra Economic Recovery Advisory Group that will be appointed through an expression of interest process at Attachment B;

Agreed / Not Agreed / Please Discuss

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5. Note the Cabinet process to appoint members of the Canberra Economic Recovery Advisory Group will be a matter for the incoming government;

Noted / Please Discuss

6. Sign the letter at Attachment D and Notifiable Instrument at Attachment E to formally refer the Canberra Economic Recovery Advisory Group to the Remuneration Tribunal

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA/...../.....

Minister's Office Feedback

Background

1. The establishment of a Canberra Economic Recovery Advisory Group (CERAG) was contained in the ACT Jobs and Economic Recovery Plan, released on 27 August 2020.
2. Your office has requested CERAG be established before 10 September 2020, with expressions of interest for its membership also released by that date. The first meeting of CERAG has been requested to occur in the week of 7 September 2020.

Issues

3. There are a range of processes involved with establishing an advisory group and advertising for expression of interest for its membership. While it is best practice to establish such groups through a Cabinet process, provisions are available for ministerial decision-making for the early steps.
 - a. Ministers are able to decide on the establishment of a non-statutory committee, its terms of reference and the identification of candidates.
 - b. Referrals are be made to the remuneration tribunal for matters of remuneration of members.
 - c. Cabinet agreement is required for the approval of candidates.
4. Given the timeframes involved in establishing CERAG, this brief is structured around this approach.

Terms of Reference

5. CERAG is to bring together economists, industry representatives, community sector partners and unions to provide advice on how the ACT government can continue to protect and create local jobs. As stated in the ACT Jobs and Economic Recovery Plan, its priorities will be:
 - a. regulatory reforms to increase the flexibility of business and reduce red tape;
 - b. government measures to attract new investment to the ACT; and
 - c. future stages of tax reform to increase productivity.
6. Provision is to be made to allow the establishment of subcommittees as necessary. Advice from your office is that these subcommittees are to include:
 - a. supporting vulnerable Canberrans;
 - b. better regulation (including planning and tax);
 - c. maintaining high employment standards;
 - d. innovating how business operates;
 - e. delivering infrastructure; and
 - f. rebuilding our tourism industry
7. A Terms of Reference is at Attachment A for your agreement. Your approval of the Terms of Reference is required prior to the public expression of interest process for its membership commences.
8. The Terms of Reference includes a provision for the term of membership to be up to one year. This term is suggested to signal the urgency of the work of the committee to provide advice to government on options for economic recovery from COVID 19. Should CERAG continue beyond this timeframe, processes can be undertaken to extend its membership where necessary. The term of “up to” one year is suggested to provide flexibility in appointment of members to CERAG and its potential subcommittees.

Membership - directly appointed members

9. The Terms of Reference provides for you to directly appoint five members. Your office has advised that these members are to be:
 - a. Ms Cherelle Murphy, Senior Economist ANZ
 - b. Prof Helen Sullivan, Director, Crawford School of Public Policy, ANU
 - c. Prof Paddy Nixon, Vice Chancellor, University of Canberra
 - d. Ms Hala Batainah, Chair, CBRIN
 - e. Ms Renee Leon.

10. The Cabinet Handbook states that all Ministerial appointments must be endorsed by Cabinet. Given the timeframes, it is recommended any formal process to appoint these members be a matter for consideration by an incoming government.
11. This requirement does not preclude you meeting with potential members prior to Cabinet consideration to discuss the Terms of Reference of the CERAG and related matters. Economic Development can continue to engage with the potential members of the CERAG to identify key issues and opportunities that will assist preparation of advice to the incoming government about the CERAG and its subcommittee structure.

Membership - appointed through EOI

12. The Terms of Reference provides for five members to be appointed through an EOI process. Your office has advised that the EOI process is to cover membership of the CERAG and its subcommittees.
13. A position description for members has been prepared for your agreement (Attachment B). This position description is required for the public release of the EOI.
14. Rather than list the proposed subcommittee structure contained in paragraph 7, it is recommended that applicants be asked to indicate their area of interest when applying. These areas of interest will correspond with the proposed subcommittees. This approach will provide flexibility for any changes to the subcommittee structure to be made without influencing the process or outcomes of an EOI process.
15. The proposed selection process is to require applicants to submit an expression of interest which will be assessed by a small panel. The suggested panel includes the Deputy Director-General, Economic Development, a representative from Treasury, the Covid 19 Local Business Commissioner and one or two other people with relevant expertise. Suggestions for these additional members will be provided for consideration at the appropriate time.
16. The panel will make recommendations to the Chief Minister of the incoming government, followed by a Cabinet process to appoint the members. Further advice will be provided for the appointment process for members of subcommittees at that point.
17. At the request of your office, every effort is being made to advertise the EOI process in the week of 7 September 2020. It is recommended the EOI process be open for a minimum of four weeks to maximise the opportunity for people who may otherwise be impacted by COVID 19 to apply.
18. Priority will be given to recommendations for the five members of CERAG, with the intention being to present options to an incoming government in late October/early November. Advice on the potential membership for subcommittees will follow.

Remuneration

19. It is recommended that the members of CERAG be remunerated. It is not necessary that a determination on the level of remuneration be made prior to the EOI process commencing. Appropriate caveats will be placed in the relevant documentation.
20. A completed questionnaire to assist the Remuneration Tribunal in making a determination is provided at Attachment C.
21. A letter has been prepared for you to send to the Chair of the Remuneration Tribunal at Attachment D along with a Notifiable Instrument at Attachment E to formally refer the membership of the CERAG to the Remuneration Tribunal.
22. It is recommended that remuneration arrangements for members of subcommittees be provided with the outcomes of the EOI process, given the subcommittees are yet to be formed, the potential numbers of members are unknown and the nature of the work is not settled.

Financial Implications

23. There is currently no budget provision for the remuneration of members or the operation of CERAG and any subcommittees or related activities. Once the Remuneration Tribunal has made a determination, a budget proposal will be provided to government for consideration which will include member remuneration, operational costs and provision for activities such as consultation and stakeholder engagement.
24. Separate advice on costs relating to the operation of the subcommittees will be provided once the structure and membership arrangements are further developed.
25. The provision of secretariat support to the committee and any subcommittees will be significant and is not currently resourced. It is anticipated that at least one additional SOGB will be required as well as administrative support. Economic Development will cash manage the expenditure in the short term and will bring a budget proposal to government once the scope of activity required is further developed.

Consultation

Internal

26. The Secretary to the Remuneration Tribunal was consulted in preparing this brief.

Cross Directorate

27. Not applicable

External

28. Not applicable

Work Health and Safety

29. Not applicable

Benefits/Sensitivities

30. A determination from the independent Remuneration Tribunal is strongly recommended because it protects the ACT Government and Ministers from business and integrity risk and limits the risk of criticism.
31. Appropriate caveats will be placed on all relevant documentation about caretaker provisions to inform applicants that final decisions about the CERAG and its membership will be a matter for the incoming government.
32. It is likely that there will be a significant pool of applicants for the five positions. Strong stakeholder management will be required to manage expectations.
33. The subcommittee structure will need careful consideration to contain expected costs of operation, particularly if members are to be remunerated, and to minimise the risk of overlap and diminution of focus from the CERAG as the peak advisory group. Overall coordination of effort will be critical to provision of timely and strategic advice.

Communications, media and engagement implications

34. Communication material will be prepared as required.

Signatory Name: Kareena Arthy

Phone: Sch 2.2(a)(ii)

Attachments

Attachment	Title
Attachment A	Terms of Reference – Canberra Economic Recovery Advisory Group
Attachment B	Position description – Member, Canberra Economic Recovery Advisory Group
Attachment C	Remuneration – Questionnaire
Attachment D	Remuneration – Letter to Chair, Remuneration Tribunal
Attachment E	Remuneration – Notifiable Instrument

Canberra Economic Recovery Advisory Group

TERMS OF REFERENCE

Background

The impact of the Covid-19 pandemic on the ACT economy and business community has been significant; entire industry sectors have been devastated and thousands of jobs lost. The ACT government has implemented a range of measures to support business during this time. These economic survival measures have helped the Territory manage the first stages of the pandemic. However, there remain significant challenges as we navigate the road to recovery.

Having a strong and resilient economy is fundamental to the long-term wellbeing of the ACT. Jobs, income equality, business performance and economic diversity are critical factors to individual and collective wellbeing in the Territory.

Purpose

The Canberra Economic Recovery Advisory Group (CERAG) has been established to bring together economists, industry representatives, community sector partners and unions to provide advice to the government on how we can continue to protect and create local jobs.

Areas of focus will include, but not be limited to:

- Advice on regulatory reforms and other process improvements to increase the flexibility of business and reduce red tape;
- Advice on additional opportunities and actions for government, private sector and relevant institutions to support growth and resilience in the ACT economy;
- Identification of systemic issues and barriers to achieving sustainable growth in the ACT economy and advice on strategies to address these issues;
- Advice on government measures to attract new investment to the ACT;
- Advice on future stages of tax reform to increase productivity; and
- Advice on opportunities for jobs growth and options to ensure Canberrans have access to real jobs.

Membership

The membership of the CERAG will be:

- Chief Minister (Chair)
- Head of the ACT Public service (Deputy Chair)
- Five members appointed by the Chief Minister
- Additional members appointed following a public expression of interest.

Members will be appointed for up to one year.

Non-government members will be remunerated (level of remuneration to be confirmed).

The Chair may invite relevant experts and observers to attend meetings as required.

Subcommittees

Subcommittees may be established to assist the advisory group fulfil its purpose. Each subcommittee must have its own terms of reference, which must be agreed by the Chair.

Meetings and Secretariat

Meetings will occur monthly, either face-to-face or via video conferencing technology. Other meetings or out-of-session consideration of matters may occur from time to time.

Secretariat functions will be provided by Economic Development, Chief Minister, Treasury and Economic Development Directorate.

POSITION DESCRIPTION

MEMBER OF THE CANBERRA ECONOMIC RECOVERY ADVISORY GROUP

The Chief Minister is seeking expressions of interest for members of the inaugural Canberra Economic Recovery Advisory Group (CERAG).

Appointments will be made in accordance with the process outlined in [Governance Principles – Appointments, Board and Committees in the ACT \(March 2017\)](#).

The CERAG Terms of Reference further explain the purpose, role and responsibilities of members and the group as a whole. Please read the Terms of Reference before applying to understand expectations of members.

ABOUT THE CANBERRA ECONOMIC RECOVERY ADVISORY GROUP

The CERAG has been established to bring together a range of expertise to advise the ACT government on strategies to support economic recovery, job creation and investment in the ACT economy.

The Chief Minister will use the CERAG in its capacity as an advisory body to explore and test ideas.

The CERAG will be a group of Canberrans who use their unique expertise and experience to contribute to a positive discussion and practical advice on economic recovery in the ACT.

The CERAG will be diverse and focused on new ways to work together to generate interesting ideas.

Members will be appointed for up to one year.

The ACT Government understands that a diversity of views leads to innovation. Therefore, we actively encourage representation from a wide range of community members, including but not limited to Aboriginal and Torres Strait Islander peoples, those from multicultural backgrounds, representatives from LGBTQI communities, and people who identify as a person with a disability or have lived experience of mental illness.

APPLICATION AND SELECTION PROCESS

There are five positions available on the CERAG. Positions may also be offered to suitable candidates to participate in subcommittees of the CERAG. Applicants will be asked to indicate their areas of interest in their application form.

All appointments of positions will be made by the Chief Minister.

Please provide a CV that outlines your skills and experience and a response to the selection criteria. Your response to selection criteria should be no longer than two pages.

Applicants will be assessed on responses to selection criteria and the experience listed on their CV. Please read the list of relevant skills, attributes and expertise, and address those which you see as your strengths.

A small panel made up of the Deputy Director-General, Economic Development (Chief Minister, Treasury and Economic Development), the COVID19 Local Business Commissioner, ACT Treasury and other members of relevant standing will assess applications. The Chief Minister will provide recommendations to Cabinet for its consideration and final appointment.

DUTIES AND RESPONSIBILITIES

- Provide advice on:
 - regulatory reforms and other process improvements to increase the flexibility of business and reduce red tape;
 - additional opportunities and actions for government, private sector and relevant institutions to support growth and resilience in the ACT economy;
 - systemic issues and barriers to achieving sustainable growth in the ACT economy and advice on strategies to address these issues;
 - government measures to attract new investment to the ACT;
 - future stages of tax reform to increase productivity; and
 - opportunities for jobs growth and options to ensure Canberrans have access to real jobs
- Engage with the Canberra business community and broader community to generate advice based on what's happening in the economy, and to encourage collaboration, identify opportunities and consider concerns.

RELEVANT SKILLS, ATTRIBUTES AND EXPERTISE

Individual skills and experience will be considered in conjunction with others to contribute to a diverse Council.

Respect. You value the contribution and work of members of the CERAG and others involved. You act in a professional manner when conducting CERAG business.

Cultural competence. You respect and value diversity of culture when working in groups.

Access focused. You recognise that equal access drives innovation and believe that society can adjust to meet the needs of people with mixed abilities.

Communications. You are able to share practical ideas clearly, and actively listen and respond to ideas of other group members, invited experts and relevant ACT Government staff.

Collaboration. You are excited to work in a group and build on ideas to reach shared goals.

Strategic and divergent thinking. You can look at a problem and identify solutions that are different to tried and true methods. You can also demonstrate how these solutions will work practically. You understand that the most obvious answer is not always the best one. You can present well formulated evidence-based ideas.

Demonstrated experience. You are able to demonstrate contemporary expertise and experience in areas relevant to the terms of reference of CERAG.

SELECTION CRITERIA

When formulating your responses, please use practical examples of when you have addressed the below criteria.

1. **Thinks strategically and creatively.** Proven ability to articulate how ideas will work and why they are beneficial. Commitment to an evidence based approach to providing advice.
2. **Communicates to add value.** Capacity to share ideas in a group setting and to listen and contribute to ideas of others involved in the CERAG processes, including members of the Canberra business sector and broader ACT community.
3. **Demonstrated capability and knowledge.** Demonstrated knowledge and expertise in matters relevant to the CERAG.
4. **Shows a connection to relevant sectors.** Proven engagement with relevant local, national and/or international organisations or group that would benefit the provision of advice by the CERAG.

In submitting your application, please indicate your area of interest and include sufficient information for the panel to assess your skills and expertise in this area:

- economic analysis and strategy
- regulatory reform
- business operations
- business intelligence
- business innovation
- public policy
- strategic planning
- investment attraction
- tax reform
- employment and job creation
- infrastructure delivery
- communications and engagement.

Contact Officer: tba

Details: Eligibility/Other Requirements:

How to Apply: Applications should be sent to contact officer



ACT REMUNERATION TRIBUNAL

Public Office Holder Questionnaire

Public Office Holder/entity to be considered:	Canberra Economic Recovery Advisory Group members	
Overseeing directorate/agency:	CMTEDD Other: Click here to enter text.	

Status of public office/entity:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing	
Category of public office/entity:	<input type="checkbox"/> Board	<input type="checkbox"/> Corporation
	<input type="checkbox"/> Statutory Office	<input type="checkbox"/> Tribunal
	<input checked="" type="checkbox"/> Committee	<input type="checkbox"/> Other: Click here to enter text.

Employment status:	<input type="checkbox"/> Full-time	<input checked="" type="checkbox"/> Part-time
If part-time, what is the number of hours?	10 hours / Month	

Type of public office/entity:	<input type="checkbox"/> Statutory	<input checked="" type="checkbox"/> Non-Statutory
If the public office/entity is established through statutory means, please provide the details (and attach a copy or include a link to the Act/explanatory statement):	Act/Legislative Instrument: Click here to enter text. Section: Click here to enter text.	

Position description attached for the public office/entity describing the roles and responsibilities, and the level of experience, qualifications and expertise required for the role	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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What are the functions, powers, and nature of the public office/entity, if not detailed in legislation (e.g. industry sector, size, corporate structure and reporting structures)?
<p>The Terms of Reference (Appendix A) outline the Background, Purpose and Membership.</p> <p>Areas of focus will include, but not be limited to:</p> <ul style="list-style-type: none"> • advice on regulatory reforms to increase the flexibility of business and reduce red tape; • advice on additional opportunities and actions for government, private sector and relevant institutions to support growth and resilience in the ACT economy; • identification of systemic issues and barriers to achieving sustainable growth in the ACT economy and advice on strategies to address these issues; • advice on government measures to attract new investment to the ACT; • advice on future stages of tax reform to increase productivity; • advice on opportunities for jobs growth and options to ensure Canberrans have access to real jobs. <p>The CERAG will be comprised of five Core Members appointed by the Chief Minister, in addition to the Chair (Chief Minister) and Deputy Chair (Head of Service).</p> <p>A further five members will be selected through an expression of interest process on the basis of their expertise in matters relevant to the consideration of the CERAG.</p>

What qualifications are required for the public office/entity (if applicable)?	N/A
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Any desirable or essential characteristics, skills or experience required of the public office/entity?	CERAG members are appointed as recognised experts in their field to provide advice to the Chief Minister on economic recovery for the ACT.
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Purpose of entity:	<input type="checkbox"/> Trading	<input checked="" type="checkbox"/> Non-Trading
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What was the annual turnover or budget or operating surplus (where applicable) in the last financial year (attach last Annual report)?	Annual turnover: N/A Budget: N/A
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What is the importance to Government of the public office/entity and why:	
<p>The impact of the Covid-19 pandemic on the ACT economy and business community has been significant, entire industry sectors have been devastated and thousands of jobs lost. The ACT government has implemented a range of measures to support business during this time. These economic survival measures have helped the Territory manage the first stages of the pandemic. However, there remain significant challenges as we navigate the road to recovery.</p> <p>Having a strong and resilient economy is fundamental to the long-term wellbeing of the ACT. Jobs, income equality, business performance and economic diversity are critical factors to individual and collective wellbeing in the Territory.</p> <p>The Canberra Economic Recovery Advisory Group (CERAG) has been established to bring together economists, industry representatives, community sector partners and unions to provide advice to the government on how we can continue to protect and create local jobs</p>	
Government Priority:	Jobs and Economic Recovery
Relevant Minister (if applicable):	Chief Minister
Name of Minister (if applicable):	Andrew Barr
Type of Public Office/Entity Appointment:	Minister
Term of Appointment:	1 year

Composition of entity (if applicable)		
Have the Terms of Reference been established?	<input checked="" type="checkbox"/> Yes (please attach)	<input type="checkbox"/> No
How many people are currently on or proposed to be on the body?	12	
What are the positions on the body?	<input checked="" type="checkbox"/> Chair	<input checked="" type="checkbox"/> Deputy Chair
	<input checked="" type="checkbox"/> Member/s	<input type="checkbox"/> Other (Please specify or attach details)
Who is currently on the body?	Chair:	Chief Minister
	Deputy Chair:	Head of the ACT Public Service
	Member/s:	Refer to Terms of Reference
	(Please specify or attach details)	Refer to Terms of Reference
Are meetings held?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, how frequently are meetings held?	Once per month.	
If there are sub-committee structures, please provide details:	<p>The intention is to establish a range of subcommittees, including</p> <ul style="list-style-type: none"> supporting vulnerable Canberrans better regulation (including planning and tax) 	

	<ul style="list-style-type: none"> • maintaining high employment standards • innovating how business operates • delivering infrastructure • rebuilding our tourism industry <p>The terms of reference for any subcommittees are yet to be determined. It is possible that people considered suitable from the EOI process for CERAG membership may be invited to participate on these subcommittees in addition to CERAG members. Guidance on the treatment of remuneration for potential non-CERAG subcommittee members is sought.</p>
Details of any anticipated out of session commitments:	<p>Not known at this stage. Core members are identified on the basis of their expertise and access networks and advice. It is anticipated out of session commitments may include:</p> <ul style="list-style-type: none"> - Reviewing information - Seeking and providing advice - Reviewing committee materials <p>It is possible that members may be involved in stakeholder consultation and engagement activities from time to time. Members may use existing networks, reference material and data to inform advice</p>
What was the total time spent in meetings over the last 12 months (if applicable)?	N/A
If paid per diem rates what was average total payment per member over the last 12 months?	N/A
Is there likely to be a significant start up workload which is likely to be reduced once the new public office/entity is functioning smoothly?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If so, please provide details:	

Categorisation of entity		
Is the entity a decision making entity:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Which decision making level applies?	<input type="checkbox"/> Level 1 These entities are created by enabling legislation. They have decision-making functions with a broad scope of influence. Chair/Members are required to have the highest level of specialist experience and qualifications or a diverse perspective to perform the role, as appropriate to that field of expertise. These entities often have responsibility for large revenue streams. There is an extremely high to medium level of risk of harm to people, property and assets if the right decisions are not made by this entity.	
	<input type="checkbox"/> Level 2 Entities are created by enabling legislation. They have decision-making functions with a limited scope of influence. Members are required to have related experience/qualifications or a diverse perspective to perform the role. There is a medium to low level of risk of harm to people,	

	property and assets if the right decisions are not made by this entity.
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Is the entity an advisory entity:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Which advisory level applies?	<input type="checkbox"/> Level 1 These entities have advisory functions relating to systemic societal, fiscal or environmental matters or large scale projects. These projects usually have designated funding provision of over \$2m. Chair/ members are required to have significant specialist experience qualifications or a diverse perspective to perform the role. There is a high to medium level of risk of damage to people, communities, the environment or assets if the chair/ members do not have the requisite skills or experience to provide good quality advice.	
	<input checked="" type="checkbox"/> Level 2 These entities have advisory functions relating to topical or specific societal, fiscal or environmental matters. Chair/ members are required to have specialist experience/ qualifications or a diverse perspective to perform the role. There is a medium to low level of risk of damage to people, communities, the environment or assets if the chair/ members do not have the requisite skills or experience to provide good quality advice.	

Does the body have any commercial/industry operations?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If so, please provide details:	Click here to enter text.	
If the entity does have commercial/industry operations, do you consider the operations to be:	<input type="checkbox"/> Significant or higher	<input type="checkbox"/> Moderate or lower
If significant or higher, give reasons for this rating:	Click here to enter text.	

Is the body involved in development/promotion of the Territory?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If so, please provide details:	Advice on economic recovery, strategies for job creation and investment attraction	
If yes, do you consider the development/promotion to have a:	<input type="checkbox"/> High impact	<input checked="" type="checkbox"/> Moderate impact
If high impact, give reasons for this rating:	Click here to enter text.	

Does the body advise Government on key strategic matters?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, provide details of these key strategic matters:	1. Key regulatory reforms 2. Economic growth and resilience 3. Measures to attract new investment 4. Future stage tax reform 5. Jobs growth	
Does the body advise Government on matters of Territory wide significance?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, provide details on these matters:	As above	

Does the body provide independent decisions affecting large groups?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, please provide details:	Click here to enter text.	
Does the body determine matters of importance to individuals or small groups?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, please provide details:	Click here to enter text.	

Does the body have responsibility for reviewing qualifications, regulatory or licensing matters for professional, technical, trade or non-professional groups?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, please provide details:	Click here to enter text.	

Anticipated date of establishment of the office/s and/or date of appointment of the office holder/s:	7 September 2020
Please outline the timing, urgency or any relevant deadline information which the Tribunal should be aware of:	
CERAG will be established to advise the government on current policy for jobs creation and economic recovery. CERAG will be established prior to caretaker. The incoming government will determine what if any further functions and priorities CERAG will undertake and finalise its membership.	

Please outline any similar public office/entities with comparable responsibilities that exist within the ACT (if applicable):
Minister's Creative Council, Defence Industry Advisory Board

Please outline any similar public office/entities with comparable responsibilities that exist within other jurisdictions (if applicable):
Western Australia's State Recovery Advisory Group

Please outline a recommended remuneration for the public office/entity including appropriate justification (including any specific allowances or entitlements):		
\$15,000 per annum		
Rate of payment requested:	<input type="checkbox"/> Per diem/daily rate	<input checked="" type="checkbox"/> Annum
Please outline your reasons why this rate of payment is required:	To provide fair remuneration commensurate to the experience and expertise of the members. An annual rate is requested to cover the expected activities that may occur between formal meetings (eg consultation, out of session advice)	

Any additional information you would like the Tribunal to consider (including any websites outlining further details on the public office/entity):
Click here to enter text.

Contact Information	
Contact name:	Kareena Arthy
Email address:	Kareena.arthy@act.gov.au
Contact telephone number:	Click here to enter text.
Secretariat of public office/entity (if applicable):	Economic Development, CMTEDD
Contact of person to present/appear before the Tribunal:	Kareena Arthy

This questionnaire should be attached to the Chief Minister's referral and should be sent by email along with the supporting documentation to the Remuneration Tribunal Secretariat at: remtrib@act.gov.au

Chief Minister**Treasurer****Minister for Social Inclusion and Equality****Minister for Tourism and Special Events****Minister for Trade, Industry and Investment**

Member for Kurrajong

Ms Sandra Lambert AM
Chair
ACT Remuneration Tribunal
PO Box 964
CIVIC SQUARE ACT 2608
Email: remtrib@act.gov.au

Dear Ms Lambert

Under section 10(1) of the *Remuneration Tribunal Act 1995* I have signed the attached instrument in relation to the members of the Canberra Economic Recovery Advisory Group (CERAG). I would appreciate it if you would inquire into, and determine the remuneration and allowances to be paid and other entitlements to be granted to these public offices.

The CERAG is a non-statutory body established to advise the ACT Government on strategies for economic recovery from COVID19. As an advisory committee, it will meet monthly, and members will be required to participate in consultative activities from time to time and provide out of session advice. Given the imperative of assisting the ACT business sector and broader community recover from COVID-19, I request your earliest consideration.

I have attached the Terms of Reference and complete Questionnaire to assist the Remuneration Tribunal in making a determination.

If further information is required, please contact Kareena Arthy, Deputy Director-General, Economic Development on 0434 563 274 or email Kareena.Arthy@act.gov.au.

I would like to thank the Remuneration Tribunal for assisting with the establishment of the CERAG.

Yours sincerely

Andrew Barr MLA
Chief Minister

ACT Legislative Assembly

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Phone +61 2 6205 0011 **Fax** +61 2 6205 0157 **Email** barr@act.gov.au



@ABarrMLA



AndrewBarrMLA



actchiefminister



Australian Capital Territory

Remuneration Tribunal (Specification of offices and appointments) 2020 (No x)

Notifiable instrument NI2020-

made under the

***Remuneration Tribunal Act 1995, s 10(1) (Inquiries about holders of
certain positions)***

I specify the following office and appointment:

Members, Canberra Economic Recovery Advisory Group.

Andrew Barr MLA
Chief Minister

September 2020

Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

ARRANGEMENTS BRIEF

FUNCTION:	Canberra Economic Recovery Advisory Group pre-meeting
VENUE:	Meeting to be held online via WebEx
HOST:	You are hosting this meeting in your capacity as Chair of the Canberra Economic Recovery Advisory Group.
DAY:	Thursday
DATE:	10 September 2020
TIME:	3:00-4:00pm
TIME COMMITMENT:	One hour
CATERING:	N/A
DRESS CODE:	Business
YOUR ROLE:	You are chairing the meeting.
WHERE TO PARK:	N/A
WHO WILL MEET YOU:	N/A
ADVISOR ATTENDING:	Yes – Matt Mison
AUDIENCE:	<p>Meeting attendees are as follows:</p> <ul style="list-style-type: none"> - You (Chair) - Ms Kathy Leigh (Deputy Chair) - Ms Kareena Arthy (Secretariat) - Ms Cherelle Murphy - Professor Paddy Nixon - Ms Hala Batainah - Ms Renee Leon

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@ABarrMLA



AndrewBarrMLA



actchiefminister

Andrew Barr MLA - Arrangements brief

	Professor Helen Sullivan has sent her apologies but has expressed interest in being appointed a member of CERAG.
VIPs:	N/A
PAST INVOLVEMENT:	This is a premeeting for the Canberra Economic Recovery Advisory Group (CERAG), which you have recently established.
SENSITIVITIES:	<p>The ongoing operation of CERAG and the appointment of members will be subject to a decision of the incoming Government. Any membership would be formalised through a Cabinet process by the incoming government.</p> <p>Appropriate caveats have been placed on all relevant documentation about caretaker provisions.</p> <p>Remuneration will be determined by the Remuneration Tribunal.</p>
ORDER OF CEREMONIES	<p>3.00pm: Acknowledgment of Country (Chair)</p> <p>Introductions (all)</p> <p>Terms of Reference (Chair)</p> <p>Membership and appointment process (Chair)</p> <p>Role of CERAG during Caretaker (Chair)</p> <p>4:00pm: Meeting concludes</p>
MEDIA:	No.
SOCIAL MEDIA ACCOUNTS	N/A
OUTSTANDING REGULATORY ISSUES	N/A

SPEAKING NOTES FOR THE

CANBERRA ECONOMIC RECOVERY ADVISORY GROUP PREMEETING 3PM, THURSDAY 10 SEPTEMBER 2020

Acknowledgements

- **Traditional owners:** I acknowledge the traditional custodians of the land we are meeting on, the Ngunnawal people. I acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.
- Introductions

Terms of Reference

- The Canberra Economic Recovery Advisory Group (CERAG) has been established to provide advice to the ACT Government on how we emerge from COVID 19 and protect and create local jobs.
- The specific areas of focus will include:
 - regulatory and tax reform
 - strategies for economic growth, building resilience and job creation
 - barriers to achieving sustainable growth; and
 - investment attraction.

Membership and appointment process

- The membership of CERAG has been designed to bring together a broad range of expertise, focused on developing the partnerships and strategies we need for economic recovery in the ACT.
- In addition to the people here today, I have opened a public Expression of Interest process for people with appropriate expertise who may wish to join CERAG or participate in a range of subcommittees that may be formed around specialist topics.

Andrew Barr MLA - Arrangements brief

- The EOI process will close in October, with recommendations being provided to the incoming government.
- Membership of CERAG will be formalised through a Cabinet process.
- The officials of Economic Development, who are the secretariat for CERAG, will work with you on the information that is required to go into a submission.

Role of CERAG during Caretaker

- During caretaker, and if you are agreeable, the secretariat will work with you on identifying potential strategic issues that may shape the agenda of the first formal meeting of CERAG.
- As per the caretaker conventions, the ACT Public Service cannot commit to any actions that may bind a future government or signal future policy intentions - any advice you provide will assist in the preparation of briefing for the incoming government.

ENDS

Chief Minister, Treasury and Economic Development Directorate

To:	Minister for Economic Development	Tracking No.: CMTEDD2020/5059
Date:	23/11/2020	
CC:	Head of Service	
From:	Deputy Director-General, Economic Development	
Subject:	Canberra Economic Recovery Advisory Group - Membership	
Critical Date:	03/12/2020	
Critical Reason:	To finalise membership of CERAG as soon as possible	

Recommendations

That you:

1. Agree to commence a Cabinet process to recommend the appointment of the following members to the Canberra Economic Recovery Advisory Group (CERAG):
Ms Cherelle Murphy
Prof Helen Sullivan
Prof Paddy Nixon
Ms Hala Batainah
Ms Renee Leon
Mr Nick Tyrell
Mr Alan Tse

Agreed / Not Agreed / Please Discuss

2. Note that 18 people responded to an expression of interest process for membership of CERAG; and

Noted / Please Discuss

OFFICIAL

3. Agree to select the following four further candidates for CERAG membership recommendation to Cabinet based on the recommendations in Attachment A, and that the Cabinet process be commenced:

Ms Jane Madden
Mr Michael Schaper
Mr Stephen Bartos
Ms Zoe Piper

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA



30/11/20

Minister's Office Feedback

Background

1. The Canberra Economic Recovery Advisory Group (CERAG) was established on 3 September 2020 (CMTEDD2020/4185), including approval of its Terms of Reference (Attachment A to CMTEDD2020/4185) and membership.
2. You agreed to the direct appointment of five members to CERAG: Ms Cherelle Murphy, Prof Helen Sullivan, Prof Paddy Nixon, Ms Hala Batainah, and Ms Renee Leon.
3. You also agreed to the conduct of an EOI process from which to select additional members. The EOI opened on 8 September 2020 and closed on 8 October 2020. Eighteen people applied through this process.
4. After further discussions with your office in relation to small business representation on CERAG, a further two members are recommended for direct appointment: Mr Nick Tyrell, owner of GoBoat Canberra and Mr Alan Tse, co-founder and CFO of Altina Drinks.
5. The Executive Group Manager, Economic Development, and I met with the Remuneration Tribunal about remuneration arrangements for the CERAG members on 6 October 2020. At the time of writing, a response had not been received from the Remuneration Tribunal about remuneration arrangements for members.

Issues

6. A Cabinet process is required to formalise the membership of CERAG. Your approval is sought to commence the Cabinet process to appoint:
 - a. Ms Cherelle Murphy
 - b. Prof Helen Sullivan
 - c. Prof Paddy Nixon
 - d. Ms Hala Batainah
 - e. Ms Renee Leon.
 - f. Mr Nick Tyrell
 - g. Mr Alan Tse.
7. A list of respondents to the EOI is at Attachment A. The attachment outlines their experience and the claims they made in their application about why they should be considered.
8. I have also made recommendations at Attachment A for a further four members of CERAG from the pool of EOI applicants, as follows:
 - a. Ms Jane Madden
 - b. Mr Michael Schaper
 - c. Mr Stephen Bartos
 - d. Ms Zoe Piper
9. Your agreement to these recommendations is sought so that the Cabinet process for these members can be included in the process for the directly appointed members.
10. There are currently no scheduled meetings for CERAG. Given the Cabinet process will take time, it is open for you to convene the group ahead of membership being formalised. We will work with your office on timing and the agenda for the next meeting.

Financial Implications

11. There is currently no budget provision for the remuneration of members or the operation of CERAG and any related activities. Once the scope of work of CERAG is determined and the Remuneration Tribunal has made a determination, a budget proposal will be provided for consideration.
12. Economic Development is currently working through resourcing to deliver the areas outlined in the Administrative Arrangements. At this stage, the provision of secretariat support to the committee is unfunded and will require a dedicated senior resource to service members. Potential resourcing for this function will be included in any budget bid related to CERAG. In the short term, Economic Development will manage from within existing resources.

Consultation

Internal

13. Not applicable.

Cross Directorate

14. Not applicable.

External

15. Not applicable.

Work Health and Safety

16. Not applicable.

Benefits/Sensitivities

17. Finalising arrangements for CERAG quickly will ensure timely advice is available to shape the next phase of economic recovery.

Communications, media and engagement implications

18. Communication material will be prepared as required.

Signatory Name: Kareena Arthy

Phone: 0434 563 274

Action Officer: Morgan Campbell

Phone: 6205 0931

Attachments

Attachment	Title
Attachment A	Summary of applications from the EOI process and recommendations

CANBERRA ECONOMIC RECOVERY ADVISORY GROUP

Summary of applications from EOI process and recommendations

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Name	JANE MADDEN	Recommendation
Title	Principal	
Organisation	Brickfielder Insights Pty Ltd	
Experience	<ul style="list-style-type: none">• Ms Madden has held roles at very senior levels across the public and private sectors, including as Deputy Secretary at DFAT.• She highlights her skills in economic analysis and strategy, international relations, investment attraction, employment and innovation and strategy.• She is currently a member of four boards, including those of the Canberra Institute of Technology and Australian Business Volunteers.• Ms Madden holds a Bachelor of Economics (Tasmania), is a graduate of the Australian Institute of Company Directors, and completed an Advanced Leadership Program at Harvard Business School.	

Recommended for appointment. Ms Madden has skills and experience of a very high calibre.

Sch 2.2(a)(ii)

Name	MICHAEL SCHAPER	Recommendation
Title	Economic policy and development consultant	
Organisation	Self-employed	
Experience	<ul style="list-style-type: none"> • Dr Schaper has held a number of high level leadership positions in the academic, public and private sectors. • Current clients of Dr Schaper include the United Nations (UNCTAD), the Australian Chamber of Commerce and Industry and the Canberra Business Chamber. He is Chair of the Australian Government's Shadow (Black) Economy Advisory Board. • Dr Schaper holds a PhD in Management, a Master of Commerce, a Graduate Diploma of Business, and a Bachelor of Arts. 	Recommended for appointment. Mr Schaper has skills and experience of a very high calibre.

Sch 2.2(a)(ii)

Name	STEPHEN BARTOS	Recommendation
Title	Director	
Organisation	Asia Pacific, Pegasus Economics	
Experience	<ul style="list-style-type: none"> Mr Bartos has high level private and public sector experience, including as a Deputy Secretary for the Department of Finance and as Parliamentary Budget Officer in NSW. He is a Fellow of the Institute of Public Administration Australia, of the Australian Institute of Management, and of the Australian Institute of Company Directors. Mr Bartos is Chair of Board, ACT Cemeteries and Crematorium Authority and Chair, Common Ground Canberra (supported housing to address chronic homelessness) and has various previous board appointments. Mr Bartos holds a Bachelor of Arts (Hons) (ANU) and is a graduate of the Harvard University, Sch 2.2(a)(ii) Sch 2.2(a)(ii). 	Recommended for appointment. Mr Bartos has skills and experience of a very high calibre.

Sch 2.2(a)(ii)

Name	ZOE PIPER	Recommendation
Title	Founder/Director	
Organisation	Ethitrade International Pty Ltd	
Experience	<ul style="list-style-type: none"> Ms Piper states she has over 20 years' experience across management consulting, technology, manufacturing and investment. She has founded her own paint manufacturing company and has served as a Director on the CBRIN Board. She highlights her experience at CSIRO leading the design and development of award-winning digital platforms "designed to boost innovation and support collaboration between industry and research." Ms Piper is working on a PhD in public policy at the ANU, and holds an MBA (CSU) and a master of Management (ANU) in addition to a number of other qualifications. She is also a Graduate Member of the Australian Institute of Company Directors. 	Recommended for appointment. Ms Piper has skills and experience of a very high calibre.

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Andrew Barr MLA

Chief Minister

Treasurer

Minister for Climate Action

Minister for Economic Development

Minister for Tourism

Member for Kurrajong

ARRANGEMENTS BRIEF

FUNCTION:	Canberra Economic Recovery Advisory Group (CERAG): Meeting One
VENUE:	National Portrait Gallery of Australia, King Edward Terrace, Parkes
HOST:	Name: Kareena Arthy Mobile: Sch 2.2(a)(ii)
DAY:	Wednesday
DATE:	3 March 2020
TIME:	1.30pm (members arriving from 1pm for a light lunch)
TIME COMMITMENT:	Two hours (1.30pm-3.30pm)
CATERING:	Light lunch available from 1pm, with coffee and tea throughout.
DRESS CODE:	Business
YOUR ROLE:	Chair the meeting. Agenda at Attachment A . Speaking notes at Attachment B .
WHERE TO PARK:	There will be a designated spot reserved for you in the underground carpark adjacent to the lift.
WHO WILL MEET YOU:	Morgan Campbell, Senior Director Economic Recovery and Strategic Policy, will meet you at the COVID-19 check-in desk outside the Terrace Room.
ADVISOR ATTENDING:	Yes – Matt Mison and Faheem Khan.

Andrew Barr MLA - Arrangements brief

AUDIENCE:	Eleven members of CERAG (short bios at Attachment C).
VIPs:	Members per Attachment C .
PAST INVOLVEMENT:	This is the inaugural meeting of CERAG.
SENSITIVITIES:	Members will be remunerated at a rate of \$8,000 for the six months of their appointment. They will receive the administrative onboarding pack which to facilitate payment shortly.
ORDER OF CEREMONIES	<p>Agenda at Attachment A:</p> <p>1.00pm: Arrivals and light lunch.</p> <p>1.30pm: Chief Minister welcome (speaking notes at Attachment B) and member introductions.</p> <p>2pm: Economic conditions briefing by Stephen Miners (a/g Under Treasurer) and Kareena Arthy (Deputy Director-General, Economic Development).</p> <p>2.45pm: Discussion: the task ahead – Canberra as the Knowledge Capital.</p> <p>3.30pm: Meeting close.</p>
COMMS/MEDIA:	Pending advice from your Office.
SOCIAL MEDIA ACCOUNTS	Nil.
OUTSTANDING REGULATORY ISSUES	<p>The National Portrait Gallery has a comprehensive COVID Safety Plan.</p> <p>The meeting will be carried out in accordance with COVID Safe Practices. A check-in desk outside the Terrace Room will ensure attendees have checked in using the Check-In CBR app.</p>



AGENDA: Meeting 1
 Wednesday 3 March 2021
 1.30pm-3.30pm

Terrace Room, National Portrait Gallery

Members

Mr Andrew Barr (Chair)	ACT Chief Minister
Ms Kathy Leigh (Deputy Chair)	Director-General and Head of Service, CMTEDD
Mr Stephen Bartos	Director, Asia Pacific, Pegasus Economics
Ms Hala Batainah	Chair of the Board, Canberra Innovation Network
Ms Renee Leon	Former Secretary, Department of Employment
Ms Jane Madden	Principal, Brickfielder Insights
Ms Cherelle Murphy	Chief Economist, Austrade
Professor Paddy Nixon	Vice-Chancellor, University of Canberra
Ms Zoe Piper	Founder/Managing Director, Ethitrade International
Dr Michael Schaper	Senior Strategic Advisor, Canberra Business Chamber
Professor Helen Sullivan	Director, Crawford School of Public Policy
Mr Alan Tse	Co-Founder and Commercial Director, Altina Drinks
Mr Nick Tyrrell	CEO, GoBoat Australia

Items

Light lunch available from 1pm.

1.30 pm	1. Welcome and introductions	Chief Minister All members
2.00 pm	2. Economic conditions - briefing	Stephen Miners, A/g Under Treasurer Kareena Arthy, Deputy Director-General, Economic Development
2.45 pm	3. The task ahead – Canberra as the Knowledge Capital	Chief Minister All members
3:30 pm	Meeting close	

Background Material

1. [ACT Jobs and Economic Recovery Plan](#) (*August 2020*)
2. [Framework for Recovery of the Visitor Economy 2020-21](#) (*September 2020*)
3. [Canberra: A Statement of Ambition](#) (*July 2017*)
4. [Canberra International Engagement Strategy](#) (*September 2016*)

Andrew Barr MLA - Arrangements brief

Attachment B: SPEAKING NOTES FOR THE CANBERRA ECONOMIC RECOVERY ADVISORY GROUP (CERAG): MEETING 1

CERAG: MEETING 1

1.30PM, WEDNESDAY 3 MARCH

TERRACE ROOM, NATIONAL PORTRAIT GALLERY

Acknowledgements

Traditional owners: I acknowledge the traditional custodians of the land we are meeting on, the Ngunnawal people. I acknowledge and respect their continuing culture and pay my respects to elders past, present and emerging.

1:30pm Welcome and Introductions

Aim of this session: To set the scene for why CERAG is important and to have members introduce themselves and highlighting what they bring to CERAG.

Talking Points

- Things have changed since CERAG was first conceived last year.
 - The economy is generally going well, notwithstanding some pockets which are still yet to fully recover.
- Rather than focussing on immediate economic recovery, CERAG will instead focus more on the future and providing advice to government on further positioning Canberra as a vibrant global city built on the core principles of inclusiveness and sustainability.
- Today, we start the process of a six-month, focussed piece of work.
- Following a presentation from Stephen Miners, acting Under Treasurer, and Kareena Arthy, Deputy Director-General, Economic Development about economic conditions and our key capabilities, we will talk further about the work of CERAG in coming months.

Andrew Barr MLA - Arrangements brief

- But first, let's go around the room for introductions and when you introduce yourself can you briefly talk about what you will be bringing to CERAG.

2:00pm Economic Conditions

Introduce Stephen and Kareena to do presentation.

45 minutes have been allowed to provide time for questions and comments

2:45pm The Task Ahead

Aim of this session: To begin focussing CERAG members on the task ahead and establish next steps.

Talking Points

- The statement of ambition spelt out my vision for the city based on our key capabilities and it has been important to drive our economic growth strategy - now, I want to look at the next phase.
- Key capability areas will remain important, but I am looking for advice from CERAG about:
 - whether the areas we identified in 2016 are current,
 - whether we need to include other areas that could drive growth and further diversify our economy, and
 - whether we need to refine or shift objectives within the key capability areas.
- At a broader level, I am interested in CERAG's views about 'what's next for Canberra'.
- I will be inviting Tim Williams, Arup, to work with CERAG over the next few months.
 - Tim assisted with the 2016 statement of ambition and has worked with a number of cities around the world on place-making and ambition.
- He is exploring concepts of 'mission led' growth and development and I am interested in exploring the application of this approach to Canberra.

Andrew Barr MLA - Arrangements brief

- For example, a mission may be ‘zero poverty, zero emissions’ – this would then drive the streams of work within government, business and the community to deliver on this mission.
 - This is illustrative only – and I would like CERAG to explore this further with Tim.
- Of course, I am also open to advice from members as to other opportunities for Canberra to strengthen and diversify its economy.
- In summary, I am seeking advice from CERAG within the next few months that will inform the government’s thinking on the next phase of development and ambition for the ACT.
- I do not want you to limit your thinking on existing frameworks, and I encourage you to take a whole of city view to your advice – this is not just about what government can do, but it is about setting goals that we can all work on together.
- With those comments, open to the meeting for initial thoughts and comments.

Following discussion:

Next steps

- The next meeting of CERAG will be scheduled for late March/early April and Tim Williams will be at that meeting to workshop ideas.
- Further meetings can be scheduled as needed after that, but I am aiming for a final report to be delivered within the next six months.
- The secretariat will be in touch to make arrangements.
- The secretariat can also convene working groups that may wish to meet in between formal meetings.

Meeting Close 3:30pm

Andrew Barr MLA - Arrangements brief

STATISTICAL SUMMARY

- Employment almost back to pre-pandemic levels
 - Female employment has held up
- Unemployment rate is the lowest of all States and Territories at 4.4% (compared to 6.4% national average)
 - Youth unemployment is the lowest in the country and is considerably lower than the national average of 15.4%

	JAN 20	MAR 20	JAN 21
Total Employment	232,200	238,700	234,000
Female Employment (proportion of total)	113,200 (48.8%)	117,100 (49.1%)	116,600 (49.8%)
Unemployment Rate	2.9%	3.2%	4.4%
Youth (15-24) Unemployment Rate	8.9%	10.4%	10.0%

- Growth is strong, with ACT being only State and Territory to not go into recession last year
- The housing sector is also strong with ABS data showing resilience in residential building approvals and housing finance
- As is the retail sector
 - Turnover up 12.5% over the year to December
 - Payroll data now same as pre-Covid

However, there are still segments that are yet to recover:

- Tourism expenditure now at \$1.28b (year ending September 2020) after hitting \$2.5b in September 2019.
- International students have not been able to return
 - Of 11,914 international students enrolled in the ACT, 5,299 (44.45%) remain outside of Australia. Many of those outside of Australia continue to study with – and pay fees to – their universities, but can't contribute to the broader economy.
- Employment in three of our major sectors has not rebounded

Payroll Data – Week Ending 30 January 2021

	Change since 14 March 2020
Arts and Recreation	-13%
Education and training	-15%
Accommodation and Food Services	-17%

Light Lunch (12.30pm)

	TOPIC	LEAD
1.	Welcome and introduction to the workshop How the sessions will be run	Tim Williams
COVID-19 AND THE FUTURE OF THE URBAN (1.05pm)		
2.	A global overview <i>Key impacts on and issues for cities including implications for economic and demographic growth, urban planning and transport, and the future of jobs, innovation, skills and public health and wellbeing.</i>	Tim Williams
3.	Discussion: the Canberra context <i>What is the ACT experience and what are the implications for its future?</i>	All
THE STATEMENT OF AMBITION (2.15pm)		
4.	Setting the Scene <i>Setting the context, reprising its key elements, success factors, exemplars, Key Capability Areas, and directions of travel.</i>	Tim Williams
5.	Discussion: is this still the future? <i>What remains robust? What elements or new directions of travel should be added? How should specific impacts around technology, the future of work/skills and international engagement shape the evolution of the Statement?</i>	All

Afternoon Tea (3pm)

Monday 3 April 2021

12.30pm-5.30pm

Margaret Whitlam Pavilion, National Arboretum

Canberra

MISSION LED GROWTH (3.15pm)

- | | | |
|----|---|--------------|
| 6. | Mission-led cities after COVID-19
<i>What such an approach might mean for Canberra.</i> | Tim Williams |
| 7. | Discussion: Canberra's key missions
<i>What is the relevance of the ACT Government's wellbeing framework? Of Canberra as a leading exemplar of public/private coordination and collaboration?</i> | All |

WRAP UP AND NEXT STEPS (4.25pm)

- | | | |
|----|---|---------------|
| 8. | Wrap up
Summary of discussion and approach | Kareena Arthy |
| 9. | Next Steps
Brief and discuss next steps with the Chief Minister | All |

Drinks (5pm)

Key Material

1. [Canberra: A Statement of Ambition](#) (July 2017)

CANBERRA ECONOMIC ADVISORY GROUP**Agenda: Meeting 2****Members**

Mr Stephen Bartos	Director, Asia Pacific, Pegasus Economics
Ms Hala Batainah	Chair of the Board, Canberra Innovation Network
Ms Renee Leon	Former Secretary, Department of Employment
Ms Jane Madden	Principal, Brickfielder Insights
Ms Cherelle Murphy	Chief Economist, Austrade
Professor Paddy Nixon	Vice-Chancellor, University of Canberra
Ms Zoe Piper	Founder/Managing Director, Ethitrade International
Dr Michael Schaper	Senior Strategic Advisor, Canberra Business Chamber
Professor Helen Sullivan	Director, Crawford School of Public Policy
Mr Alan Tse	Co-Founder and Commercial Director, Altina Drinks
Mr Nick Tyrrell	CEO, GoBoat Australia

Members attending from 4.30pm

Mr Andrew Barr (Chair)	ACT Chief Minister
Ms Kathy Leigh (Deputy Chair)	Director-General and Head of Service, CMTEDD

Other attendees

Ms Kareena Arthy	Deputy Director-General, Economic Development
Mr Stephen Miners	A/g Under Treasurer
Mr Tim Williams	Facilitator

Observers

Mr Simon Farnbach	Assistant Facilitator
Ms Kate Starick	Executive Group Manager, Economic Development
Mr Morgan Campbell	Senior Director, Strategic Policy, Economic Development
Mr Matt Mison	Deputy Chief of Staff, Chief Minister's Office
Mr Faheem Kahn	Senior Adviser, Chief Minister's Office

Monday 3 April 2021

12.30pm-5.30pm

Margaret Whitlam Pavilion, National Arboretum

Canberra

Andrew Barr MLA

Chief Minister

Treasurer
 Minister for Climate Action
 Minister for Economic Development
 Minister for Tourism

Member for Kurrajong

ARRANGEMENTS BRIEF

FUNCTION:	Canberra Economic Advisory Group (CEAG) Meeting 2
VENUE:	Margaret Whitlam Pavilion, National Arboretum, Forest Drive, Molonglo Valley
HOST:	Name: Kareena Arthy Mobile: Sch 2.2(a)(ii)
DAY:	Monday
DATE:	12 April 2021
TIME:	4.30pm
TIME COMMITMENT:	One hour
CATERING:	Canapés will be served with drinks from 5pm
DRESS CODE:	Business
YOUR ROLE:	<p>CEAG will have met in workshop format (facilitated by Tim Williams) for 3.5 hours prior to your arrival. This workshop will have assisted the group to narrow its focus to revisit <i>Canberra: A Statement of Ambition</i> (see the agenda at Attachment A).</p> <p>CEAG has been advised the intention is to update the Statement of Ambition rather than develop a new Statement or undertake a wholesale re-write. CEAG has also been advised that you are looking for its thoughts on the three sub-themes of technology, international engagement, and the future of work.</p> <p>From 4.30pm to 5pm, members will summarise the day's discussions and seek any preliminary feedback. The next steps will be determined</p>

Andrew Barr MLA - Arrangements brief

	<p>once the outcomes of the workshop take shape, but will likely involve further targeted work around key themes with another meeting of the full group toward the end of May.</p> <p>Mr Williams' pre-session notes – which have been circulated to members – are at Attachment B.</p>
WHERE TO PARK:	The carpark adjacent to the Margaret Whitlam Pavilion has been reserved for the exclusive use of CEAG.
WHO WILL MEET YOU:	<p>Please enter the Margaret Whitlam Pavilion when you arrive. CEAG will be in session. There will be a seat for you with a place name at the table.</p> <p>Ms Kathy Leigh is also arriving at 4.30pm.</p>
ADVISOR ATTENDING:	Mr Matt Mison and Mr Faheem Kahn. There will be seats for Mr Mison and Mr Kahn at the observers' table.
AUDIENCE:	CEAG members per the Agenda at Attachment A .
VIPs:	Member biographies are at Attachment C .
PAST INVOLVEMENT:	You chaired the first meeting of CEAG on 3 March 2021.
SENSITIVITIES:	Nil.
ORDER OF CEREMONIES	<p>Per the Agenda at Attachment A.</p> <p>For the portion of proceedings for which you will be present:</p> <p>4.30pm: you arrive, hear a summary of the day's sessions from attendees, and discuss.</p> <p>5pm: Canapés and drinks.</p> <p>5.30pm-6pm: Networking session ends and members depart.</p>
COMMS/MEDIA:	N/A
SOCIAL MEDIA ACCOUNTS	N/A
OUTSTANDING REGULATORY ISSUES	Nil.

Andrew Barr MLA - Arrangements brief

Andrew Barr MLA - Arrangements brief

Attachment C: Member Biographies



Mr Stephen Bartos
Director, Asia
Pacific, Pegasus
Economics

- Former Deputy Secretary of the Department of Finance and former Parliamentary Budget Officer in NSW.
- Fellow of the Institute of Public Administration Australia, of the Australian Institute of Management, and of the Australian Institute of Company Directors.
- Former Chair of Board, ACT Cemeteries and Crematorium Authority and Chair, Common Ground Canberra (supporting housing to address chronic homelessness).
- Has had various other previous board appointments.
- Holds a Bachelor of Arts (Hons) (ANU) and is a graduate of the Harvard University/Sch 2.2(a)(ii).



Ms Hala Batainah
Chair of the Board,
Canberra Innovation
Network

- 23 years' experience in the ICT sector with a background in cultural transformational leadership.
- Eight years as the Federal Director of Microsoft Australia, leading Microsoft's engagement in Canberra through direct and indirect resources based locally as well as in Australia, the Asia Pacific and worldwide.
- Member of multiple boards and committees, including being the incumbent Chair of the Canberra Innovation Network (CBRIN).
- Holds a Master of Business Administration (UNSW) and a Bachelor of Science in Computer Science.

Andrew Barr MLA - Arrangements brief



Ms Renee Leon
Former Secretary,
Department of
Employment

- Former Secretary of the Department of Human Services, former Secretary of the Department of Employment, former Chief Executive of the ACT Department of Justice and Community Safety, and former Deputy Secretary at the Attorney-General's Department and the Department of Prime Minister and Cabinet.
- Recipient of a Public Service Medal in June 2013.
- Current and former member of multiple boards, including the Australian Institute of Criminology, the National Australia Day Council, and the Australia New Zealand Policing Advisory Agency.
- Holds a Bachelor of Arts, Bachelor of Laws, and a Masters in Law from Cambridge University through the Sir Robert Menzies Scholarship in Law.



Ms Jane Madden
Principal, Brickfielder
Insights

- Former Deputy Secretary at DFAT.
- Proven skills in economic analysis and strategy, international relations, investment attraction, employment and innovation and strategy.
- Currently a member of four boards, including those of the Canberra Institute of Technology and Australian Business Volunteers
- Holds a Bachelor of Economics (Tasmania), is a graduate of the Australian Institute of Company Directors, and completed an Advanced Leadership Program at Harvard Business School.



Ms Cherelle Murphy
Senior Economist,
ANZ

- Five years' experience as a journalist for the Australian Financial Review, including as Economic Correspondent for the paper in the Federal Parliamentary Press Gallery.
- Chair, Australian Capital Territory, of the Women in Economics Network.
- Holds a Bachelor of Commerce (Hons), a Master of Population Studies, and is a Graduate of the Australian Institute of Company Directors.

Andrew Barr MLA - Arrangements brief



Professor Paddy Nixon
Vice-Chancellor,
University of
Canberra

- Extensive leadership experience in the higher education sector.
- Founded three start-ups, and has extensive industrial and commercial experience, including active collaborations with INTEL, Microsoft Research, HP, Oracle and IBM.
- Holds a Bachelor of Science in Computer Science, a Master of Arts and a PhD in Computer Engineering.



Ms Zoe Piper
Founder/Managing
Director, Ethitrade
International

- Over 20 years' experience across management consulting, technology, manufacturing and investment.
- Founded her own paint manufacturing company.
- Served as a Director on the CBRIN Board.
- Has experience from CSIRO leading the design and development of award-winning digital platforms "designed to boost innovation and support collaboration between industry and research."
- Currently undertaking a PhD in public policy at the ANU, and holds an MBA (CSU) and a Master of Management (ANU) in addition to several other qualifications. She is also a Graduate Member of the Australian Institute of Company Directors.



Dr Michael Schaper
Senior Strategic
Advisor, Canberra
Business Chamber

- Has held several high-level leadership positions in the academic, public and private sectors.
- Former Chair of the Canberra Business Chamber.
- His current clients include the United Nations (UNCTAD), the Australian Chamber of Commerce and Industry and the Canberra Business Chamber.
- Chair of the Australian Government's Shadow (Black) Economy Advisory Board.
- Holds a PhD in Management, a Master of Commerce, a Graduate Diploma of Business, and a Bachelor of Arts.

Andrew Barr MLA - Arrangements brief



Professor Helen Sullivan
Director, Crawford
School of Public
Policy

- Extensive public policy expertise.
- Author of six books and more than 100 peer reviewed academic articles, book chapters, and policy reports.
- Fellow of both the Higher Education Academy (UK) and the Institute of Public Administration Australia, and editorial board member of the Australian Journal of Public Administration, Critical Policy Studies, and Local Government Studies.
- Holds a Bachelor of Arts (Hons), a Master of Arts, and a PhD in public policy.



Mr Alan Tse
Co-Founder and
Commercial
Director, Altina
Drinks

- Self-identified social entrepreneur, with Altrina Drinks' business being in non-alcoholic cocktails.
- Holds a Bachelor of Economics (Hons), is a Chartered Accountant, and is a Member of the Australian Institute of Company Directors.
- Board member of Pedal Power, and board observer at the Canberra Business Chamber.



Mr Nick Tyrrell
CEO, GoBoat
Australia

- Co-founding and remaining CEO of a successful small business – GoBoat Australia and NZ – with operations part-anchored in Canberra.

Notes to CEAG Participants from Tim Williams

I provide some prompts to discussion at the upcoming workshop. The text, slides or links relate to issues/sessions outlined in the attached agenda. This is meant to be a resource for participants to provide background for the key trends or issues. Just dip in as you wish as you won't be tested on it! Much of this consists of charts not text, so this is not an extensive read.

1. Statement of Ambition (SOA)

If you can find time, review and consider the four 'directions of travel' identified in the [SoA](#).

- Direction of Travel 1: WE MUST ATTRACT AND RETAIN THE TALENTED PEOPLE THAT CAN HELP MAKE OUR CITY GREAT.
- Direction of Travel 2: WE MUST CONTINUE TO BE OPEN AND DIVERSIFY OUR LOCAL ECONOMY, BUILDING ON THE STRONG POSITION WE HAVE AS ONE OF AUSTRALIA'S FIRST AND MOST DYNAMIC KNOWLEDGE BASED CITIES.
- Direction of Travel 3: WE MUST USE OUR INTEGRATED GOVERNMENT TO DELIVER BETTER METROPOLITAN INFRASTRUCTURE THAT HELPS TO RENEW OUR INNER PRECINCTS, STRENGTHEN OUR SUBURBS AND PROVIDE NEW OPPORTUNITIES.
- Direction of Travel 4: WE MUST EMBRACE THE DIGITAL MINDSET AND DELIVER INTEGRATED SMART CITY INITIATIVES.

2. Key Capability Industries

The ACT identifies 'key capability industries' as potentials to focus on plus additional locally important sectors. Your views? And on plans/ideas for sector development?

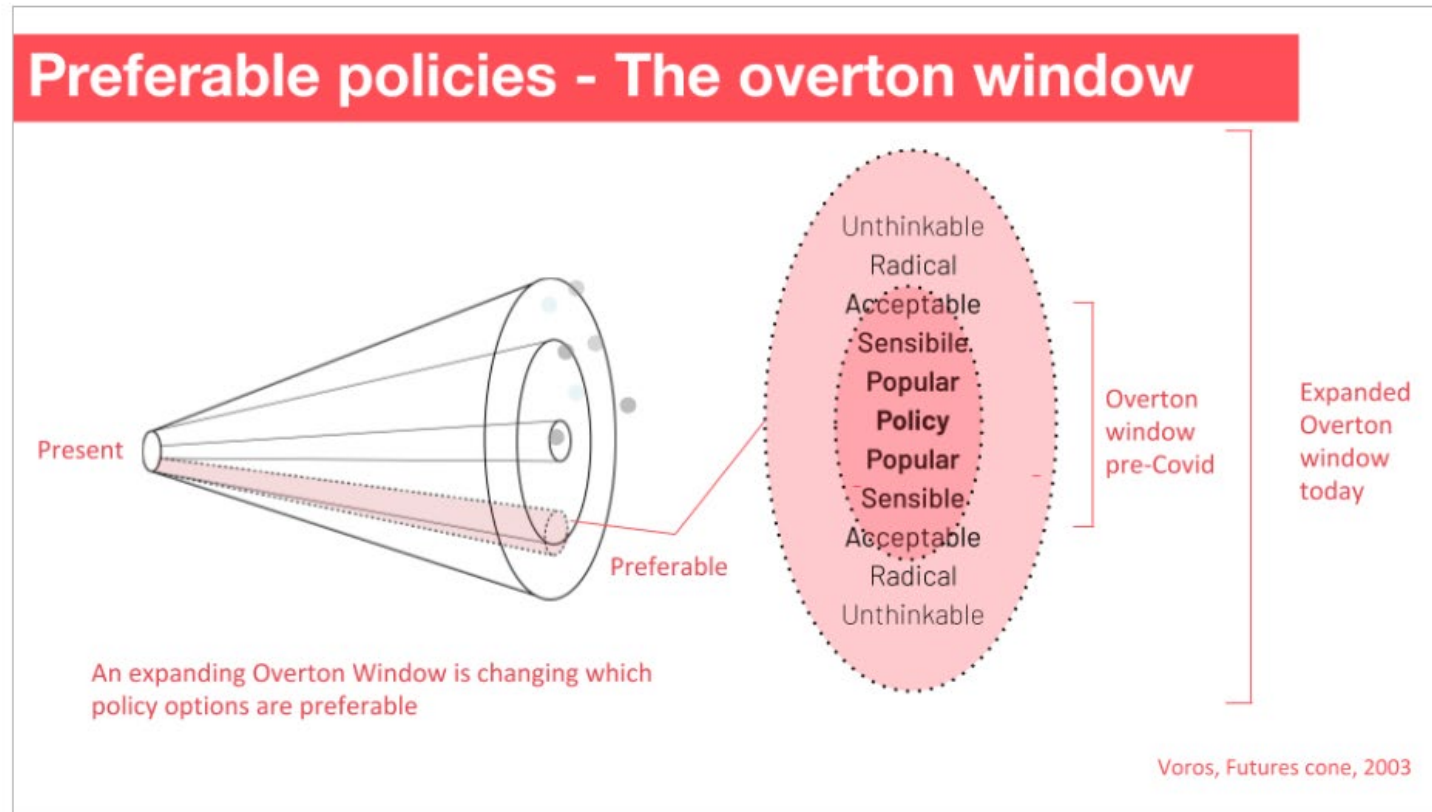


3. Key questions catalysed by COVID-19

A kind of resilience audit.

- What have we stopped doing that should remain stopped?
- What have we stopped doing that we should bring back?
- What have we started doing that we need to stop?
- What have we started doing that we should continue to do?
- What are we not doing now that we have never done before, but that we might need?

4. COVID-19: new possibilities, not just constraints?



5. A future for CBD economies?

- Temporary disruption or dramatic and irreversible rupture?
- Combine revived/reconceived CBDs and robust suburbs?
- Impact of work from any place?

The pandemic accelerated existing trends in remote work, e-commerce, and automation, with up to 25 percent more workers than previously estimated potentially needing to switch operations.

Jobs with the highest physical proximity are likely to be most disrupted.

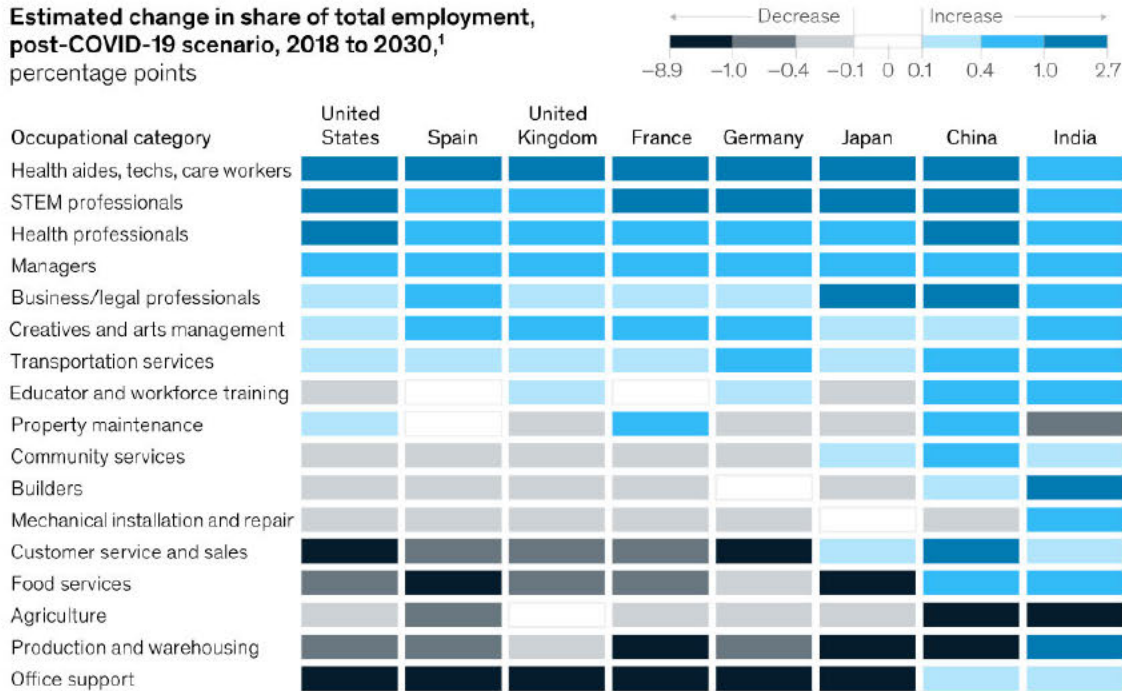
Covid 19 propelled faster adoption of automation and AI, especially in work areas of considerable physical proximity.

Remote work and virtual meets will continue albeit less intensively vis a vis peak of pandemic.

The mix of occupations may shift, with little job growth in low-wage occupations.

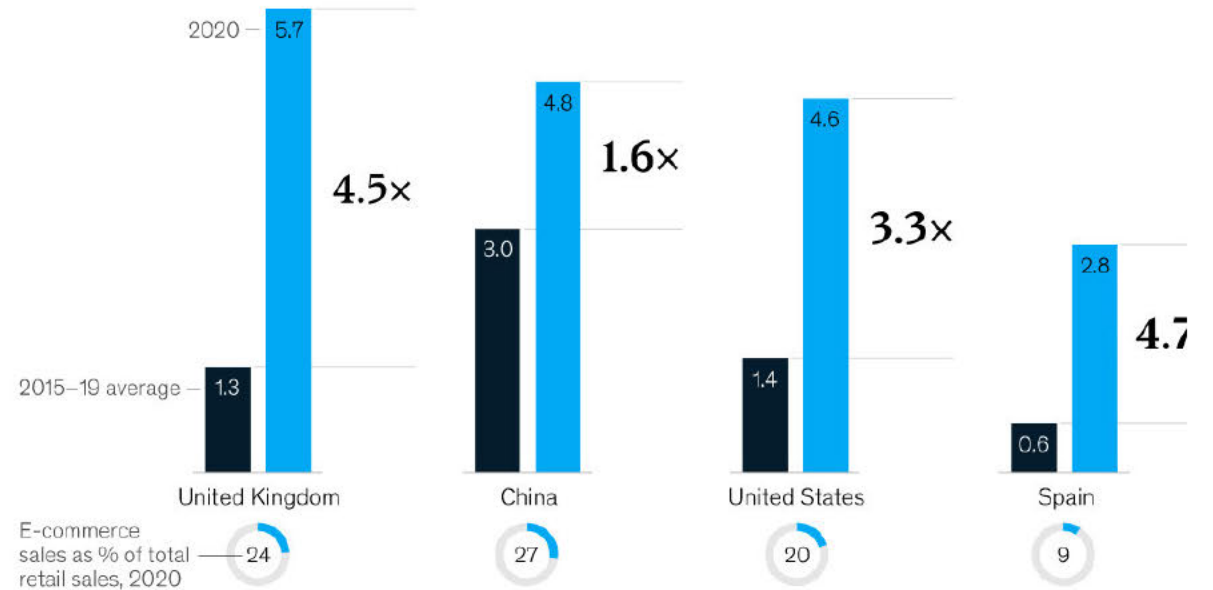
The mix of occupations may shift by 2030 in the post-COVID-19 scenario.

Estimated change in share of total employment, post-COVID-19 scenario, 2018 to 2030,¹ percentage points



E-commerce has grown two to five times faster than before the pandemic.

Year-over-year growth of e-commerce as share of total retail sales, percentage points



Will the retail revolution be maintained based on the traumatic trends since COVID-19?
In Australia and Canberra too?

Recent EY/PCA report – Key takeaways:

- 82% of Australians surveyed in November 2020 were confident that their CBD would continue to evolve to meet the needs of workers, residents and visitors
- CBD workers expect to be onsite an average of 3.3 days each week, with Monday and Friday the least preferred days and Thursday the most popular
- Dining and drinking venues, fashion retail and memorable experiences are among the top drawcards to lure people back.

Fifty-one per cent of respondents believed their CBD would not be as busy as it once was and 62 per cent expected to spend more time in their local neighborhoods.

But the research also confirms that Australians maintain a strong affinity with their CBDs.

Respondents identified several characteristics that they expect will endure, with the CBD remaining the best place for: bars and restaurants (67%); shopping for fashion (65%); memorable experiences (65%); and events and entertainment (63%).

Landlords, tenants, CBD businesses and city-level governments have an opportunity to work together to “make it attractive to be in the city on Mondays and Fridays,” Short says. She suggests a range of ideas, from festivals and markets, to social networking drinks and “regular, intimate lunches where the first 20 employees who register get to connect with company leaders”.

Return to the Office: obstacles and opportunities

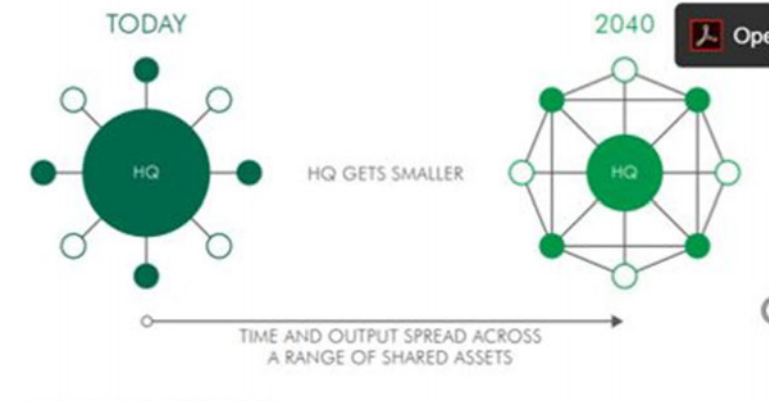
EY Sweeney's research also uncovered the office aspects missed most by those working remotely: social interaction, collaboration opportunities and greater separation of work and home life.

Workplaces are also being re-designed to accommodate the shift to 'hybrid' working styles, Short says, pointing to EY's recent configuration of one floor at its 200 George Street headquarters in Sydney.

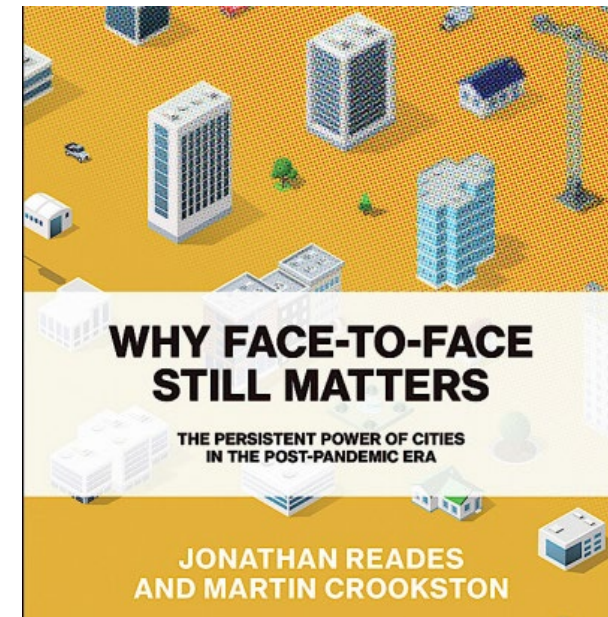
This is an acceleration of the existing trend towards agile workplaces, Short adds. "But home will become a much bigger component of the workplace than it was in the past. Don't fight this, make flexibility integral to the new world of work."

- So is an office building for thousands now over? Global architecture firm Gensler forecasts that the office of the future “will no longer be a single physical place, but a [collection of connected physical and digital spaces.](#)”

More structurally, will we see companies rebalance between CBDs and suburbs and will cities mirror this structure ?

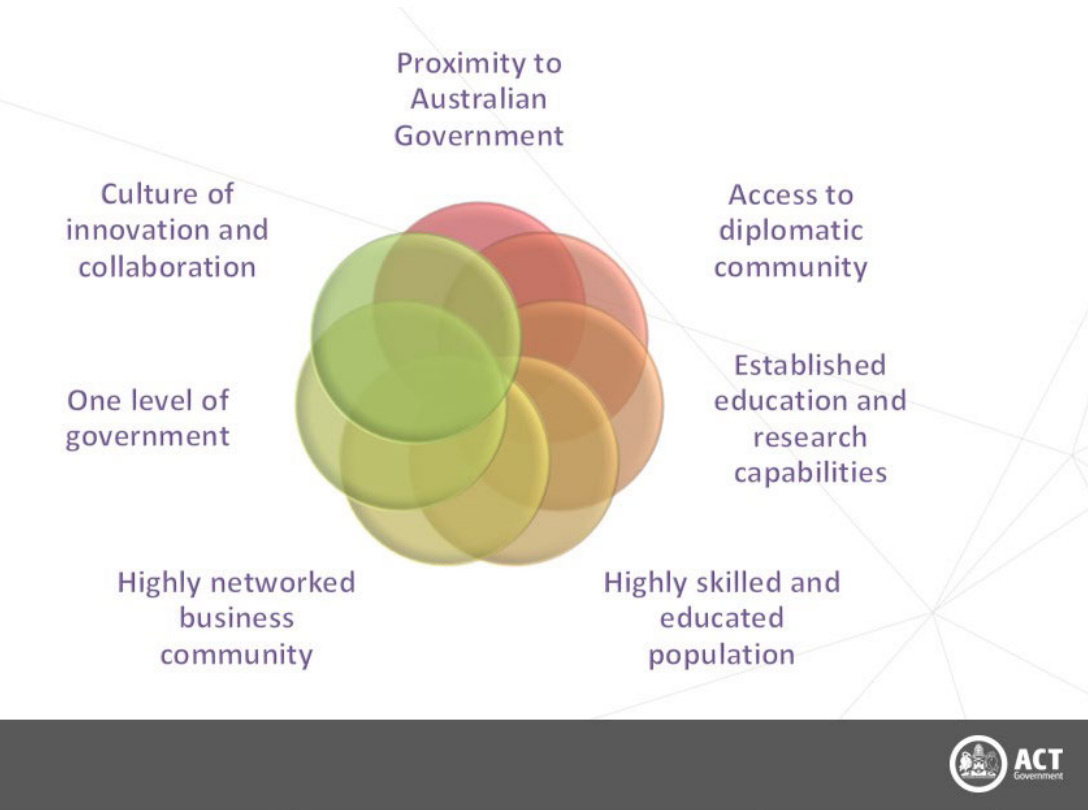


Or will a modified business as usual model assert itself as indicated in the title of a recent report...



- Note reports of commands to return to central offices by Silicon Valley – a “sign that big employers are losing faith in remote working policies”? What do you think?

6. Why Canberra (still)?



→ MISSION / P9

To attract active, participatory and innovative people to Canberra, to make a difference to our city and to experience the benefits of life in Canberra.

→ BRAND ESSENCE / P10

AUSTRALIA'S LEADING CITY

Our brand essence is not a tagline.
It's a guiding principle.

→ KEY MESSAGES / P11

→ WHOLE OF CITY	Quality of life / Progressive / Leading
→ DO BUSINESS	Open / Resourceful / Intelligent / Connected
→ VISIT	Diverse / Engaging / Easy
→ WORK	Balanced / Open / Progressive
→ STUDY	Outstanding quality / Responsive experience / Warm welcome / Opportunities

→ VALUES / P7

INNOVATION

A city that nurtures new ideas.

INFLUENCE

A city that takes an active role in shaping the nation's future.

PROGRESSIVENESS

A city that moves the country forward.

INTERESTING

A city of endless possibilities.

WELCOMING

A city that offers an outstanding quality of life.

- Your views?

7. Are trends still key? For Canberra?

10 global megatrends that were shaping cities and which our governments were planning for and our cities were struggling with: how much of this has changed/become irrelevant or questioned re Covid? For Canberra:

ARUP



8. Mission-led development

- Mariana Mazzucato uses 'missions' to focus action by companies and cities. It focuses on main outcomes desired and key actions for delivery of outcomes/main missions.
- Adjacent is the mission roadmap for a Manchester as carbon neutral at 2030.
- What are your views on 'mission led' growth?
- Any new 'missions' for a mission-led Canberra?

A mission roadmap for Greater Manchester: Carbon neutral city region by 2038

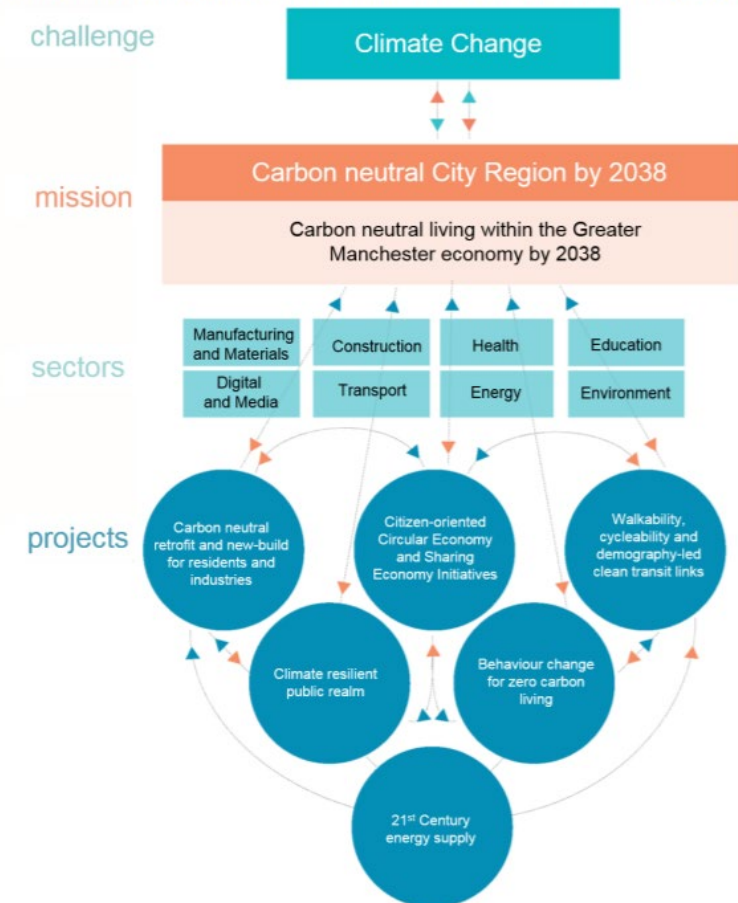


Fig 2. Mission Roadmap for Carbon Neutral City Region by 2038, designed for Greater Manchester Combined Authority

- I prepared some 'missions' earlier for a report I've done on Cardiff, specific to it.

KEY MISSION 1

Renewed city governance: Cardiff Council as service provider, convenor of collaborators and ecosystem manager: new partnership approach with Welsh Government

KEY MISSION 2

Curating the City-centre, and the renewed importance of an imaginative night time economy strategy

KEY MISSION 3

Delivering a city of short journeys and mixed-use villages and centres: Cardiff as 20 minute city

KEY MISSION 4

The Health and Wellbeing City

KEY MISSION 5

The Tech City – Towards a clever city and entrepreneurial ecosystem, working towards inclusive innovation

KEY MISSION 6

Promoting Cardiff as a post COVID-19 model city and Capital City with a unique cultural offer

KEY MISSION 7

Decarbonising city networks

9. Further reading

The following documents provide further information on the issues and challenges of life after the pandemic.

- COVID-19 and the Changing World of Work **Mirvac, Oct 2020** [Read more](#)
- Has the Pandemic Transformed the Office Forever? **New Yorker, Jan 2021** [Read more](#)
- Covid-19 has forced a radical shift in working habits - for the better **The Economist, Sep 2020** [Read more](#)
- NSW Remote Working Insights **NSW Treasury, Nov 2020** [Read more](#)
- The NSW Budget – Setting NSW on a trajectory to bounce back from COVID **Committee for Sydney, Nov 2020** [Read more](#)
- Economist Report: Future Workforce **UpWork, Dec 2020** [Read more](#)
- Guidelines for City Mobility: Steering towards collaboration **World Economic Forum, Mar 2020** [Read more](#)
- The reported demise of the nation's CBDs greatly exaggerated **Sydney Morning Herald, Mar 2021** [Read more](#)
- Infrastructure beyond COVID-19 **Infrastructure Australia, Dec 2020** [Read more](#)
- Global green recovery plans fail to match 2008 stimulus, report shows **The Guardian, Feb 2021** [Read more](#)