



Global Access Partners

Pty Ltd

ABN 74 000 731 420

“Converting global issues

into business opportunities”



2002–2008 REPORT

Achievements
& Activities





**Global Access Partners
Pty Ltd**

ABN 74 000 731 420

Level 3, 53 Balfour Street

Chippendale Sydney NSW 2008

AUSTRALIA

Tel +61 2 8303 2416

Fax +61 2 9319 5754

www.globalaccesspartners.org

CONTENTS

3

CEO'S REPORT

4

EXECUTIVE SUMMARY

5

COMPANY OVERVIEW

<i>Vision & Mission</i>	5
<i>Overall Strategic Objectives</i>	5
<i>Core Values</i>	6
<i>Stakeholder Analysis</i>	6
<i>GAP Statistics</i>	8
<i>GAP Process Flowchart</i>	8

9

2002-2008 ACTIVITIES

<i>Knowledge Capital</i>	9
<i>Regulatory Affairs & Innovation</i>	13
<i>The Digital Economy: Security & Risk</i>	17
<i>Information & Communication Technology</i>	21
<i>Health & Wellness</i>	27
<i>Sustainability & Climate Change</i>	32
<i>Philanthropy & Social Investment</i>	35
<i>e-Democracy</i>	38

40

GAP REPORTS

42

CONTACTS

43

APPENDIX

<i>GAP Initiatives 2002-2010 Map</i>	43
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Global Access Partners 2002-2008 Report

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CEO's Report

"We are hoping to develop a 'society', not just an 'economy'".

Dr John Hewson, Chair, Low-Carbon Economy Task Force



The last six years have seen Global Access Partners (GAP) grow exponentially from an idea to a reality, and with this growth its list of achievements has multiplied.

I am particularly proud of our success over the last two years and accredit much of this to our exceptional team of professionals who work tirelessly to ensure the company's development. Everyone who works in GAP and with GAP has a vested interest in making it a success. We are all of the belief that, like a family, we are each responsible for creating the environment we want to live and work in.

GAP started as a company which initiated face to face dialogue between the key stakeholders within Australian industries facing a global challenge. Today, we have extended our offerings to include a dedicated online environment providing the best minds in any area with a place to share their thoughts, make connections and influence government policy, to the ultimate benefit of the individuals involved and Australia as a whole.

Alongside this, GAP has set up a system whereby it establishes national consultative committees and multidisciplinary task forces which have direct lines into relevant government departments. These groups are active project developers. They provide policy input as well as develop commercial opportunities. We call this process of Task Force and Consultative Committee establishment a 'Second Track' Process.

Last year the 'Second Track' Process formalised a model GAP had been using since its inception. It has become a flagship of GAP's offering - a unique way for key industry stakeholders to work alongside current government initiatives, without suffering the delays and burdens of the red tape involved in working with government. Through the 'Second Track' model, GAP has managed to speed up the ability of the individual to bring about real and lasting change in their area of expertise and interest. Our partners have taken advantage of this and have reaped the benefits, fast-tracking projects that have been in the making for years and taking them to their next level in record time.

GAP's partners and members are the most influential individuals in their field. We rely on their involvement and expertise to make GAP the success it is.

I look forward to another year of growth and development and thank all our partners, sponsors and the GAP team for the ongoing contribution they make to GAP's success.

Catherine Fritz-Kalish BSc (UNSW), MBus (UTS)

Chief Executive Officer

Global Access Partners Pty Ltd

Executive Summary

Global Access Partners (GAP) is a not-for-profit affiliation of likeminded Australians – creative decision-makers in business, government, non-government organisations¹ and academia – who come together to pursue projects and ideas that enhance the national good. GAP's diverse initiatives and ventures focus on practical ways to support social progress and drive economic efficiency. It is a proactive, results-oriented network that for more than a decade has opted for quiet, constructive dialogue, in contrast to the structures, personalities and publicity that mark out most think tanks. Another key differentiator for GAP is its objective to always translate thinking and reflection into tangible positive outcomes for all stakeholders. GAP is a 'think tank that gets things done'.

2008 became a defining year for GAP. It was the year when the *'Second Track' Process* was formally endorsed by the Australian Government² as a valid method of policy development and regulation.

Pioneered by GAP, the *'Second Track'*³ takes a groundbreaking approach to government consultation. The process unites diverse experts from relevant sectors (government, business, academia, NGOs and consumer groups) with the common goal of driving practical outcomes. Working collaboratively, these groups identify problems, initiate discussions, prepare white papers, develop solutions and oversee their implementation. The *'Second Track'* formalises previously ad-hoc mechanisms for informal stakeholder engagement and streamlines the process of 'fast-tracking' solutions to key issues.

As an expert 'broker' of relationships between business, government, academia and the community for practical economic outcomes, GAP has pioneered and effectively used the *'Second Track' Process* since 2002 in areas as diverse as knowledge capital, health, deliberative democracy and social investment. The collaborative ethos of the GAP process allowed decision makers to explore fresh approaches in business regulation, healthcare, education, information & communication technologies (ICT), sustainability, privacy and social security.

GAP is committed to the belief that innovative interaction between government, business and the community can be further refined for the public benefit without putting at risk the core, fundamental machinery of government.

The Australian Government's endorsement of the *'Second Track'* at the GAP Congress on Regulatory Affairs in September 2008 led to the establishment of the ***National Consultative Committee on 'Second Track' Processes***. Comprising interests in both public and private sectors, the committee will explore and review current *'Second Track'* practices, identify the areas of government policy where it might prove effective, develop and refine the appropriate rules for *'Second Track'* engagements and initiate projects based on the model.

This report provides information about Global Access Partners Pty Ltd and its performance for the period from 2002 to 2008. The document summarises the progress and significant achievements the company has made in relation to its strategic objectives, and outlines its plans for future development. The report has been prepared to meet the needs of our stakeholders, including Federal and State governments, businesses and academia.

GAP's activities in the report are presented through:

- ▶ One-page **summaries** outlining the history and development of GAP initiatives related to a specific policy area (e.g. Health, Regulation, Information & Communication Technology, etc.)
- ▶ Comprehensive **tables** listing all the individual projects within each GAP initiative, their objectives, key performance indicators (KPI), milestones and outcomes
- ▶ Select **case studies** detailing the key features of a particular project within one GAP initiative / policy area

Some of the projects are featured across several policy areas which reflects the complexity and multidisciplinary nature of the issues being covered.

¹ Hereinafter NGOs

² On 26 September, in a keynote address to delegates attending the GAP Congress on Regulatory Affairs in Parliament House of Victoria, the **Hon. Lindsay Tanner MP**, Federal Minister for Finance and Deregulation, endorsed the *'Second Track' Process* as a valid method of government consultation.

³ "First" or "main" track processes involves governments' existing, very familiar and often near universal processes for consultation and interaction with business, academia and the community generally. These include everything, from the highly structured and formal Green and White Paper process - the peak of the consultative ladder - through to less formal methods of broad stakeholder consultation (**Dr Ian Watt AO**, Secretary, Department of Finance & Deregulation, **"Second Track" Processes**; www.openforum.com.au/content/second-track-processes). This terminology has its origins in international diplomacy: in 1982, Joseph Montville made a distinction between track one (official, governmental action) and track two (unofficial, nongovernmental action) approaches to conflict resolution.

Company Overview

Our Vision

GAP facilitates cross-disciplinary, collaborative approaches to the challenges facing Australia and the global community. It is committed to driving better public policy and social outcomes and delivering practical economic results for government, business and the community

Our Mission

The purpose of GAP is to:

- Initiate, coordinate and ‘fast-track’ the development of concrete solutions to major issues of public interest
- Increase stakeholder participation in policy formation and decision making
- Promote a culture of a balanced, informed and constructive public policy debate
- Share knowledge, forge progress and contribute to a more productive economy, responsive government and sustainable and innovative society

Overall Strategic Objectives

As an independent, not-for-profit organisation, GAP seeks to:

- 1- Identify and illuminate the most pressing social, economic and structural issues across a broad range of Australian economic sectors
- 2- Foster links between community, government and academia via traditional consultation methods and emerging web 2.0 technologies
- 3- Promote the active participation of industry in the pre-legislative consultation process
- 4- Nurture networking and commercial opportunities for small and medium size enterprises (SMEs) by providing direct access to relevant stakeholders
- 5- Develop novel, cross-disciplinary solutions to regulatory problems by engaging key stakeholders in high-level discussions and research

- 6- Focus on practical economic outcomes, create new employment opportunities and deliver a competitive edge for all GAP partners

GAP achieves these goals through:

“Second Track” Process⁴: A pioneering method of stakeholder consultation which brings together experts from government, business, academia, NGOs and consumer groups to explore issues positively and drive practical outcomes. These *multidisciplinary task forces* collaborate to identify problems, initiate discussions and undertake research to develop solutions and oversee their implementation.

One-to-One Stakeholder Interaction: Underpinning its most successful initiatives has been the company’s strong focus on informal personal engagement with key stakeholders for constructive dialogue and the frank exchange of views and ideas.

Conferences & Forums: GAP has established a distinguished reputation in the organisation of high-level national and international forums, conferences, seminars and roundtables covering a wide range of industries and issues. These invitation-only events offer landmark opportunities for high level participants to discuss Australia’s future in a supportive context, with comprehensive reporting at the end of each initiative to drive further discussion and action.

Advisory Boards: Through its national consultative committees, GAP works to ensure the recommendations flowing from each GAP initiative are given a proper consideration and acknowledgment by relevant authorities. The consultative committees represent both private and public interests and comprise knowledgeable and influential individuals from the Federal and State governments, industry and academia

⁴ The ‘Second Track’ Process has its origins in international diplomacy (the term ‘*Track Two Diplomacy*’ was coined by Joseph Montville in 1981; *Foreign Policy*, Montville & Davidson, U.S.). GAP has pioneered the use of ‘Second Track’ processes in public policy development. See also page 4 for more information.

Research & Feasibility Studies: Drawing on its wide network of industry experts and academics, GAP conducts in-depth research projects and feasibility studies which become a basis for solid policy recommendations and business development.

Online Collaboration: Through its interactive virtual think tank, Open Forum (www.openforum.com.au), GAP unites Australia’s most prominent politicians, business people, academics and social commentators and private citizens in a lively online debate about the issues which will shape Australia’s future. The key goal of Open Forum is to increase the participation of people of all backgrounds and political views in the formation of government policy.

Executive Consultancy: GAP provides consulting services to SMEs and start-up companies seeking access to large markets, multinational companies and government. It also offers a practical advice to government seeking input from industry regarding policy development.

Joint Ventures & Pilot Projects: GAP has achieved an enviable track record in facilitating the creation of joint ventures to explore new commercial opportunities and overseeing pilot projects to trial new business ideas.

Core Values

Partnership: We practice and encourage collaborative approaches to problem solving. GAP believes that *“One cannot exist in a vacuum. Any survival is a result of cooperation”*⁵. Our global network of partners is our biggest asset.

Impartiality: We have no political affiliations and invite participants from all sides of debates. We believe such independence is fundamental to the success of any policy development think tank or forum.

Trust: We regard mutual trust and longer term interpersonal and intergroup relationships as crucial to any successful high-level business dealings. GAP partners are trusted by their industry connections, and those they recommend become equally trusted.

Intellectual capital: We are committed to the sharing of knowledge, ideas and experiences for the benefit of all involved in the GAP process.

Creative thinking: We promote creativity and lateral thinking in our discussions and encourage the adoption of a positive mindset to facilitate problem solving and conflict resolution.

Cultural synergy: We value people for their differences as much as their common purpose and respect the cultural wisdom of our partners.

Pursuit of excellence: We regularly reassess and review our working practices based on stakeholder feedback and are committed to continual improvement to achieve quality outcomes for our stakeholders.

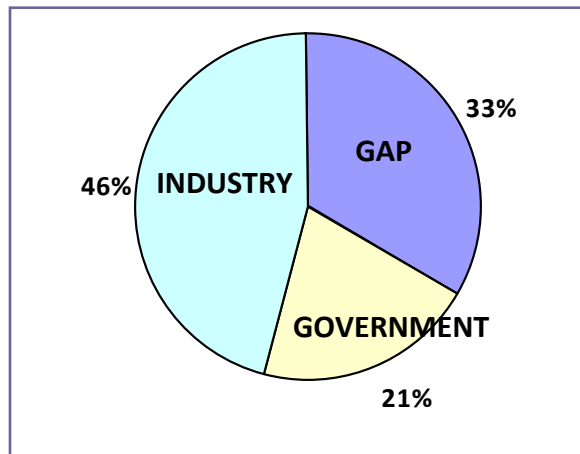
Stakeholder Analysis

GAP is a not-for-profit arm of the TCC Group (www.tcg.net.au). TCG comprises a network of independent, mutually supportive organisations focused on driving investment in Australian business ventures, particularly in the ICT sector. TCG has a long history of leveraging strong network support to tackle business issues.

GAP tests its ideas with the market by seeking sponsorship to cover the costs of its activities and events. For each project, it contributes approximately *one third* of the total budget (33%) and raises *two thirds* in sponsorship (67%).

GAP’s stakeholders comprise Federal and State governments, major corporate enterprises and industry bodies. Of the total amount of external stakeholder investment, up to one third (31-33%) derives from government sources, with the remainder contributed by industry (67-69%). This means that every dollar invested by government leverages two dollars from the private sector.

Diagram 1. GAP Initiatives - Government & Industry Investment Share



⁵ P. Fritz, *“The Possible Dream”*, Penguin, 1988

Diagram 2. GAP's Expenditure (2002-2008)

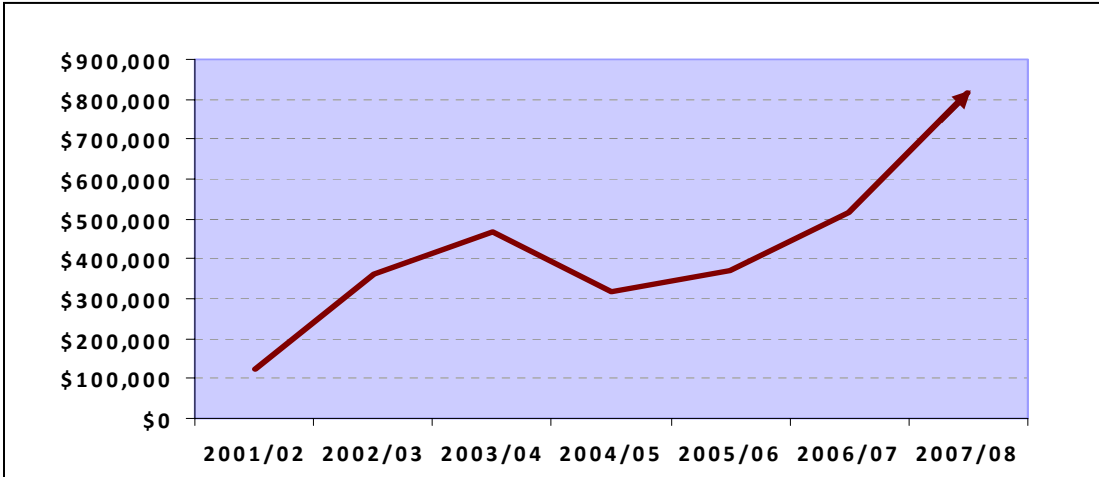


Diagram 3. Government & Industry Annual Investment in GAP initiatives (2002-2008)

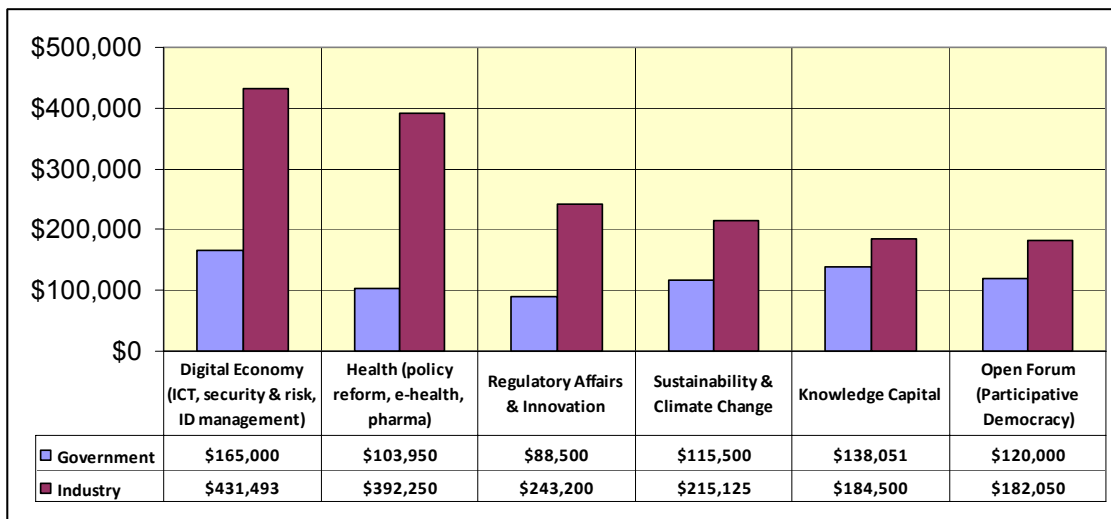
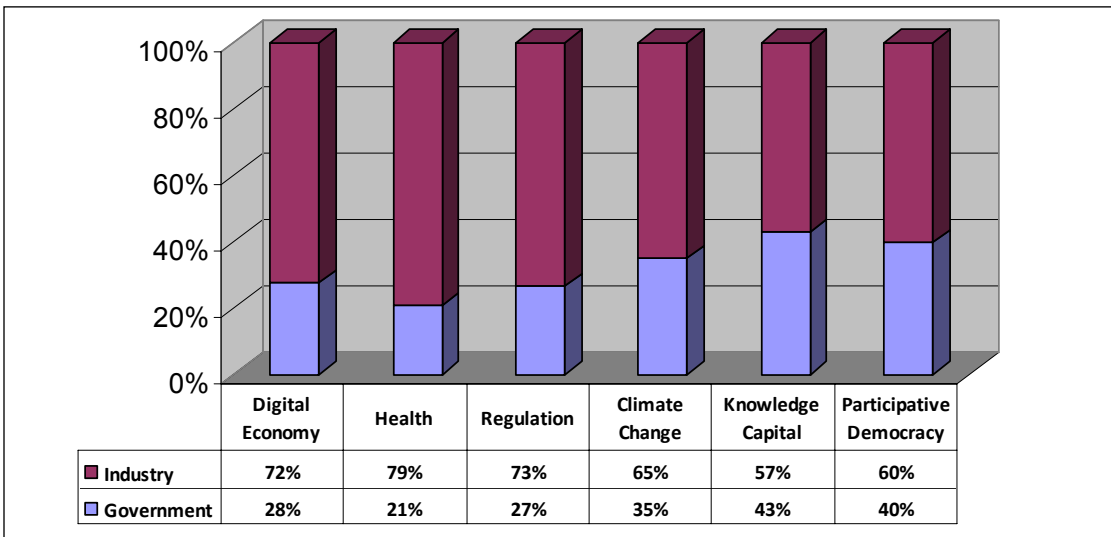


Diagram 4. % Government vs. Industry Contribution to GAP initiatives (2002-2008)



GAP Statistics

46 public and private organisations have sponsored various initiatives of GAP.

47-50% of personal invitations to GAP events are accepted.

50-60 is an average number of events GAP hosts each year.

61% of GAP sponsors have invested in more than one GAP initiative.

97% of all GAP initiatives are sponsored by government and industry bodies.

1,583 delegates – senior executives from government, business and academia - attended GAP conferences and forums between 2002 and 2008.

5,000 people visit and contribute to GAP’s online public discussion site, Open Forum, every month.

29,810 people visited Open Forum in its first year of operation.

\$750,000 is GAP’s projected annual budget for 2009.

\$2,500,000 was raised by GAP in sponsorship between 2002 and 2008.

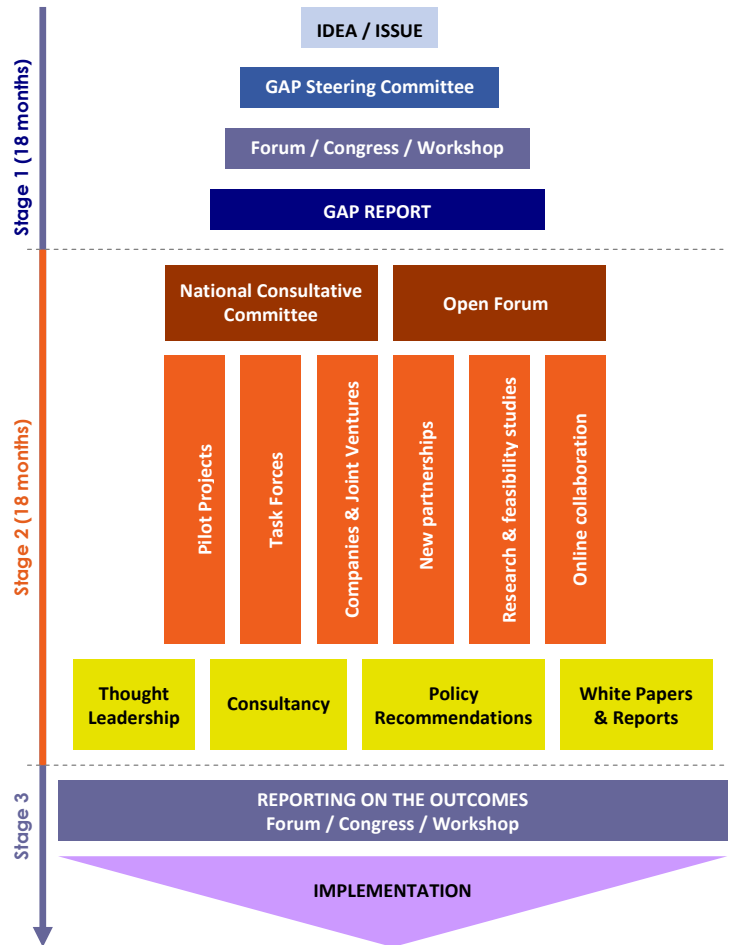
\$3,569,500 was GAP’s total expenditure for the period from 2002 to 2008.

GAP Process Flowchart: “One-off events do not deliver lasting results”

GAP’s comprehensive **follow-up strategy** sets it apart from other think tanks and event management companies.

Experience shows that one-off events do not deliver lasting results due to a lack of cohesive mechanisms for synthesising the contributions of attendees during the discussions. In contrast, each GAP project, be it a closed-door boardroom roundtable or a national congress in a parliamentary setting, constitutes the beginning of a **process**.

GAP prides itself on the quality of its **reporting**. A full record of proceedings is tabled at the end of each initiative and comprehensive summaries of the conclusions and recommendations are produced. These reports form the blueprints for GAP’s **national consultative committees** which then work towards developing concrete business solutions and platforms for further discussion with government and business.



2002–2008 Activities

Knowledge Capital

Economic commentators regard knowledge-based innovation as the key driver of wealth creation in contemporary society, but current management practices still lack objective and reliable standards for assessing knowledge-intensive resources. More than 60% of organisational assets are tied up in 'intangibles', which under existing accounting rules are neither represented nor valued.

The problem was recognised in 2002 at the **GAP Vendor Management & Outsourcing Forum** in Sydney, when keynote speaker Paul Strassmann⁶ introduced his concept of Knowledge Capital to a distinguished audience of senior government figures and business executives.

The recommendations from the Forum were taken up by the Australian Government Information Management Office (former NOIE) and the Department of Finance, which joined forces to form **the Australian Government Consultative Committee on Knowledge Capital (AGCCKC)** the following year.

The AGCCKC was inaugurated in Canberra in June 2003, with a mandate to explore the strategic development of knowledge economics in the Australian economy. Over the subsequent five years it has sought to turn the problems posed by the new economic paradigm into a leadership opportunity for Australia.

Drawing on a wide network of leaders from the public and private sectors, the AGCCKC led a number of pilot projects to build recognition of knowledge capital and develop universal standards for its assessment in the financial reporting of government affairs and private enterprise.



Its efforts culminated in the signing of the '*Melbourne Protocol*' for the management, measurement and reporting of intangible assets at the **2005 GAP Congress on Knowledge Capital** in Parliament House of Victoria.

The establishment of the **Society for Knowledge Economics (SKE)**, a professional body with a national charter to raise awareness for the appropriate measurement and management of knowledge capital, has further driven this process. Alongside the AGCCKC, co-founding bodies of the SKE are Microsoft, Westpac and CPA Australia.

The AGCCKC is currently establishing an *International Council for Knowledge Economics*, to promote, coordinate and assist in the formation of National Societies for Knowledge Economics around the globe. The proposition was formally endorsed at the OECD conference in Brazil in March 2006, with representatives from 83 countries in attendance, and supported at the subsequent World Bank sponsored conference in Paris in June 2006.

Another ambitious project of the committee, in collaboration with the University of Sydney, Faculty of Economics and Business, is the establishment of the *Knowledge and Ideas Network* - a national innovation centre based around the GAP model of stakeholder networks and engagement. The centre will provide world-class knowledge on the development of innovation networks, which are profitable and sustainable, and will operate as a national hub for emerging innovation networks.

GAP will convene a follow-up **Congress on Valuing Intangibles** early in 2010. Key topic areas will include a stock-take of progress to date, an overview of best practice and discussion of valuation methodologies with a view to unlocking greater economic growth through innovation in the management of knowledge capital. The Congress' findings will form a blueprint for the AGCCKC and SKE towards developing further practical outcomes and long term initiatives.

⁶ Paul Strassmann (www.strassmann.com) is a leading US economist and renowned author on the subject of vendor management and outsourcing. *Knowledge Capital* is the concept developed by Strassmann and others and means the total sum of employees' experience, training and capabilities which forms a substantial percentage of a company's total assets.

“Westpac chief executive David Morgan today urged analysts to consider intangibles such as culture, values, links to the community, work to help the environment and customer service when measuring the worth of a company” [...]

“In one example, Westpac estimates that changes to its culture over recent years that have increased staff retention rates are saving it about \$50 million worth of avoided costs a year.”

“It's not all profits: Westpac boss”

SMH, 12 April 2006

(Westpac reporting on its *Gold Collar Worker Project*, a joint knowledge capital initiative with the SKE)

Table 1. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Vendor Management & Outsourcing Forum 2002: <i>"Justification of investments in IT in an era of scarce funding"</i>	Introduce Paul Strassmann & his concept of Knowledge Capital (KC) to the Australian audience	- GAP <i>Vendor Management & Outsourcing Forum</i> Report - Meetings of senior Government officials with Paul Strassmann in Sydney and Canberra	- Establishment of the Australian Government Consultative Committee on Knowledge Capital (AGCCKC) in June 2003 - Implementation of <i>ValueIT™ Return on Investment</i> Software in Australia & New Zealand (Alinean, LLC.)
AGCCKC (inaugurated in 2003)	- Explore the strategic development of knowledge economics in the Australian economy - Build recognition of KC through: - the establishment of universally accepted reporting standards - voluntary support from senior government departments and commercial enterprises - acceptance and implementation of these standards by accounting practices	- <i>Knowledge Capital Value Framework (KCVF)</i> , including: 1) Department of Defence <i>Financial Systems Strategy</i> 2) Centrelink <i>Data Communications Infrastructure Project; Staff & Agents Portal Project</i> 3) Microsoft <i>Human Capital Group Project</i> 4) Westpac <i>Gold Collar Worker Project</i> 5) AGIMO <i>GovDex</i> Project 6) NSW Department of Lands <i>Public Sector Reporting of Intellectual Capital; Spatial Data Valuation</i> Projects - Victorian Government <i>Geospatial Data Sharing Initiative (GEIN)</i> - <i>The Knowledge and Ideas Network</i> - <i>International Council for Knowledge Economics</i>	- Presentation at the <i>Second OECD Ministerial Conference on SMEs competing in a Knowledge Economy</i> , June 2004, Istanbul - Establishment of the Society for Knowledge Economics in 2005 - Establishment of the Cross Jurisdictional Chief Information Officers' Committee (CJCIOC) in August 2005 - Presentation of AGCCKC projects at the <i>GAP Congress on Knowledge Capital</i> , Nov 2005 - Presentation at the <i>OECD Global Conference on Better Financing for Entrepreneurship and SMEs</i> , March 2006, Brazil - Presentation at the <i>World Bank / OECD Conference</i> , June 2006, Paris - Presentation at the <i>XVII World Congress of Accountants</i> , November 2006, Istanbul
GAP Congress on Knowledge Capital 2005	- Sign a national protocol for the management, measurement and reporting of intangible assets - Launch SKE	- <i>“Australian Guiding Principles on Extended Performance management”</i> SKE Report - <i>GAP Congress on Knowledge Capital</i> Report	- <i>Melbourne Protocol</i> signed by Senator Eric Abetz, Special Minister of State, and all GAP Congress delegates - Official endorsement of SKE

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
<p>Society for Knowledge Economics (SKE)</p>	<ul style="list-style-type: none"> - Raise awareness and instigate a debate on the changing nature of the global economy and the need for the appropriate measurement and management of knowledge capital as its key economic input - Position Australia as the most innovative, productive and fulfilling place in the world to work - Develop and improve the quality of leadership, culture/values and management practices in Australian workplaces (public, private, large and small) to maximise innovation, productivity and sustainability 	<ul style="list-style-type: none"> - BCA Collaborations re the <i>National Innovation Framework</i> - The <i>SKE Industry & Research Programme</i>: pilot projects with Westpac, NSW Department of Lands, VIC CIO Office, Department of Family & Community Services, ARCBS, CPA, Department of Education, Employment and Workplace Relations, VIC Department of Innovation, Industry and Regional Development - Collaborative projects with Copenhagen University (Prof Mouritsen), Melbourne University, Monash University, UNSW, Sydney University, MGSM, UTS - a Promoting Partner of the World Intellectual Capital Initiatives (EBRC US, European Commission, MITI Japan, OECD etc) - Formed relations with Canadian Conference Board, National Centre for Partnership and Performance Ireland, Finish TYKES, UK Work Foundation and others 	<ul style="list-style-type: none"> - <i>“New Pathways to Prosperity: A National Innovation Framework for Australia”</i> BCA-SKE Paper - <i>“New Pathways to Prosperity: International Trends and Developments in Extended Performance Management, Measurement and Reporting”</i> Report commissioned by the Department of Finance - <i>“Recognising the Intangible Value of ICT Investments at the Australian Department of Finance”</i> Report - <i>“Leading Australia to more Innovative, Productive and Fulfilling Workplaces, the Role of Government</i>, commissioned by DEEWR - Response to Cutler’s Green Paper <i>venturousaustralia</i> - <i>“Enabling Innovation: Leadership, Culture and Management at the Workplace Level</i>, commissioned by DIIRD Vic - <i>“Australia’s National Innovation System”</i> Submission to the National Innovation Review Panel, sponsored by BCA - <i>Submission to the Enhanced Business Reporting Consortium for the U.S. Security Exchange Commission’s Advisory Committee on Improving Financial Reporting</i> - <i>“Leadership and Culture – the Missing Pillar of the National Innovation Agenda”</i>, Response to the Victorian Government’s National Innovation Agenda
<p>GAP Forum on Leveraging Networks in Business 2006</p>	<p>Explore the importance of network dynamics and complex network analysis for business applications</p>	<p><i>GAP Forum on Leveraging Networks in Business</i> Report</p>	<p>Creation of <i>Open Forum</i> – a virtual think tank for interactive discussion and stakeholder networking (www.openforum.com.au)</p>
<p>GAP Congress on Valuing Intangibles 2010</p>	<ul style="list-style-type: none"> - Review local and international best practice - Discuss valuation methodologies and measures that can be taken to unlock greater economic growth through innovation in the management of KC 	<p>Congress Report to form an ‘agenda for action’ for AGCCKC and SKE towards developing further practical outcomes and long term KC initiatives</p>	

Case Study

Organisation:	Society for Knowledge Economics
Established:	2005
Governance & Legal Structure:	Incorporated as Public Company Limited by Guarantee
Founding Partners:	Australian Government Consultative Committee on Knowledge Capital Microsoft Australia Westpac Banking Corporation CPA Australia
Corporate Members:	EDS (Australia), PriceWaterhouseCoopers
Membership Budget:	\$250,000
Projects:	<p><i>Federal & State Government</i></p> <p>Department of Finance & Deregulation Department of Education, Employment and Workplace Relations Department of Family & Community Services (from 2007 - the Department of Families, Housing, Community Services and Indigenous Affairs) Department of Innovation, Industry, Science & Research NSW Department of Lands NSW Education and Training Authority Victorian Government CIO Office Department of Innovation, Industry & Regional Development, Victoria</p> <p><i>Industry</i></p> <p>BCA, IBSA, Skills Australia, Innovation & Business Skills Australia, Westpac, Microsoft, Ernst & Young, Deloitte, ARCBS, CPA Australia, Australian Institute of Company Directors</p> <p><i>Academia</i></p> <p>Copenhagen University, Melbourne University, Monash University, UNSW, Sydney University, MGSM, UTS</p>
Annual Project Budget (2008):	\$200,000
International Relations:	Promoting Partner of the World Intellectual Capital Initiatives (EBRC US, European Commission, MITI Japan, OECD etc) Formed relations with Canadian Conference Board, National Centre for Partnership and Performance Ireland, Finish TYKES, UK Work Foundation
Recognition:	Australasian Reporting Award 2008 Emerald Literati Network Award for Excellence 2006 for <i>An Integrated Framework for Visualising Intellectual Capital</i> (as part of work done for the NSW Department of Lands <i>Extended Performance Management Project</i>) Nomination for the B-HERT Award for Outstanding Achievement in Research and Collaboration Selected for DEEWR's Research Analysis and Evaluation Panel
Key work streams:	Best practices, blue prints and guidelines Reports influencing policy makers and educators Web based tools, networks and dissemination of information
Key achievement:	Established reputation for high quality research

Regulatory Affairs & Innovation

Fostering novel solutions to regulatory problems has been one of the key overall objectives of GAP from its inception. Through many years of facilitating links between business, government, academia and the community, the company has developed its unique model of an *interactive multidisciplinary task force* and has pioneered the use of “*Second Track*” Processes⁷ in policy development.

In 2007, with support of the Australian Government, Victorian Government and a number of industry partners, GAP undertook its cross-sectoral *Regulatory Affairs* initiative. The first event in this series, the **Forum on Victoria’s National Innovation Agenda “Creating a Better Regulatory Environment for Innovation”**, held in August 2007 at the Investment Centre in Melbourne, stressed the need for Australia to become a ‘regulatory pacesetter’⁸ to successfully compete in the global market. The Forum advocated the creation of a “Centre for Smart Regulation” and highlighted opportunities for fiscal policy reform.

The same year, GAP created the **Innovation, Policy & Business Development Group** – a high level advisory body which supports business opportunities arising from government regulation in the environment, health, security and risk, and spatial data. The group is a catalyst for, and provider of, practical advice to governments on industry policy linked to business development.

The issues and ideas which emerged from these discussions laid down the foundations for the **GAP Congress on Regulatory Affairs: “Opportunities for Business”**, held in Parliament House of Victoria in September 2008. Attended by the top echelon of government and industry, the Congress championed a forward thinking approach to how Australian businesses can use regulation to their advantage.



During this Congress, the ‘Second Track’ Process was officially recognised⁹ as a valid method of government consultation.

This led to the foundation of the **National Consultative Committee on ‘Second Track’ Processes** tasked to review current consultation practices and initiate and facilitate projects based on the ‘Second Track’ model. The committee will host its first meeting in early 2009 and will be co-chaired by Malcolm Crompton, Managing Director, Information Integrity Solutions, and The Hon. Victor Periton, Director, A Regulatory Affair.

As part of its Regulatory Affairs initiative, GAP has formed a number of ‘Second Track’ task forces in 2008, including the **Regulating in Technology Rich Environments Task Force** (competition and innovation regulation in the telecommunications sector), the **Urban Water Pricing Forum** (structural reform in the metropolitan water industry) and the **National Pharmacogenomics Consultative Group** (policy frameworks for pharmacogenomics uptake in Australia). In association with Cisco, it staged an executive seminar “*Open Government: Future Trends*” in June 2008.

In September-October 2008, GAP’s virtual think tank, Open Forum, hosted an online debate on “*Regulation as a Business Opportunity and Driver of Innovation*” and a ‘live blog’ “*Better Regulation*” with the Hon. Lindsay Tanner MP, Minister for Finance and Deregulation.

The strengths and weaknesses of Australia’s education system in the world’s fast changing geopolitical landscape will be a main focus of GAP’s 2009 **Executive Roundtable Series “National Survival”**. In assessing the competition Australia will face from the emerging power of China and India in research and development, these seminars will feature prominent international speakers and consider long-term strategies towards creating a stronger, diversified national economy powered by innovation and entrepreneurship, with top-quality products and services and less reliance on natural resources and commodities.

⁷ The ‘Second Track’ Process is a groundbreaking method of stakeholder consultation through which previously ad-hoc mechanisms for high level engagement in policy development and decision making become part of the normal method for ‘fast-tracking’ solutions to key issues (see also pages 4-5).

⁸ Keynote speaker Dr Nicholas Gruen

⁹ Keynote presentation by **Dr Ian Watt AO**, Secretary, Department of Finance & Deregulation, “*Second Track*” Processes; www.openforum.com.au/content/second-track-processes

“A key strength behind the “Second Track” approach is its ability to help go beyond traditional stakeholders and traditional understandings to help ensure better (and perhaps fewer) regulations.”

“Facilitated dialogue between the ‘right’ parties at the ‘right time’ can be useful in uncovering knowledge that, in its absence, would adversely affect the policy outcome. It is the “to and fro” of conversation that uncovers the range of factors, sometimes unexpected, that need to be considered. In the main track setting, these can be missed or, at least, poorly understood by the more formal modes of inquiry.”

**Dr Ian Watt AO, “Second Track Processes”
Opening Address at the GAP Congress on Regulatory Affairs
Melbourne, 26 September 2008**

Table 2. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
GAP Forum on Victoria’s National Innovation Agenda <i>“Creating a Better Regulatory Environment for Innovation”</i> 2007	Explore priorities and actions which may be pursued through the proposed National Innovation Agenda, with a focus on the need for a better regulatory environment for business innovation	GAP Forum on Victoria’s National Innovation Agenda <i>“Creating a Better Regulatory Environment for Innovation”</i> 2007 Report	- Recommendation to establish a ‘Centre for Smart Regulation’ - Recommendation to use the “Second Track” Process to support Victoria’s growth as a Global Financial Services hub, with emphasis on removing regulatory hurdles
Innovation, Policy & Business Development Group (since 2007)	Serve as a catalyst for, and provider of, practical advice to governments on industry policy linked to business development	- Stakeholder consultations regarding business opportunities arising from government facilitation in the areas of the environment, finance, health, e-security, spatial data, social investment - Discussions around Terry Cutler’s <i>Review of the National Innovation System</i> and Kevin Rudd’s <i>Vision for Australia 2020</i>	- Broad strategic recommendations to GAP’s national consultative committees and task forces in their specific areas of interest - Presentation of the Group at the Innovation Policy Dinner with Prime Minister Kevin Rudd, September 2007 - Participation of Group members in the <i>Australia 2020</i> Summit, April 2008
Regulating in Technology Rich Environments Task Force 2008	Develop a framework for moving forward the reform process in the telecommunications sector, with a view to encouraging competition and innovation	- 1st Task Force Report, 28 February 2008 Meeting - 2 nd Task Force Report, 6 May 2008 Meeting - 3 rd Task Force Report, 29 July 2008 Meeting	<i>“Directions for Reform of Part XIC of the Trade Practices Act”</i> Regulating in Technology-Rich Environments Task Force 2008 Report
GAP Urban Water Pricing Forum 2008	Develop a proposal for structural reform in the metropolitan water industry	- GAP <i>Urban Water Pricing 5 June 2008 Forum</i> Report - GAP <i>Urban Water Pricing 22 July 2008 Forum</i> Report - GAP <i>Urban Water Pricing 19 August 2008 Forum</i> Report - GAP <i>Urban Water Pricing 15 October 2008 Forum</i> Report	<i>“Urban Water: A vision for national road map for national progress”</i> Draft Report (by the Allen Consulting Group)

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
National Pharmacogenomics Consultative Group (NPCG), first phase – 2007-2008, second phase – 2009-2010	Develop policy frameworks for pharmacogenomics uptake in Australia	<ul style="list-style-type: none"> - <i>“The potential uses of pharmacogenetic testing for cytochrome P450 (CYP450) variations and its applications in routine drug therapy”</i> GAP Roundtable Report, October 2007 - <i>“The potential use of CYP450 genetic testing”</i> GAP Roundtable Report, Feb 2008 - <i>“The business case for pharmacogenomic testing in Australia”</i> GAP Roundtable Report, July 2008 	<ul style="list-style-type: none"> - <i>“The business case for pharmacogenomic testing in Australia”</i> Proposal (prepared by Deloitte and funded by ACHR) - <i>“Improving the Quality Use of Medicines in Australia: Realising the Potential of Pharmacogenomics”</i> Report, October 2008 (prepared by Deloitte in consultation with NPCG and funded by ACHR)
Seminar <i>“Open Government: Future Trends”</i> (in association with Cisco), June 2008	Present Richard Allan, Director, Government Affairs, Cisco UK - one of the earliest British political bloggers and a renowned analyst of e-Government	- Presentation of <i>“The Power of Information”</i> report (UK) to the Australian social media: GetUp!, On Line Opinion, The Connected Republic, Open Forum	<ul style="list-style-type: none"> - Blogs by seminar participants reporting on the event, including Dr Lynda Kelly’s blog on the Australian Museum website - Agreement by Richard Allan to blog on Open Forum
GAP Congress on Regulatory Affairs: <i>“Opportunities for Business”</i> 2008	<ul style="list-style-type: none"> - Review reform proposals before COAG and best practice principles in regulation around the world - Showcase “Second Track” Processes 	<i>GAP Congress on Regulatory Affairs: “Opportunities for Business”</i> 2008 Report	<ul style="list-style-type: none"> - Australian Government’s recognition of the “Second Track” Process as a valid method of government consultation - Establishment of the National Consultative Committee on ‘Second Track’ Processes
Regulatory debate on Open Forum	Support GAP’s face-to-face stakeholder consultations with an open public debate on business regulation and industry policy development	<ul style="list-style-type: none"> - Online Survey & Focus Groups in Nov 2007 re: the <i>‘Australian Government Consultation Blog’</i> discussion paper - Online Survey re: National Inquiry into the <i>National Innovation Agenda</i> proposal by the Victorian Government (Dec 2007 – Jan 2008) - <i>Australia 2020</i> Online Summit - <i>“Regulation as a Business Opportunity and Driver of Innovation”</i> Topic of the Month, September 2008 - A ‘live blog’ <i>“Better Regulation”</i> with The Hon. Lindsay Tanner MP, Oct 2008 	<ul style="list-style-type: none"> - <i>“Shaping Government policy”</i> Open Forum Survey Report, December 2007 - <i>“Fostering Citizen – Government Interaction”</i> GAP Focus Groups Report, December 2007 - <i>“Innovation Attitudes in Australia”</i> Open Forum Survey Report, February 2008 - Open Forum’s submission to the <i>Australia 2020</i> Summit, April 2008 - <i>“Consulting with Government-Online”</i> AGIMO Report featuring GAP and Open Forum’s submissions, released in June 2008
Executive Roundtable Series <i>“National Survival”</i> 2009	<ul style="list-style-type: none"> - Review Australia’s education system - Discuss long term national economic strategies 	Based on the discussions at the seminar, develop a “five year” plan for Australia’s economic development	

Case Study

Advisory Body:	Regulating in Technology Rich Environments Task Force
Established:	2008 (as part of the <i>GAP Congress on Regulatory Affairs Initiative</i>)
Founding Partner:	Global Access Partners (GAP)
Research Partners:	Concept Economics, Telstra Corporation
Budget:	\$150,000
Key objectives:	Investigate telecommunications specific provisions and access regime in Parts XIB and XIC of the <i>Trade Practices Act 1997</i> and develop a framework for regulatory reform, with a view to encouraging investment, competition and innovation in the telecommunications sector
Macro-economic impact estimate:	Faster broadband to lift Australia's output by 1.4% within 5-6 years Next G™ to increase national GDP by up to 0.7% per year Long Term Evolution (next generation wireless broadband) to generate up to \$10 billion in additional economic activity in Australia
Activities & Milestones:	<i>Regulating in Technology Rich Environments Task Force Report</i> , First Meeting, 26 February 2008 <i>"Competition and Access Regulation in Telecommunications"</i> Briefing Paper <i>Regulating in Technology Rich Environments Task Force Report</i> , Second Meeting, 6 May 2008 <i>"Directions for Reform of Part XIC of the Trade Practices Act 1997"</i> Policy Paper <i>Regulating in Technology Rich Environments Task Force Report</i> , Third Meeting, 29 July 2008 <i>"Regulating for Better Infrastructure"</i> Blog by David Quilty on Open Forum, 16 September 2008
Key Outcome:	Final Report by the Regulating in Technology Rich Environments Task Force: <i>"Directions for Reform of Part XIC of the Trade Practices Act 1997"</i>
Presentation of Research:	<i>"Competition regulation in telecommunications"</i> Keynote address by David Quilty at the GAP Congress on Regulatory Affairs: <i>Opportunities for Business</i> ", Parliament House of Victoria, 26 September 2008 <i>'The Investment Imperative'</i> presentation by David Quilty at the <i>National Press Club</i> , 24 February 2009
Key Policy Recommendation:	To align a future telecommunications regime with evolutionary developments in the national access regime under Part IIIA of the <i>Trade Practices Act 1997</i> and other linked regimes applying to similar key economic infrastructure
Next Steps:	For Australian Government to set 'the ground rules' for an expert examination of the current telecommunications regime and how it can be enhanced to maximise efficient investment, promote competition, ensure efficient and timely regulatory outcomes using world's best practice regulatory processes and prevent anti-competitive conduct



The Digital Economy: Security & Risk

With a billion web users worldwide, the global economy is increasingly driven by the virtual world. Vital sectors such as health, the environment, education and transport are already being transformed by the networked information and communication technologies (ICT) which promise to dominate the future. In this new digital age, security of personal data becomes an ever more important issue in public debate. Governments, companies, IT professionals and privacy advocates around the world are seeking to develop efficient identity management strategies to boost customer confidence in Internet services, create a secure online environment and reduce identity theft and related crimes.

From its inception in 1997, GAP's flagship initiative - **Virtual Opportunity Congress** series - has gained an international reputation for facilitating major policy changes in Internet regulation, e-commerce and electronic security. In particular, **Virtual Opportunity Congress III on Security & Risk**, held in NSW Parliament House in 2003, endorsed the establishment of the **National Consultative Committee on Security and Risk (NCCSR)**.

Inaugurated in 2004, NCCSR brings together privacy and consumer advocates, leaders in business and technology, regulators and government officials with the aim of identifying priorities for action and canvassing potential solutions in the area of e-security and identity management.

Cross-jurisdictional and bi-partisan by nature, the Committee works closely with officials in various departments, including Attorney-General's Department, Department of Broadband, Communications and the Digital Economy, and the Department of Finance and Deregulation. It runs extensive stakeholder consultation, prepares policy submissions and reports, initiates projects and, in association with GAP, hosts major national conferences.

Among NCCSR's remarkable achievements over its five years of existence are the *2005 Report on Strong Authentication Initiatives by Banks in North America and Europe*, a feasibility study and subsequent establishment of the **Global Trust Centre** in 2006 and the hosting of the **Virtual Opportunity Congress IV on Identity & Access** in Queensland Parliament House in December 2006. The committee produced submissions to the *Australian Government e-Security Review (2008)* and to the Department of the Prime Minister & Cabinet considering the review of Privacy Law in Australia conducted by the Australian Law Reform Commission in 2008 and the proposed "*Unified Privacy Principle (UPP) number 11*" covering cross-border data flows.

NCCSR and GAP were also closely involved in the planning, organisation and reporting of the conference "**Formulating a New Approach to Privacy and Trust in the Information Age**", held in Sydney at NSW Parliament House on 4 July 2007, and a follow-up seminar on 4 December 2007.

Allied to the NCCSR stakeholder group, **Cross-Jurisdictional Committee on Connected Citizen Experience** emerged in 2006 in response to the accelerated development of consumer-centred online services and the rise of interactive 'social media'. The committee seeks to steer government policy towards accepting flexible frameworks accommodating a broad range of technical solutions, ensuring individual's control of personal data and the creation of a national regime of privacy protection available to all at no direct cost.

In 2009 NCCSR and GAP will continue their dynamic and highly productive collaboration in two major initiatives. The first is a feasibility study for the establishment of an **International Centre for Security & Risk** in Australia to support the global security community through the provision of top level training, education and research infrastructure in the area of security and risk. The second encompasses preparations for the **Virtual Opportunity Congress V on the Digital Economy**, which aims to review the objectives and results of existing policies and identify the new opportunities and challenges presented by evolving information technologies.

“The security sector is growing at 7 to 8 per cent per annum worldwide, with global turnover estimated at over \$US 100 billion (\$129 billion)”

Virtual Opportunity III keynote speaker Dr Herwig Schlögl, Deputy Secretary, OECD, in an interview with the AFR
Sydney, December 2003

“Identity theft is one of the fastest growing crimes in Australia, costing the country an estimated \$3.5 billion a year. That’s about 20 per cent of what Australian companies spend on information technology on a yearly basis.”

Virtual Opportunity IV keynote speaker Michael Coomer, Group Executive, BTSS, Westpac Banking Corporation
Brisbane, December 2006

Table 3. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Virtual Opportunity Congress III: <i>“Security & Risk – Challenges and Opportunities”</i> , Sydney 2003	<ul style="list-style-type: none"> - Address the issues of security and risk as engines of global economic activity and policy change - Discuss the development of a new anticipatory model for managing security and risk 	<i>Virtual Opportunity Congress III on Security & Risk – GAP Report</i>	<ul style="list-style-type: none"> - Establishment of the National Consultative Committee on Security and Risk (NCCSR) - Endorsement for a Global Trust Centre to fund education, products, services, hypotheses and methods to handle security and risk issues
NCCSR (inaugurated in 2004)	Provide a forum for high level discussion and a platform for public and private partnerships, with a specific focus on emerging issues in IT security, innovative policy options and industry projects with concrete economic outcomes	<ul style="list-style-type: none"> - Broad stakeholder consultation regarding Australia’s privacy regime, national identity standards, policy and technology opportunities - A feasibility study for the establishment of the <i>Global Trust Centre</i> - <i>Enterprise Security Architecture</i> (Deloitte) - e-Security Standards - Spatial Data - Security of electronic health records - Green ICT - <i>International Centre for Security & Risk</i> project - Planning for Virtual Opportunity Congresses IV & V (<i>Identity & Access</i> 2006); <i>the Digital Economy</i> 2009) 	<ul style="list-style-type: none"> - <i>2005 Report on Strong Authentication Initiatives by Banks in North America and Europe</i> - Establishment of the Global Trust Centre - Co-hosting of the Virtual Opportunity Congress IV on Identity & Access, Dec 2006 - <i>“Formulating a New Approach to Privacy and Trust in the Information Age”</i>; Conference, July 2007 & Seminar, Dec 2007 - <i>Submission to the Australian Government e-Security Review</i> 2008 - <i>Submission to the Australian Government regarding UPP 11 as recommended by the Australian Law Reform Commission</i>, 2008 - NCCSR members’ blogs on Open Forum (e-Security, ID management, online privacy)
Virtual Opportunity Congress IV on Identity & Access, Brisbane 2006	Discuss legal, technological and governance frameworks, accountability, auditing process and failure response mechanisms in identity management	<i>Virtual Opportunity Congress IV on Identity & Access - GAP Report</i>	Recommendation to create a user-based trust centre as an independent source of identity validation and identity control, which would also offer a service to 'recover' compromised identities

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Global Trust Centre (initiated in 2003)	<ul style="list-style-type: none"> - Develop policy, best practice and guidance to enable trust in all digital interactions - Provide a forum for governments, businesses and civil society to carry out research to develop digital security frameworks 	<ul style="list-style-type: none"> - Establishment of the Global Trust Centre International Steering Committee (2004) - Establishment of GTC Operations Pty Ltd (2005) - <i>BankID</i> pilot project - Executive Roundtable 'Development in ID management in Australia and New Zealand' with Laurence Millar, March 2006 - "Identity & Access in the Online World" Kim Cameron's seminars (Sydney, Canberra, Melbourne, Aug 2006) 	<ul style="list-style-type: none"> - "Global Trust Centre – The Digital World: Exploring Trust and Security Issues, and Examining Opportunities for a 'Clearing House" and "Global Trust Centre" Project Proposal, Dec 2004 - Report on GTC Operations Australia, Nov 2005 - "Enabling Trust in the Digital World: Exploring the Market for Authentication Technologies in International Digital Transactions" Feasibility Study Report, July 2006 - International endorsement of the GTC concept by OECD and EU
"Formulating a New Approach to Privacy and Trust in the Information Age" (Conference, July 2007; follow-up seminar, December 2007, Sydney), in association with the Privacy & Trust Partnership	<ul style="list-style-type: none"> - Discuss the impact of the revolutionary change in information management on privacy - Develop a regulatory approach that facilitates respect for consumer privacy, earns trust, protects from harm and creates economic value 	"Formulating a New Approach to Privacy and Trust in the Information Age" Conference Report	<ul style="list-style-type: none"> - "A Possible Way Forward: Some Themes and an Initial Proposal for a Privacy and Trust Framework". Working Paper - Formulating a New Approach to Privacy and Trust in the Information Age" 1st White Paper - Malcolm Crompton's privacy blog on Open Forum
Cross-Jurisdictional Committee on Connected Citizen Experience	Steer government policy towards accepting flexible frameworks accommodating a broad range of technical solutions, ensuring individual's control of personal data and the creation of a national regime of privacy protection	Stakeholder consultation re: <ul style="list-style-type: none"> - The National Service Improvement Framework (developed by AGIMO) - Australian Government Online Service Portal - Open e-Group (Cisco-led project) - '311 Customer Services Center' Initiative 	<ul style="list-style-type: none"> - Australia 2020 e-Summit Proposal - '311 Customer Services Center' Initiative and its application in Australia background paper
International Centre for Security & Risk	<ul style="list-style-type: none"> - Provide comprehensive education and training in the area of security & risk - Build world-class research capability - Promote and develop innovative thinking in security-related research and training - Build international partnerships in the area of risk, security & resilience 	Formation of a Steering Group to establish the Risk, Security & Protection Centre of Excellence in 2008, comprising senior representatives from academia, government and business, to determine the feasibility of such a Centre and guide the development of funding submissions to Government	<ul style="list-style-type: none"> - International Centre for Security & Risk Funding Submission to the Australian Government (in association with Edith Cowan University) - NCCSR's Submission to the Australian Government e-Security Review 2008
Virtual Opportunity Congress V on the Digital Economy, 2009	Review objectives and results of existing policies; identify new opportunities presented by evolving ICT	Virtual Opportunity Congress V on the Digital Economy Report	

Case Study

Project:	Global Trust Centre (GTC)
Established:	2003
Governance:	International Steering Committee (2003-2006) Global Trust Centre International Council (2006, 2007)
International Endorsement:	<i>ASEM Conference on Globalisation and ICT</i> , Malmö, March 2003 <i>Virtual Opportunity Congress III on Security & Risk</i> , Sydney, Dec 2003 Business Symposium at the 2nd OECD Conference for Ministers responsible for SMEs <i>“Promoting Entrepreneurship and Innovative SMEs in a Global Economy”</i> , Istanbul, June 2004 Global Forum, Malmö, Nov 2004 <i>Virtual Opportunity Congress IV on Identity & Access</i> , Brisbane, Dec 2006 <i>GTC International Council Meeting</i> , Malmö, Sept 2007
Feasibility Study:	2004-2006 (coordinated by the International Steering Committee)
Research Partner:	IKED (International Organisation for Knowledge Economy and Enterprise Development), Sweden
Australian Partner:	Department of Communications, Information Technology and the Arts
Research Budget:	\$400,000 (of which \$100,000 contributed by the Australian Government)
Report:	<i>“Enabling Trust in the Digital World: Exploring the Market for Authentication Technologies in International Digital Transactions”</i> , July 2006
Assessment & Validation Phase:	2005-2006
Key Objective:	To oversee and catalyse industry, commercial and government response in the development of e-Authentication product and services strategies in Australia, in liaison with the Swedish-based Global Trust Centre’s certification and research arm
Operational Entity:	GTC Operations Pty Ltd (not-for-profit)
Budget:	\$500,000 over two years
Funding Partner:	Westpac Banking Corporation
Consulting Partner:	Information Integrity Solutions Pty Ltd
Negotiating Partner:	Global Access Partners (GAP)
Key Outcomes:	Commercial assessment of the GCT concept by several major Australian banks and the Australian Banking Corporation (≈\$10m total expenditure) Westpac’s high-level Public Key Infrastructure (PKI) including One Time Passwords and digital certificates A distribution agreement for Bank ID (the Sweden identity management system), with exclusive marketing rights in 20 countries Establishment of ECP – an executive consultancy delivering customer-tailored ID management solutions



Information & Communication Technology

Since early 1970s, information and communication technologies have been a key area of investment, development and growth for the TCG Group, which now has many globally significant technological advances to its name.¹⁰ Building on this extensive practical experience in one of the most crucial sectors of the Australian economy¹¹, GAP has developed a broad and diverse programme of initiatives which tackle legislative, commercial, technological, environmental and social aspects of ICT. The total investment of GAP and its partners in ICT projects over the last seven years (2002-2008) amounts to over \$1.5m.

Information technology was a major focus of GAP's first national forum in 2002, **Vendor Management & Outsourcing Forum**, featuring Paul Strassmann, then NASA's Chief Information Officer and one of the twelve most influential people in IT of the 1990s¹². The insights shared by Strassmann with the audience of senior government and business executives, in particular in relation to knowledge capital management and electronic security, proved significant in the future of GAP.

Through its involvement in the **Australian Government Consultative Committee on Knowledge Capital**¹³, GAP was instrumental in the creation of the **Cross Jurisdictional Chief Information Officers' Committee (CJCIOC)** under the auspices of the Australian Government Information Management Office (AGIMO) in August 2005. Reporting to the Ministerial Online and Communications Council, the CJCIOC provides leadership to all areas of government on implementing national strategic approaches to ICT across government. The committee is chaired by the Australian Government Chief Information Officer and comprises CIOs from all states and territories, as well as a representative from the Australian Local Government Association.

GAP's initiatives in ICT span the following broad areas:

- ▶ **e-Government:** In 2007, GAP was involved in a research project, led by AGIMO, regarding the proposed '*Australian Government Consultation Blog*'. It ran a number of focus groups and an online survey to gather public opinion regarding new emerging avenues of citizen and government interaction. The following year, GAP's online policy think tank, Open Forum, was chosen by the Hon. Lindsay Tanner MP, Minister for Finance and Deregulation, as a platform for his *Better Regulation* 'live blog'. A non-partisan Open Forum regularly hosts members of Government and the Opposition as its guest bloggers (see also pages 38-39).
- ▶ **e-Security & Privacy:** Authentication, privacy and security provision within networked ICT are the core issues on the **National Consultative Committee on Security & Risk's** agenda and the **Virtual Opportunity Congress series** programme (see also pages 17-20)
- ▶ **e-Health:** Through the **Australian National Consultative Committee on e-Health** and its sub-committees, GAP tackles the development of architectures for information transfer in the healthcare system and the use of web 2.0 platforms in facilitating collaboration and communication between medical practitioners (see pages 27-31)
- ▶ **Green ICT:** Implications of climate change for the ICT sector and the role of ICT in reducing greenhouse emissions are the subject of GAP's extensive stakeholder consultation (see also page 32)
- ▶ **Telecommunications Regulation:** In 2008, GAP established the **Regulating in Technology Rich Environments Task Force** to address issues and challenges in the telecommunications regulatory regime. The task force put together a policy paper "*Directions for Reform of Part XIC of the Trade Practices Act*" as a framework for encouraging reform, competition and innovation in this area (see page 16)
- ▶ **Government ICT:** In association with Information Integrity Solutions, GAP formed the **Government Technology Optimisation Group** in 2009, in which government and industry representatives identify and discuss opportunities for improved utilisation of ICT in public service delivery, work practices, operating infrastructure and business.

¹⁰ www.tcg.net.au/history.html

¹¹ Australian ICT account for 6% of national GDP and 13.8% of total investment, making it a greater contribution to the national economy than agriculture, forestry and fishing, defence and education (Australian Computer Society, www.acs.org.au)

¹² CIO Magazine, 1997

¹³ See also page 9

“The scope of e-business, e-government and also e-learning is growing every day, and much more is anticipated for the future. The level of expectations is indicated by the magnitude of business-to-business (B2B) commerce related to ICT-infrastructure, currently estimated at some \$2 trillion annually.”

**“Global Trust Centre – The Digital World:
Exploring Trust and Security Issues, and Examining Opportunities for
a ‘Clearing House’ and ‘Global Trust Centre’**
Project Proposal, Dec 2004

Table 4. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Vendor Management & Outsourcing Forum 2002: <i>"Justification of investments in IT in an era of scarce funding"</i> , Sydney	- Explore Paul Strassmann's concept of Knowledge Capital and its potential to guide investment decisions in the public and private sectors, with a focus on ICT management and outsourcing	- <i>GAP Vendor Management & Outsourcing Forum</i> Report - High level consultations with Paul Strassmann in Canberra and Sydney	- Establishment of the Australian Government Consultative Committee on Knowledge Capital (AGCCKC) in June 2003 - Implementation of <i>ValueIT™ Return on Investment</i> Software in Australia & New Zealand (Alinean, LLC.) - Establishment of the Cross Jurisdictional Chief Information Officers' Committee (CJCIOC) in August 2005
GAP Forum on Informatics in Biology and Medicine 2003, Melbourne	Discuss informatics capabilities for the biological science and health sectors, Australia's participation in this important emerging industry, and ways to benefit from scientific and commercial opportunities it presents	<i>GAP Forum on Informatics in Biology and Medicine</i> Report	- CRC for Information Based Health Systems (Monash University) - GAP Forum on Better Health Care Through Electronic Information 2004
Virtual Opportunity Congress III: <i>"Security & Risk – Challenges and Opportunities"</i> , Sydney 2003	- Address the issues of security and risk as engines of global economic activity and policy change - Discuss the development of a new anticipatory model for managing security and risk	<i>Virtual Opportunity Congress III on Security & Risk – GAP</i> Report	- Establishment of the National Consultative Committee on Security and Risk (NCCSR) - Endorsement for a Global Trust Centre to fund education, products, services, hypotheses and methods to handle security and risk issues in the digital world
NCCSR (inaugurated in 2004)	Provide a forum for high level discussion and a platform for public and private partnerships, with a specific focus on emerging issues in IT security, innovative policy options and industry projects with concrete economic outcomes	- Broad stakeholder consultation regarding Australia's privacy regime, national identity standards, policy and technology opportunities - A feasibility study for the establishment of the <i>Global Trust Centre</i> - Enterprise Security Architecture (Deloitte)	- <i>2005 Report on Strong Authentication Initiatives by Banks in North America and Europe</i> - Establishment of the Global Trust Centre - Co-hosting of the Virtual Opportunity Congress IV on Identity & Access, Dec 2006 - <i>Submission to the Australian Government e-Security Review</i> 2008

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
NCCSR (continues)		<ul style="list-style-type: none"> - e-Security Standards - Spatial Data - Security of electronic health records - Green ICT - <i>International Centre for Security & Risk</i> project - Planning for Virtual Opportunity Congresses IV & V (<i>Identity & Access</i> 2006); <i>the Digital Economy</i> 2009) 	<ul style="list-style-type: none"> - <i>“Formulating a New Approach to Privacy and Trust in the Information Age”</i>; Conference, July 2007 & Seminar, Dec 2007 - <i>Submission to the Australian Government regarding UPP 11 as recommended by the Australian Law Reform Commission</i>, 2008 - NCCSR members’ blogs on Open Forum (e-Security, ID management, online privacy)
Global Trust Centre (initiated in 2003)	<ul style="list-style-type: none"> - Develop policy, best practice and guidance to enable trust in all digital interactions - Provide a forum for governments, businesses and civil society to carry out research to develop digital security frameworks 	<ul style="list-style-type: none"> - Establishment of the Global Trust Centre International Steering Committee (2004) - Establishment of GTC Operations Pty Ltd (2005) - <i>BankID</i> pilot project - Executive Roundtable <i>‘Development in ID management in Australia and New Zealand’</i> with Laurence Millar, March 2006 - <i>“Identity & Access in the Online World”</i> Kim Cameron’s seminars (Sydney, Canberra, Melbourne, Aug 2006) 	<ul style="list-style-type: none"> - <i>“Global Trust Centre – The Digital World: Exploring Trust and Security Issues, and Examining Opportunities for a ‘Clearing House” and “Global Trust Centre” Project Proposal</i>, Dec 2004 - <i>Report on GTC Operations Australia</i>, Nov 2005 - <i>“Enabling Trust in the Digital World: Exploring the Market for Authentication Technologies in International Digital Transactions”</i> Feasibility Study Report, July 2006 - International endorsement of the GTC concept by OECD and EU
GAP Forum on Better Health Care Through Electronic Information 2004, Sydney	<ul style="list-style-type: none"> - Foster national collaboration and develop a joint programme to move towards a sustainable and value creating electronic healthcare infrastructure - Showcase the Canadian Alberta Electronic Health Record 	GAP Forum on <i>Better Health Care Through Electronic Information</i> Report	<ul style="list-style-type: none"> - Establishment of the Australian National Consultative Committee on e-Health (ANCCeH) in 2005 - the Australian Government & Industry Mission to Canada to explore the Alberta Electronic Health Record and Pharmaceutical Information Network (PIN)
Australian National Consultative Committee on e-Health	<ul style="list-style-type: none"> - Provide a collaborative environment where members can express a view to government and other stakeholder groups - Provide a forum for industry participation in health policy discussions, both collectively and as independent interests - Develop and present thought leadership positions for possible external publication 	<ul style="list-style-type: none"> - <i>Connected Health</i> (Cisco project) - <i>Tasmanian e-Health Network’</i> Project (led by Prof Michael Georgeff) - <i>Tasmanian Collaborative Project</i> (led by Robert Lippiatt) - <i>Chronic Disease Management Broadband Service</i> in VIC, WA and NT (led by Prof M. Georgeff) - <i>Privacy and Security in e-Health</i> (led by Malcolm Crompton) 	<ul style="list-style-type: none"> - <i>‘e-Health and the Transformation of Health Care’</i> Paper (by Prof M. Georgeff) - Presentation of ANCCeH projects at the GAP Congress on Wellness and Ageing 2007 - <i>Implementing a Rational e-Health System in Australia</i> Forum 2007 - ANCCeH Cabinet Style meeting with The Hon. Tony Abbott MHR on health connectivity, November 2008 - Online debate on e-Health (Nov 2008 <i>‘Topic of the Month’</i> on Open Forum)

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
ANCCeH (continues)	<ul style="list-style-type: none"> - Support and promote third party workshops and meetings - Broad project areas: <ol style="list-style-type: none"> 1) Agency Coordination 2) Chronic Disease Management 3) Connectivity & Infrastructure 4) Change Management 	<ul style="list-style-type: none"> - <i>National Health Summit Proposal</i> - <i>NSW Health Call Centre Proposal</i> - <i>“Non GP Specialist Participation: The Connected Specialist” Proposal</i> - <i>Health Information Exchange Sub-Committee</i> - <i>Spatial Data: Demographics of health patterns (Peter Woodgates)</i> 	<ul style="list-style-type: none"> - 2008 Submission to the National Health & Hospitals Reform Commission <i>“Australia’s Health: A Vision for the Future”</i> (in cooperation with the Australian Centre for Health Research) - <i>“Cutting Through: Using Health Information Technology for Effective Chronic Care Delivery”</i> Proposal, 2009 (in cooperation with Information Integrity Solutions (IIS))
Virtual Opportunity Congress IV on Identity & Access, Brisbane 2006	Discuss legal, technological and governance frameworks, accountability, auditing process and failure response mechanisms in identity management	<i>Virtual Opportunity Congress IV on Identity & Access - GAP Report</i>	Recommendation to create a user-based trust centre as an independent source of identity validation and identity control, which would also offer a service to 'recover' compromised identities
Implementing a Rational e-Health System in Australia Forum 2007, Canberra	Discuss possible solutions and actions to make progress in the area of widening acceptance and implementation of e-health (based on Prof M. Georgeff’s research)	<ul style="list-style-type: none"> - <i>Implementing a Rational e-Health System in Australia GAP Report</i> - <i>‘e-Health and the Transformation of Health Care’ Paper (by Prof M. Georgeff)</i> 	<ul style="list-style-type: none"> - Endorsement of the rationale and approach advocated in M. Georgeff’s paper - Agreement to undertake a follow-up study which would focus on the incentives needed to encourage market-based, demand-led solutions to e-health provision
<i>“Formulating a New Approach to Privacy and Trust in the Information Age”</i> (Conference, July 2007; follow-up seminar, December 2007, Sydney), in association with the Privacy & Trust Partnership	<ul style="list-style-type: none"> - Discuss the impact of the revolutionary change in information management on privacy - Develop a regulatory approach that facilitates respect for consumer privacy, earns trust, protects from harm and creates economic value 	<i>“Formulating a New Approach to Privacy and Trust in the Information Age”</i> Conference Report	<ul style="list-style-type: none"> - <i>“A Possible Way Forward: Some Themes and an Initial Proposal for a Privacy and Trust Framework”</i>. Working Paper - <i>Formulating a New Approach to Privacy and Trust in the Information Age”</i> 1st White Paper - Malcolm Crompton’s privacy blog on Open Forum
Cross-Jurisdictional Committee on Connected Citizen Experience (established 2007)	Steer government policy towards accepting flexible frameworks accommodating a broad range of technical solutions, ensuring individual’s control of personal data and the creation of a national regime of privacy protection	Stakeholder consultation re: <ul style="list-style-type: none"> - <i>The National Service Improvement Framework (developed by AGIMO)</i> - <i>Australian Government Online Service Portal</i> - <i>Open e-Group (Cisco-led project)</i> - <i>‘311 Customer Services Center’ Initiative</i> 	<ul style="list-style-type: none"> - <i>Australia 2020 e-Summit Proposal</i> - <i>‘311 Customer Services Center’ Initiative and its application in Australia</i> background paper
Regulating in Technology Rich Environments Task Force 2008	Develop a framework for moving forward the reform process in the telecommunications	<ul style="list-style-type: none"> - 1st Task Force Report, 28 February 2008 Meeting - 2nd Task Force Report, 6 May 2008 Meeting 	<i>“Directions for Reform of Part XIC of the Trade Practices Act”</i> 2008 Regulating in Technology-Rich Environments Task Force Report

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Regulating in Technology Rich Environments Task Force 2008 (continues)	sector, with a view to encouraging competition and innovation	- 3 rd Task Force Report, 29 July 2008 Meeting	
Open Forum's public discussions on e-Government, e-health, online privacy and e-security	Conduct broader stakeholder consultation online and gather public opinion regarding new emerging avenues of citizen and government interaction	- Online Survey & Focus Groups in Nov 2007 re: the 'Australian Government Consultation Blog' discussion paper (AGIMO) - A 'live blog' "Better Regulation" with The Hon. Lindsay Tanner MP, Oct 2008 - 'Topics of the Month' on e-Health, November 2008 - 'Talk Openly' with Tony Abbott on <i>Indigenous e-Health</i> , November 2008	- "Shaping Government policy" Open Forum Survey Report, December 2007 - "Fostering Citizen – Government Interaction" GAP Focus Groups Report, December 2007 - "Consulting with Government-Online" AGIMO Report featuring GAP and Open Forum's submissions (released June 2008) - PoliBlogs by Government and the Opposition members
Oncology Wiki (2008)	Discuss the idea and practicalities of a web based facility for contemporary, timely information on cancer care and medical oncology, with a view to develop a more cost effective way to produce evidence based guidelines for cancer care	- Oncology Wiki steering committee & Oncology Wiki working group meetings & consultations over 7 month - Concept development and costing of trial projects for the National Breast & Ovarian Cancer Council (NBOCC) and the Australian Cancer Network/ The Cancer Council Australia (ACN/TCCA)	- Proposal for a 3 month trial for the wiki style development of Clinical Updates and Research Summaries (NBOCC) - Proposal for a 6 month trial of a consumer version of the new Brain Tumour Guidelines, with input sought from interested oncologists and neurosurgeons, but particularly consumers (ACN/TCCA)
ANCCeH Health Information Exchange Sub-Committee	Provide a prototype for the development and implementation of IT solutions in chronic care delivery	Individual stakeholder and group consultation (minuted) over the period of seven months; the project is now moving into its second phase	"Cutting Through: Using Health Information Technology for Effective Chronic Care Delivery" Proposal, 2009 (in cooperation with IIS)
ANCCeH Cabinet Style meeting with The Hon. Tony Abbott MHR, October 2008	Examine the past fifteen years of progress in developing an electronic health system in Australia	ANCCeH Cabinet Meeting with Tony Abbott Report	Agreement to conceptualise and scope a proposal to the NSW Government by direct presentation to NSW Health and Finance ministers, as well as Federal Finance Minister
Virtual Opportunity Congress V on the Digital Economy, 2009	Review objectives and results of existing policies; identify the new opportunities presented by evolving ICT	Virtual Opportunity Congress V on the Digital Economy Report	
International Centre for Security & Risk	- Provide comprehensive education and training in the area of security & risk - Build international partnerships in the area of risk, security & resilience	Formation of a Steering Group to establish the Risk, Security & Protection Centre of Excellence in 2008	- International Centre for Security & Risk Funding Submission to the Australian Government (with ECU) - NCCSR's Submission to the Australian Government e-Security Review 2008
Government Technology Optimisation Group	Discuss opportunities for improved utilisation of ICT in public service	Monitoring potential stakeholders' interest and participation; 3 meetings & a two day workshop a year	

Case Study

Advisory Body:	Cross Jurisdictional Chief Information Officers' Committee (CJCIOC)
Established:	2005
Key Objectives:	To address e-government issues which span jurisdictional boundaries to improve service delivery and efficiency across Australian Governments and provide leadership to all areas of government on implementing national strategic approaches to ICT across government
Founding Partner:	AGCCKC
Governance:	Ministerial Online and Communications Council (under the protocol of the Council of Australian Governments (COAG))
Secretarial Support:	Australian Government Information Management Office, Department of Finance and Deregulation
Chairperson:	Australian Government Chief Information Officer
Membership:	Chief Information Officers from all States and Territories A representative from the Australian Local Government Association New Zealand as an observer
Five E-Government Areas:	Trusted and connected government; Skills and sourcing; Shared services; Project management; Service delivery measurement
Priority Areas:	<ul style="list-style-type: none"> - Promote cooperation across jurisdictions on existing e-government projects - Complement other Australian Government, state/territory and cross jurisdictional fora, for example the OCC Standing Committee, to ensure there is not duplication of effort - Leverage existing and future investment in major e-government projects - Identify common issues and develop collective solutions, with particular emphasis on seamless, whole-of-government approaches to authentication, information sharing, and service delivery - Facilitate collaborative e-government projects among jurisdictions - As appropriate, facilitate interoperability through national standards for existing and emergent technologies being applied across all levels of government - Facilitate better practice approaches to e-government - Provide an opportunity for information exchange among tiers of Australian Government on e-government issues - Promote horizontal and vertical integration of services within and across jurisdictions
Key Projects:	<p><i>Australian Government Smartcard Framework</i></p> <p><i>Australian Government e-Authentication Framework for Individuals, Overview and Principles</i></p> <p><i>National Name and Address XML Schema</i></p> <p><i>Australians' Use of and Satisfaction with e-Government Services 2006 Survey</i></p> <p><i>Enhancing eDA Specifications Project</i></p>

Health & Wellness



GAP's initiatives in the area of health and wellbeing invested a budget of over half a million dollars between 2003 and 2008. Discussions have ranged from national health policy to the problems of implementing an Australia-wide e-health infrastructure and the potential applications of genetic testing in drug therapy to the management and long term funding of chronic "lifestyle" diseases in an ageing Australian population.

The need for a national strategy to develop the information processing capability of the health sector was recognised by the **2003 GAP Forum on Informatics in Biology and Medicine**. The following year, the **GAP Forum on Better Health Care Through Electronic Information** urged the adoption of robust, secure, patient-centric, network enabled health care systems to improve the sector's efficiency and individual health care outcomes.

In developing the recommendations of the 2004 Forum, GAP facilitated the formation of the **Australian National Consultative Committee on Electronic Health** in 2005. The committee aims to explore, define and promote better patient and health system outcomes through the application of information technology to improve efficiency, safety and productivity. The group also provides a forum for public-private partnerships to promote improved execution and industry development.

Among the key projects initiated by the ANCCeH have been the macro-national business case for *Connected Health* (Cisco-led project), the *Tasmanian 'Electronic Health Network' Project* (led by Prof Michael Georgeff) and strategic discussions on *Privacy and Security in e-Health* (led by Malcolm Crompton, Managing Director, Information Integrity Solutions).

Some of the committee's major projects were presented at the **2007 GAP Congress on Wellness & Ageing - "Breaking the Barriers: The role of Government, Industry, Providers & Consumers"**, held in Melbourne in Parliament House of Victoria.

GAP continues to work with its stakeholders and partners in government and industry to address the most challenging health issues. Among its most notable initiatives in 2007-2008 have been the **"Implementing a Rational e-Health System in Australia"** workshop held in September 2007 in Parliament House in Canberra, breakfast seminars and papers on the potential benefits of drug-specific genetic tests in individual therapy and a task force to review the role of government, policy providers and patients in Australia's current health system. Other initiatives include a health information exchange project and the development of new, technology driven approaches to support evidence based clinical practice.

In October 2008, a cabinet-style meeting was held between former Federal Health Minister Tony Abbott and ANCCeH members to discuss the committee's perception on e-health as citizens and service providers and to analyse the progress made to date in health connectivity. The committee agreed to create a proposal to the NSW Government and present it to NSW Health and Finance ministers and Federal Finance Minister Lindsay Tanner.

In 2009, the **Task Force on Australia's Health**, run by GAP in association with the Australian Centre for Health Research (ACHR), will review major aspects of proposed and possible health reforms and improvements required for the health system to effectively meet the future needs of the Australian population. The work of the Task Force will complement the findings of the National Health and Hospitals Reform Commission and focus on the implementation of change as its primary objective.

This project will culminate in the **GAP/ACHR Congress on Australia's Health**, planned for July 2009. Discussion topics will include the role of governments as funders, service providers and buyers of healthcare products and services; the relevance of performance across the sector; minimisation of costs associated with health care reform, the need for a national health data system accessible to general practitioners, allied health care providers and bureaucracies; and the creation of a more self-sufficient and flexible medical workforce.

“In Australia, it’s estimated that improved knowledge sharing and care plan management for patients with chronic disease would generate direct savings to the health care system of more than \$1.5 billion per annum. Savings to the community from associated non-health care costs are of the same order.”

**Prof Michael Georgeff at the GAP Forum
“Implementing a Rational e-Health System in Australia”**

Canberra, 19 September 2007

“The net economic benefits from avoided adverse drug response and unnecessary pharmaceutical spending are estimated to be approximately \$2.5 billion to \$6.2 billion over five years time once fully implemented, which would represent an approximate one per cent reduction of total health care expenditure.

**“Improving the Quality Use of Medicines in Australia:
Realising the Potential of Pharmacogenomics”**

National Pharmacogenomics Consultative Group Report, October 2008

Table 5. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
GAP Forum on Informatics in Biology and Medicine 2003, Melbourne	Discuss informatics capabilities for the biological science and health sectors, Australia's participation in this important emerging industry, and ways to benefit from scientific and commercial opportunities it presents	<i>GAP Forum on Informatics in Biology and Medicine</i> Report	<ul style="list-style-type: none"> - CRC for Information Based Health Systems (Monash University) - GAP Forum on Better Health Care Through Electronic Information 2004
GAP Forum on Better Health Care Through Electronic Information 2004, Sydney	<ul style="list-style-type: none"> - Foster national collaboration and develop a joint programme to move towards a sustainable and value creating electronic healthcare infrastructure - Showcase the Canadian Alberta Electronic Health Record 	<i>GAP Forum on Better Health Care Through Electronic Information</i> Report	<ul style="list-style-type: none"> - Establishment of the Australian National Consultative Committee on e-Health (ANCCeH) in 2005 - the Australian Government & Industry Mission to Canada to explore the Alberta Electronic Health Record and Pharmaceutical Information Network (PIN)
Australian National Consultative Committee on e-Health	<ul style="list-style-type: none"> - Provide a collaborative environment where members can express a view to government and other stakeholder groups - Provide a forum for industry participation in health policy discussions, both collectively and as independent interests - Develop and present 	<ul style="list-style-type: none"> - <i>Connected Health</i> (Cisco project) - <i>Tasmanian e-Health Network</i> Project (led by Prof Michael Georgeff) - <i>Tasmanian Collaborative Project</i> (led by Robert Lippiatt) - <i>Chronic Disease Management Broadband Service</i> in VIC, WA and NT (led by Prof M. Georgeff) - <i>Privacy and Security in e-</i> 	<ul style="list-style-type: none"> - Presentation of ANCCeH projects at the GAP Congress on Wellness and Ageing 2007 - <i>‘e-Health and the Transformation of Health Care’</i> Paper (by Prof M. Georgeff) - <i>Implementing a Rational e-Health System in Australia</i> Forum 2007 - ANCCeH Cabinet Style meeting with The Hon. Tony Abbott MHR on health connectivity, November 2008

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
ANCCeH (continues)	<p>thought leadership positions for possible external publication</p> <ul style="list-style-type: none"> - Support and promote third party workshops and meetings - Broad project areas: <ol style="list-style-type: none"> 1) Agency Coordination 2) Chronic Disease Management 3) Connectivity & Infrastructure 4) Change Management 	<p><i>Health</i> (led by Malcolm Crompton)</p> <ul style="list-style-type: none"> - <i>National Health Summit Proposal</i> - <i>NSW Health Call Centre Proposal</i> - <i>“Non GP Specialist Participation: The Connected Specialist” Proposal</i> - <i>Health Information Exchange Sub-Committee</i> - <i>Spatial Data: Demographics of health patterns</i> (Peter Woodgates) 	<ul style="list-style-type: none"> - Online debate on e-Health (Nov 2008 ‘Topic of the Month’ on Open Forum) - 2008 Submission to the National Health & Hospitals Reform Commission “Australia’s Health: A Vision for the Future” (in cooperation with the Australian Centre for Health Research) - <i>“Cutting Through: Using Health Information Technology for Effective Chronic Care Delivery”</i> Proposal, 2009 (in cooperation with Information Integrity Solutions (IIS))
GAP Congress on Wellness and Ageing 2007: <i>“Breaking the Barriers: The role of Government, Industry, Providers & Consumers”</i> , Melbourne	<ul style="list-style-type: none"> - Prevention, early detection and management of chronic diseases - The role of technology in delivering quality of care - Showcasing ANCCeH projects 	GAP Congress on Wellness and Ageing Report	An ‘agenda for action’ for ANCCeH highlighting key issues and challenges in the areas of chronic disease management, preventative medicine, health IT and training in health communities
Implementing a Rational e-Health System in Australia Forum 2007, Canberra	Discuss possible solutions and actions to make progress in the area of widening acceptance and implementation of e-health (based on Prof M. Georgeff’s research)	<ul style="list-style-type: none"> - <i>Implementing a Rational e-Health System in Australia</i> GAP Report - <i>‘e-Health and the Transformation of Health Care’</i> Paper (by Prof M. Georgeff) 	<ul style="list-style-type: none"> - Endorsement of the rationale and approach advocated in M. Georgeff’s paper - Agreement to undertake a follow-up study which would focus on the incentives needed to encourage market-based, demand-led solutions to e-health provision
National Pharmacogenomics Consultative Group (NPCG), first phase – 2007-2008, second phase – 2009-2010	<ul style="list-style-type: none"> - Examine the medical and economic benefits and affects of pharmacogenomic testing in drug therapy - Coordinate the development of a comprehensive evidence-based paper to encourage the discussion on genotyping among the healthcare community, government and other interest groups 	<ul style="list-style-type: none"> - <i>“The potential uses of pharmacogenetic testing for cytochrome P450 (CYP450) variations and its applications in routine drug therapy”</i> GAP Roundtable Report, October 2007 - <i>“The potential use of CYP450 genetic testing”</i> GAP Roundtable Report, Feb 2008 - <i>“The business case for pharmacogenomic testing in Australia”</i> GAP Roundtable Report, July 2008 	<ul style="list-style-type: none"> - <i>“The business case for pharmacogenomic testing in Australia”</i> Proposal (prepared by Deloitte and funded by ACHR) - <i>“Improving the Quality Use of Medicines in Australia: Realising the Potential of Pharmacogenomics”</i> Report, October 2008 (prepared by Deloitte in consultation with NPCG and funded by ACHR)
Oncology Wiki (2008)	Discuss the idea and practicalities of a web based facility for contemporary, timely information on cancer care and medical	- Oncology Wiki steering committee & Oncology Wiki working group meetings & consultations over 7 month period	<ul style="list-style-type: none"> - Proposal for a 3 month trial for the wiki style development of Clinical Updates and Research Summaries (NBOCC) - Proposal for a 6 month trial of a

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
Oncology Wiki (continues)	oncology, with a view to develop a more cost effective way to produce evidence based guidelines for cancer care	- Concept development and costing of trial projects for the National Breast & Ovarian Cancer Council (NBOCC) and the Australian Cancer Network/ The Cancer Council Australia (ACN/TCCA)	consumer version of the new Brain Tumour Guidelines, with input sought from interested oncologists and neurosurgeons, but particularly consumers (ACN/TCCA)
ANCCeH Health Information Exchange Sub-Committee	Provide a prototype for the development and implementation of IT solutions in chronic care delivery	Individual stakeholder and group consultation (minuted) over the period of seven months; the project is now moving into its second phase	<i>"Cutting Through: Using Health Information Technology for Effective Chronic Care Delivery"</i> Proposal, 2009 (in cooperation with IIS)
ANCCeH Cabinet Style meeting with The Hon. Tony Abbott MHR, Sydney	Examine the past fifteen years of progress in developing an electronic health system in Australia	<i>ANCCeH Cabinet Meeting with Tony Abbott Report</i>	Agreement to conceptualise and scope a proposal to the NSW Government by direct presentation to NSW Health and Finance ministers, as well as Federal Finance Minister
Australia's Health Task Force	<ul style="list-style-type: none"> - Undertake research into some key areas of the health sector, with implementation of change as a primary objective - Develop a response to the NHHRC Interim Report <i>"A Healthier Future for All Australians"</i> (Feb 2009) 	<ul style="list-style-type: none"> - Group and individual stakeholder consultation over the period of five months - A workshop in April 2009 - A series of roundtable seminars featuring Prof Johannes Stoelwinder and his research paper <i>"Medicare Choice? Insights from Netherlands health insurance reforms"</i> 	<ul style="list-style-type: none"> - Draft Report to the NHHRC - Presentation of research at the GAP Congress on Australia's Health in June 2009
GAP Congress on Australia's Health 2009, Melbourne	<p>Discussion topics include:</p> <ul style="list-style-type: none"> - The role of governments as funders, service providers and buyers of healthcare products and services - minimisation of costs associated with health care reform - the need for an national health data system accessible to general practitioners, allied health care providers and bureaucracies - the creation of a more self-sufficient and flexible medical workforce - radical plans for change 	GAP Congress Report of the proceedings	

Case Study

Advisory Body:	National Pharmacogenomics Consultative Group (NPCG)
Established:	2007
Founding Partner:	Global Access Partners (GAP)
Research Partners:	Australian Centre for Health Research (ACHR) Deloitte Economics SGRB Solutions Information Integrity Solutions (IIS)
Member Partners:	National Prescribing Service, National Health & Medical Research Council, Cancer Care Centre, St George Hospital, Royal Adelaide Hospital Cancer Centre, St Vincent's Hospital, Roche Diagnostics Australia, MBF, University of Sydney
Budget:	\$165,000
Key Objectives:	To analyse the potential health and economic impacts of pharmacogenomics in diagnostics and drug therapy and develop a roadmap for its implementation in Australia
Macro-economic Impact Estimate:	Savings in healthcare costs alone of \$2.1b – \$6.1b over 5 years Avoided adverse drug reactions: \$2.1b – \$5.4b over 5 years Avoided wastage: \$360m – \$720m over 5 years Improved quality of life: case studies show upside (>\$1.5b over 5 years)
Activities & Milestones:	<i>"The potential uses of pharmacogenetic testing for cytochrome P450 (CYP450) variations and its applications in routine drug therapy"</i> GAP Roundtable Report, 19 October 2007 <i>"Pharmacogenetics: One Size Does Not Fit It All"</i> Presentation (by Dr George Koumantakis, Roche Diagnostics) <i>"The potential use of CYP450 genetic testing"</i> GAP Report, 26 Feb 2008 <i>"Implications and Potential of Pharmacogenetic Testing for Australia"</i> Discussion Paper (by Dr Stan Goldstein, MBF/ SGRB Solutions) <i>"The business case for pharmacogenomic testing in Australia"</i> GAP Roundtable Report, 8 July 2008 <i>"The business case for pharmacogenomic testing in Australia"</i> Deloitte Research Proposal, 7 August 2008 National Pharmacogenomics Consultative Group Final Roundtable, 7 October 2008
Key Outcome:	<i>"Improving the Quality Use of Medicines in Australia: Realising the Potential of Pharmacogenomics"</i> Report, October 2008
Presentation of Research:	Launch of the <i>"Improving the Quality Use of Medicines in Australia: Realising the Potential of Pharmacogenomics"</i> Report in Canberra, Parliament House, 4 Dec 2008
Next steps for GAP:	Implementation of the NPCG's key recommendations to Government, including creation of a health technology assessment body that would have sole authority to provide all advisory opinions on the therapeutic value and the cost-effectiveness of pharmacogenomics

Sustainability & Climate Change



The ecological imperatives of Australia's future first came onto GAP's radar in 2003, when the company started planning its first environmental debate.

The **2004 GAP Forum on Ecological Sustainability** coincided with the *Year of the Built Environment* and brought to Australia Bjorn Stigson, President of the World Business Council on Sustainable Development. The immersive roundtable discussions over two days involved entrepreneurs, utilities representatives, architects, planners, infrastructure investors, scientists and regulators in the environmental and building industry.

The Forum discussed evidence that Australian urban infrastructure, designed in the stable climate of the last decades of the 20th century, could struggle to meet the challenges of global warming. This highlighted a new field of business opportunities for construction firms to adopt more ecologically sustainable methods.

Following the Forum, a new cross-sectional advisory board, the **Australian National Committee on Business Building Sustainable Cities (ANC BBSC)**, was created, with a formal endorsement by then Federal Environment Minister David Kemp MP and NSW Premier Bob Carr MP.

Through its emphasis on practical approaches to sustainability in the built environment, ANC BBSC saw its role as complementing broader advisory bodies on business and sustainable development and Commonwealth and State regulatory groups. Over the following three years (2005-2007), the committee, chaired by Roger Beale AO, drove a number of initiatives in the areas of water, energy and waste management. Amongst the most significant projects of ANC BBSC were the *Community Futures Initiative* (led by CSIRO), *Renewable Energy Project* (led by Yokogawa Global Power Services), *Loyalty Card Programme* (in collaboration with Hyder Consulting) and *Sustainable Business Development through Industrial Environmental Management* (led by Dr Andrew Aschner).

In 2006, GAP and ANC BBSC co-hosted the **Forum on Commercialising Nanotechnology in Water**. Discussions identified the need for integration across the administrative, regulatory, policy and funding organisations in the water industry, stressed the relationship between water and energy and the opportunities for nanoscale technologies to play a major role in both sectors.

The same year, the **Society for Sustainable Business** was created with a charter aimed to assist multidisciplinary professionals and their organisations to network, build partnerships and facilitate dialogue on the technical, social and practical aspects of achieving sustainability.

GAP continues to successfully progress its environmental agenda through the "Second Track" Process. In 2008, in association with the Allen Consulting Group, GAP ran a series of forums for a group of leaders from government, business and academia, to address the major challenges facing the urban water sector, with a special focus on pricing. This work was documented in a report entitled "**Urban Water: A vision for national road map for national progress**" which will be publicly released in its final version in early 2009.

In response to the Australian Government's release of its Carbon Pollution Reduction Scheme in December 2008, GAP established the **Low-Carbon Economy Task Force**, to develop leadership in the carbon economy and explore commercial opportunities in Australia's emerging carbon market. Chaired by Dr John Hewson, the task force includes key stakeholders in the climate change agenda, experts from scientific and policy making backgrounds, as well as private sector representatives willing to play a more active role in the low-carbon economy. The group will conduct a research project in 2009 and will summarise its finding and conclusions in a public report.

Since 2008, implications of climate change have been also prominently featured on agendas of the other two consultative committees of GAP - knowledge capital and security and risk: *the use of spatial data for climate change assessment (AGCCCK)*, *the role of ICT in reducing greenhouse emissions (NCCSR)* and *Environment Security* (as part of the **International Centre for Security and Risk** initiative).

Table 6. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
GAP Forum on Ecological Sustainability: <i>“Moving Beyond the Rhetoric – Practical Outcomes for Australian Business and Government” 2004</i> (part of the <i>Year of the Built Environment</i> initiative)	Discuss the adaptation of Australia’s built environment to increased climate variability and opportunities for systems design and individual dwelling units, with a focus on energy, water and waste management	<ul style="list-style-type: none"> - <i>GAP Forum on Ecological Sustainability</i> Report - Meetings of Bjorn Stigson, President of the WBCSD, with Government and industry executives 	Establishment of the Australian National Committee on Business Building Sustainable Cities (ANC BBSC) in 2005, with endorsement by Federal Environmental Minister David Kemp and NSW Premier Bob Carr
Australian National Committee on Business Building Sustainable Cities (ANC BBSC), 2005-2007	<ul style="list-style-type: none"> - Facilitate commercially viable approaches to sustainability in the built environment - Create business partnerships to apply new technologies - Advocate changes to regulatory regimes to assist businesses in their adoption of more sustainable approaches 	<ul style="list-style-type: none"> - <i>CSIRO Community Futures Initiative</i> - <i>Renewable Energy Project</i> (led by Yokogawa Global Power Services) - <i>Sustainable Life Loyalty Card Programme</i> (with Hyder Consulting) - <i>Sustainable Business Development through Industrial Environmental Management</i> (A. Aschner) 	<ul style="list-style-type: none"> - <i>“Electricity from Household Green Waste Australia Leading the way in Renewable Energy”</i> Paper (by David Whan) - <i>“Sustainable Communities Initiative”</i> Directors Report to ANC BBSC, December 2006 (by Sean Rooney) - The GAP Forum on Commercialising Nanotechnology in Water 2006 - Establishment of the Society for Sustainable Business in 2006
GAP Forum on Commercialising Nanotechnology in Water 2006	Identify Australia’s most pressing water problems and the nanotechnologies that could address them	<i>GAP Forum on Commercialising Nanotechnology in Water</i> Report	- <i>“Nanotechnology Applications in Water Management”</i> Briefing Document (by Nanotechnology Victoria)
Society for Sustainable Business (SSB)	Facilitate multidisciplinary dialogue on the technical, social and practical aspects of achieving sustainability	<ul style="list-style-type: none"> - <i>Sustainability Award</i> Project - <i>Centre for Industrial Environmental Management</i> (A. Aschner) - <i>Sustainability Workshops</i> (Andrew Gaines) 	<ul style="list-style-type: none"> - Launch of SSB’s <i>Sustainability Insight</i> blog on Open Forum - Presentation of the <i>Sustainability Award</i> at the Business Leaders Forum on Sustainable Development in May 2009
GAP Urban Water Pricing Forum 2008	Develop a vision and road map for urban water that supports the long term economic, environmental and social needs of Australia	<ul style="list-style-type: none"> - <i>GAP Urban Water Pricing 5 June 2008 Forum</i> Report - <i>GAP Urban Water Pricing 22 July 2008 Forum</i> Report - <i>GAP Urban Water Pricing 19 August 2008 Forum</i> Report - <i>GAP Urban Water Pricing 15 October 2008 Forum</i> Report 	<i>“Urban Water: A vision for national road map for national progress”</i> Draft Report (with the Allen Consulting Group)
Low-Carbon Economy Task Force 2009	Develop thought leadership and explore commercial opportunities in Australia’s emerging low-carbon economy	<ul style="list-style-type: none"> - First meeting of the Task Force on 16 March 2009 - Conduct research and provide input into government’s low-carbon economy policy, in the form of a public report 	<i>Carbon Economy</i> public debate through Open Forum’s <i>Topic of the Month</i> (February 2009)

Case Study

Advisory Body:	GAP Urban Water Pricing Forum
Established:	2008
Research Partner:	The Allen Consulting Group (ACG)
Sponsoring Partners:	Department of Environment, Water, Heritage & the Arts, Australian Government Department of Sustainability & Environment, Victorian Government Environment Protection Authority, Victoria Essential Services Commission, Victoria Independent Pricing and Regulatory Tribunal of NSW Infrastructure Partnerships Australia South East Water Yarra Valley Water
Budget:	\$150,000
Key Objective:	Develop a vision and road map for urban water that supports the long term economic, environmental and social needs of Australia
Activities & Milestones:	GAP Urban Water Pricing Forum, 5 June 2008, Melbourne <i>"Toward Urban Water Reform"</i> presentation (Dr Neil Bayron, Productivity Commission) <i>"Urban Water Pricing 5 June 2008 Forum"</i> GAP Report GAP Urban Water Pricing Forum, 22 July 2008, Melbourne <i>"Community Attitudes to Water"</i> presentation (Brent Taylor, Values Bank Research Centre) <i>"Urban Water Pricing 22 July 2008 Forum"</i> GAP Report GAP Urban Water Pricing Forum, 19 August 2008, Melbourne <i>"Urban Water Pricing 19 August 2008 Forum"</i> GAP Report GAP Urban Water Pricing Forum, 15 October 2008, Melbourne <i>"The Western Australian Model: Promoting competition in urban water services in Western Australia"</i> presentation (Dr Martin van Bueren, ACG) Issues Paper <i>"Urban Water"</i> final draft (ACG) <i>"Urban Water Pricing 15 October 2008 Forum"</i> GAP Report
Key Outcomes:	<i>"Urban Water: A vision for national road map for national progress"</i> Draft Report (ACG/GAP), January 2009 Implementation of the Forum's recommendations by Victorian Government
Presentation of Research:	Release of the <i>"Urban Water: A vision for national road map for national progress"</i> Final Report in the first quarter of 2009
Next Steps for GAP & ACG:	Conduct a follow-up research over the next one to two years to underpin the proposed reform program (on a cooperative basis through COAG), including: <ul style="list-style-type: none"> ▶ design of the four priority actions identified ▶ initial design of interim market and industry framework ▶ detailed design of the interim market and industry framework

Philanthropy & Social Investment

Altruism and philanthropy are at the core of GAP's vision and corporate philosophy. Through its parent company TCG[®], GAP (the not-for-profit entity within the TCG Group) invests in each initiative, contributing about one third of the total budget. Prospective projects are screened for their potential community outcomes and desired social impact. Volunteering is another major aspect characterising GAP's activities, with the company relying heavily on the voluntary support and participation of its broad network of Australian and international partners.

While philanthropic motivation underlies all GAP ventures, the company has also initiated a number of projects, based on the 'Second Track' model, where philanthropy was the primary subject of stakeholder consultation, research and investment. One of the most successful was the establishment of the **Centre for Social Impact** in 2007.

While charitable donation in Australia has doubled over the past decade, Australian tertiary education has offered little to develop the skills required to make informed and effective decisions in private and corporate giving. Philanthropic intentions still demand the capability to create relevant business and ethical criteria to assess opportunities for social investment, the ability to identify appropriate causes in which to invest and techniques to monitor the effectiveness of investments.

Following an approach by Baillieu Myer AC to Prime Minister John Howard, the Hon. Mal Brough MP (then the Minister for Families, Community Services and Indigenous Affairs) commissioned a working party in 2006 to research the development of philanthropy in the higher education sector. Operating under the auspices of the Asia-Pacific Centre for Philanthropy and Social Investment at Swinburne University of Technology, *the Working Group on Education and Training in Philanthropy and Social Investment* comprised a number of senior executives from business, academia, government and non-profit organisations and was jointly chaired by Mr Peter Fritz AM, GAP's Managing Director, and Prof Ian Young,



Vice-Chancellor and President of Swinburne University. The results of the Working Group's extensive research into opportunities for grantmaker education in Australia formed the basis of two major reports to the Australian Government, with the key recommendation being to create a national center for philanthropy and social investment.

Following the Group's recommendation, the Australian Government has provided an endowment of \$12.4 million (to be matched by other funds) for the establishment of the **Centre for Social Impact (CSI)** to consolidate the growing interest in philanthropy, social investment, the not-for-profit sector and social entrepreneurship. The CSI brings together Business Schools of Swinburne University, the University of Melbourne and the University of New South Wales and provides managerial education, executive support and research for the not-for-profit sector. The Centre is located at the University of New South Wales and is led by Dr Peter Shergold.

Another philanthropy-driven project initiated by GAP was the creation of the *Platinum Postgraduate Research Scholarships* programme at the Sydney Conservatorium of Music. The programme offers the Conservatorium's master teachers the opportunity to guide the most promising international students and is intended to boost the Conservatorium's reputation for excellence on the world stage, alongside the Juilliard and Yale Schools of Music.

Future projects of GAP in this area include a feasibility study for the development of the **Australian Universities Alumni and Philanthropic Alliance (AUAPA)**, with a view to leveraging philanthropic support in the tertiary education sector. AUAPA's key objectives will be to increase participation in alumni programmes and activities as a way of lifting long-term donation income, improve the alumni experience provided by universities and facilitate better coordination between individual alumni associations.

Planning is currently underway for GAP's involvement in the establishment of the **Australia Social Innovation Exchange** – an interactive networking website which would provide an ongoing platform of engagement with the social innovation community in Australia.

Table 7. Programme Overview

INITIATIVE	KEY OBJECTIVES	MILESTONES & KPI	OUTCOMES & VALUE ADDED
<p>Working Group on Education and Training in Philanthropy and Social Investment, 2006-2007 (Australian Government's grant of \$69,500)</p>	<p>Undertake a research of the demand for and supply of education and training in the areas of grant making, fundraising, corporate social investment and social enterprise</p>	<ul style="list-style-type: none"> - The Working Group on Education and Training in Philanthropy and Social Investment <i>Interim Report</i>, July 2007 - The Working Group on Education and Training in Philanthropy and Social Investment <i>Second Report: Proposal for the Australian Institute of Philanthropy and Social Investment</i>, Aug 2007 	<ul style="list-style-type: none"> - An update of the Group's work listed for discussion at the Prime Minister's Community Business Partnership meeting on 30 July 2007 - Approval of the Australian Government's funding of \$12.4 million for the establishment of the Centre for Social Impact (to be matched by other funds), Oct 2007 - Official launch of the Centre at UNSW by the Governor-General, Major General Michael Jeffery, on 16 July 2008
<p>Centre for Social Impact (inaugurated in July 2008)</p>	<p>Promote social innovation through teaching and research and by facilitating collaboration between not-for-profit and philanthropic organisations, business and government</p>	<ul style="list-style-type: none"> - Development of a postgraduate elective programs around core focus areas of not-for-profit management, corporate social responsibility, philanthropy and social innovation and entrepreneurship - Workshops, seminars and breakfast tutorials - Research projects 	<ul style="list-style-type: none"> - A new <i>Master of Business (Philanthropy and Social Investment)</i> course offered through the Asia-Pacific Centre for Philanthropy and Social Investment at Swinburne University of Technology (from 2009) - Launch of Swinburne's new library on philanthropy on 12 Nov 2008
<p>Scholarships for Master Teachers Steering Committee at the Sydney Conservatorium of Music (SCM)</p>	<p>Establish a scholarship programme to enable musically gifted young people from around the world to study at SCM with some of the best of the Conservatorium's teachers</p>	<ul style="list-style-type: none"> - Group and individual stakeholder consultation re: programme financing and potential partnerships - Development of a partnership proposal and a promotional flyer for prospective students 	<p>Inauguration of the <i>SCM Platinum Postgraduate Scholarship Programme</i> (as part of Project 2015, the celebration of SCM's 100th anniversary)</p>
<p>Australian Universities Alumni and Philanthropic Alliance (AUAPA)</p>	<ul style="list-style-type: none"> - Leverage long-term donation income for the tertiary sector - Improve the alumni experience provided by universities - Facilitate better coordination between individual alumni associations 	<ul style="list-style-type: none"> - Group and individual stakeholder consultation regarding the concept - Development of a feasibility study to understand the motivations behind donating and develop effective and relevant alumni associations 	<p>The first formal meeting of AUAPA to take place in early April 2009</p>
<p>Australia Social Innovation Exchange (ASIX)</p>	<p>Create a platform of engagement with the social innovation community in Australia</p>	<p>The project is currently in its scoping stage</p>	

Case Study

Organisation:	Centre for Social Impact
Established:	2008
Founding Universities:	Swinburne University of Technology University of Melbourne University of New South Wales
Governing Structure:	Governing Board Partnership Group Sydney Advisory Council Melbourne Advisory Council
Chairman:	Dr Peter Shergold
Government Investment:	\$12,400,000
Industry Investment:	\$12,400,000
Key objectives:	Teaching, researching and consulting in the related fields of corporate social responsibility, fundraising, grant making, non-profit management and social enterprise
Recognition:	Public lecture by Deputy Prime Minister Julia Gillard MP hosted by CSI on 28 February 2008 Official launch of CSI at the University of New South Wales by the Governor-General, Major General Michael Jeffery, on 16 July 2008
Affiliations:	Member of the academic network of the United Nations Global Compact Associate Member of Philanthropy Australia Member of the National Roundtable for Nonprofit Organisations Member of the Associations Forum
Activities & Milestones:	A series of focus groups in Melbourne, Sydney and Canberra in April 2008 A number of scholarships for international events in China and India, 2008 A series of CEO dinners in Sydney and Melbourne in 2008 A series of seminars featuring prominent international speakers, including Brian Gallagher, President and CEO of the United Way of America, Dr Timothy Seiler, Director of The Fund Raising School and Public Service at the Centre on Philanthropy, Indiana University, and Martha McCoy and Dr Patrick Scully, of Everyday Democracy (Connecticut) Establishment of a \$2 million endowment (over ten years) for a CIS professorial chair by Macquarie Group Foundation - to be known as the Macquarie Group Foundation Chair - in September 2008 Launch of Swinburne's new library on philanthropy on 12 Nov 2008 Establishment of a new endowment for a Chair of Not-for-Profit Leadership by Helen Macpherson Smith Trust (\$1,5 million) A new <i>Master of Business (Philanthropy and Social Investment)</i> course at the Asia-Pacific Centre for Philanthropy and Social Investment at Swinburne University of Technology (from 2009) Research projects: " <i>Payroll Giving</i> "; " <i>Sydney Outside In: Making Sydney a great city for everyone</i> "; " <i>Arts Plus</i> " (following <i>Australia 2020 Summit</i>)

E-Democracy

Improving meaningful access to decision makers is a key step towards re-engaging citizens in the democratic process. The era of linear, one-dimensional political engagement is ending as governments around the world explore new, technology-driven forms of 'e-democracy'.

The idea of an interactive discussion website for informed debate on industry and policy issues was first raised at the **2006 GAP Forum on Leveraging Networks in Business** in Sydney. Following the Forum's recommendations, GAP initiated **Open Forum** (www.openforum.com.au) in 2007 – a non-partisan collaborative 'open democracy' project providing an online platform for focused dialogue on the social, political, economic, ecological and cultural challenges of the day.

Open Forum showcases the ideas of Australia's political, business and community leaders across a range of public policy issues through blogs, discussion forums and the presentation of research. Its user-generated content allows GAP to explore areas which are of relevance to the regulatory process, track citizen sentiment regarding particular problems and generate evidence for briefing notes and recommendations to government agencies.

Every month Open Forum turns its main focus to a forum '*Topic of the Month*'. Other regular features include *Talk Openly*, *Youth Question Time* and a wide variety of blogs encompassing charity, business, political, student, think tank, the arts and international and community issues.

Some of the site's most recent public forums include "**Childcare in Crisis**" (January 2009), "**e-Health**" (November 2008), "**Australian Housing Affordability & Shortage**" (October 2008), "**Regulation as a Business Opportunity**" (September 2008), "**Education & Skills**" (August 2008), "**Exciting Careers in IT**" (December 2008) and "**Carbon Economy**" (February 2009).



Open Forum participated in a number of government online consultations, including quantitative research regarding the *Australian Government Consultation Blog* proposal led by the Australian Government Information Management Office (November 2007), the Inquiry into the *National Innovation Agenda* proposal by the Victorian Government (December 2007 - January 2008), the public debate in the lead up to the *Australia 2020 Summit* (April 2008), the *National e-Security Awareness Week* led by the Department of Broadband, Communications and the Digital Economy (June 2008), industry response to the release of the *Garnaut Climate Change Review Draft Report* (July 2008), *Better Regulation* forum with the Hon. Lindsay Tanner, Federal Minister for Finance & Deregulation (October 2008), and the *Senate Inquiry into the Provision of Childcare* (January 2009).

The site operates under the patronage of the Department of Broadband, Communications & the Digital Economy, NSW Department of Lands, Australian Business Foundation, Standards Australia, Lenovo, BRW, MBF Foundation and VeriSign Australia, who form Open Forum's Advisory Board.

Building on the success and experience of Open Forum, GAP is developing its new online project – **First 5000** - an initiative aiming to build an exclusive virtual business development alliance for top 5000 Australian small and medium size enterprises.

The three key objectives of *First 5000* are to offer general business support and networking opportunities for leading Australian SMEs, provide strong business-to-business connections between major enterprises and SMEs and establish intellectual leadership and influence on SME issues. The club will allow its partners and members to promote their products and services to potential customers, create new joint ventures, strengthen their professional networks and increase their knowledge in a wide range of areas. *First 5000* will be linked to, but run independently of, Open Forum and will present solicited blogs, information pieces and contribution from senior government and business executives. Membership and participation will be free and by invitation only.

Case Study

Online Project:	Open Forum (www.openforum.com.au)
Launched:	July 2007
Endorsement:	<i>GAP Forum on Leveraging Networks in Business</i> , Sydney, April 2006
Brand & Domain Owner:	Global Access Partners (GAP)
Governance:	Open Forum's Advisory Board
Founding Partners:	Department of Broadband, Communications and the Digital Economy NSW Department of Lands, Australian Business Foundation, Standards Australia, Lenovo, BRW, MBF Foundation, VeriSign Australia
Annual Budget:	\$150,000
Key Objectives:	To showcase the ideas of Australia's political, business and community leaders across a range of public policy and social issues through blogs, discussion forums and the presentation of research To increase the participation of people of all ages, backgrounds and political views in the formation of government policy
Unique Monthly Visitors:	4,000
Most Popular Features:	<i>'Topic of the Month', 'Talk Openly', 'Youth Question Time', PoliBlogs</i>
Activities & Milestones:	<i>"Shaping Government Policy"</i> : online survey and focus groups regarding <i>"Australian Government Consultation Blog"</i> discussion paper, Nov 2007 Online Survey re: National Inquiry into the <i>National Innovation Agenda</i> proposal by the Victorian Government, Dec 2007 – Jan 2008 <i>Australia 2020 Online Summit</i> , Mar-Apr 2008 <i>National e-Security Awareness Week</i> Topic of the Month, June 2008 <i>"Environmental Capitalism"</i> Topic of the Month, July 2008 <i>"Education & Skills"</i> Topic of the Month, Aug 2008 <i>"Regulation as a Business Opportunity"</i> Topic of the Month, Sep 2008 <i>"Australian Housing Affordability & Shortage"</i> Topic of the Month, Oct 2008 <i>"Better Regulation"</i> 'Talk Openly' with The Hon. Lindsay Tanner MP, Oct 2008 <i>"e-Health"</i> Topic of the Month, Nov 2008 <i>"Indigenous e-Health"</i> 'Talk Openly' with the Hon. Tony Abbott MHR, Nov 2008 <i>"Exciting Careers in IT"</i> Discussion Forum (Dec 2008 – Jan 2009) <i>"Childcare in Crisis"</i> Topic of the Month (Jan 2009) <i>"Carbon Economy"</i> Topic of the Month (Feb 2009)
Reports:	<i>"Shaping Government policy"</i> Open Forum Survey Report, Dec 2007 <i>"Fostering Citizen-Government Interaction"</i> GAP Focus Groups Report, Dec 2007 <i>"Innovation Attitudes in Australia"</i> Open Forum Survey Report, Feb 2008 Submission to the <i>Australia 2020 Summit</i> , Apr 2008 <i>"Consulting with Government- Online"</i> AGIMO Report featuring GAP and Open Forum's submissions, released in June 2008 Submission to the <i>Senate Inquiry into the Provision of Childcare</i> , Jan 2009

GAP

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Contacts

Global Access Partners (GAP) Pty Ltd

ACN 000 731 420

Level 3, 53 Balfour Street
Chippendale
NSW 2008 Australia

PO Box 978
Strawberry Hills
NSW 2010 Australia

Tel +61 2 8303 2419 (switchboard)
Fax +61 2 9319 5754

Email info@globalaccesspartners.org
info@openforum.com.au

Websites www.globalaccesspartners.org
www.openforum.com.au
www.tcg.net.au

Peter Fritz AM

Chairman
+61 2 8303 2425
+61 413 827 782
pfritz@tcg.net.au

Catherine Fritz-Kalish

Chief Executive Officer
+61 2 8303 2426
+61 411 702 708
cfritz@globalaccesspartners.org

Olga Bodrova

Project Manager
+61 2 8303 2420
+61 408 024 712
obodrova@globalaccesspartners.org
obodrova@openforum.com.au

Alison Gordon

Manager, Client Services
+61 2 8303 2416
agordon@globalaccesspartners.org
agordon@openforum.com.au

Sally Rose

Blogger-in-Chief, Open Forum
+61 2 8303 2420
+61 433 324 699
srose@openforum.com.au

Ashok Kumar

Financial Controller
+61 2 8303 2424
akumar@tcg.net.au

GAP Initiatives 2002-2010

The initiatives represented here are major GAP events and standalone entities with their own programme of activities and projects

Philanthropy
Regulation
Climate Change
Digital Economy
Health
Knowledge Capital

2002 2003 2004 2005 2006 2007 2008 2009 2010

