
CABINET HANDBOOK

GOVERNMENT OF TASMANIA
DEPARTMENT OF PREMIER AND CABINET
CABINET AND EXECUTIVE COUNCIL OFFICE

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Acronyms	
CEO	Chief Executive Officer
CM	Content Manager
COVID-19	Coronavirus
DPAC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
GBE	Government Business Enterprise
IDC	Interdepartmental committee
LRF	Longer Range Forecast
NCM	National Coordinating Mechanism
OPC	Office of Parliamentary Counsel
SOC	State-owned company

The handbook is maintained by the Cabinet and Executive Council Office (Cabinet Office) in the Department of Premier and Cabinet (DPAC).

Cabinet Office welcomes any suggestions or ideas either for improving the content and readability of the handbook or for improving the processes in which the Cabinet Office is involved.

Complementary resources supporting the development of legislation, preparing and presenting matters to Executive Council, and information specific to the management of Tasmanian Boards and Committees is available on DPAC's website.

Cabinet Office is available to advise and assist on matters of procedure. Please contact the Cabinet office by emailing cabinet.office@dpac.tas.gov.au for assistance.

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I Introduction

The Cabinet Handbook outlines the procedures, conventions and expectations that support the effective operation of the Cabinet and its support processes. It is produced for anyone who is involved in the development of and Cabinet documentation and processes supporting Cabinet business.

This handbook is designed to ensure the efficient, effective, professional and timely presentation of matters for consideration by Cabinet. For good governance, adherence to the procedures is essential. Effective Cabinet confidentiality requires strict observance of the security requirements for Cabinet documents by Ministers, their staff and public sector officers.

The Cabinet Office is responsible for the routine administration of Cabinet matters and acts in accordance with policies established by Cabinet and procedures set out in this handbook.

Cabinet meets almost weekly throughout the year and the Cabinet Office adheres to a strict timetable of activity in preparation for each meeting.

It is the responsibility of preparing officers to ensure that material meets the standards set out in this handbook when preparing Cabinet documents.

The Cabinet Office has a responsibility to ensure, as far as possible, that submissions meet the minimum quality standards set out in this handbook and to provide support on all aspects of Cabinet processes to Ministers, ministerial offices and agencies on administration matters.

I.1 Principles of Cabinet

- I.1.1 Cabinet is ultimately responsible for the development, approval and coordination of the policies of the Government.
- I.1.2 Cabinet processes are established by the Premier to ensure all Ministers are bound by the same rules and by high standards of probity and accountability.
- I.1.3 Cabinet is collectively responsible for the performance of the Government. Each Minister acts jointly with and on behalf of Cabinet colleagues in their capacity as Ministers. This is known as 'collective responsibility' and enhances joint support for and adherence to all decisions made in Cabinet. Cabinet decisions are binding on all Cabinet members as government policy.
- I.1.4 Consultation is an essential element of the Cabinet process.
- I.1.5 Information considered by Cabinet is to be of the highest standard. To ensure informed decision-making can occur, the advice submitted to Cabinet should be analytically rigorous, strategic in context, practical and relevant to the needs of Ministers.
- I.1.6 The deliberations of Cabinet and its Committees are to be conducted in a secure and confidential environment, and ongoing confidentiality of Cabinet and related records must be maintained.

- I.1.7 It is the responsible Minister who presents matters to Cabinet for discussion. Ministers are responsible for the proposals they bring forward, even where detailed development or drafting may have been done on their behalf by officers.
- I.1.8 Similarly, the decisions of Cabinet are put into effect by individual Ministers whose actions are often authorised under particular Acts of Parliament or under provisions endorsed by the Governor-in-Council. Cabinet decisions have no legal standing until put into effect by the Parliament, Executive Council or the Minister.
- I.1.9 Departmental officers and ministerial staff must at all times act in support of Ministers' obligations to abide by Cabinet conventions and their Minister should be advised if there appears to be a breach of these conventions.

2 Cabinet Roles and Responsibilities

2.1 Governance and operations

- 2.1.1 The use of a group of Ministers known as Cabinet as the prime decision-making body is not explicitly provided for in the *Constitution Act 1934* or by any other Tasmanian law.
- 2.1.2 The Cabinet comprises the Premier (as Chairperson) and all Ministers, and may include other members of Parliament, at the Premier's discretion.
- 2.1.3 Cabinet meets on a weekly basis. Ministers and other members of Cabinet are expected to attend every meeting, or provide the Premier with reasons why they are unable to attend.
- 2.1.4 The Cabinet Secretary may be a person appointed to that role under the *Constitution Act 1934*, a Parliamentary Secretary to Cabinet appointed by the Premier, a member of Cabinet nominated by the Premier, or the Secretary DPAC or delegate.
- 2.1.5 Agencies which prepare documentation for the consideration of Cabinet are doing so on behalf of the responsible Minister. It is the Minister who presents matters to Cabinet for discussion. Ministers are responsible for the proposals they bring forward, even where detailed development or drafting may have been done on their behalf by officers.

2.2 Collective responsibility

- 2.2.1 The collective responsibility of Ministers for government decisions requires collective adherence to all resolutions agreed in Cabinet. Cabinet decisions reflect collective deliberation and are binding on all Cabinet members as government policy.
- 2.2.2 The Cabinet process is designed to support the convention of collective responsibility. Cabinet members must be provided with all documents sufficiently in advance of a meeting so that they are aware of the business coming to Cabinet and able to give matters adequate consideration.
- 2.2.3 Cabinet's ability to reach collective decisions is aided by agencies ensuring adequate prior consultation on matters which come to Cabinet so that major differences between portfolios are resolved, or understood, before discussion in the Cabinet room.
- 2.2.4 The confidential Cabinet environment allows frank and open discussion to reach a united conclusion which is binding on all members of Cabinet.
- 2.2.5 If a Minister is unable to publicly support a Cabinet decision, the proper course is for them to resign from Cabinet. Ministers must support the collective decisions and the policies formulated by Cabinet in public debate.
- 2.2.6 A member of Cabinet who has a material interest in a matter to be discussed in Cabinet must:

- i advise Cabinet Office prior to circulation that the Cabinet documents should not be circulated to them.
- ii declare the interest at the commencement of the meeting and may be required to absent themselves from discussion on that matter.

2.3 Cabinet Confidentiality

- 2.3.1 Cabinet is the highest decision-making body in government and the types of matters considered by Cabinet can have significant implications for the government and for the broader community. The unauthorised or premature disclosure of Cabinet information can be damaging to the public interest, and to the government and its public policy agenda.
- 2.3.2 **Everyone involved in the Cabinet process is responsible for confidentiality – this includes Ministers, ministerial staff and agencies.**
- 2.3.3 Cabinet confidentiality is supported by restricting the distribution of and access to Cabinet documents and any documents prepared for Cabinet, or generated to support Cabinet matters.
- 2.3.4 Cabinet documents must be securely stored and accessed on a strict need-to-know.
- 2.3.5 Ministers, ministerial staff or agencies are not to make public statements or comment on policy proposals which they are bringing to Cabinet. Public promotion may pre-empt Cabinet deliberations. Identification of individual Ministers with particular views tends to call into question the collective basis of agreed outcomes. Each portfolio Minister is responsible for direction and public presentation of policy within their portfolio responsibilities, and other Ministers should avoid separate policy stances becoming matters of public debate.
- 2.3.6 It is inappropriate for Ministers to accept invitations to speak about or comment publicly on matters outside their portfolio area without the prior approval of the Premier. Where Ministers are required to speak publicly about an issue that crosses portfolio boundaries, the Minister should either obtain a collective view from Cabinet or discuss the issue with the Premier and other responsible Ministers.
- 2.3.7 Ministers must ensure there is no announcement of policy initiatives or expenditure commitments which have not been given Cabinet authority or, where appropriate, Governor-in-Council approval. In exceptional cases where prior Cabinet approval is not possible, proposed announcements must be approved by the Premier.

2.4 Storage and security of Cabinet documents

- 2.4.1 All matters prepared for the purpose of consideration by Cabinet, as well as the deliberations and decisions of Cabinet, are confidential.
- 2.4.2 Cabinet confidentiality is supported by restricting access to Cabinet documents. Formal Cabinet papers are identified by unique security features and a record of the distribution of documents is maintained.

- 2.4.3 Ministers, ministerial staff and departments are responsible for protecting the confidentiality of Cabinet documents. Cabinet documents must be securely stored and accessed only on a strict need-to-know basis. These measures must ensure that only appropriately authorised officers may access draft or finalised Cabinet materials in hard or electronic form.
- 2.4.4 All documents prepared for the purpose of submission to Cabinet must be clearly identified as such, whether or not they form part of the documentation which is finally submitted.
- 2.4.5 Cabinet Office maintains hard copy files of all formal Cabinet documents for archiving purposes as required under the *Archives Act 1983*.
- 2.4.6 The following guidelines apply to the storage and distribution of Cabinet documents, including drafts or working documents:
- Access and distribution are restricted to those directly involved in the development or analysis of the document. Electronic or hard copy documents must be appropriately stored securely. Authors must ensure recipients understand the need for confidentiality.
 - Printed copies are to be transmitted and stored securely, for example, using a sealed envelope, hand-delivering documents and ensuring that documents are not left exposed on desks or counters.
 - Once a document has been finalised, previous drafts which have no continuing relevance should be destroyed (including printed copies). Destruction is authorised in the Disposal Schedule for Short-term Value Records DA No. 2158 issued by the State Archivist.
 - Action copies of Decisions or final versions of submissions, when retained by agencies, must be kept in a secure system and not on general departmental files.

2.5 Emailing and electronic storage of Cabinet documents

- 2.5.1 Security and handling procedures apply equally to electronic versions of Cabinet documents. Only the finalised version of Cabinet documents should be retained after submission to Cabinet.
- 2.5.2 Agencies are recommended to store Cabinet documents in CM or other appropriately agency approved electronic system or e-Cabinet solution, with all available security functionality applied. Security measures must be applied at the commencement of the drafting process, rather than only on a final version. Information that significantly and specifically contributes to Cabinet's decision-making process should be treated with the same level of confidentiality as the submission itself.
- 2.5.3 It is recommended that electronic transmission of documents is achieved by using CM or other appropriately approved e-Cabinet solution to ensure that access can be restricted and audited (if required).
- 2.5.4 All email correspondence relating to Cabinet documents must be labelled with the security marker 'Cabinet-in-Confidence'.

2.6 Reporting incidents of breaches of Cabinet confidentiality

- 2.6.1 If a breach of security involving Cabinet documents occurs, agencies or ministerial offices must report these incidents to the Cabinet Secretary, through their relevant Head of Agency or Chief of Staff.
- 2.6.2 In the event that Cabinet information is given to or comes into the possession of an unauthorised person, all efforts are to be immediately undertaken to (in the case of written information) retrieve the information and to identify persons who had access.
- 2.6.3 The advice to the Cabinet Secretary must include the nature of the confidentiality breach and circumstances leading to the incident, the actions taken to rectify the breach, and any remedial actions required to decrease the likelihood of future breaches.
- 2.6.4 The Cabinet Secretary will determine whether the incident requires further action, or reporting to Cabinet.

2.7 Regular Cabinet document security compliance check

- 2.7.1 DPAC will lead regular whole-of-government compliance. Findings, including any recommendations for security improvement measures, will be reported to the Secretary of DPAC and relevant Head of Agency for action.
- 2.7.2 Agencies are strongly encouraged to periodically review Cabinet security measures and processes to ensure compliance and address any process improvement requirements.

3 Cabinet procedures

3.1 Matters that come before Cabinet

- 3.1.1 The type of matters which are to come before Cabinet (or a Cabinet Committee if relevant) include but are not limited to:
- New policy proposals and significant or sensitive variations to existing policies
 - Proposals that require legislation or appointments
 - Proposed responses to recommendations in reports of Parliamentary committees, inquiries and other significant reports that establish or vary policy
 - Significant intergovernmental agreements, action plans and matters likely to significantly affect intergovernmental relations*
 - Significant portfolio announcements
 - Proposals to refer matters to Parliamentary committees
 - Matters that may be strategic or contentious in nature
 - Any other matter agreed in writing with the Premier.

** The Premier will approve the process for intergovernmental agreements/relations. The processes are available on the DPAC website.*

3.2 Types of Cabinet Submissions

- 3.2.1 There are two types of submission which progress to Cabinet – minutes and briefings. Minutes are decision-making submissions. Briefings should be used for information or noting, to progress final Bills or for appointments to boards and committees
- 3.2.2 Consideration should be given to those matters progressing to Cabinet ‘for noting’ or ‘for information only’ as to whether they could be managed as correspondence between the Premier, Treasurer and relevant Ministers.
- 3.2.3 Generally, matters that would not need to progress to Cabinet include items such as progress updates on existing non-contentious initiatives, operational projects or matters that do not have a significant impact on government business.
- 3.2.4 Where a Cabinet briefing that requires Cabinet to consider significant policy matters is submitted to Cabinet Office, it will be returned to the originating agency for re-submission as a Cabinet minute.

Cabinet Minute

Purpose

Contains recommendations for consideration and a decision by Cabinet

Examples

- New policy proposals and significant or sensitive variations to existing policies.
- Proposals that require legislation or appointments.
- Proposed responses to recommendations in reports of Parliamentary committees, inquiries and other significant reports that establish or vary policy.
- Significant intergovernmental relations (the Premier approves the process for intergovernmental agreements/relations - see DPAC website).
- Significant portfolio announcements.
- Proposals to refer matters to Parliamentary committees.
- Matters that may be strategic or contentious in nature.
- Any other matter agreed in writing with the Premier.

Information to include:

- Purpose
- Recommendations
- Background
- Issues and Supporting Information Options
- Annexe Statements
- Communication Strategy
- Additional attachments (if required)

Cabinet Brief

Purpose

Provides Cabinet with information which does not require a decision other than to note the information

Examples

- Appointments.
- Returning bills for final endorsement.
- Progress Reports / Project Updates.
- Committee Briefings (when seeking endorsement of the Record of Decisions made by a Cabinet Committee).
- Information for Cabinet to note

Information to include:

- Relevant details as indicated on specific templates
- Specific templates are available for:
 - Information Briefing; Board or Committee; Proposed Government Appointment; Proposed CEO or GBE Appointment; Final Bill Briefing; Committee Briefing and Committee Papers

3.3 Cabinet date schedule and regional Cabinet meetings

- 3.3.1 Cabinet meetings are held weekly, unless otherwise determined (for example, in Parliament sitting weeks). A schedule of Cabinet meeting dates is developed and maintained by the Premier's Office.
- 3.3.2 Cabinet may opt to conduct its business in regional locations across Tasmania. All confidentiality, governance and meeting protocols must be maintained, regardless of location.
- 3.3.3 Portfolio Ministers may request advice specific to the location that the regional Cabinet is being held in through request for Regional Cabinet briefs. This will be coordinated by individual agencies and is not considered part of the Cabinet process.

3.4 Preparing the Cabinet agenda

- 3.4.1 Cabinet Office prepares the agenda for each Cabinet meeting (based on documentation and advice it has received from Ministers and matters identified in the LRF) and submits it to the Premier's Office for approval on Wednesday prior to the Cabinet meeting.
- 3.4.2 When Ministers seeking to have matters listed on the agenda that will be submitted to Cabinet Office after lodgement deadlines, a request for late submission must be made. Items will not be listed unless they are lodged within the submission deadlines or a late submission request has been approved by the Cabinet Secretary.
- 3.4.3 The content and order of items on the final agenda are decided by the Premier's Office.
- 3.4.4 Cabinet Office distributes the Cabinet agenda, together with available submissions and other documents electronically, to each member of Cabinet. Distribution occurs on the Friday prior to the Cabinet meeting.

3.5 Declaration of interest in matters to be considered by Cabinet

- 3.5.1 A member of Cabinet who has a material interest in a matter to be discussed in Cabinet must:
 - i Declare the conflict of interest as soon as possible to the Premier
 - ii advise Cabinet Office prior to circulation that the Cabinet documents should not be circulated to them
 - iii declare the interest at the commencement of the meeting and absent themselves from discussion on that matter if required.
- 3.5.2 Conflicts of interests could include financial, personal and family interests.
- 3.5.3 The fact of the declaration and/or absenting must be recorded in any resulting Cabinet Decision about the item in question.

- 3.5.4 Each week Cabinet Office will provide a forecast agenda for items to be discussed at the following Cabinet meeting. Should ministers identify a potential conflict of interest, they must declare the conflict to the Premier as soon as possible and request all papers relevant to that item are not circulated to them and adhere to the above in-Cabinet process.

3.6 Longer Range Forecast – future Cabinet agenda items

- 3.6.1 A rolling LRF Cabinet Agenda is to be considered by Cabinet and includes:
- a. title of the future submission
 - b. responsible Portfolio (or Portfolios if a joint submission)
 - c. purpose of the submission
 - d. anticipated date to be considered by Cabinet
 - e. level of importance (low, high, critical).
- 3.6.2 The LRF will be prepared every four months by Cabinet Office based on advice from Ministers' offices in consultation with their relevant agency(ies). This will be provided to Cabinet.
- 3.6.3 All Cabinet items must be submitted to Cabinet within the timeframe set out in the LRF. For this reason, the forecast date must be realistic and should take into account normal consultation and submission processes.

4 Cabinet Minute – content, presentation and style

4.1 Principles for preparing a Cabinet minute

4.1.1 Cabinet Minutes must:

- Be presented in the approved format to enable Ministers to focus easily on particular aspects of the proposal;
- Put forward facts upon which discussion can proceed;
- Succinctly and clearly identify the essential issues for consideration;
- Indicate realistic policy options and their implications;
- Make clear recommendations which 'standalone' so that it is not necessary to refer to the body of the minute, or to attachments, to clarify the intent of the recommendations. In exceptional circumstances where a decision must contain extensive information the detail may be included in an attachment.

4.1.2 Cabinet minutes must be lodged with the Cabinet Office ten working days prior to the intended Cabinet meeting.

4.1.3 Cabinet minutes which do not meet standard requirements will be returned by the Cabinet Office to the sponsoring Minister (or responsible agency) for amendment before being placed on a Cabinet agenda.

4.1.4 Cabinet minutes should be as short as practicable and ideally not exceed six pages (not including annexes).

4.1.5 Templates including the coversheet and minute templates must be used and are available on DPAC's website. Agencies must not amend or delete template section headings, as these are considered the essential areas on which Cabinet wishes to focus. The abbreviation "N/A" may be used if the item is not applicable. The templates also include guiding text and font sizes to support agencies when preparing the document.

4.2 Cabinet minute cover sheet

4.2.1 Each minute must have a completed coversheet – a template is available on the DPAC website.

4.2.2 A completed cover sheet is to be provided to the Cabinet Office on plain white paper, to allow it to be photocopied directly on to the coloured cover sheet pro-forma.

4.2.3 If space is inadequate to give a satisfactory summary for any of the cover sheet headings, reference should be made to the relevant paragraph number(s) in the body of the minute or to an annexe where further details have been provided.

- 4.2.4 No cover sheet item should be left blank. The abbreviation "N/A" may be used if the item is not applicable.

4.3 Drafting considerations

- 4.3.1 Cabinet minutes should be based on sound policy advice that is analytically rigorous, strategic in context, practical and relevant.
- 4.3.2 The purpose of the Cabinet minute should be clearly written and present all facts relevant to Cabinet's decision. Presentation should be logical, concise and contain sufficient information to enable Ministers to focus quickly upon the issues they are to determine.
- 4.3.3 The recommendation(s) of the minute should be confined to the action recommended for approval. The recommendations form the basis of the Cabinet decision which will be recorded if the recommendations are approved.
- 4.3.4 Recommendations should be self-contained and should 'stand-alone'. Cabinet, when making its decision, will refer to the wording of the recommendation. Being succinct and accurate when drafting the minute will ensure clarity in the discussion and recorded outcome.
- 4.3.5 Reference may only be made to Cabinet's previous consideration of a subject if there has not been a change of government through an election since the relevant decisions were made. Relevant decision numbers and dates should be cited if the same matter has previously been considered by the current Cabinet. Specific references to Cabinet deliberations or decisions of a previous government must not be quoted, and must only be summarised in a general form. Copies of documents originating under a previous government are not to be included as attachments.
- 4.3.6 Reference should be made to relevant policy commitments given by the current government. These should be specific and provide Cabinet with the key strategic factors of the proposal and their alignment with government's existing priorities. General or vague reference to main policy documents (e.g. consistent with the Economic Strategy document) is inadequate.
- 4.3.7 Graphs, tables and illustrations may be used to clarify issues, either within the body of the minute or as an attachment. The purpose and manner how Cabinet should interpret visual information should be clear.
- 4.3.8 The options for Cabinet are to be stated, with the preferred option clearly identified. Section 5 allows for a succinct discussion of the benefits and disadvantages of each option and information provided in section 4 may also assist to build a case for the preferred option.
- 4.3.9 Except in a limited number of cases, Cabinet minutes that only provide a choice of "accept" or "reject" are generally considered to be inadequate, and consideration should be given as to whether any alternative appropriate options exist.

- 4.3.10 All Cabinet submissions must be signed by the sponsoring Minister prior to forwarding to Cabinet Office. Joint minutes must be signed by all sponsoring Ministers, and dated when the last Minister signs.

4.4 Attachments to Cabinet minutes

- 4.4.1 Printed reports or other printed material attached to a submission do not need to be retyped to meet the style guidelines referred to in this handbook,
- 4.4.2 All attachments to Cabinet minutes, other than those shown as standard annexes, should be itemised in a list at Annexe 6.8 showing the attachment number and title.
- 4.4.3 Attachments should be clearly identified by number (for example, Attachment 1) at the top right-hand corner of the first page.
- 4.4.4 Any reference in the body of a submission to an attachment must clearly identify the attachment and, where appropriate, the page number, paragraph or table number.

4.5 Annexe Statements

- 4.5.1 Annexe statements are attached after the body of the minute, following the Minister's signature block. There are seven statements which provide Cabinet with specific advice across key strategic policy considerations.
- 4.5.2 The Cabinet minute template and proformas (where specific information is required) have been developed and should be used for each statement. These must be used (as indicated) and failure to provide, may result in Cabinet Office returning the Cabinet minute to the originating agency.
- 4.5.3 Where there is no impact/relevant information, the Cabinet minute should simply state that there are no impacts. Headings for each of the statements should not be deleted.
- 4.5.4 Information must be provided for each annexe statement, or a clear statement made that this particular aspect of policy is not impacted. Details about what is required are listed below and in the Cabinet minute template:

Impact statement	Guiding advice
<p>Budget Impact Statement – 6.1</p>	<p>DTF should be consulted on all minutes.</p> <p>Minutes requesting additional funding will not be considered until DTF's evaluation of the submission is available.</p> <p>Minutes requiring additional funding for an agency are not generally to be submitted to Cabinet if the net cost is less than 0.5 per cent of the agency's total discretionary expenditure. Clarification should be sought from DTF if there are any queries about meeting this criterion.</p> <p>Typically, Cabinet may decide to refer consideration of financial implications to the Budget Committee of Cabinet before a final decision is made.</p> <p>If the submission has no financial implications for any government agency, a clear statement to this effect should be included at Annexe Statement 6.1. If such a statement is included it is not necessary to include the Budget Impact Statement proforma.</p> <p>When there are financial implications, an explanation should be included at Annexe Statement 6.1 as well as the completed Budget Impact Statement proforma which details the financial implications of the proposal. The Statement must detail:</p> <ul style="list-style-type: none"> • Impact on revenue and expenditure even if the net effect of the proposal is nil; • The effects in the current financial year and the three succeeding financial years. <p>DTF cannot approve funding, but can assess the revenue and/or cost estimates and agree whether or not funds additional to the Budget are required. Funds can only be approved by the Treasurer.</p>
<p>Economic and Employment Impact Statement - 6.2</p>	<p>The aim of this statement is to provide an analysis of any direct or indirect impact on the Tasmanian economy, particularly for specific industry sectors, regions/localities or genders.</p> <p>The statement should describe how the proposal will lead to job creation and economic growth in Tasmania, including regional and local impacts. For example, how will the proposal:</p> <ul style="list-style-type: none"> • provide support and greater certainty for business and investment in the State, (by making it cheaper and easier to business, or improve access to economic opportunities) • stimulate and support a modern economy and build on our competitive strengths (eg, in the fields of agriculture and aquaculture, tourism, energy, and mining and forestry), and/or • support Tasmanians to equip themselves with the skills they need to fully participate in the Tasmanian economy, and ensure Tasmanian businesses have access to an appropriately skilled workforce. <p>Any impact on Tasmanian business is to be addressed, including an indication of what action is planned to avoid/minimise any potentially negative impacts.</p> <p>Where the proposal involves a major procurement activity, details are to be provided on how the competitiveness of Tasmanian businesses will be assessed and, where appropriate, improved (eg joint venturing etc).</p>

Impact statement	Guiding advice
	<p>Additionally, the potential impacts of a proposal, including efficiency and financial impacts, at an individual enterprise level, as well as the broader economic and employment implications, should be considered. In taking into account these issues, consultation with Tasmanian businesses is encouraged.</p>
<p>Social/Community Impact Statement – 6.3</p>	<p>The aim of the Social/Community Impact Statement is to identify the impact of each proposal on the well-being of families, small communities etc. Issues which could be considered include:</p> <ul style="list-style-type: none"> • the effect on particular groups such as single-parent families, geographically isolated groups, people of diverse language and cultural and gender backgrounds etc; • the effect on access to recreational, cultural and leisure activities; and • the effect on the environment.
<p>Legislative and Regulatory Impact Statement- 6.4</p>	<p>This statement is to be included when a minute recommends amendments to existing legislation, the enactment of new legislation or promulgation of regulations. It should address both the regulatory impact as assessed by the government's Legislation Review Program (LRP), and the requirements of the drafting task as set out in the Legislation Drafting Checklist.</p> <p>The Legislation Drafting Checklist is designed to assist with the management of the government's legislative program. The checklist should indicate the proposed date for completion of drafting if such a date has been agreed with the OPC.</p> <p>The Legislation Drafting Checklist must be completed and included in the Cabinet Minute at 6.8 - Other Attachments.</p> <p>Regulatory Impact – The Statement must address whether the agency has complied with the LRP. The LRP procedures and guidelines outline the process for assessing whether new or amending legislating will have a significant impact on business,</p> <p>DTF provides advice on the processes required by the LRP.</p> <p>When a Minister is recommending that restrictions on competition or policies with significant negative impacts on business be introduced or continue, the text of the minute should clearly demonstrate why the proposal is warranted and how it is in the public benefit.</p> <p>If a Regulatory Impact Statement has been prepared in accordance with the LRP, this should be attached to the Cabinet Minute at Annexe 6.8 - Other Attachments.</p>
<p>Intergovernmental Impact Statement- 6.5</p>	<p>Where proposals have implications for Local Government, the Commonwealth, or other state or territory governments, the possible effects are to be stated in the Minute. Any local government, Commonwealth or jurisdictional negotiations that are proposed (or the result of any that have taken place) should be outlined.</p> <p>The Intergovernmental Relations Impact Statement is to include:</p> <ul style="list-style-type: none"> • which entities or jurisdictions have been consulted and the outcomes; • the impact of the proposal on local government, the Commonwealth Government or other jurisdictions; • any impact on the capacity of entities or jurisdictions to effectively implement the proposal;

Impact statement	Guiding advice
	<ul style="list-style-type: none"> the need for further consultation and an outline of the proposed communication strategy; and the implementation monitoring arrangements. <p>The statement should also outline whether the proposal is likely to impose or cause additional financial or operational duty on local government.</p>
<p>Community Consultation and Communications Strategy – 6.6</p>	<p>This statement should identify any need for community consultation and outline a communications plan, including how and when consultation will occur. Community consultation and community engagement should be undertaken in accordance with the Tasmanian Government Framework for Community Engagement.</p> <p>A communications strategy should be attached to submissions in order to inform Cabinet about how agencies intend to communicate particular decisions. Where warranted by the complexity of a project's communications needs, a more detailed communication strategy, in an alternative format as determined by the agency, is acceptable to Cabinet.</p> <p>Draft text for a media release (if required), should be included with the communications strategy template. If a draft release is not available, it needs to be indicated when it will be available and who is responsible for drafting.</p> <p>Minutes which require a communications strategy will not be included on the Cabinet agenda until a strategy approved by the agency Communications Manager is provided.</p> <p>The information contained in the strategy should be referenced on the minute cover sheet. If a communications strategy is required for a Cabinet minute, the template should be included as an attachment at Annexe 6.8 - Other Attachments.</p>
<p>Prior Consultation Statement – 6.7</p>	<p>The prior consultation statement relates to consultation undertaken prior to lodgement of the minute with the Cabinet Office (see Section 2.3).</p> <p>The agencies and other bodies consulted should be listed and the outcome of such consultations summarised, for example, whether there is general support or if there are issues still to be resolved. If there are unresolved, issues describe how they might be resolved.</p>
<p>Tasmanian Brand statement – 6.8</p>	<p>The aim of the Tasmanian Brand statement is to identify the impact of each proposal, and to identify and maximise strategic opportunities and provide comment on how the proposal will contribute to the contemporary understanding of Tasmania as a brand, and mitigate any risk that the proposal presents to the Tasmanian brand</p>
<p>Other Attachments – 6.9</p>	<p>A list of the number and title of other attachments to be presented as supporting documents for the minute should be included. Attachments should be clearly labelled and numbered 'Attachment 1,' 'Attachment 2'.</p> <p>Attachments related to Annexe Statements include items such as a Regulatory Impact Statement, Legislation Drafting Checklist or Communications Strategy.</p> <p>Printed reports or other printed material attached to a submission do not need to be retyped to conform to the guidelines of this handbook.</p>

5 Legislative Minute – content, presentation and style

5.1 Principles for Preparing a Legislative Minute

- 5.1.1 Legislative minutes are used to assist with the approval and drafting of Legislation and provides Cabinet with the opportunity to collectively agree on Legislation priority.
- 5.1.2 OPC must be consulted regarding drafting timeframes for the drafting of Legislation as early as possible in the drafting process.
- 5.1.3 Legislative Cabinet minutes must:
 - Be presented in the approved format to enable Ministers to focus easily on particular aspects of the proposal;
 - Put forward facts upon which discussion can proceed;
 - Identify clear times frames that include:
 - Date the drafting instructions are due to OPC;
 - Proposed date for the draft final Bill to be presented to Cabinet;
 - Proposed tabling date for introduction of the final Bill into the Parliament; and
 - Proposed consultation timeframe.

5.2 Legislative Minute Cover Sheet

- 5.2.1 Each briefing must have a completed coversheet – a template is available on the DPAC website.
- 5.2.2 A completed cover sheet is to be provided to the Cabinet Office on plain white paper, to allow it to be photocopied directly on to the coloured cover sheet pro-forma.
- 5.2.3 If space is inadequate to give a satisfactory summary for any of the cover sheet headings, reference should be made to the relevant paragraph number(s) in the body of the briefing.
- 5.2.4 No cover sheet item should be left blank. The abbreviation "N/A" may be used if the item is not applicable.

6 Cabinet Briefing – Content, Presentation and Style

6.1 Principles for Preparing a Cabinet Briefing

- 6.1.1 Briefings are used to present information to Cabinet for noting or information purposes.
- 6.1.2 The briefing format is customised according to the type of information being presented.
- 6.1.3 Cabinet briefings which do not meet standard requirements will be returned by Cabinet Office to the sponsoring Minister (or responsible agency) for amendment before being placed on a Cabinet agenda.
- 6.1.4 Briefings that in effect mean Cabinet is making a policy decision will not be accepted and will be returned for resubmission as a Cabinet minute.

6.2 Cabinet Briefing Cover Sheet

- 6.2.1 Each briefing must have a completed coversheet – a template is available on the DPAC website.
- 6.2.2 A completed cover sheet is to be provided to the Cabinet Office on plain white paper, to allow it to be photocopied directly on to the coloured cover sheet pro-forma.
- 6.2.3 If space is inadequate to give a satisfactory summary for any of the cover sheet headings, reference should be made to the relevant paragraph number(s) in the body of the briefing.

6.3 Information Briefings

- 6.3.1 The format for the body of an information briefing will depend upon the subject matter being presented, but should usually be structured under the following headings:

Purpose - A concise statement of the reasons for presenting the information to Cabinet.

Background - A brief summary of the events leading up to the briefing, including any previous consideration of the matter by Cabinet. Relevant decision numbers and dates should be cited if the same, or similar, matter has previously been considered by the current Cabinet. Specific references to Cabinet deliberations or decisions of a previous government must **not** be quoted. Copies of documents originating under a previous government are not to be included as attachments.

Information - The information being brought to Cabinet's attention should be detailed here in a format that clearly and succinctly presents the subject matter.

6.4 Appointment Briefings

- 6.4.1 There are three types of appointment briefings – board appointments, senior and statutory officer appointments, and SOC and GBE CEO appointments.

Government Boards, Authorities and Committees

- 6.4.2 Whilst proposed board appointments are prepared as briefings, there is usually an action-based recommendation made to Cabinet (to approve or endorse the nomination).
- 6.4.3 All appointments should include a brief outline of the selection process and significant reasons for selecting the recommended candidate(s).
- 6.4.4 Re-appointments, including re-appointments of directors of government businesses, must be submitted to Cabinet in the same way as initial appointments. If the appointment is to fill a forthcoming vacancy, the name and expiry date of the incumbent must be noted in the Briefing.
- 6.4.5 All briefings for proposed board appointments must include the sizing statement prepared by DPAC. Sizing statements set out the recommended remuneration for members of the board, authority or committee.
- 6.4.6 Board appointment briefings must specify the existing and proposed number of male and female members on the board or committee, and whether the Tasmanian Women's Register has been consulted to identify suitable women candidates. An explanation as to why the register was not consulted must be provided in the briefing.

- 6.4.7 A completed Tasmanian Women's Register appointment certification form must be included with the briefing regardless of the number of women being appointed and the number of women on the board as a result of the appointment/s. Briefings that do not comply will not be submitted to Cabinet.
- 6.4.8 If there is a statutory obligation for consultation concerning the nomination for appointments, the briefing is to include a clear statement that this obligation has been met.
- 6.4.9 The Minister is required to assure Cabinet that the nominees have no business or personal interest, real or perceived, which might conflict with the interests of the board, authority or committee to which appointment is proposed. Agencies must check with candidates that no such conflict of interest exists prior to submitting the list of nominees to the Minister.

Senior and Statutory Office Appointments

- 6.4.10 Cabinet requires advice about any proposed appointment or re-appointment or consecutive appointments to senior positions. Senior positions are statutory offices, prescribed offices and any office created under section 29 of the *State Service Act 2000* and would also include Magistrates, Judges, Police Commanders, and Deputy or Assistant Police Commissioners, or those offices remunerated at SES Level 1 or above.
- 6.4.11 Proposed senior appointments are prepared as a one-page briefing.
- 6.4.12 In the case of a proposed new appointment, the briefing should include the following information:
- name of the agency and position title;
 - name of the successful applicant (appointee), their curriculum vitae or description of their work history;
 - period of appointment, including starting date;
 - remuneration and conditions (eg SES Level or in accordance with the relevant Act);
 - a brief outline of the recruitment process;
 - significant reasons why the applicant was selected;
 - whether appointment by Governor in Council is required;
 - any publicity or timing of announcement.

- 6.4.13 It is not necessary or appropriate to attach the appointee's full written application.

Government Business Enterprise and State-owned Company

- 6.4.14 Cabinet requires advice of any proposed appointment or re-appointment of CEO of a GBE or SOC.
- 6.4.15 Proposed CEO appointments are prepared as a one-page briefing.
- 6.4.16 In the case of a proposed appointment the briefing should include the following information:
- position – CEO and name GBE or SOC;
 - period of appointment;
 - name of nominee, including the nominee's qualifications and experience (attached curriculum vitae);
 - selection process used and who they will be appointed by;
 - remuneration package (including remuneration and conditions and remuneration table) within the Approved CEO Total Remuneration Band;
 - Whether Crown Law t has reviewed the draft instrument/contract;
 - urgency;
 - consultation;
 - publicity, including any support/criticism expected; and
 - recommendation.

6.5 Final Bill Briefings

- 6.5.1 All final Bills are returned to Cabinet for approval prior to their introduction into the Parliament.
- 6.5.2 The legislation briefing format should be used when the terms of the final Bill are in complete compliance with the Cabinet Decision which authorised drafting.
- 6.5.3 Bills which include policy amendments not previously approved by Cabinet must be presented under cover of a Cabinet minute (and will be subject to the normal ten-day lodgement requirements).
- 6.5.4 If a Regulatory Impact Statement was prepared in accordance with the Legislation Review Program, this should be included as an attachment to the briefing along with the final Bill.
- 6.5.5 Agencies must also attach a Parliamentary Package which includes:

- PLP paper
- clause notes
- second reading speech
- fact sheet.

6.6 Cabinet Committee Briefings

- 6.6.1 The committee briefing format should be used when presenting Committee decisions and papers to Cabinet for endorsement.
- 6.6.2 A summary of the committee decisions should be included in the briefing.
- 6.6.3 A full set of committee papers should be submitted to the Cabinet Office.

6.7 Cabinet Briefings Which Require a Communications Strategy

- 6.7.1 Some discretion exists in deciding if a communications strategy is required - most position appointments, for example, will not require a strategy.
- 6.7.2 The information contained in the template is to be referenced on the submission cover sheet. If a communications strategy is required for a Cabinet briefing, it is to be included as an attachment.
- 6.7.3 Draft text for a media release (if required), should be included with the communications strategy. If a draft release is not available, indicate when it will be and who is responsible for drafting it.

7 Consultation

7.1 Consultation

- 7.1.1 Consultation is an essential element of the Cabinet process.
- 7.1.2 Early and genuine consultation is required to ensure high quality advice to Cabinet. Genuine consultation should aim to identify and resolve potential conflicts before the matter reaches Cabinet. It is important that adequate time is allowed for agencies to examine and respond to issues identified during the consultation process.
- 7.1.3 Consultation should occur at the drafting stage (preliminary), during formal circulation (comment) and when actioning a Cabinet Decision (implementation).

7.2 Prior Consultation on Draft Cabinet Submissions

- 7.2.1 Prior consultation is an essential element in the preparation of a Cabinet submission. Agencies initiating a Cabinet submission must ensure that they consider the interests of other agencies and relevant external stakeholders. In particular, all government agencies that have an interest in, or be affected by, the matter must be consulted before a submission is lodged with Cabinet Office.
- 7.2.2 Annexe 6.7 of the Cabinet Minute template requires that Cabinet be provided with the details of consultation undertaken. This annexe should include the nature of the comments received and action undertaken to resolve (or not) the matters raised during consultation.
- 7.2.3 Consultation during the drafting phase will uncover and resolve, as far as possible, any problems or policy conflicts arising from the proposal. Ineffective consultation frequently leads to delays in Cabinet's consideration of the proposal, with Ministers likely to be directed by Cabinet to undertake appropriate consultation prior to further consideration by Cabinet.
- 7.2.4 Agencies, in consultation with their sponsoring Minister, determine the range of prior consultation to be undertaken in the preparation of a Cabinet submission. However, DPAC, DTF, and OPC and the Leader of the House (for legislation related matters) must be engaged for assessment and drafting of advice from a whole-of-government perspective.
- 7.2.5 In general, consultation should be as wide as practicable and include other Ministers and agencies which may have an interest in the matter. Local government, industry and community bodies may also need to be consulted.

7.2.6 It is inappropriate to provide copies of, or access to, final or draft Cabinet documents to sources external to government. However, sometimes it may be necessary to consult with external sources in relation to matters which are the subject of proposed or current Cabinet consideration to ensure that Cabinet is presented with all relevant information required for it to make an informed decision.

Where consultation is undertaken outside of the government, care must be exercised to ensure that confidential information is adequately protected. This would mean that the concepts or issues are discussed with the external bodies, but the bodies are not provided with Cabinet documents.

7.2.7 Generally, Cabinet Briefings do not require expansive consultation other than with the mandatory agencies, unless determined necessary by the sponsoring minister. However, for board appointments, there are some particular considerations that may need to be considered, as outlined section 7.4 of this handbook, including the Women on Boards Strategy.

7.3 Circulating a Submission for Formal Comments and Advisories

7.4 Cabinet Comments:

7.4.1 Once a Cabinet submission is drafted and approved by the portfolio Minister, it will be circulated by Cabinet Office for formal comments to relevant agencies.

7.4.2 This consultation is designed to alert agencies to the content of the submission so they may fully brief their Minister and allow him or her to formally advise Cabinet of his or her view.

7.4.3 Agencies should not rely solely on the formal comment process to engage with relevant agencies. Particularly in relation to DPAC, DTF and the Leader of the House (for legislation related matters), early consultation affords of the lead agency an opportunity to discuss and resolve (where possible), any matters raised during the consultation period and either amend the submission or note the reasons that the amendments could not be made. This will greatly improve the quality of submissions going to Cabinet.

7.4.4 Comments will be collated by Cabinet Office and provided to Cabinet as part of the submission.

7.4.5 DPAC and DTF provide a Cabinet Advisory which includes consideration of comments made by other agencies.

- 7.4.6 Draft submissions classified as “Secret” are subject to restricted distribution. When **Secret Minutes** (identified as such on the envelope), are distributed to a ministerial office or agency they are to be opened by the Minister or addressee only.

7.5 Cabinet Advisories

- 7.5.1 DPAC and Treasury prepare advice in the form of a Cabinet Advisory on all Cabinet Minutes and on some Cabinet Briefings.
- 7.5.2 Advisories provide advice from the whole-of-government perspective, and may support the recommendations or provide additional analysis and alternative recommendations.
- 7.5.3 DPAC and Treasury are assisted in their assessment of Minutes by the comments from agencies.
- 7.5.4 A copy of the Advisory is made available to each member of Cabinet.

7.6 Consultation specific to Board Appointments, including the Women on Boards Strategy

- 7.6.1 Consultation is required for briefings on appointments to government boards, authorities, committees (board appointments) etc if:
- The body is established by legislation and there is a requirement to consult with specified bodies concerning nominations for appointment; or
 - There is a gender imbalance in the proposed membership of the board, authority or committee.
- 7.6.2 Nominees for appointment should be consulted to ensure that they have no business or personal interest, real or perceived, which might conflict with the interest of the board, authority or committee.
- 7.6.3 The Tasmanian Government is committed to gender equity in the membership of government boards and committees. The Gender Equity Guidelines and the certification form template are on the DPAC website.
- 7.6.4 Agencies must consult with the Tasmanian Women’s Register at an early stage of the process of seeking nominations for appointment. DPAC maintains the register to assist agencies identify suitably skilled and/or qualified women candidates for appointment.

- 7.6.5 When a vacancy is to be filled by the nomination of a non-government organisation, the responsible agency must ensure that the organisation is informed of government's commitment to gender equity and should request appropriate consideration is given to the representation of women when nominating for appointment. Organisations may be referred to DPAC for assistance in locating suitable candidates.
- 7.6.6 All board appointments must include a completed Tasmanian Women's Register appointment certification form. Cabinet Office will not accept a Cabinet Briefing for board appointments unless the proposed membership meets the government's target of equal gender balance, the briefing includes a completed and signed certification form, or the Premier has approved an exemption for the specific appointment.

8 Format Requirements for Cabinet Minutes and Briefings

- 8.1.1 The format of the Cabinet minute and briefing templates must not be adjusted in any way.
- 8.1.2 Except for printed attachments, the font used should be Gill Sans Light, font size 12 pt with single line spacing, and paragraph spacing of 0 pt before and 12 pt after each paragraph.
- 8.1.3 A margin of approximately 4 cm should be allowed on the left-hand side of each page, apart from the Cover sheet. Top, bottom and right-hand margins should be at least 2 cm.
- 8.1.4 The page number must be shown at the top of each page of the submission. For ease of reference the submission should be page numbered consecutively, beginning with page 2 on the first page following the front cover sheet (which is counted as page 1). Page numbers for attachments should be numbered separately in a way that does not cause confusion with the page numbering of the body of the minute (e.g pages A1, A2, A3 etc.).
- 8.1.5 Each paragraph should be numbered, using a hierarchical system, as applied in this handbook. A new primary number should be used for each header (eg Purpose 1.1, 1.2; Recommendations 2.1, 2.2, 2.3). Sub-paragraphs may be tagged separately (e.g 2.1.1, 2.1.2).
- 8.1.6 Tables and schedules should be numbered Table 1, Table 2, etc, consecutively throughout the body of the minute. Each table and schedule must be given a short title clearly describing its contents.
- 8.1.7 Acronyms should be spelt out in full the first time they appear, e.g. World Heritage Area (WHA).

8.2 Number of Hard Copies

- 8.2.1 The Cabinet Office requires one hardcopy of a submission bearing the original signature(s) of the sponsoring Minister(s).
- 8.2.2 Cabinet submissions should be printed single-sided.
- 8.2.3 The Cabinet Office must be provided with ten collated sets of attachments. Additional copies of attachments may be requested if a number of agencies are engaged as part of the Cabinet comment process.
- 8.2.4 Attachments may be printed double sided and copied in black and white, unless the use of colour is necessary to convey information contained in tables or maps.

9 Lodgement of Cabinet documents

9.1 Timeliness of Cabinet Documents

- 9.1.1 To ensure that appropriate consultation (comments and advisories) can occur, and Ministers are afforded sufficient time to consider and deliberate on matters coming before Cabinet, strict adherence to lodgement deadlines is required.
- 9.1.2 There may be instances where matters require a late submission and appropriate approval is required (section 9.4 request for late submission refers).

9.2 Timing for Lodgement of Cabinet Minutes

- 9.2.1 All Cabinet minutes must be lodged with the Cabinet Office, following signing by the sponsoring Minister(s), at least ten working days prior to the date on which they are to be considered by Cabinet. This is known as the Ten-Day Rule.
- 9.2.2 The ten days are counted as ten days before the Cabinet meeting – that is, the Cabinet minute must be lodged with the Cabinet Office ten days before the meeting, not from the time it is accepted as an agenda item.
- 9.2.3 This deadline allows for:
- obtaining formal written consultation comments from agencies and provide these comments to the sponsoring Minister and to the DPAC and DTF
 - obtaining written advisories from DPAC and DTF
 - processing submissions in the Cabinet Office
 - providing time for members of Cabinet to be briefed and to become familiar with the issues.

9.3 Timing for Submission for Briefings

- 9.3.1 All Cabinet briefings must be submitted to Cabinet Office, signed by the Sponsoring Minister(s) at least five days prior to the Cabinet meeting which the matters are to be considered. This deadline allows for:
- written advisories from DPAC and DTF (where required) to be obtained.
 - submissions to be processed by the Cabinet Office.

- time for members of Cabinet to be briefed and to become familiar with the issues ahead of the upcoming Cabinet meeting.

9.4 Request for Late Submission

- 9.4.1 Requests for late submission, either within ten days for minutes or five days for briefings, must be approved by the Cabinet Secretary and the Premier or their delegate, through the Request for Late Lodgement form. The form is available for download from the DPAC website, or upon request from the Cabinet Office.
- 9.4.2 The Premier as Chair, or their delegate, will have the final approval of the Cabinet agenda and requests for late lodgement.
- 9.4.3 Where a critical or unforeseen circumstance has arisen requiring a matter to be lodged late with the Cabinet Office, agencies, through their ministerial offices, must seek in writing permission for the matter to proceed.
- 9.4.4 The Request for Late Lodgement form must be sent to the Cabinet Office who will arrange for the Cabinet Secretary to review and consider the request. The Premier, or their delegate, will be the final approver of the request for late submissions.
- 9.4.5 The request for late lodgement must include:
- title and purpose of the Cabinet matter;
 - reason for late lodgement;
 - any consultation that has occurred (both formal and informal) given that late lodgement could impact the ability to circulate the submission for formal comment;
 - impacts on the outcome of the proposal if the matter is not considered at the earliest date; and
 - a contact officer.
- 9.4.6 Cabinet Office should be advised as soon as it is known that Cabinet may need to consider an issue Under the Line, and that an application for late lodgement is forthcoming. Early notification to Cabinet Office simplifies finalisation of the agenda for distribution to Ministers prior to the Cabinet meeting.
- 9.4.7 Wherever possible, early engagement with DPAC and DTF about a late submission is recommended to ensure appropriate advice can still be provided to Cabinet members to support government decision making.

9.5 Cabinet Decisions

- 9.5.1 Cabinet decisions are recorded by the Cabinet Secretary. The original copy of each decision is signed by the Cabinet Secretary and the Premier.
- 9.5.2 Decisions of Cabinet are provided to the Minister(s) responsible for actioning the decision. A copy of the decision is provided directly to the relevant portfolio agency, and other agencies responsible for implementing, or which are affected by, the decision.
- 9.5.3 The Minister and the relevant portfolio agency are responsible for informing and liaising with other agencies to implement of the decision.
- 9.5.4 Decisions relating to legislation are also copied to the Chief Parliamentary Counsel. A consolidated set of all decisions will be provided electronically to the Secretary, Department of Treasury and Finance and the Deputy Secretary, Policy and Delivery Division, Department of Premier and Cabinet.
- 9.5.5 Decisions are prepared and distributed by Cabinet Office as soon as is practicable, to allow for their actioning.
- 9.5.6 For 'information only' copies of decisions are classified as short-term value records for the purposes of the *Archives Act 1993* and may be destroyed at the discretion of the receiving agency.
- 9.5.7 Cabinet Decisions must not be copied. Where it is necessary to provide information relating to the decision to agency officers, a summary must be given.
- 9.5.8 Should it be necessary for the decision to be provided in full, the Minister or head of the relevant agency should request in writing to Cabinet Office, that a copy be made. Additional security measures, such as document watermarking and recording the must be applied prior to release. It is the responsibility of the recipient to ensure that such copies are handled with an appropriate level of confidentiality.
- 9.5.9 The Premier may direct a submission to be considered "Secret". Submissions classified as "Secret" are subject to restricted distribution. Decisions to such submissions are also classified "Secret". When Secret Decisions (identified as such on the envelope), are distributed to a ministerial office or agency they are to be opened by the Minister or addressee only.

10 Cabinet Committees

- 10.1.1 Cabinet may establish committees for a range of purposes, with such membership and terms of reference as are considered necessary. Typically committees might be set up to:
- deal with specific or especially sensitive issues;
 - progress controversial developments where discussion in full Cabinet would be premature (eg projects);
 - consider matters expected to arise requiring urgent decisions (eg industrial relations matters);
 - deal with ongoing major issues or processes involving detailed decisions (eg the Budget), and
 - relatively routine matters still requiring the attention of Ministers (eg legislative program).

- 10.1.2 There are two forms of Cabinet committee:

Standing committees which deal with long-term and cross-portfolio issues requiring detailed consideration and development prior to Cabinet approval of particular proposals. Some standing committees might deal with cyclic government decision-making processes (for example, Budget Committee) or meet on an ad hoc basis to handle specific emerging issues (for example, Public Sector Industrial Relations Committee).

Special purpose committees are established to make recommendations to Cabinet on particular issues or projects, usually within a limited timeframe.

10.2 Establishment of Committees

- 10.2.1 Committees are established by Cabinet through a Cabinet Decision which defines membership and terms of reference. In some cases, supporting arrangements, such as an IDC or departmental working group, support agency, reporting arrangements and timeframes for the Committee's work are also set by Cabinet.
- 10.2.2 Unless otherwise specified, it is the responsibility of the Minister nominated to chair the committee to implement the Decision and convene meetings, with support from his or her portfolio agency.

10.3 Operation of Committees

- 10.3.1 Secretariat support for a committee is normally provided by the portfolio agency of the Minister chairing. As part of the role of chair, the Minister would convene the meetings and set the agenda for each meeting.
- 10.3.2 The support agency's role includes:
- making arrangements (time, venue etc) for meetings and notifying Ministers;
 - liaising with the Minister's office and other agencies about the meeting agenda and preparation of supporting material;
 - collating and distributing papers for each meeting;
 - recording actions and decisions (as with Cabinet, the keeping of detailed minutes is not required or recommended); and
 - coordinating action arising from decisions, as directed by the Minister.
- 10.3.3 Depending upon the arrangements specified in the establishing Cabinet Decision, an IDC chaired by the support agency would normally be set up to assist in coordinating preparation for and follow-up from Committee meetings. Portfolio agencies of all Ministers on the committee should be represented on the IDC.
- 10.3.4 Detailed meeting procedures are a matter for each Committee to determine, within the broad parameters of this handbook.

10.4 Committee Papers

- 10.4.1 Although there is no one format specified for papers being submitted to a Committee, these should:
- clearly identify the issue(s) to be resolved
 - provide any background information needed to enable the Committee to make an informed decision
 - present and argue the major options available, and
 - provide clear recommendations that can translate into stand-alone decisions.
- 10.4.2 An example template is provided on the DPAC website, which committees may choose to adopt.
- 10.4.3 Meeting papers should be finalised and distributed to Ministers by the support agency at least five working days prior to the meeting date. A complete set of the meeting papers must be forwarded to the Cabinet Office.

10.5 Cabinet Committee Decisions

- 10.5.1 The record of each Committee meeting is to clearly identify all decisions taken. Each of these decisions should be clearly articulated, numbered and dated.
- 10.5.2 As a general principle, all decisions of committees are referred to Cabinet for endorsement. This would normally be undertaken in the form of a Cabinet briefing seeking endorsement for the set of decisions from a particular committee meeting or set of meetings, following approval of those decisions by the committee itself.
- 10.5.3 In some cases, Cabinet may provide a limited delegation of authority to a committee to act in specific circumstances or in cases where a decision is required in a short timeframe. In such cases, the Committee should still report back to Cabinet as soon as practicable on the action taken.

10.6 Storage and Disposal of Committee Papers

- 10.6.1 Committee papers should be accorded the same security procedures as used for Cabinet documents (See Section 2.4 storage and security of Cabinet documents).
- 10.6.2 Committee documents should be clearly identified as such.
- 10.6.3 The supporting agency of a committee is to forward a copy of all committee business papers to the Cabinet Office for the purpose of archiving. This would normally occur when decisions are forwarded to Cabinet for endorsement.

II Other matters which come to Cabinet

II.1 Executive Council Explanatory Note

- II.1.1 An Executive Council Explanatory Note is used to advise Cabinet of the purpose and substance of matters which require Executive Council approval but have not already been considered by Cabinet.
- II.1.2 Explanatory Notes must be considered by Cabinet prior to consideration of the matter by the Executive Council. Explanatory Notes are usually considered at the Cabinet meeting held on the Monday prior to a scheduled Executive Council meeting. Explanatory Notes must be submitted to the Cabinet Office by close of business on the Thursday prior to consideration by Cabinet.
- II.1.3 The Explanatory Note is to be signed by the relevant Minister.
- II.1.4 An Explanatory Note is not required when Cabinet has already considered or agreed to a matter as a result of a Cabinet Submission.

II.2 Response to Parliamentary Questions on Notice

- II.2.1 Cabinet Office assists with facilitating proposed responses to Parliamentary Questions on Notice for endorsement by Cabinet.
- II.2.2 The Premier's Office will circulate requests directly to the relevant Minister's Office and Cabinet Office via email and will also include the nominated Cabinet meeting date for approval.
- II.2.3 The Cabinet Office will then confirm the date the response is due to the Cabinet Office to meet the deadline for the distribution of papers for the nominated Cabinet meeting.
- II.2.4 Once the response has been approved by Cabinet, the Cabinet Office will advise both the Premier's Office and relevant Minister's Office of the approval and to prepare documents for tabling in the Parliament.

II.3 Response to Petitions

- II.3.1 Cabinet Office assists with facilitating proposed responses to Petitions for endorsement by Cabinet.
- II.3.2 The Premier's Office will circulate response to Petition requests directly to the relevant Minister's Office and Cabinet Office via email and will also include the nominated Cabinet meeting date for approval.
- II.3.3 The Cabinet Office will then confirm the date the Petition response is due to the Cabinet Office to meet the deadline for the distribution of papers for the nominated Cabinet meeting.

- 11.3.4 Once the response has been approved by Cabinet, the Cabinet Office will advise both the Premier's Office and relevant Minister's Office of the approval and to prepare documents for tabling in the Parliament.
- 11.3.5 It is the responsibility of the Minister's Office to ensure that they meet the deadlines provided and that if input is required from more than one Minister, this is also managed internally by the Minister's Office that received the initial request.

11.4 Tasmanian Government Submissions to Inquiries and Reviews

- 11.4.1 The Tasmanian Government Submissions to Inquiries and Reviews policy sets out the policy, procedures and approval process for Tasmanian Government submissions and responses to inquiries.
- 11.4.2 Relevant inquiries (those that affect the interests of the Tasmanian Government) are held by Tasmanian Parliamentary Committees and statutory agencies, Royal Commissions and Special Commissions of Inquiry and the Commonwealth Parliament and agencies.
- 11.4.3 This Tasmanian Government Submissions to Inquiries and Reviews policy can be found on the DPAC website and guides agencies on whether a submission should be made and the pathway for review and approval.