

Risk Potential Assessment Tool (April 2022 version)

Please refer to Resource Management Guide 107 for guidance on the Risk Potential Assessment Tool (RPAT)

Proposal Information (insert text)	
Portfolio	Foreign Affairs and Trade
Entity Name	Department of Foreign Affairs and Trade
Proposal Title	Advisory services for PNG NRL Bid negotiation
Estimated Delivery Date	
Estimated Total Proposal Cost (\$m)	s 33(a)(iii)
Brief Proposal Description	
Date RPAT Prepared	31/08/2023
s 47C(1)	s 33(a)(iii), s 34(3), s 47E(d)
If it is a project subject to the ICT Investment Approval Process or Two-Stage Capital Works - when is the next pass or stage?	N/A
Name of Responsible Minister	Minister for International develop And the Pacific, the Hon. Pat Conroy MP
Senior Responsible Official (SRO) Name	Elizabeth Peak
Approved by SRO date	

Contact Details (insert text)	
SRO (SES Band 2 or 3 or equivalent)	
Name	Mrs Kimberley
APS Classification/Job Title	SES Band 2 / First Assistant Secretary, Polynesia, Micronesia & Development Division
Telephone Number	s 22(1)(a)(i)
Mobile Number	
Email Address	mat.kimberley@dfat.gov.au
Proposal Manager/Director	
Name	Kirsty McNeil
APS Classification/Job Title	Assistant Secretary, Polynesia and Partnerships Branch
Telephone Number	s 22(1)(a)(ii)
Mobile Number	
Email Address	kirsty.mcneil@dfat.gov.au

#	Risk Factor	Risk Rating (select)	Justification (insert text)
A1	Government Priority	s 47E(d)	the Papua New Guinea Government's ambition to have a PNG team play in Australian National Rugby league competition has been publicly supported by senior Government Ministers and the Prime Minister. However, this activity only relates to providing advice to Government not the activity of establishing the NRL Franchise.
A2	Financial		The quantum of funding sought represents a very low risk, s 47C(1), s 47E(d)
A3	Citizens		Due to the nature of the work undertaken in this proposal is for the procurement of expert advice it will have very little impact on very few Australians.
A4	Market		Due to the nature of the work undertaken in this proposal is for the procurement of expert advice and largely administrative in nature that does not commit Government to any specific course of action, the affect of the work on the private sector or markets will be minimal.
A5	Stakeholders	s 33(a)(iii), s 47E(d)	
A6	Legal		The Procurement of advisory services and specialist legal advice will not attract legal risks.
A7	Other	s 33(a)(iii), s 47E(d)	
B1	Other Jurisdictions / Agencies / Business Areas		Multiple Australian agencies are involved in the proposal at the Commonwealth level as well as PNG Government and other PNG shareholders and the NRL themselves.
B2	Benefits	s 47E(d)	
B3	Organisational / cultural change	s 47E(d)	
B4	Innovation		There will be no new or complex technology used is the procurement of expert advice.
B5	Information and Communication Technology		There will ne no additional IT capacity technology required to deliver this activity.
B6	Procurement	s 47E(d)	
B7	Construction		There will be no construction required to deliver these activities
B8	Contractual / Service Delivery Arrangements		This activity will require the procure of external service providers using the Commonwealth Procurement Rules and on the advice of the Procure Team within DFAT.

s 47E(d)

B9	Governance	Multiple Australian agencies are involved in the proposal at the Commonwealth level and a interdepartmental committee will be established lead by DFAT. Communications protocols will be established to communicate with non government stakeholders.
B10	Management / team experience	Core skills are found within DFAT to manage the activity. Additional skills and expertise will be sought from other government departments and procured from external service providers.
B11	Timing Constraints	Activities will be completed in agreed 2024-25 Budget deadlines.
B12	Dependencies	The activities proposed under this activity do not depend on the success of other programs and can be conducted as standalone activities.
B13	Clarity of Policy	There is clarity of policy for DFAT to provide timely and accurate advice to Government to cultivate stronger people to people institutional links with the Pacific.
B14	Agency Capability	DFAT has experience with rugby league in PNG through the PacificAus Sports Program and has also recently managed the Government's role in Telstra's acquisition of Digicel Pacific. DFAT also has experience managing external service providers compiling advice for government

Top 5 Risks (automatically populates from above)	Justification (automatically populates from above)	Mitigation (insert text)	Residual Risk (select)
#1	s 33(a)(iii), s 47E(d), s 47C(1)		
#2			
#3			
#4			
#5			

Risk Summary	
Strategic Context	Very Low
Implementation Complexity	Very Low
Legal Risk	Very Low
Overall Level of Risk (before mitigation)	Low
Overall Risk (including mitigation)	Low

If the Overall Level of Risk (before mitigation) is Medium or above, the completed RPAT must be provided to Finance.
 The Overall Risk (before and after mitigation) rating must be included in the Implementation and Delivery section of the NPP.
 Finance may advise a different Overall Risk rating, as well as whether or not an assurance review is recommended.

Updated paragraph

If the Overall Level of Risk (before mitigation) is Medium or above, the completed RPAT must be provided to Finance.
 The Overall Risk (before and after mitigation) rating must be included in the Risk and Sensitivities section of the NPP.
 Finance may advise a different Overall Risk rating, as well as whether or not an assurance review is recommended.

From:
Sent: Wednesday, 17 April 2024 5:56 PM
To: s 22(1)(a)(ii)
Cc:
Subject: FW: [EXTERNAL] Feasibility Study Sections 1 - 3 for DFAT Review [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)
 ()

Could you please cast an eye over this and provide to s as appropriate (we don't necessarily need them to action everything). s 22(1)(a) still hasn't yet provided comment so there is still probably time to make tweaks. But I don't think they should need to do big reframing.

Cheers
 s 22(1)(a)(ii)

From: s 22(1)(a)(ii) @finance.gov.au>
Sent: Wednesday, April 17, 2024 7:51 PM
To: s 22(1)(a)(ii) @dfat.gov.au> s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) s 22(1)(a)(ii) @finance.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>
Subject: RE: [EXTERNAL] Feasibility Study Sections 1 - 3 for DFAT Review [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)
 () (ii)

Thanks for providing the opportunity to comment and apologies it's taken so long to respond (hopefully we haven't missed the boat).

Most of the feedback below is presented as more questions just to assist our understanding on some of the issues. Happy for DFAT to sift out the ones they don't consider necessary.

Also happy if it would be easier to run through these in a meeting s 47E(d)

Thanks again,
 s 22(1)
 () (ii)

General Comments

- Suggest including a summary of key findings at the beginning of the feasibility study. Noting there's plans to have a separate report that will summarise key takeaways, this will also be helpful for this document s 47 E(d)
- Suggest including a contents page to assist in navigating the feasibility study.
- s 47E(d)

s 22(1)(a)(ii)

- s 33(a)(iii), s 47E(d)

s 33(a)(iii), s 47E(d)

s 47E(d)

- s 33(a)(iii), s
47E(d)

s 47E(d)

- s 33(a)(iii), s 47E(d)

From: s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>
Sent: Monday, April 8, 2024 11:16 AM
To: s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>; s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@finance.gov.au](mailto:s22(1)(a)(ii)@finance.gov.au)>; s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@finance.gov.au](mailto:s22(1)(a)(ii)@finance.gov.au)>
Cc: s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>
Subject: FW: [EXTERNAL] Feasibility Study Sections 1 - 3 for DFAT Review [SEC=OFFICIAL]

OFFICIAL

Good Morning Team

Please find the draft feasibility study attached. Deloitte are seeking any feedback ASAP. If you send to me I am happy to collate in to one document.

Kind regards

s 22(1)(a)(ii)

From: s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>
Sent: Thursday, March 28, 2024 2:02 PM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>; s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>; s 22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dfat.gov.au](mailto:s22(1)(a)(ii)@dfat.gov.au)>
Cc: s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>; s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>; s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>; s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>; s 47F(1) <[s47F\(1\)@deloitte.com.au](mailto:s47F(1)@deloitte.com.au)>
Subject: [EXTERNAL] Feasibility Study Sections 1 - 3 for DFAT Review

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s 47G(1)(a), s 47G(1)(b)

s 47G(1)(a), s 47G(1)(b)

s 47F(1)
s 47F(1) | Innovation and Ventures
Quay Quarter Tower, 50 Bridge Street, Sydney NSW 2000
M:s 47F(1)
s 47F(1)@deloitte.com.au | www.deloitte.com.au



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Jamie Isbister

Deputy Head Office of the Pacific and
Head of the Strategic Infrastructure & Economic Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii)@dfat.gov.au

Executive Officer: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii)@dfat.gov.au

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[We acknowledge](#) the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

From:
Sent: Thursday, 14 March 2024 11:27 AM
To: Jamie Isbister; Kirsty McNeil
Cc: s 22(1)(a)(ii)
Subject: RE: due diligence [REDACTED]
Attachments: s 47E(d)

[REDACTED]
Hi Jamie

Thanks, we met Finance yesterday and Kirsty communicated your points. s 47E(d), s 33(a)(iii)

s 47E(d)

s 33(a)(iii), s 47E(d)

Kind regards

s 22(1)
() (ii)

From: Jamie Isbister <Jamie.Isbister@dfat.gov.au>

Sent: Wednesday, March 13, 2024 4:36 PM

To: s 22(1)(a)(ii) @dfat.gov.au; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>

Cc: s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au;

@dfat.gov.au

Subject: RE: due diligence [REDACTED]
[REDACTED]

s 22(1)(a)(ii)

Thanks for engaging Finance on this. I am probably eager to ensure that we have a clear understanding of what we **mean by an investment** and also how we judge value for money.

s 33(a)(iii), s 47E(d)

s 33(a)(iii), s 47E(d)

Kirsty and I are meeting Finance this afternoon and will discuss process and investment options more broadly. ^{s 47E(d)}

Kind regards

s 22(1)(a)(ii)

From: s 22(1)(a)(ii) <[@finance.gov.au](mailto:finance.gov.au)>
 Sent: Tuesday, March 12, 2024 7:27 PM
 To: s 22(1)(a)(ii) <[@finance.gov.au](mailto:finance.gov.au)>; s 22(1)(a)(ii) <[@dfat.gov.au](mailto:dfat.gov.au)>
 Cc: s 22(1)(a)(ii) <[@dfat.gov.au](mailto:dfat.gov.au)>; s 22(1)(a)(ii) <[@dfat.gov.au](mailto:dfat.gov.au)>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) <[@finance.gov.au](mailto:finance.gov.au)>
 Subject: RE: due diligence [REDACTED]

Hi s 22(1)(a)

Following our discussion last week and the advice below on due diligence, we thought it might be helpful to outline our view on what next steps looks like for this transaction based on experience with similar transactions.

Separately, we're just in the process of finalising the s 47E(d) Would Kirsty, yourself and the team be free to meet s 22(1)(a)(ii) at some stage tomorrow morning? We will endeavour to share them prior to this discussion.

Regarding the next steps table below, there probably isn't much flexibility on the timing for these milestones as they assume best-case delivery (indicatively).

Milestone	Description	Timing
-----------	-------------	--------

s 33(a)(iii), s 47E(d), s 47C(1)

Kind Regards

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Commercial Policy and Advice Branch
Department of Finance

T: s 22(1)(a)(ii)

E: s 22(1)(a)(ii) [@finance.gov.au](mailto:finance.gov.au)

A: One Canberra Avenue, FORREST, ACT 2603

From: s 22(1)(a)(ii) [@finance.gov.au](mailto:finance.gov.au)>

Sent: Thursday, March 7, 2024 6:23 PM

To: s 22(1)(a)(ii) [@dfat.gov.au](mailto:dfat.gov.au)>; s 22(1)(a)(ii) [@finance.gov.au](mailto:finance.gov.au)>

Cc: s 22(1)(a)(ii) [@dfat.gov.au](mailto:dfat.gov.au)>; s 22(1)(a)(ii) [@dfat.gov.au](mailto:dfat.gov.au)>; Kirsty McNeil

[<Kirsty.McNeil@dfat.gov.au>](mailto:Kirsty.McNeil@dfat.gov.au); s 22(1)(a)(ii) [@finance.gov.au](mailto:finance.gov.au)>

Subject: RE: due diligence [SEC=OFFICIAL]

OFFICIAL

H: s 22(1)(a)(ii)

No worries – we are here to help!

s 33(a)(iii), s 47E(d), s 47C(1)

s 33(a)(iii), s 47E(d), s 47C(1)

As we get more certainty as to exactly what is proposed then we can of course provide further guidance on the 'must have' vs 'nice to have' categories, etc.

If any of the above is unclear, very happy to discuss further.

Thanks,

s 22(1)(a)(ii)

From: s 22(1)(a)(ii) <@dfat.gov.au>
 Sent: Thursday, March 7, 2024 1:58 PM
 To: s 22(1)(a)(ii) <@finance.gov.au>; s 22(1)(a)(ii) <@finance.gov.au>
 Cc: s 22(1)(a)(ii) <@dfat.gov.au>; s 22(1)(a)(ii) <@dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
 Subject: due diligence [SEC=OFFICIAL]

OFFICIAL

Hi s 22(1)(a)(ii)

Thanks very much for your time at both meetings this morning, they were both very helpful.

We've briefed Jamie on our discussions, and one thing he's asked for is for a better understanding of what we require from the NRL to undertake due diligence on the proposal. I wonder if it would be possible to get a short list, perhaps divided into (1) must haves and (2) nice to haves, of information we'd require in order to undertake due diligence on the proposal? s 47E(d)

Is this something you might be able to help pull together?

Happy to discuss.

Thanks

s 22(1)(a)(ii)

Director, Sports Projects
 Polynesia and Sports Branch
 Office of the Pacific

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Potential Commonwealth Financing Options – PNG NRL/NRLW (For Discussion Purposes)

March 2024

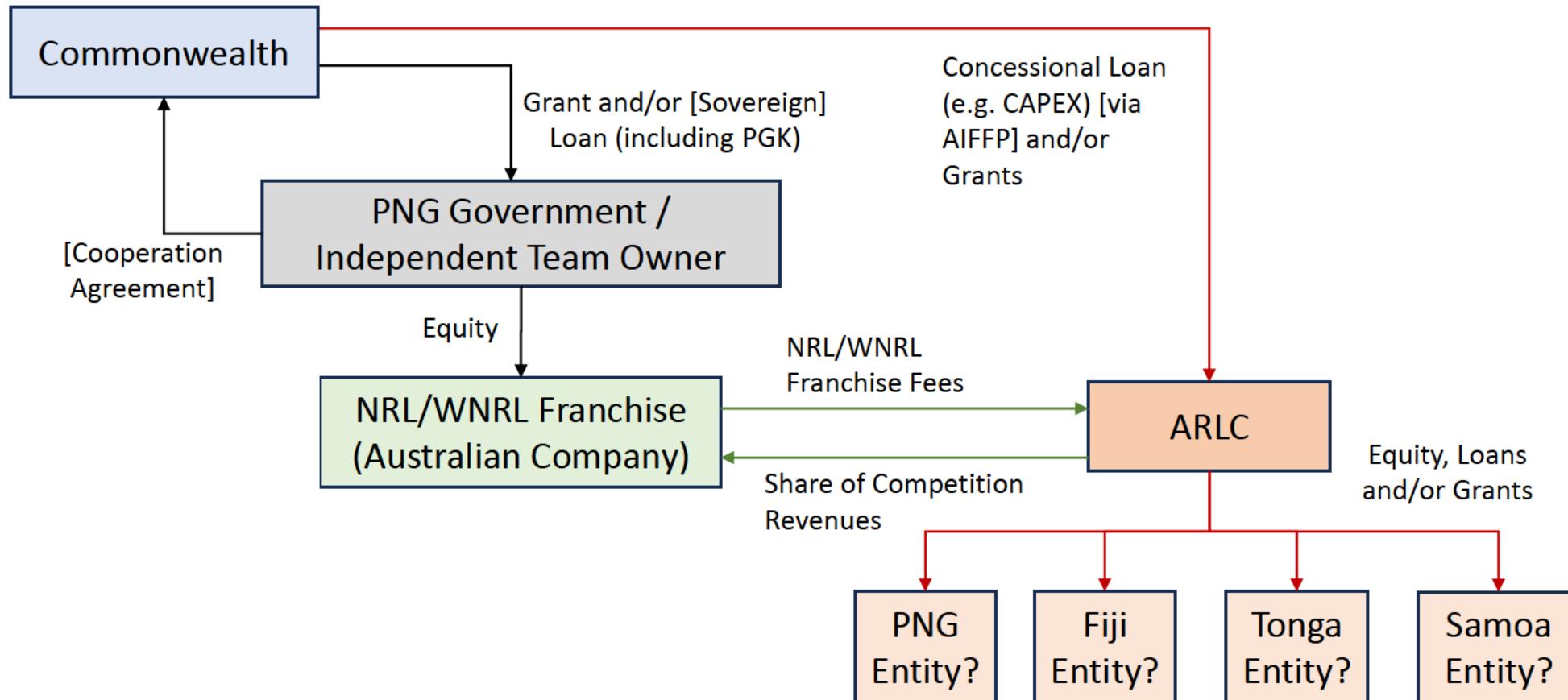
Context

- Finance is providing commercial advisory support to DFAT which is exploring on behalf of the Australian Government options for the 18th NRL franchise to be a PNG-based team (Part A), [s 47E\(d\)](#), [s 47C\(1\)](#), [s 45\(1\)](#)
- The options set out herein are early, indicative, potential investment structures for DFAT to consider and work through with its financial and legal advisers (Deloitte and HSF), noting that a Feasibility Study for Part A is still being prepared [s 47E\(d\)](#), [s 47C\(1\)](#), [s 45\(1\)](#)
- These investment structures are non-exhaustive and are not presented in any particular order. Finance will work with DFAT to prepare a more comprehensive assessment of the potential funding options following completion of due diligence activities, recognising the following principles:
 - Where the diagrams stated ‘the Commonwealth’ this could involve multiple Commonwealth entities providing different elements of funding and a preferred delivery model (e.g. AIFFP for CAPEX, DFAT, Office for Sport, etc.) will be determined at a later stage, before consideration by Government.
 - Estimating new companies or acquiring shares (equity investments) are traditionally reserved for market failure in a domestic policy context (e.g., postal services, broadband, energy), and includes considerable additional risks and ongoing oversight requirements.
- [s 47E\(d\)](#), [s 47C\(1\)](#), [s 45\(1\)](#)

Option 1: Top-Down (Funding to PNG / ARLC)

Part A: Support to PNG Government

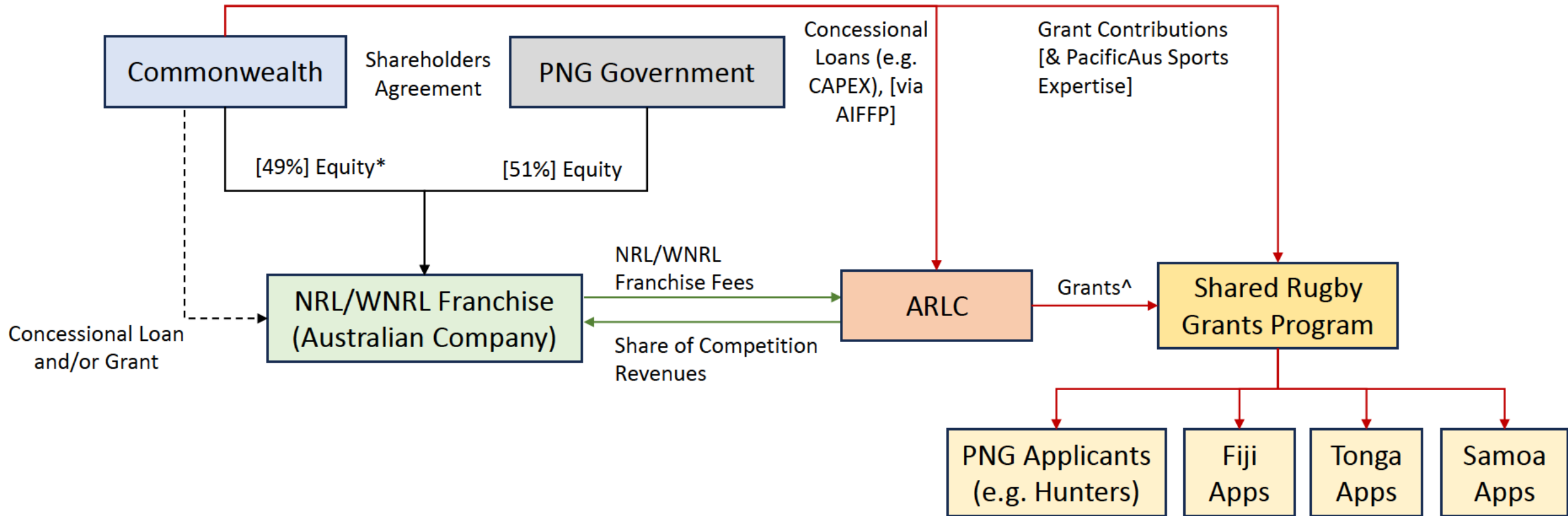
s 47E(d), s 47C(1), s 45(1)



Option 2: Joint Fund the Franchise / Strategy

Part A: Support to PNG Franchise

s 47E(d), s 47C(1), s 45(1)

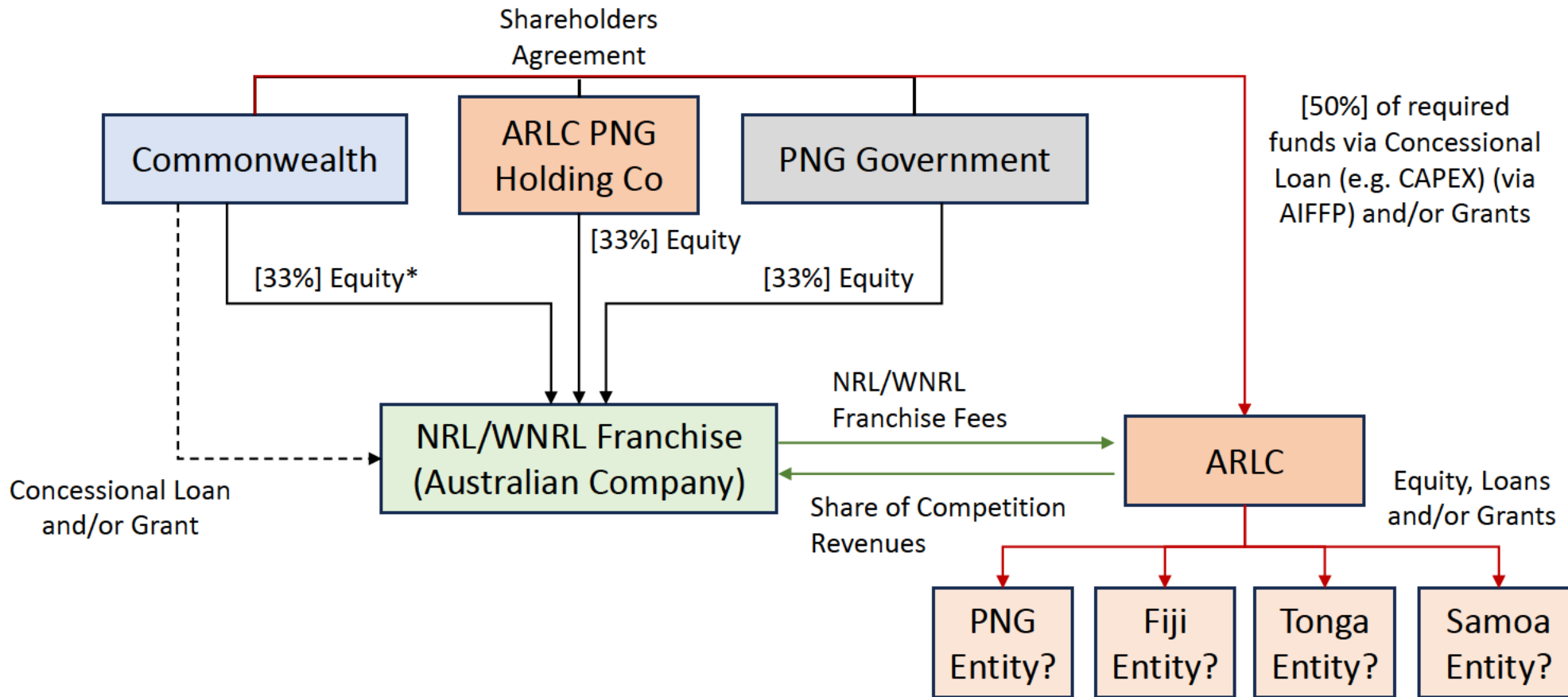


* Can only be classified as “equity” if the Cth expects a return on investment (e.g. dividends) ^ Could be “in-kind” contribution (e.g. services and expertise)

Option 3: Tripartite Model with PNG & ARLC

Part A: Support to PNG Franchise

s 47E(d), s 47C(1), s 45(1)

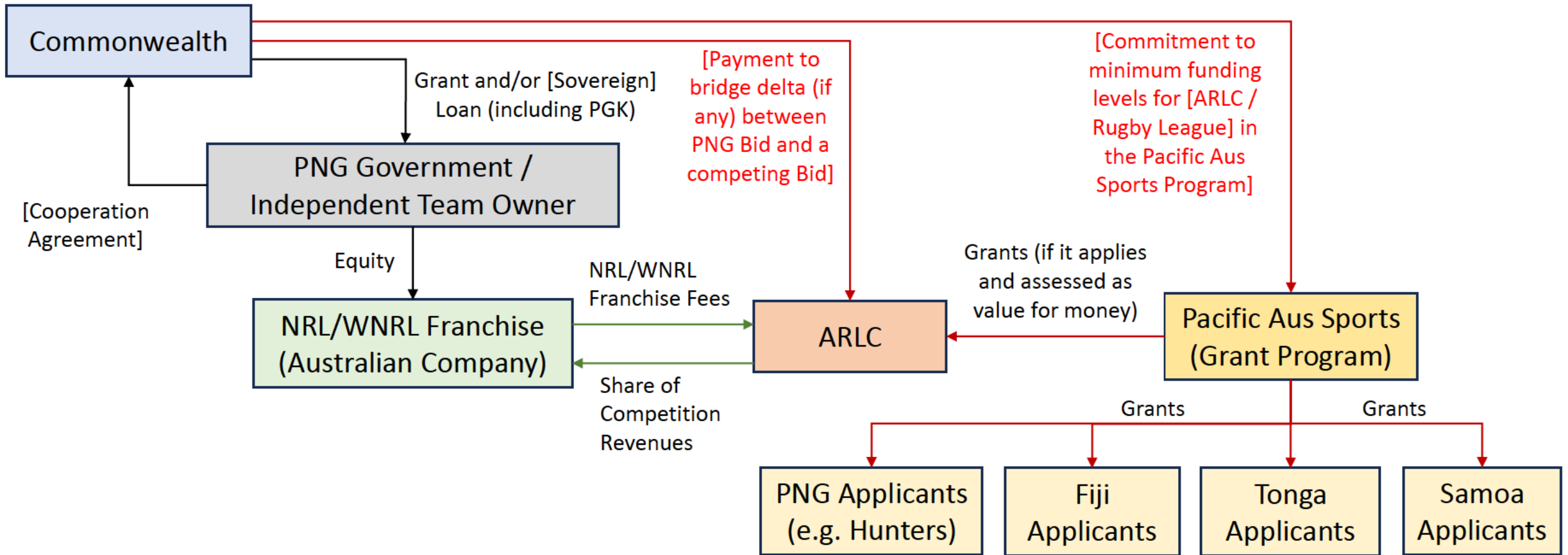


* Can only be classified as "equity" if the Cth expects a return on investment (e.g. dividends)

Option 4: Utilise Pacific Aus Sports

Part A: Support to PNG Franchise

s 47E(d), s 47C(1), s 45(1)



Other Funding Considerations

- **Grant Funding:**

- Typically grant programs are developed using policy objectives/criteria (in accordance with the grant guidelines) to protect core Commonwealth principles, namely achieving value with relevant money and transparency of taxpayer funding expenditure. It is not immediately clear what those policy objectives/criteria would be and if the ARLC is best placed as the delivery partner.
- Non-competitive grants of this scale would involve additional obligations including service standard requirements, payments being linked to completion of milestones, reporting obligations (including visibility of taxpayer funds are being spent), detailed record keeping requirements, risk management frameworks, ability to terminate if conditions are not met, etc.
- For further information, Finance has a designated area with responsibility for providing advice in relation to administering grants on behalf of the Commonwealth.

- **Equity Investment:**

- Purchase of shares (equity) requires legislative authority either under through an amendment to the PGPA Act/FFSP Regs, or through primary legislation – which takes additional time and may require more direct involvement from Finance (which has overarching policy responsibility for the Commonwealth's equity investments).
- If the Commonwealth holds a majority of the shares (>50%) or is otherwise deemed to control a company (via Board members or other influence), that company will be a 'Commonwealth company' for the purposes of the PGPA Act and additional legislative obligations apply (examples include tabling its Annual Report in Parliament, appears at Senate Estimates, submitting estimates/actuals through the Budget process, ANAO as auditor, etc.).
- As a shareholder, the Commonwealth will be accountable for the actions of the company. The Commonwealth will have a range of additional considerations where it is minority shareholder (i.e. how to respond to change of control/ownership, appointment of key management personnel/Board, transfer of assets, data security, reputational issues, service standards, etc.).

s 47E(d), s 47C(1)

From:
Sent: Tuesday, 11 June 2024 10:24 AM
To: s 22(1)(a) ; Jamie Isbister; Kirsty McNeil; s 22(1)(a)(ii)
Subject: RE: Tax Workshop - Commercial-in-Confidence [REDACTED]
[REDACTED]

Hi ^{s 22(1)(a)(ii)}

Thanks for this – sounds like it helped progress/clarify several important issues.

s 33(a)(iii), s 47E(d), s 47G(1)(a), s 47C(1)

Thanks

s 22(1)
() (ii)

From: s 22(1)(a)(ii) @dfat.gov.au
Sent: Monday, June 10, 2024 1:25 PM
To: Jamie Isbister <Jamie.Isbister@dfat.gov.au>; Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au
Subject: Tax Workshop - Commercial-in-Confidence [REDACTED]
[REDACTED]

Hi All,

Please find below a high level summary of Friday's tax workshop with Deloitte and attended by s 47F(1), s 47G(1)(a)

I have also attached some next steps and happy to discuss in greater detail.

s 33(a)(iii), s
47E(d), s 47G(1)
(a)

s 22(1)(a)(ii)

Policy officer | Pacific Infrastructure Portfolio
Pacific Infrastructure Branch | Strategic Infrastructure Division

Department of Foreign Affairs and Trade

P | M

From: Jamie Isbister
Sent: Saturday, 18 May 2024 10:52 AM
To: Kirsty McNeil; s 22(1)(a)(ii)
Cc: s 47F(1) @deloitte.com.au>; s 47F(1)
@deloitte.com.au>
Subject: PNG Pacific RL next steps[SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Colleagues

I don't want to stuff up peoples work weekends around too much. But I am keen to have a teams meeting with a few people who are available on package before I meet s 47F(1) and team again later today on the financing package.

Wont bore you with all gruesome details now, can be done over a drink sometime.

s 33(a)(iii), s 47E(d), s 47G(1)(a), s 47G(1)(b), s 45(1)

Can talk more through with those available. Can I suggest 12:30pm meeting at 3pm. If people can't do no stress.

s 33(a)(iii), s 47E(d), s 47G(1)(a), s 47G(1)(b), s 45(1)

Thanks everyone. ^{s 22(1)(a)(ii)} is with me and can help coord

s 33(a)(iii), s 47E(d), s 45(1)

J

s 22(1)(a)(iii) will send out teams to those who can dial in

Jamie Isbister

Deputy Head Office of the Pacific and
Head of the Strategic Infrastructure Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) @dfat.gov.au

Executive Officer: s 22(1)(a) | T s 22(1)(a)(ii) | s 22(1)(a)(ii) @dfat.gov.au

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We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

From: Kirsty McNeil
Sent: Sunday, 16 June 2024 5:17 PM
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: RE: Draft NPP - For Visibility [REDACTED]
Attachments: 240614 - NRL NPP.docx

[REDACTED]

Hi s 22(1)(a)(ii) thanks so much for doing this. Such a great start and really good to be able to comment on something substantive. I've made a few changes here and there, but mainly it is comments to support the next phase of drafting. These are such a large amount of work – are you allowed to take yourself away from Jamie again this week?

K

From: s 22(1)(a)(ii) @dfat.gov.au>
Sent: Friday, June 14, 2024 3:44 PM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>
Cc: s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au>
Subject: Draft NPP - For Visibility [REDACTED]

[REDACTED]

Hi Kirsty,

s 47C(1) give you visibility of where we are up to and the option to review if you want to over the weekend.

s 22(1)(a)(ii) has had an initial review, but we spoke a bit earlier and acknowledge it will need some cutting back and sharpening/tightening. There are some sections with placeholder/TBC, but the main narrative elements are complete.

Happy to discuss. Thanks.

Kind regards,

s 22(1)(a)(ii)

Executive Officer to
Jamie Isbister | Deputy Head, Office of the Pacific & Head, Strategic Infrastructure and Economic Division

Department of Foreign Affairs and Trade

P s 22(1)(a)(ii) M s 22(1)(a)(ii)

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We acknowledge the Traditional Custodians of Country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations peoples, their cultures and to their Elders, past, present and emerging.

Kind regards,

s 22(1)(a)(ii)

Executive Officer to _____
Jamie Isbister | Deputy Head, Office of the Pacific & Head, Strategic Infrastructure and Economic Division

Department of Foreign Affairs and Trade
P s 22(1)(a)(ii) M s 22(1)(a)(ii)

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From: Kirsty McNeil
Sent: Wednesday, 19 June 2024 11:01 AM
To: Jamie Isbister; s 22(1)(a)(ii)
Subject: RE: NRL -timeframes [REDACTED]

[REDACTED]

Thanks for all this Jamie – I have a call in to Julie Shams to ask for support on the comms plan. Will let you know how I go.

K

From: Jamie Isbister <Jamie.Isbister@dfat.gov.au>
Sent: Wednesday, June 19, 2024 7:45 AM
To: Kirsty McNeil <Kirsty.McNeil@dfat.gov.au>; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au; s 22(1)(a)(ii) @dfat.gov.au;
Subject: Fwd: NRL -timeframes [REDACTED]

Kirsty/s 22(1)(a)(ii)

s 33(a)(iii), s 47C(1), s 47E(d)

On staffing - good if team can let me know what additional resources we need and at what level.

Sorry can talk later

J

Jamie Isbister

Deputy Head Office of the Pacific and
Head of the Strategic Infrastructure & Economic Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) @dfat.gov.au

Executive Officer: s 22(1)(a) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) @dfat.gov.au

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From: s 22(1)(a)(ii), s 47F(1) @dfat.gov.au
Date: Tuesday 18 June 2024 at 6:33:22 PM
To: "Jamie Isbister" <Jamie.Isbister@dfat.gov.au>, "Kirsty McNeil" <Kirsty.McNeil@dfat.gov.au>, "Nicholas Kay" <Nicholas.Kay@dfat.gov.au>, "Jennifer Mason" <Jennifer.Mason@dfat.gov.au>, s 22(1)(a)(ii) @dfat.gov.au, "Mark Davis" <Mark.Davis@dfat.gov.au>, "Karlis Salna" <Karlis.Salna@dfat.gov.au>, "Nigel Bruce" <Nigel.Bruce@dfat.gov.au>
Cc: "s 22(1)(a)(ii) @dfat.gov.au"
Subject: FW: NRL -timeframes [REDACTED]

Dear Jamie,

Many thanks for this, and the team's hard work on this complex project. We spoke with MIDP following our conversation yesterday.

As discussed on Friday, s 33(a)(iii), s 47C(1), s 47E(d)

With thanks,

Amanda

Amanda Davis

Senior Adviser, Pacific

Office of the Hon Pat Conroy MP

Minister for International Development and the Pacific

Tel: s 22(1)(a) Mob: s 22(1)(a)(ii)

From: Jamie Isbister <Jamie.Isbister@dfat.gov.au>

Sent: Saturday, June 15, 2024 7:51 PM

To: Amanda Davis <Amanda.Davis@dfat.gov.au>; Mark Davis <Mark.Davis@dfat.gov.au>

s 22(1)(a)(ii)

J,

Jamie Isbister

Deputy Head Office of the Pacific and

Head of the Strategic Infrastructure Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) @dfat.gov.au

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s 33(a)(iii), s 34(1)(d), s 47C(1), s 47E(d), s 47G(1)(a), s 47G(1)(b) - this page, together with the following pages 84-95, are exempt and have been removed

From: Jamie Isbister
Sent: Friday, 7 June 2024 6:15 PM
To: Elizabeth Peak; Craig Maclachlan
Cc: Governance Secretariat; s 22(1)(a)(ii) ; Kirsty McNeil; s 22(1)(a)(ii)
; Brad Medland; Elicia Rudnicki
Subject: Implementation and Risk Committee [REDACTED]

[REDACTED]

Liz/Craig

We have been in discussions with the NRL, PNG Govt and Bid Board on a 10-year financing deal for a PNG NRL franchise and Pacific rugby league strategy. s 33(a)(iii), s 47E(d), s 47G(1)(a), s 47G(1)(b), s 47C(1)

If useful am happy to talk with you or the Secretariat on the best approach for putting on the agenda

thanks
J

Jamie Isbister

Deputy Head Office of the Pacific and
Head of the Strategic Infrastructure & Economic Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) @dfat.gov.au

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s 33(a)(iii), s 34(1)(d), s 47C(1), s 47E(d), s 47G(1)(a), s 47G(1)(b) - this page, together with the following pages 132-133, are exempt and have been removed

From: Jamie Isbister
Sent: Friday, 7 June 2024 5:59 PM
To: Kirsty McNeil; s 22(1)(a)(ii)
Subject: NRL Next steps [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Colleagues

NRL Next Steps.

s 47C(1)

I want to thank everyone for the work on NRL min submission and attachments. s 47C(1), s 47E(d)

I wanted to put down a few next step priorities from my side:

s 33(a)(iii), s 47C(1), s 47E(d), s 47G(1)(a), s 47G(1)(b)

Hope you all have a good weekend

J

Jamie Isbister

Deputy Head Office of the Pacific and
Head of the Strategic Infrastructure & Economic Division
Department of Foreign Affairs and Trade

T s 22(1)(a)(ii) | M s 22(1)(a)(ii)

Executive Assistant: s 22(1)(a)(ii) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) [@dfat.gov.au](mailto:s 22(1)(a)(ii)@dfat.gov.au)

Executive Officer: s 22(1)(a) | T s 22(1)(a)(ii) | Email: s 22(1)(a)(ii) [@dfat.gov.au](mailto:s 22(1)(a)(ii)@dfat.gov.au)

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Risk Potential Assessment Tool (April 2022 version)

Please refer to Resource Management Guide 107 for guidance on the Risk Potential Assessment Tool (RPAT)

Proposal Information (insert text)	
Portfolio	Department of Foreign Affairs & Trade
Entity Name	DFAT
Proposal Title	Supporting a PNG NRL Bid
Estimated Delivery Date	2035
Estimated Total Proposal Cost (\$m)	\$635m
Brief Proposal Description	§ 33(a)(iii)
Date RPAT Prepared	14/06/2024
Brief description of authority to bring proposal forward and expected date to go forward	§ 33(a)(iii), § 47E(d)
If it is a project subject to the ICT Investment Approval Process or Two-Stage Capital Works - when is the next pass or stage?	
Name of Responsible Minister	Minister Conroy
Senior Responsible Official (SRO) Name	Jamie Ibbister
Approved by SRO date	

Contact Details (insert text)	
SRO (SES Band 2 or 3 or equivalent)	
Name	Jamie Ibbister
APS Classification/Job Title	Deputy Head, Office of the Pacific
Telephone Number	
Mobile Number	
Email Address	
Proposal Manager/Director	
Name	§ 22(1)(a)(ii)
APS Classification/Job Title	EL2
Telephone Number	
Mobile Number	§ 22(1)(a)(ii)
Email Address	§ 22(1)(a)(ii) @dfat.gov.au

#	Risk Factor	Risk Rating (select)	Justification (insert text)
A1	Government Priority	s 47E(d)	s 33(a)(iii), s 47E(d)
A2	Financial		
A3	Citizens		Minor impact on Australian citizens who may be employed because of grant funding or conduct sport tourism to the Pacific because of the proposal.
A4	Market		Minor impact on existing NRL franchises and potential "crowding out" of less viable franchise bids.
A5	Stakeholders	s 47E(d), s 47C(1)	
A6	Legal		[For AGS input] s 33(a)(iii), s 47E(d), s 47C(1)
A7	Other - counterparty risks - NRL		
B1	Other Jurisdictions / Agencies / Business Areas		
B2	Benefits		There will be minimal financial benefit to Australia expected from the proposal. There may be some limited sports industry, tourism and construction development benefits for Australian companies.
B3	Organisational / cultural change		Deliver partners will be required to significantly expand their operations, including servicing new geographical areas in which they have limited experience. The Proposal will also require the establishment of a franchise entity, complicated by the NRL having a strong management/oversight role, without owning the franchise.
B4	Innovation		The proposal will require innovative and ad-hoc funding arrangements to secure Australia's interests.
B5	Information and Communication Technology		No major IT project other than potential equipment for administrative offices, or some stadium broadcasting upgrades (which NRL will manage).
B6	Procurement		The proposal would require the delivery of complex products and services and may require multi-stage or targeted procurements to ensure positive outcomes.
B7	Construction		New construction of accommodation, stadium upgrades and centres of excellence will be required in a difficult operating environment in PNG. Potential for project delays, costs exceeding budgets and complex management issues. The projects will be managed with a strong focus on safeguards and displacement risks.
B8	Contractual / Service Delivery Arrangements		Multiple suppliers will be required to deliver services under the arrangement.

B9	Governance	<p>s 47E(d)</p> <p>he proposal will require complex cross-entity governance structures which are intended to change throughout the life of the project as the nature of Government's involvement changes.</p>
B10	Management / team experience	<p>s 33(a)(iii), s 47E(d), s 47C(1)</p>
B11	Timing Constraints	
B12	Dependencies	<p>s 33(a)(iii) not necessarily within government's control.</p>
B13	Clarity of Policy	<p>he proposal has been designed with a clear policy intent, endorsed by an inter-departmental committee.</p>
B14	Agency Capability	<p>s 47E(d), s 47C(1)</p>

Top 5 Risks (automatically populates from above)	Justification (automatically populates from above)	Mitigation (insert text)	Residual Risk (select)
#1	s 33(a)(iii), s 47E(d), s 47C(1)		
#2			
#3			
#4			
#5			

Risk Summary	
Strategic Context	High
Implementation Complexity	Very High
Legal Risk	Medium
Overall Level of Risk (before mitigation)	Very High
Overall Risk (including mitigation)	Very High

If the Overall Level of Risk (before mitigation) is Medium or above, the completed RPAT must be provided to Finance.
 The Overall Risk (before and after mitigation) rating must be included in the Implementation and Delivery section of the NPP.
 Finance may advise a different Overall Risk rating, as well as whether or not an assurance review is recommended.

Updated paragraph

If the Overall Level of Risk (before mitigation) is Medium or above, the completed RPAT must be provided to Finance.
 The Overall Risk (before and after mitigation) rating must be included in the Risk and Sensitivities section of the NPP.
 Finance may advise a different Overall Risk rating, as well as whether or not an assurance review is recommended.

