



**SENATOR THE HON KATY GALLAGHER**  
Minister for Finance

**THE HON MICHELLE ROWLAND MP**  
Minister for Communications

Finance ref: MC23-002108  
DITRDCA ref: MS23-003906

Ms Kate McKenzie  
Chair  
NBN Co Limited  
Level 13, 100 Mount Street  
NORTH SYDNEY NSW 2060

Dear Ms McKenzie

We received Mr Stephen Rue's letter of 30 June 2023 providing NBN Co's draft 2023-24 confidential Corporate Plan documents, public Corporate Plan and Capital Management Strategy.

s47(1)(a)

### **Confidential Corporate Plan**

We appreciate NBN Co's efforts to respond to our letter of 22 May 2023 to transition its Corporate Plan approach to provide its first confidential Corporate Plan this year, and its inclusion of the Capital Management Strategy. We also acknowledge the substantial effort that went into briefing our Departments on the 2023-24 Corporate Plan.

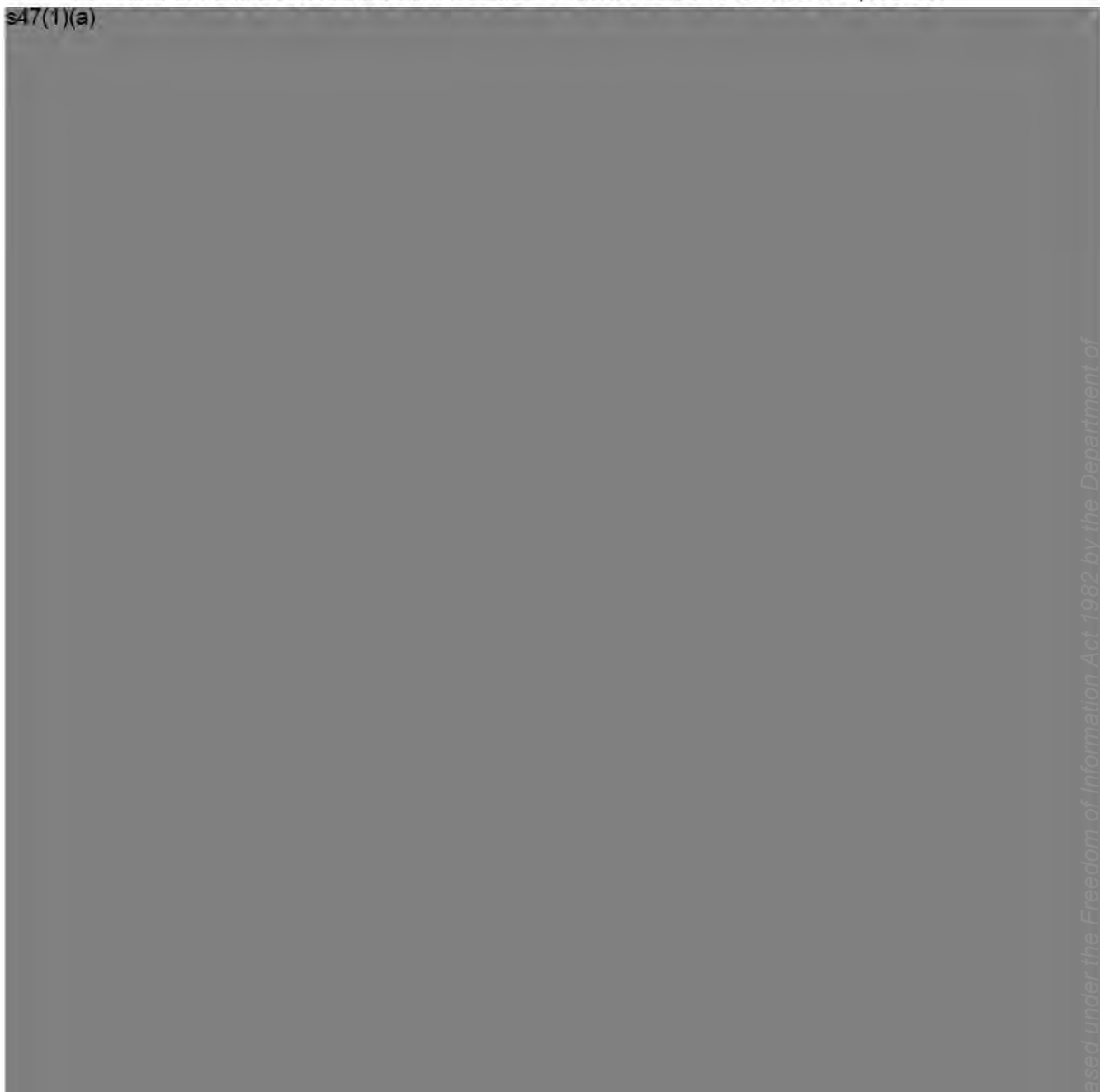
NBN Co has the highest commercial value amongst Government Business Enterprises (GBEs), managing borrowings of \$26 billion and a portfolio of assets of \$38 billion as at 30 June 2023, with diverse Australia-wide operations which impact all Australians. NBN Co is transforming from its build phase to steady state arrangements, under new regulatory arrangements and in the face of significant technological change.

As such, it is important that NBN Co's confidential Corporate Plan provides the Government with appropriate visibility of NBN Co's forecast financial situation as NBN Co moves to this next phase. To this end, we expect NBN Co to engage strongly with our Departments to update its confidential Corporate Plan as soon as possible to:

- align with the requirements under the *Commonwealth Government Business Enterprises – Governance and Oversight Guidelines* (GBE Guidelines), particularly in respect of the requirements related to risk accountabilities, financial statements and metrics; and
- include the additional information and material that our Departments have requested from NBN Co, including an explanation of certain variances from last years' Corporate Plan, the strategies NBN Co is implementing to address key risks, §47(1)(a) and the evidence and analysis the Company uses to inform these strategies.

We request that the Board provide the confidential Corporate Plan to Shareholder Ministers once it is revised with the additional information and material requested.

§47(1)(a)



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s47(1)(a)

**Publication of Corporate Plan**

Subject to requested, and any other, changes being agreed by our Departments, we consider that NBN Co's Public Corporate Plan is suitable for public release on NBN Co's website on or before 31 August 2023, in accordance with section 95 of the *Public Governance, Performance and Accountability Act 2013* and Section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

s47(1)(a)

Yours sincerely

Katy Gallagher  
**Minister for Finance**

Michelle Rowland  
**Minister for Communications**

14/08/2023

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PROTECTED CABINET

MS23-001690



**Australian Government**

**Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts**

**To: The Hon Michelle Rowland MP, Minister for Communications (for information)**

**Subject: NBN Fixed Wireless and Satellite Upgrade Program – progress update**

**Critical Date: For information**

**Recommendation/s:**

1. That you **note** the information contained in this submission.

**Noted / Please Discuss**

The Hon Michelle Rowland MP

21/9/23

Date:

**Comments:**

**Key Points:**

1. As you are aware, the Department administers the \$480 million grant to NBN Co Limited (NBN Co) to upgrade the NBN fixed wireless and satellite networks by the end of 2024. This submission provides a general update on the program, risks, and NBN Co's mitigation strategies.

s22(1)(a)(ii)



s47(1)(a)



s47(1)(a)

s22(1)(a)(ii)

6. **Financial impacts:** s47(1)(a)

s22(1)(a)(ii)

**Attachments:**

Attachment A: Additional Information

Attachment B: Quarterly progress reports: April to June 2023 and January to March 2023

Cleared By: Nicolle Power

Position: Assistant Secretary, Universal Services

Division: Communications Infrastructure

Ph: s22(1)(a)(ii)

Mob: s22(1)(a)(ii)

Cleared Date: 14 September 2023

Contact Officer: s22(1)(a)(ii)

Position: a/g Director, Regional

Broadband

Ph: s22(1)(a)(ii)

**Instructions for MPS:** Nil

**Responsible Adviser:** s22(1)(a)(ii)

**PDMS Distribution List:** s22(1)(a)(ii), Meghan Hibbert, Jim Betts, Richard Windeyer, s22(1)(a)(ii),  
Nicolle Power, Ben Phelps, s22(1)(a)(ii).

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MS23-004951




**Australian Government**

**Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts**

**To:** The Hon Michelle Rowland MP, Minister for Communications (for information)

**Subject:** The National Broadband Network (NBN) Fixed Wireless and Satellite Upgrade Program – December 2023 update

**Critical Date:** For information

Recommendation	
1. That you <b>note</b> the information contained in this submission.	<b>Noted / Please Discuss</b>
 The Hon Michelle Rowland MP	19/12/23 Date:
<b>Comments:</b>	

**Key Points:**

1. This submission provides a quarterly update on the NBN fixed wireless and satellite networks program. We will continue to update you on a quarterly basis, or more frequently if significant issues arise.

s22(1)(a)(ii)

s47(1)(a) s22(1)(a)(ii)

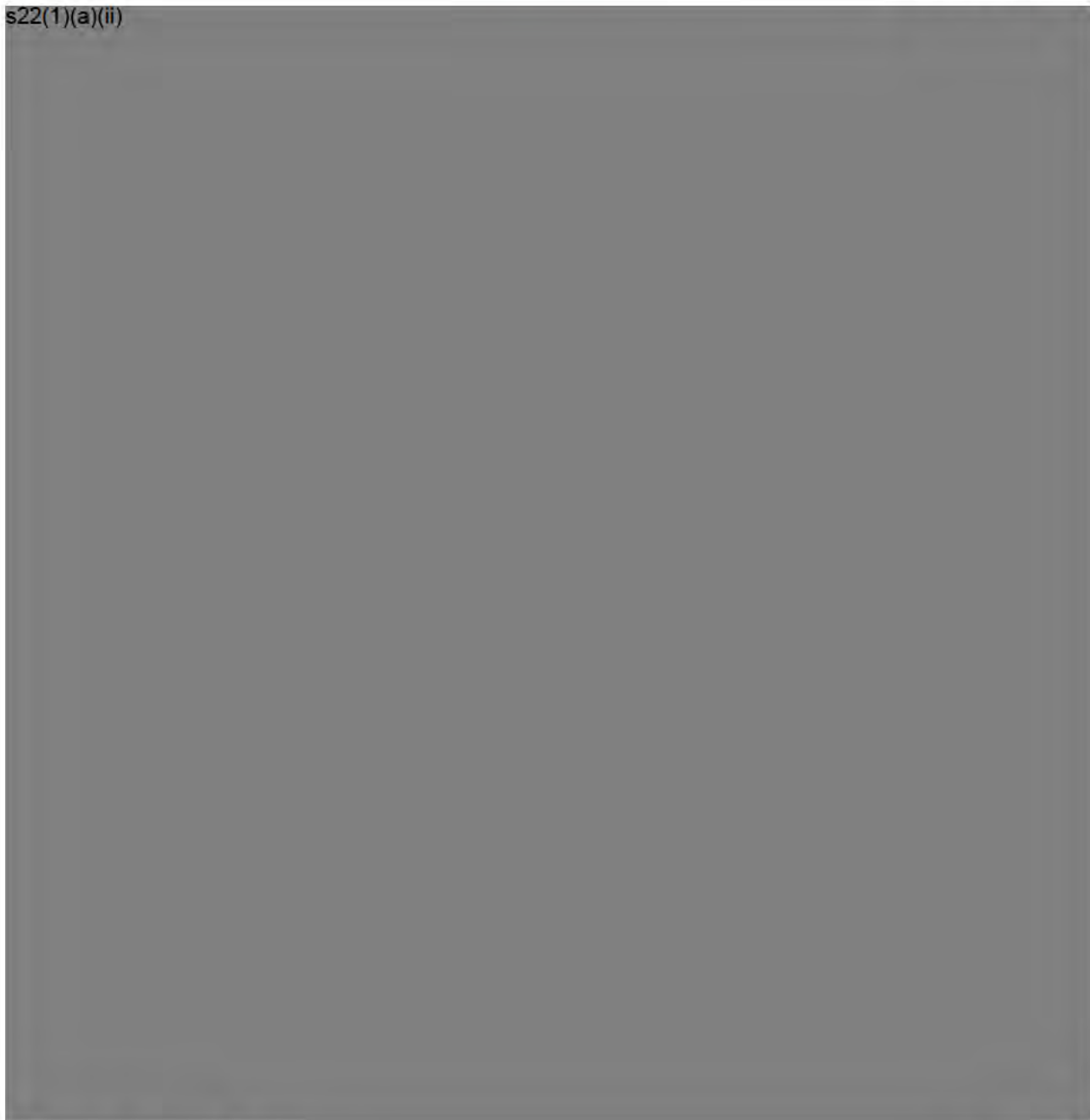
s22(1)(a)(ii)

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s22(1)(a)(ii)



**Financial impacts:** s47(1)(a)



s22(1)(a)(ii)



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MS23-004951

**Consultation:** NBN Co.

s22(1)(a)(ii)

**Attachments:**

**Attachment A:** Additional Information

**Attachment B:** s22(1)(a)(ii)

Cleared By: Nicolle Power

Position: Assistant Secretary, Universal Services

Division: Communications Infrastructure

Ph: s22(1)(a)(ii)

Mob: s22(1)(a)(ii)

Cleared Date: 14 December 2023

Contact Officer: s22(1)(a)(ii)

Position: a/g Director, Regional

Broadband

Ph: s22(1)(a)(ii)

**Instructions for MPS:** Nil

**Responsible Adviser:** s22(1)(a)(ii)

**PDMS Distribution List:** s22(1)(a)(ii), s22(1)(a)(ii), Jim Betts, Richard Windeyer, Sam Grunhard, Jason Ashurst, Nicolle Power, Ben Phelps, s22(1)(a)(ii).

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MS24-000347



**Australian Government**

**Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts**

**To: The Hon Michelle Rowland MP, Minister for Communications** (for decision)

**Subject:** Approval of proposed amendments to NBN Definitive Agreements

**Critical Date:** Please action by 21 March 2024 to allow NBN Co to communicate approval to Telstra ahead of its board meeting on 22 March 2024

**Recommendations:**

s47(1)(a)

3. That you **note** the information in this brief

**Noted / Please Discuss**

**The Hon Michelle Rowland MP**

18/3/24

Date:

**Comments:**

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s47(1)(a)

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s47(1)(a)

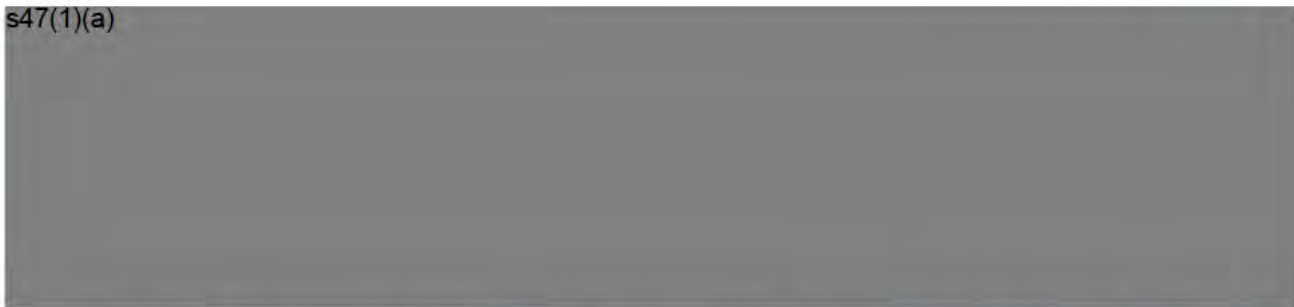


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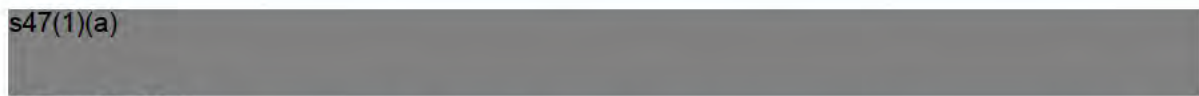
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s47(1)(a)



**Legal/Legislative impacts:** Amendments to the Definitive Agreements do not create additional obligations for the Commonwealth, nor do they expand the scope or increase the cap of the Commonwealth Guarantee to Telstra.

s47(1)(a)



**Consultation:**

Department of Finance, Legal Services Division, Digital Inclusion and Deployment Branch

**Media Opportunities:** N/A

s47(1)(a)



Cleared By: s22(1)(a)(ii)  
Position: Ag/AS, Broadband and Emerging Communications Branch  
Division: Communications Infrastructure  
Ph: s22(1)(a)(ii)  
Mob: s22(1)(a)(ii)  
Cleared Date: 8 March 2024

Contact Officer: s22(1)(a)(ii)  
Section: Strategy and Finance  
Ph: s22(1)(a)(ii)  
Mob: s22(1)(a)(ii)

**Instructions for MPS:** Nil

**Do you require a signed hardcopy to be returned:** No

**Responsible Adviser:** s22(1)(a)(ii)

**PDMS Distribution List:** Jim Betts, Richard Windeyer, Lisa La Rance, Ben Phelps, Jason Ashurst, s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii)

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