

SENATE LEGAL AND CONSTITUTIONAL LEGISLATION COMMITTEE
AUSTRALIAN INSTITUTE OF CRIMINOLOGY

Question No. 173

Senator Ludwig asked the following question at the hearing on 14 February 2006:

Regarding the board meetings held:

a) Do board members receive remuneration?

If so:

b) How much?

c) By whom is it set?

d) How often is it altered and when was the last time it was altered?

e) When is it due to be altered?

f) Please provide the agendas and minutes of the board meetings held in 2004-05?

g) How are the topics for discussion at the board meetings set?

The answer to the honourable senator's question is as follows:

a) Only the Chair of the Board receives remuneration

b) The Chairman receives \$524 per diem

c) An annual review is performed by the Remuneration Tribunal – Determination
2005/05 Remuneration and allowances for Holders of Part-time Public Offices

d) Last reviewed in May 2005 to take effect from 1 July 2005

e) Reviewed annually and new rates take effect from the 1 July each financial year

f) Please see Attachments B, C, D.

g) Topics for Board meetings are set by the Chair of the Board, Board members and the Director.



AUSTRALIAN INSTITUTE OF CRIMINOLOGY

**110th Meeting of the AIC Board of Management
held at the Attorney General's Department of NSW, Sydney
on 28 July 2004**

MINUTES

Present: Professor Richard Fox (Chair)
Dr Toni Makkai (Acting Director, AIC)
Mr Nigel Hadgkiss (Commonwealth)
Mr Richard Coates (Northern Territory)
Mr Tim Keady (Australian Capital Territory)
Mr Norman Reaburn (Tasmania)
Mr Terry Ryan (Queensland)

Apology: Dr Dianne Heriot (Deputy, Commonwealth)

In Attendance: Mr Laurie Glanfield (New South Wales)
Mr Alan Piper (Western Australia)
Mr Greg Byrne (Deputy for Penny Armytage, Victoria)
Ms Joy Wundersitz (Deputy, South Australia)
Ms Sylvia MacKellar (Minutes Secretary)

1. WELCOME

The Board Meeting commenced at 9.35 am.

The Chair welcomed members and deputies. He *noted* an apology from the Deputy for the Commonwealth, Dr Heriot, and advised that the new Commonwealth member will be appointed in due course. He welcomed Mr Ryan, who was attending his first Board meeting, following his appointment on 24/5/04 as the CRC representative for Queensland. The Chair thanked Mr Glanfield and his Department for hosting the meeting, and for the dinner arrangements.

The Board *noted* the appointment of Dr Makkai as the new AIC Director. Dr Makkai was appointed by the Commonwealth Attorney-General, Philip Ruddock, for a 5 year term commencing on 1 August 2004. She has been AIC Acting Director since the resignation of Dr Adam Graycar on 10 September 2003. Members congratulated Dr Toni Makkai on her appointment and affirmed their future support. The Board *noted* that Dr Makkai is the first woman Director of the AIC since its inception in 1972 and is the first "Institute grown" employee to come to the Directorship. Dr Makkai was guest of honour at the CRC/Board dinner on Tuesday evening.

Procedure for dealing with Agenda items

The Chair *moved* that in the interest of prioritising items requiring discussion, agenda items listed for information only will be marked “for noting” and the Chair will move that they be collectively accepted on that basis unless a member requests that a particular item be discussed. Matters requiring substantive decision will be marked “for discussion”. Minutes will be “confirmed” and sub-committee reports will be “accepted” or otherwise. The Board *accepted* the Chair’s motion.

2. MINUTES OF PREVIOUS BOARD MEETING

The Minutes of the 109th Board Meeting held on 26 March 2004 in Canberra were *confirmed* as a correct record.

3. MATTERS ARISING

No matters were raised by members.

4. AUDIT COMMITTEE REPORT TO BOARD

The Board resolved to receive and accept the recommendations of the AIC Audit Committee.

5. RESEARCH PRIORITIES, CORPORATE PLAN, AND NATIONAL RESEARCH PRIORITIES (NRP)

The A/Director drew attention to three Attachments in the Board papers - a revised draft of the AIC Corporate Plan 2004-08 (A), the revised NRP Implementation Plan (E), and a research document (F) outlining current AIC research activities. Key issues for the meeting were (1) the revised Corporate Plan and placing it on the web, (2) the AIC’s national research priorities, and (3) a discussion on research priorities.

The Chair canvassed members’ views, and there was a wide ranging discussion involving the Corporate Plan, research priorities, and suggestions for research. A range of views and suggestions was put forward and noted:

- aboriginal people
- correctional issues
- policing
- recidivism
- modelling work
- spatial analysis
- anticipating certain developments (eg cyber crime, people smuggling)
- relationship between courts, and prisons and community, and pressure points, and what not working
- understanding criminological behaviours

- crime prevention area;
- key components of research program are directed at sophisticated stakeholders (SCAG, corrections, police, ministers)
- placing clear criminological knowledge before the public. “Promote justice and reduce crime” as common theme across AG’s portfolios
- describe the “Vision” first, then the “Values”.

Resolutions

- 5.1 It is recommended that the draft Corporate Plan be placed on the website until such time as a new Director is appointed and a plan is finalised.

The Board revised the recommendation and resolved that: The Director prepare a new draft Corporate Plan to bring back to the Board in November. It is not necessary to place the draft plan on the website in the meantime.

- 5.2 It is recommended that the revised NRP Implementation Plan be accepted and forwarded to the Minister

The Board accepted the recommendation.

- 5.3 It is recommended that the AIC Annual Report include appropriate reporting of its work in regard to the national research priorities in its Annual Report

The Board accepted the recommendation.

6. PERFORMANCE REVIEW OF ADMINISTRATIVE SERVICES PROGRAM

The A/Director reported that Ascent Governance P/L had completed its review of the Administrative Services Program and a Discussion Paper and a set of findings were circulated in the Board papers. The A/Director pointed out that although a new financial officer (Ms Ruiz) has been appointed, it will take 12-18 months to bed down the new changes, and that steps are being taken to get better information on variations. The A/Director pointed out she had now put in place a Budget Review Committee comprising herself, the Senior Finance Officer and key operational managers.

Members of the Board indicated that they supported the A/Director’s initiatives. However, to give them confidence that new governance arrangements are effective they would like to keep this visible on the Board agenda. The Chair suggested the Senior Finance Officer address the next meeting of the Board, but Mr Piper said this may not be necessary as the Director can report to the meeting as part of normal business management.

The A/Director drew attention to Finding no. 5 in the report which recommended that the Board nominate a “treasurer” who would be responsible for communication with finance staff.

Recommendation

It is recommended that the Board note the discussion paper and discuss its recommendations.

The Board noted the discussion paper, and supported its general thrust, but rejected the recommendation regarding the nomination of a ‘treasurer’.

7. ACTING DIRECTOR'S REPORT - The Board *noted* the following reports:

- 7.1 Output Performance
- 7.2 AIC Conference
- 7.3 Financial Management
- 7.4 Corporate Governance
- 7.5 Staffing

The A/Director sought the Board's views on the way they would like to receive agenda material for Board meetings. Members suggested the Director's report be moved to earlier in the agenda, and that everything for "noting" be put at end of meeting. The report will automatically be for discussion, can raise issues appropriate for the Director to report on or advise the Board on. It can put forward strategic "kite flying" items for discussion/opinion but not necessarily for decision, and can also request assistance from the Board. It can also make additional comment on something later in the agenda, or make comment independent of the narrative mentioned in the finance report. If a proposal should be the subject of a separate proposal and clear resolution, leave the Board time for consideration.

Mr Piper suggested the Members' list in the Board papers include names of Deputies.

8. FINANCIAL REPORTS

8.1 Senior Finance Officer's Reports

The A/Director spoke to budget/finance papers. Key issues raised were:

- 1) budget process starts with PBS in March
- 2) reconfiguration of budget units
- 3) more detailed reporting will occur internally down to the level of projects
- 4) changed management process will take 12-18 months

There was a detailed discussion on the budget process with members providing the following advice:

PBS is 6 months before financial year begins and should be conservative, based on what is known at that point in time. Budget 3-6 months later should include a sensible and solid forecast that updates the PBS. PBS information is an annual formal document (eg annual report). The indicative forecast is the budget for the Board.

Board members congratulated Ms Ruiz (Senior Financial Officer) on the work she had done and commented it was very encouraging to see the changes. The Board had read the reports and were supportive of the approach taken and commended her initiative. They noted the changes will establish a balance of information and accountability.

Recommendations

- 8.1.1 It is recommended that the Board of Management note the improvements proposed for budgeting in the 2004-05 budgeting year.

Accepted.

- 8.1.2 It is recommended that the Board of Management note the improvements proposed for the Administrative Services Program.

Accepted.

- 8.1.3 It is recommended that the Board of Management approve the proposed 2004-05 internal budget and note the funding issues for current and future years.

Accepted. The Board approved the indicative forecast internal budget 2004-05.

It was agreed that the budget for the Board would effectively be 30 May, thus reflecting the latest available figures. In accordance with the decision made at a previous meeting the budget will not be revised but variations from that will be as documented in financial reports to the Board. The PBS will be provided as background information in the financial reports.

- 8.2 Financial Statements for May 2004** (circulated in the Board papers) – *noted.*

- 9. DIRECTOR OF RESEARCH REPORT** – *noted.*

- 10. RESEARCH DISSEMINATION & SUPPORT REPORT** – *noted.*

The A/Director also reported to the Board on forthcoming T&I and RPP publications.

- 11. INFORMATION SERVICES REPORT** – *noted.*

- 12. ADMINISTRATIVE SERVICES REPORT** – *noted.*

- 13. OTHER BUSINESS**

Annual report – The Chair advised that a draft of the AIC Annual Report will be circulated to the Board before it is signed off so that members have an opportunity to provide comment/s.

- 14. NEXT MEETING**

The next Board Meeting will be held on Friday 26 November 2004, in Canberra.

The Board Meeting concluded at 11.50 am. The Chair thanked members for their helpful advice to the Director-Designate.

CONFIRMED

(signed) N.C. Hadgkiss

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Nigel Hadgkiss
Acting Chair

25 / 11 / 2004



Australian Government
Australian Institute of Criminology

AUSTRALIAN INSTITUTE OF CRIMINOLOGY

111TH MEETING OF THE BOARD OF MANAGEMENT

held at AIC, Canberra, on 25 November 2004

MINUTES

- Present:* Mr Nigel Hadgkiss, Acting Chair (Commonwealth)
Dr Toni Makkai (Director, AIC)
Dr Dianne Heriot (Deputy, Commonwealth)
Mr Norman Reaburn (Tasmania)
Mr Terry Ryan (Queensland)
Mr Tim Keady (Australian Capital Territory)
- Apologies:* Professor Richard Fox (Chair, AIC Board)
Mr Richard Coates (Northern Territory)
- In attendance:* Mr Laurie Glanfield (New South Wales)
Ms Penny Armytage (Victoria)
Ms Joy Wundersitz (Deputy, South Australia)
Ms Kati Krazlan (Observer for Mr Alan Piper, Western Australia)
Ms Sylvia MacKellar (Minutes Secretary)

1. ELECTION OF CHAIR and WELCOME

Due to the early finish of the CRC and AIC Audit meetings, the Board Meeting was held on 25 November 2004 (not 26 November as scheduled), commencing at 4.14 pm.

Election of Chair: The Board was advised by the Chair Professor Fox on 23/11/04 of his inability to attend the meeting due to ill health. In the absence of the Chair, Mr Reaburn nominated Mr Hadgkiss (Commonwealth member) as Acting Chair. The motion was seconded by Mr Keady. Mr Keady suggested there should be a Deputy Chair appointed for the future.

Welcome: The Acting Chair, Mr Hadgkiss, welcomed Members and Deputies and Ms Kati Krazlan who was attending as an observer for Mr Piper (WA). He **noted** the apologies of Professor Fox and Mr Coates (NT), and the reappointment of Senator Chris Ellison as Minister for Justice & Customs, with responsibility for the AIC. The members for Queensland, Victoria and New South Wales advised they were in the process of appointing new Deputies.

Commonwealth representative: The Acting Chair **noted** Dr Heriot had clarified the position of the Commonwealth representative in relation to a quorum for the meeting, at the Audit Committee Meeting. Mr Glanfield pointed out the Board needed two Commonwealth people to be at meetings.

*The Board **noted** Mr Reaburn's request that any decision taken at the meeting shall be ratified at any subsequent meeting.*

2. MINUTES OF PREVIOUS BOARD MEETING

Amendment to Minutes, Agenda item 5: Dr Heriot pointed out there needed to be a capital "A" in "Aboriginal people". **Noted.**

The Minutes of the 110th Board Meeting held on 28 July 2004 in Sydney were **confirmed** as a correct record.

In accordance with the decision of the July 2004 meeting, the Acting Chair **moved** that all agenda items marked "for noting" be **accepted. Confirmed.**

The Acting Chair **noted** the new format in the agenda papers with the Director's summary report of AIC activities appearing earlier in the agenda. He commended the Director and staff on the continual improvement in the presentation of the agenda papers.

3. MATTERS ARISING

No matters were raised.

4. AUDIT COMMITTEE REPORT TO BOARD

*The Board resolved to **receive and accept** the recommendations of the AIC Audit Committee.*

Mr Glanfield commended the Director on the continual improvement in management's responses to audit issues. He had gone through the papers and was happy with the response.

5. DIRECTOR'S REPORT

The Acting Chair **noted** the Director had provided the following reports for Board members -

- 1) The *AIC and CRC Annual Report 2003-04*
- 2) The *Review of the Corporate Governance of Statutory Authorities and Office Holders* (John Uhrig 27/6/03 report, released by the Federal Minister for Finance and Administration on 12/8/04).

He also noted that:

- favourable comments were received by the Director on the work of the AIC and its extensive range of publications at the International Directors meeting in Amsterdam and at her UN meetings in Vienna.
- details of new financial statements are now provided and that the Director and staff would welcome any comments from the Board.
- The Director was seeking comments against each of the Uhrig recommendations and direction as to how the Board would like to proceed.
- the Director was proposing a strategic planning process over the next 6 months which would result in a corporate plan for consideration at the July 2005 meeting. This would also enable the Director to establish the Minister's expectations for the AIC.

*The Board **accepted** the Director's proposal that the Corporate Plan be brought back to the July 2005 Board meeting.*

The Director spoke to her report and highlighted the following issues:

- Restructure in Research area (see Attachment A in Director's report) had been completed.
- A Research Manager rather than a Director of Research had been appointed.
- A breakdown of research staff numbers and key areas of research had been provided.
- The Australian Crime and Violence Prevention Awards were presented by Senator Ellison at Parliament House on 24/11/04. The Minister commented that he valued the work of the AIC.
- Two key research areas that had emerged from the August trip were:
 - immigrants, crime and terrorism; and
 - ~~recidivist offenders and building long term offender databases.~~

- AIC Chief Executives Instructions and development of policies and procedures were continuing.
- Significant time and resources were being spent on the roll out of the new IT system and related security issues.
- Finance matters (Agenda item 6).

Review of Corporate Governance of Statutory Authorities and Office Holders (Uhrig Report)

The Director pointed out the key issue was the development of the Minister's expectations of the AIC and the AIC's response of intent. The Board needed to consider the recommendations and how we proceed. In the meantime, the AIC will begin to engage with the Minister's office as to his expectations.

The Acting Chair **noted** the report's "Summary of Better Practice Guidance for Boards" (pp 12-13) and the following recommendations:

- No. 3 - In getting the best from boards, appropriately experienced directors are critical to good governance.
- No. 4 - Representational appointments to boards have the potential to place the success of the entity at risk.
- No. 7 - All boards should have orientation programs and directors should have the opportunity for ongoing professional development.
- No. 8 - Annual assessments of the board need to occur to ensure government gets the best from the board.

There was a general discussion on the report and corporate governance issues. Board members offered a range of views and advice to the Director. Points included:

- Although the Board members were appointment by state/territory, once here they act in the interests of the organisation.
- Report was not written for a small research organisation.
- Big question of what kind of board should we be. Two options are provided and the AIC does not neatly fit into either.
- "This board needs the board this board needs". The AIC Board has always had very senior managers who bring significant experience in public sector governance and an understanding of the policy making process.
- The AIC's recent proactive response to governance issues is a direct result of the Board's active interest in this area.
- Notwithstanding disagreement with the report there is always room for improvement.
- Report was clearly of importance in the context of the amalgamation of Centrelink and other delivery agencies in the creation of a new department of Human Services. Nothing in the better practice guidelines should cause undue problems for the AIC. Always ongoing discussion between Minister and AIC.
- The annual report should contain a statement of the Board's principles of corporate governance.
- With the appointment of a new Director it may be timely to look at the role of the Board.
- Assessment of all Australian Government agencies against the templates is expected to be complete by March 2006.

A major discussion on the Uhrig report recommendations and how to proceed will be held at the next Board Meeting (in April 2005).

The Board **noted** the Director's Report.

6. FINANCIAL REPORT

The Director reported that there had been further improvements to the financial report. The document had been split into two (6.2 and 6.3), and outlined the changes. She sought feedback from the Board.

Mr Glanfield commented he thought them excellent, had no problem with any of them, and found them easy to read. He commended Ms Ruiz and the Director for the new approach. The Acting Chair and Dr Heriot expressed similar approval.

The Acting Chair commented it was a good start and **noted** each report's summary and recommendation.

The Board **endorsed** each of the reports, as follows:

6.1 Update on Management and Budget Reporting

Recommendation: That the Board of Management **note** the continued improvements.
Accepted.

6.2 September 2004 Quarterly Financial Report

Recommendation: That the Board of Management **note** the September 2004 Quarterly Financial Report. **Accepted.**

6.3 Detailed Financial Report

Recommendation: That the Board of Management **note** the Detailed Financial Report.
Accepted.

6.4 Portfolio Budget Statements (PBS) 2004-05 - noted.

7. RESEARCH SERVICES REPORT – *noted.*

8. PUBLIC AFFAIRS REPORT – *noted.*

A number of recent and forthcoming T&I publications were provided to Board Members for information.

9. INFORMATION SERVICES REPORT – *noted.*

10. CORPORATE SERVICES REPORT – *noted.*

11. OTHER BUSINESS

11.1 Statement by Members of the Board of Management and the Director (Annual Report)

The Director pointed out this was the same issue as in the CRC and a resolution was needed that any member of the Board could sign on behalf of the Board. The Chair's proposal was endorsed by the Board.

Resolution

The Board **resolved** that the "Statement by Members of the Board of Management and the Director" in the AIC Financial Statements can be signed by any member of the Board in addition to the Chair and the Director.

Accepted.

12. NEXT MEETING

Dates for the 2005 AIC Board meetings (and CRC meetings) were confirmed as:

7-8 April 2005, in Canberra

28-29 July 2005, in Adelaide (TBC)

24-25 November 2005, in Canberra

The Board Meeting concluded at 5.05 pm. The Acting Chair thanked members for their attendance.

CONFIRMED

(signed) N.C. Hadgkiss

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Acting Chair

7 / 4 / 2005



112TH MEETING OF THE AIC BOARD OF MANAGEMENT

held at AIC, Canberra, on 7 April 2005

MINUTES

<p><i>Present:</i> Mr Nigel Hadgkiss, Acting Chair (Commonwealth) Dr Toni Makkai (Director, AIC) Dr Dianne Heriot (Commonwealth, Deputy for Ms Joanne Blackburn) Mr Tim Keady (Australian Capital Territory) Ms Penny Armytage (Victoria) Ms Joy Wundersitz (South Australia, Deputy for Mr Terry Evans)</p> <p><i>Apologies:</i> Professor Richard Fox (Chair, AIC Board) Mr Norman Reaburn (Tasmania) Mr Terry Evans (South Australia) Ms Joanne Blackburn (Commonwealth)</p> <p><i>In attendance:</i> Mr Laurie Glanfield (New South Wales) Mr Alan Piper (Western Australia) Mr Terry Ryan (Queensland) Mr Richard Coates (Northern Territory) Ms Sylvia MacKellar (Minutes Secretary)</p>	
<p>1. ELECTION OF CHAIR and WELCOME</p> <p>Due to the early finish of the CRC and AIC Audit meetings, the Board Meeting was held on 7 April 2005 (not 8 April as scheduled), commencing at 2.17 pm.</p> <p>Election of Chair: The Board was advised by the Chair Professor Fox on 4 April of his inability to attend the meeting due to a medical problem. In the absence of the Chair, Mr Keady nominated Mr Hadgkiss (Commonwealth member) as Acting Chair, and the motion was seconded by Dr Heriot. Board members expressed their best wishes for Professor Fox's speedy recovery.</p> <p>Welcome: The Acting Chair, Mr Hadgkiss, welcomed Members and deputies. He <i>noted:</i></p> <p>1.1 CRC Representation on the 2005 AIC Board: Australian Capital Territory, Tasmania, Victoria, and South Australia.</p> <p>1.2 Apologies: Professor Richard Fox (Chair), Mr Norman Reaburn (Tas), Ms Joanne Blackburn (Commonwealth), Mr Terry Evans (South Australia).</p> <p>1.3 Appointments: Ms Joanne Blackburn, First Assistant Secretary, Criminal Justice Division, Attorney-General's Department, as the new Commonwealth Representative on the Board and the CRC, and Dr Dianne Heriot, Assistant Secretary, Community Safety and Justice Branch, AGD, as her Deputy; Mr Terry Evans, Deputy Chief Executive, South Australian Attorney General's Department & Department of Justice, as the new Criminology Research Council representative for South Australia; Mr Neil Robertson, as the new Deputy to Ms Penny Armytage (Victoria); and Mr Mark Pathe, as the new Deputy to Mr Terry Ryan (Queensland).</p>	<p>ACTING CHAIR</p> <p>NOTED</p>

<p>1.4 Absence of the Chair: The Acting Chair drew attention to the three options put to the Board by Professor Fox in the event the Chair is absent from a meeting. He <i>noted</i> that Option 3 "leaves the Board free to draw on the experience of one of its Commonwealth members in chairing the meeting".</p> <p>The Board <i>accepted</i> Option 3 – the Chair to appoint no Deputy.</p> <p>In accordance with the decision of the July 2004 meeting, the Board <i>confirmed</i> its acceptance of all agenda items marked "for noting".</p>	
<p>2. MINUTES OF PREVIOUS BOARD MEETING (25/11/04)</p>	<p>CONFIRMED</p>
<p>3. MATTERS ARISING</p> <p>In accordance with Mr Reaburn's request at the November 2004 meeting the Board <i>agreed</i> to ratify all decisions made at the last meeting.</p> <p>No other matters were raised.</p>	<p>RATIFIED</p>
<p>4. AUDIT COMMITTEE REPORT TO BOARD</p>	<p>ACCEPTED</p>
<p>5. DIRECTOR'S REPORT</p> <p>The Acting Chair <i>noted</i> that the Minister had commented favourably on the work of the AIC at the Australian Crime and Violence Prevention Awards at Parliament House on 24/11/04. The Director flagged the following items in her report for discussion by the Board:</p> <p>Forthcoming Conferences</p> <p>The Acting Chair <i>noted</i> that the Director reported that the history of AIC conferences is one of declining numbers and raised three issues:</p> <ol style="list-style-type: none"> 1. Is there enough research going on to sustain an annual conference? Perhaps every two years would be better; 2. Are there enough individuals/organisation in crime prevention who would attend and could afford to attend such a conference on an annual basis; 3. There are not state research bureaus in each jurisdiction. <p>The Director reported she had received a request from Don Weatherburn to run an annual conference in partnership with the State bureaus on evidence based crime prevention. She had spoken to Frank Morgan in WA and he was happy to participate in such a conference, but she welcomed the Board's views as to whether there was enough going on for an annual conference. Issues raised included:</p> <ul style="list-style-type: none"> • Needs to be topical and broad to attract numbers; • Run in alternate years. Doubt if full conference each year. Not a lot of people in that area of policy. Policy is only small part of government departments so the numbers are small; • Look at series of roundtables or symposia which are smaller and more targeted. More focussed for small group and less cost; • Joint AIC/state based conference. Have huge potential. Organise something locally and bring in couple of AIC speakers; • Issue is frequency. Do every 2 years not annually; • AIC has really important role to capture what knowledge we do have and to share it; • Provides an opportunity to highlight value for money to government; • Give policy makers ammunition to influence government; 	<p>NOTED</p>

- Is interest in CP waning?
- Waning in public attention but not in terms of what is actually happening. Perhaps run every 2nd year, failing that, annual conference about 100 people in Sydney;
- 1 day not 2, quality agenda, would be good;
- Structure it so people have limited presentation time. Engage in debate.

*The Acting Chair **noted** that the Director will take account of the Board's views in the communications strategy.*

IT Program

The Acting Chair **noted** that the Director reported an on-going debate about the configuration of resources for IT. The key issue is whether the AIC maintains a relatively low level internal fulltime IT support or moves to one of the two following models. The Director sought the Board's views on:

1. A high level internal IT person with limited outside support;
2. Complete outsourcing.

The Board had a wide ranging discussion on IT. Issues raised included:

- Impossible to get high level IT person. Does not exist. Can't afford;
- Small organisation problem;
- Shared service arrangement with another agency;
- Need quite disciplined quality approach;
- Problem may resolve if the AIC co-locates with AFP and ACC;
- Look at other clusters;
- Not realistic to provide in-house.

The Acting Chair **noted** the Board had offered a range of advice to the Director.

The Director to determine the level of IT support required, taking into account the implication of FedLink and the opportunities that may arise through co-location.

Financial Matters

The Acting Chair **noted** details of the financial statements for the first quarter are provided in Agenda items 6. The reports are broken into two with the first report providing income and expenditure consolidated across the agency and then by the financial units. The second report provides much greater detail by the type of revenue and expenses at the consolidated level and then by individual programs within the financial units. After seven months expenditure and revenue are tracking the budget figures and we have a slight surplus.

Review of the Corporate Governance of Statutory Authorities and Office Holders (Uhrig Report)

The Acting Chair **noted** the Director had drawn up "Statements of Expectations and Intent" (Attachment 5.1 in Board papers) and had discussed these with the Minister's Chief of Staff and the AIC adviser. Members made some comments but generally commented it was excellent, and more than comprehensive.

The Board **endorsed** the Statements of Expectations and Intent.

Agency Agreement

Mr Piper noted that the Agency Agreement (page 5) will come to an end in August 2005 and that it had the potential to impact on the AIC budget. The meeting discussed the issues involved and members put forward a range of suggestions. These included: new initiatives funding; do a price review and find out cost pressures; shift to consultancy revenue; have smaller base of salaried staff.

The Board asked to be kept informed on this matter.

<p>Research Outputs</p> <p>The Director pointed out that the latest <i>Trends and Issues</i> papers and <i>2004 Facts and Figures</i> were provided to members in their folders. She noted that staff were working hard, and were proactive in seeking new research projects. They were also working hard to raise external money. Mr Glanfield suggested creating strategic partnerships to get work directly and not bidding for tenders. The AIC has specialist expertise. The Director highlighted NSW and WA as examples of this. Mr Glanfield commented that the work coming out of the AIC in recent times was more policy focused and that his Department was funding a number of projects at the AIC.</p> <p>The Acting Chair noted the Board's appreciation of the hard work by AIC staff.</p>	
<p>6.1 FINANCIAL REPORT</p> <p>6.1 Fedlink Impact on AIC</p> <p>The Acting Chair summarised the main points of the Senior Finance Officer's report. The meeting discussed issues surrounding the Federal Cabinet decision requiring Commonwealth agencies that communicate with each other at "Protected" level to connect to "Fedlink" by 31 December 2005. The Director reported the Department of Finance and Administration had not yet made a decision on the AIC's request for supplementation.</p> <p>6.2 Financial Report January 2005</p> <p>The Acting Chair noted the summaries, conclusions and key points of the Senior Finance Officer's reports. He also noted (1) \$115,891 surplus at 31 January 2005, (2) added percentage columns, and (3) expenditures of \$108,256.</p> <p>6.3 Detailed Financial Reports January 2005</p> <p>Mr Glanfield commented that it was good to be able to read a set of documents as to how a place is going. The bar graphs are very helpful. Board members commended the Senior Finance Officer, Ms Ruiz.</p>	<p>NOTED</p> <p>ACCEPTED</p> <p>ACCEPTED</p> <p>ACCEPTED</p>
<p>7. RESEARCH SERVICES REPORT</p> <p>The Acting Chair noted there were 6 new projects. Mr Piper flagged Project #104 (WA responsible parenting initiative evaluation – stage 1) as a project that could prove difficult for the AIC. Mr Glanfield noted that 3 projects, worth \$204,794, were with the NSW Attorney General's Department.</p> <p>The Director responded to questions on the AIC's corrections work, pointing out the AIC is doing a little bit of work and had pockets of expertise among individuals on particular aspects. It had recently been approached by CSAC. Members expressed disappointment that correctional services were wasting the opportunity to work with the AIC and to get good quality research.</p>	<p>NOTED</p>
<p>8. PUBLIC AFFAIRS REPORT</p> <p>The Director reported the resignation of Ms Leanne Huddy, Public Affairs Manager, after 10 years at the AIC. It would be a loss for the AIC and Mr Piper also commented on the loss of corporate memory. The Board noted its full appreciation to Ms Huddy for her work, in particular the reports she seamlessly sent to them.</p>	<p>NOTED</p>

<p>9. INFORMATION SERVICES REPORT</p>	<p>NOTED</p>
<p>10. CORPORATE SERVICES REPORT</p> <p>The Acting Chair <i>noted</i> the key information in the Corporate Services report, including the Internal Audit of conferences, the Building lease report, IT Services and Network Redevelopment, and the list of Policies, Procedures and Guidelines. In relation to the Office Accommodation report he noted that the lease of the current premises expires in December 2005 but there has been an extension until the end of next year. He also noted that a brief is being prepared for the Minister seeking his views and agreement to the strategy of co-location with AFP and ACC and the allocation of funds.</p> <p>There were a brief discussion on the Corporate Services report:</p> <ul style="list-style-type: none"> • Dr Heriot asked about procurement work and new requirements – the Acting Chair noted it was in the Audit report. Dr Heriot noted Crimtrac had an agreement with their Dept to use their forms and to use this as a precedent. • Mr Glanfield referred to the CEIs/policies compendium and asked is there anything else, do we need any more - Director advised that the AIC is still working through these, as issues come up all the time. • In relation to Attachment A (Key Performance Information), the Director pointed out that KPIs will feed into the Corporate Plan as well as the Minister's "Intent" statement. • The Acting Chair advised that all the Board could do was <i>note</i> the building accommodation report (Attachment C). 	<p>NOTED</p>
<p>11. OTHER BUSINESS</p>	<p>NONE</p>
<p>12. NEXT MEETING</p> <p>Ms Armytage questioned whether AIC Board and CRC meetings needed to be held over 2 days. Mr Piper pointed out a 2 day meeting was needed for the (CRC) grants round in November but a 1 day meeting for the others. Mr Glanfield agreed.</p> <p>Next meeting dates:</p> <p>27 July 2005 (Wednesday), in Canberra</p> <p>24-25 November 2005 (Thursday and Friday), in Adelaide.</p> <p>The Board <i>noted</i> with thanks Mr Evan's recent letter confirming that South Australia would be delighted to host the BoM/CRC on 24-25 November.</p> <p><i>Ms Wundersitz advised SA would report back to the July meeting on arrangements for November.</i></p>	
<p>The Board Meeting concluded at 3.56 pm. The Acting Chair thanked members for their attendance</p>	

CONFIRMED

(sgd)...*Richard Fox*

Chair

27 / 7 / 2005