



Senator the Hon. Katy Gallagher

Minister for Finance
Minister for Women
Minister for the Public Service
Minister for Government Services
Senator for the Australian Capital Territory

Senator the Hon Sue Lines
President of the Senate
Parliament House
CANBERRA

Dear President,

I write in relation to Order for the Production of Documents no.10, relating to the review of public sector board appointments processes.

As advised by the Government to the Senate, the report referenced in the Order is currently being used to inform government deliberations and decisions at a cabinet level and as such are protected from disclosure.

The report is a central document for those cabinet deliberations. It has not been previously released or published, and a decision has not been made yet on the deliberations. The release prior to the finalisation of cabinet process would negatively impact those deliberations.

The Senate has been advised on several occasions that this report would be released when those deliberations are finalised.

However, the Government is looking to respond to the Senate Order whilst the report remains before Cabinet and would be prepared to offer an in-camera briefing about the report to the Finance and Public Administration Legislation Committee.

This briefing would allow me as the responsible Minister to provide an update to the Senate and act as an interim step to meeting the Order whilst the report remains before Cabinet.

Whilst I would not be able to provide a copy of the report itself, I would provide a verbal overview of the report and answer any questions from the Committee to the extent that I am able to.

The Government will release the report before the end of this year.

Yours Sincerely


Senator Katy Gallagher

5 November 2025

AUSTRALIAN PUBLIC SERVICE COMMISSION

APS
Commissioner
Dr Rachel
Bacon
s 47F

To: Minister for the Public Service s 47C

s 47C

Ms Justine
Curnow
Mr Matthew
Bowd
s 47F

Cc: Assistant Minister for the Public Service

AUSTRALIAN GOVERNMENT APPOINTMENTS FRAMEWORK AND APS REFORM PROGRESS
REPORT

MO
Mr Ingwersen
s 47F

Recommendations - that you:

s 47C

AMO
s 47F

DLO Gorman

Katy Gallagher

s 47C

Katy Gallagher

Comments:

Key Points:

- 1. s 47C, s 34(3)

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2. The Framework (Attachment A) supersedes the Merit and Transparency Policy and will apply to all appointments to Commonwealth public offices within its scope, with limited exceptions.
 - a. The Framework comprises:
 - i. **Principles** to guide appointments processes, **roles and responsibilities** of key stakeholders (i.e. ministers, secretaries and officials, APS Commissioner, appointing entities etc.) as well as sections on **Appointment pathway** and **Implementation** to help agencies to apply the Framework.
 - b. The Framework is co-owned by the APSC and the Department of the Prime Minister and Cabinet (PM&C). APSC is responsible for developing guidance and supporting implementation of the Framework with oversight and approval from PM&C. s 47C
s 47C
 - c. The Framework defines the role of the APS Commissioner to ensure that the activities undertaken by the Commissioner are within the Commissioner's statutory functions set out in the *Public Service Act 1999*. s 47C
s 47C
3. A letter to the Prime Minister is at Attachment C seeking agreement to the final Framework and for the Framework to be published concurrently with the Briggs Report.
 - a. s 34(3)
 - b. s 47C
4. s 47C
5. The Framework will be published alongside the third and final APS Reform Annual Progress Report (Attachment E) to put the Government's delivery of substantive issues in the Briggs Report in the context of delivery of a large volume of integrity measures as part of the Government's APS Reform Agenda.
 - a. The Report reflects on key 2025 achievements from the 59 reform initiatives, highlighting that 53 of these (90%) are now either complete or in delivery. This achievement signals that the program has reached a level of maturity where the work it began can now be owned and led directly by Agencies, marking a shift from central coordination to local leadership.
 - b. The Report describes how the program has laid the foundations for further transformation and innovation across the public service. It positions the APS value of

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stewardship as a lever for continuous improvement and speaks to a collective responsibility of the APS to embed reforms into lasting cultural and behavioural change to deliver for Australia into the future.

- c. The Report was developed in consultation with initiative leads across 9 departments and agencies (including APSC, PMC, NIAA, AGD, Treasury, DTA, DSS, Services Australia, and Finance).

Dr Rachel Bacon
Deputy Commissioner – Integrity, Reform and
Enabling Services
s 47C
Phone no: s 47F

Policy Officer: Justine Curnow
Phone no: s 47F
Consultation: PM&C,
APSC (General Counsel), Australian
Government Solicitor

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ATTACHMENTS

ATTACHMENT A FINAL AUSTRALIAN GOVERNMENT APPOINTMENTS FRAMEWORK

ATTACHMENT B TRACKED CHANGE VERSION OF APPOINTMENTS FRAMEWORK

ATTACHMENT C LETTER TO THE PRIME MINISTER

**ATTACHMENT D FINAL REPORT OF THE REVIEW INTO PUBLIC SECTOR BOARD
APPOINTMENTS**

ATTACHMENT E 2025 ANNUAL PROGRESS REPORT ON APS REFORM



Senator the Hon Katy Gallagher

Minister for Finance
Minister for Women
Minister for the Public Service
Minister for Government Services
Senator for the Australian Capital Territory

REF: MS25-000105

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

Dear Prime ^{PM} Minister,

I seek your agreement to release the Final Report of the Review into Public Sector Board Appointment Processes by Ms Lynelle Briggs AO (the Briggs Report) and to finalise and release the Australian Government Appointments Framework. s 34(3)

s 34(3)
s 34(3)

Subject to your agreement the Framework is intended to bring about greater consistency to appointments processes for over 2,000 agency heads and government board members within its scope. It will establish clear ministerial responsibility and accountability for appointments made within their portfolios, consistent with recommendations made in the Briggs Report. Further, it includes transparency and diversity measures intended to improve public confidence in appointments processes and outcomes. I have enclosed a copy of the Framework for your consideration.

s 34(3)
s 34(3)
s 47C

I have copied this letter to the Hon Dr Andrew Charlton MP, Cabinet Secretary, and the Hon Patrick Gorman MP, Assistant Minister for the Public Service.

Yours sincerely

Katy Gallagher

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