



Disclosure of Material Personal Interests – Instructions

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1. Key Requirements

This document requires staff to:

- without delay, disclose to their Head of Department or the relevant Governor (which includes the Governor, Deputy Governor, Chief Operating Officer and Assistant Governors), their personal or private interests or relationships, both financial and non-financial, that could, or could be seen to, affect the decisions they are taking, advice they are giving or recommendations they are making; and
- if they are the Chief Operating Officer, an Assistant Governor, Head of Department, Deputy Head of Department (or equivalent) or in a nominated position, also complete and lodge a Declaration of Material Personal Interests form when they commence their role, annually (during a declaration period commencing no earlier than 15 May and concluding no later than 30 June – even if it is only to say that they have no material personal interests) and during the year if there is a change in the information they need to declare.

Staff must read these Instructions carefully to ensure that they understand which interests and relationships (including those held by immediate family members) need to be disclosed and how and when to make a disclosure.

2. Purpose

The Bank's *Code of Conduct* requires staff (employees and contractors) to recognise and properly manage situations that involve or could be seen to involve a conflict between their interests and their duties to the Bank.

In addition, Bank employees have a legal obligation to disclose material personal interests that relate to the affairs of the Bank. Under the relevant law, material personal interests must be disclosed in accordance with any instructions given by the Governor.

This document contains the Governor's instructions, which include guidance on how and when an interest must be disclosed.

3. Your Disclosure Obligations

All staff are required by the [Code of Conduct](#) to recognise and properly manage situations that involve or could be seen to involve a conflict between their interests and their duties to the Bank.

In addition, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) requires any Bank employee who has a material personal interest that relates to the affairs of the Bank to disclose details of the interest.

4. Disclosure Situations

If you are in any situation where:

- you have a personal or financial relationship with someone who is dealing with the Bank; or
- you may have an interest in a transaction with the Bank,

and as a result there is a reasonable basis to believe that a conflict of interest and duty exists, or could be perceived to exist, you are required to contact your Head of Department or the relevant Governor promptly, tell them about the interest or relationship and seek guidance.

Put another way, you must disclose to your Head of Department or the relevant Governor, without delay, your personal or private interests or relationships, both financial and non-financial, that could, or could be seen to, affect the decisions you are taking, advice you are giving or recommendations you are making. These are likely to be 'material personal interests'. For more guidance on what might be a material personal interest, see Section 6.

4.1 Types of situation to consider

The following is a non-exhaustive list of positions where material personal interests may be relevant and disclosure to your Head of Department or the relevant Governor may be required:

- positions that choose vendors or suppliers or approve or manage contracts
- positions that disburse Bank funds
- positions that extend offers of employment
- positions that involve representation on behalf of the Bank at industry committees

- positions that conduct liaison with business
- positions that are responsible for the protection and management of confidential or market sensitive policy or commercial information, or otherwise have access to such information (this includes, without limitation, positions that have access to confidential and commercially sensitive data and other information provided by the Australian Prudential Regulation Authority (APRA) and positions that have access to data relating to the Bank's transactions with financial institutions)
- positions that undertake an investigative or regulatory role.

4.2 When and how you should disclose

You must disclose your material personal interests as soon as you realise they are relevant to the decisions or recommendations you are involved in or the affairs of the Bank.

In the first instance, you should discuss the interest or relationship with your Head of Department or the relevant Governor as soon as possible. This serves two primary purposes:

- it makes them immediately aware that you have an interest or relationship that may be material in the context of the affairs of the Bank; and
- it may result in them assessing that they don't think the interest or relationship is material in the context of the affairs of the Bank and telling you that a formal declaration is not required.

If your Head of Department or relevant Governor assesses that you have a material personal interest, you will need to complete and lodge a Declaration of Material Personal Interests form available from the [Personal Declarations intranet page](#). You must complete and lodge a form as quickly as possible. The purpose of the Declaration of Material Personal Interests form is to:

- ensure that there is a record of senior Bank staff being aware of the relevant private interest(s) or relationship(s) that could, or could be seen to, influence the decisions you are taking or the advice you are giving; and
- if you are an employee, assist you to meet your disclosure obligation under the PGPA Act.

Even if the relevant interest or relationship has previously been disclosed on a Declaration of Material Personal Interests form or a Procurement Declaration of Interests form (see Section 4.3 and Appendix 1) you must bring it to the attention of your Head of Department or the relevant Governor when it becomes apparent that the interest or relationship is relevant to the particular work you are doing.

Having brought the relevant interest or relationship to the attention of your Head of Department or the relevant Governor, the only exceptions to the requirement to lodge a Declaration of Material Personal Interests form are:

- your Head of Department, or the relevant Governor tells you that they don't think the interest or relationship is material and you don't need to lodge a form
- you have previously lodged a Declaration of Material Personal Interests form which includes the relevant information and is still current

- one of the dot points in Section 4.3 applies.

You may also elect to submit a form without consulting your Head of Department or Assistant Governor.

4.3 Tenders and selections

Declaring material personal interests is an important part of selection and tender processes. This applies to a selection process for the recruitment or promotion of staff as well as a tender or other process to select a vendor or supplier (or in the case of a disposal, a buyer) of goods or services.

If you are involved in a tender or other process to select a vendor or supplier, or in the disposal of Bank assets, you are required to manage and disclose conflicts of interest in accordance with Appendix 1 of these Instructions. Provided you do so, you may not need to repeat the same disclosure in a Declaration of Material Personal Interests.

It may not be necessary to complete and lodge a Declaration of Material Personal Interests form in the context of a selection process for recruitment or promotion provided any relevant relationship or potential conflict of interest is disclosed at the outset and is appropriately recorded in the relevant selection panel report.

If you have any doubt about which process to follow in any particular situation you should discuss this with your Head of Department or the relevant Governor.

5. Annual Declarations for Some Staff

In addition to the obligations in Section 4 above, the following staff are required to complete and lodge a Declaration of Material Personal Interests form (see the [Personal Declarations intranet page](#)) at least annually during a declaration period commencing no earlier than 15 May and concluding no later than 30 June (even if it is only to say that they have no material personal interests):

- The Chief Operating Officer, Assistant Governors, Heads of Department and Deputy Heads of Department (or equivalent)
- staff in certain nominated positions (these staff members will be notified by their Head of Department, Assistant Governor or the Chief Operating Officer).¹ This includes staff that have access to commercially sensitive or market sensitive information or data.

1 People Department (PD) maintains a list of nominated positions across the Bank. Heads of Departments will be provided with nominated position listings relevant to their department for review and so that they can explicitly remind staff occupying these positions of their obligations in terms of these Instructions.

6. How Do I Decide What is a ‘Material Personal Interest’?

6.1 ‘Material personal interest’

There is no precise definition of ‘material personal interest’. The term covers both financial and pecuniary interests (such as shareholdings or other investments) and interests that are not financial (such as unpaid directorships and personal or family relationships). An interest will be material if it has the capacity to influence your behaviour, or if others might think that the interest will influence your behaviour.

Factors to be taken into account in considering what to disclose include:

- the particular roles and responsibilities of your position
- the aspects of those roles and responsibilities in relation to which the Bank or third parties may perceive, or be concerned about, an actual or potential conflict of interest or absence of probity or fair dealing
- whether you are or may be involved in making decisions, providing advice or accessing sensitive information about matters other than those handled by your particular team, section or department, and what might be relevant in that broader context.

The lists in the rest of this Section 6 indicate what sorts of interest might be material. Not all of these will be relevant to all roles and responsibilities. Staff should apply a common sense and prudent approach. If in doubt, the most prudent course of action is to disclose an interest or relationship.

When disclosing an interest, staff should include any information that might help with assessing the materiality of the interest or assessing the nature and scope of an actual or potential conflict of interest. If staff are unsure of how much to include in their declaration or have concerns about what to include, they should discuss this with their Head of Department or relevant Governor.

For further guidance on what is a material personal interest refer to the examples in Appendix 2 of these Instructions.

6.2 Assets and other financial or pecuniary interests

The types of asset or pecuniary or financial interest and associated information that may need to be disclosed include but are not limited to:

- real estate investments (indicating in relation to each investment whether it is in commercial or residential real estate)
- shareholdings (indicating the name of the company the shareholding is in and, unless the shareholding is in a listed company, the business or activities of the company that may present an actual or potential conflict of interest)
- bank accounts /managed funds (indicating the bank where the account is held or the institution managing the funds)
- assets or interests (including any of the above) held in trusts or nominee companies or in self-managed superannuation funds

- other significant sources of income
- significant liabilities including a mortgage on a personal or family home or on an investment property and a loan to buy, or secured on, shares (such as under a margin loan facility)
- other financial interests or commitments that could, or could be seen to, affect or influence a staff member's responsibilities or decisions being made by the Bank.

Unencumbered ownership of personal assets such as personal or family home, works of art, jewellery, furniture, antiques, etc., would not normally need to be declared, since their possession is unlikely to involve a conflict of interest or any other threat to a staff member's probity.

6.3 Business or professional relationships

The types of business or professional relationships, or office holding, that may need to be disclosed include but are not limited to:

- a role as a trustee or nominee
- a company directorship
- a partnership
- a private business relationship
- paid, unpaid or voluntary outside employment or office-holding
- an academic or editorial role.

6.4 Close family or personal relationships

A staff member may have close family or personal relationships with people (whether inside or outside the Bank) who are engaged in activities that could give them an interest in issues the staff member is dealing with or advising on. Examples could include media, lobbyists or people who have business dealings with the Bank. Bank staff are entitled to have such relationships. They are, however, required to disclose their relationships if these could potentially lead to conflict of interest issues. For example if your partner/housemate/close relative or friend:

- is an interest rate derivative trader at a commercial bank;
- is a financial journalist; or
- is a senior executive in a company that supplies (or is a competitor to a company that supplies) products or services to the Bank,

for your own protection you should declare that close family or personal relationship. As another example, you must make a disclosure if you are in a relationship with someone that you supervise, including where there are others in the reporting line between you and the person you are in a relationship with.

6.5 Interests of immediate family members

Staff are not required to declare all the personal interests and relationships of their immediate family. Rather, if a member of staff is aware that any immediate family member has any private interests or relationships that could, or could be seen to, influence the decisions the member of

staff is taking or the advice they are giving, the staff member should, as part of their disclosure responsibilities, disclose those private interests or relationships to the Bank. The relevant family member should be asked to consent to the collection of the relevant information by the Bank by signing the Declaration of Material Personal Interests of Immediate Family Member form [Personal Declarations intranet page](#), (unless they are under the age of 18 or otherwise under a legal incapacity).

The term ‘immediate family member’ means a spouse, partner, dependent child and any other family member for whose benefit the relevant staff member has a role in managing assets (for example under an enduring power of attorney or as guardian or trustee). Dependent children under the age of 18 and any other immediate family members under a legal incapacity do not need to sign a Declaration of Material Personal Interests of Family Member form. Any material personal interests they have should be disclosed on the staff member’s Declaration of Material Personal Interests.

Staff are not required to take steps to find out about interests or relationships of immediate family members that they are not in fact aware of. For example, if an immediate family member maintains a share portfolio completely independently of and without consulting you, and you do not know what shares are in that portfolio, then you don’t have an obligation to ask that family member to tell you what is in the portfolio.

Staff are permitted (and encouraged) to provide a copy of these Instructions to relevant immediate family members so they understand the context in which, and the purpose for which, their information is given to the Bank.

If consent to disclosure is not given by an immediate family member, then the staff member should discuss with the relevant Head of Department or Governor the actual or potential sensitivity. The Head of Department or Governor will then decide what action may need to be taken.

7. New Declarations and Additional Information

7.1 Timing

Staff are responsible for making a declaration whenever a material personal interest that relates to the affairs of the Bank arises. They also have a responsibility to make a new declaration if there is a change in their:

- responsibilities or in the issues or subjects on which they are required to make decisions or give advice with the result that a personal interest becomes material;
- personal circumstances that could, or could be seen to, affect or influence the decisions they are taking or the advice they are giving or that gives rise to a material personal interest that relates to the affairs of the Bank; or
- previously declared interest(s) (but see Section 7.2 – a change in the extent of a previously declared interest does not need to be notified unless you are specifically asked to provide that information).

The staff referred to in Section 5 must also submit a Declaration of Material Personal Interests form (see the [Personal Declarations intranet page](#)) at least annually, regardless of whether or not:

- there has been a change in material personal interests; or
- they have no material personal interests to declare.

7.2 Further details on request

Staff are not required in their declaration to disclose the extent of an interest (for example, the number or value of shares held or the size of a mortgage or a bank balance). However, staff may be asked to provide further information about any interest disclosed (including details of the extent of the interest) to determine the materiality of the interest or to assess the nature and scope of an actual or potential conflict of interest.

8. Review Process for Submitted Declarations

Reviews of the submitted Declaration of Material Personal Interests forms are conducted from time to time by senior Bank staff (Reviewers) listed in the Reviewers section of the [Personal Declarations](#) page on the Bank's intranet.

Within one month of the conclusion of the annual declaration period outlined in Section 5, RM will inform Reviewers that annual declarations required under Section 5 have been submitted and are ready for review.

When conducting their reviews, if Reviewers are unsure whether or not a personal interest is material in nature, they should refer it to the Chief Risk Officer for determination. This will assist with a consistent application of these Instructions across the Bank.

Declarations made outside of the annual declaration period are notified by IN to Reviewers as they occur and should be reviewed as soon as practicable.

9. Protection of Personal Information

9.1 Records

Declarations of Material Personal Interests must be lodged in the format and by the method prescribed by the Bank. As Declarations will contain highly confidential information, they will be stored in a secure location in TRIM that will be viewable by the individual staff member and the relevant Chief Representative, Department Head and/or the relevant Governor (which for Assistant Governors and the Chief Operating Officer is the Governor). Information from the declarations will be shared with other senior staff only to the extent that is necessary to identify, discuss and resolve any actual or potential conflict of interest.

9.2 Personal information collection notice

The Bank collects the personal information required by the disclosure requirements so that it is aware of personal interests and relationships that could, or could be seen to, influence the decisions that the relevant staff member is taking or the advice he/she is giving. Disclosure of a

material personal interest that relates to the affairs of the Bank is required by the PGPA Act where the staff member is an employee. If the declaration is not provided as required, the Bank will need to consider whether it is possible for the relevant individual to remain in their current role.

Disclosure within the Bank is addressed in Section 9.1. The information collected would not be disclosed outside the Bank unless:

- the disclosure was required by law;
- the Bank had reason to suspect past, current or possible unlawful activity, or misconduct of a serious nature, that related to the Bank's functions or activities; or
- the Bank reasonably believed that the disclosure of the information was reasonably necessary for one or more enforcement-related activities conducted by, or on behalf of, an enforcement body.

In relation to disclosure required by law, the declarations are subject to the operation of the *Freedom of Information Act 1982* (the FOI Act). Requests under the FOI Act for access (other than by the relevant staff member) could usually be expected to be refused on the basis of the exemption in the FOI Act for documents the disclosure of which would involve the unreasonable disclosure of personal information. However, there may be circumstances in which access to part of the information (by redacting or blacking out the remainder) might be provided because the information is well known or otherwise available from publicly accessible sources. The Bank would not be likely to disclose the personal information to overseas recipients.

Individuals are entitled under Australian privacy law in certain circumstances to access, and seek correction of, personal information about them held by the Bank. An individual who has provided a declaration may:

- obtain a copy of, or access the contents of, their declaration at any time by retrieving it in accordance with the relevant instructions on the intranet. If any information in a declaration needs to be corrected or updated then a revised declaration should be submitted
- if they believe there has been a breach of privacy obligations, contact the Deputy Governor, who will consider the matter and, if he/she believes an investigation is appropriate, will determine the nature of the investigation, having regard to the:
 - general desirability of confidentiality of investigations into staff matters
 - need to ensure that the investigation is conducted fairly
 - circumstances of each party
 - desirability of conducting the process quickly and efficiently
 - need to ensure that any outcome of the investigation is accurate and reliable.

Enquiries about privacy and the handling of personal information by the Bank can be made to the Bank's Privacy Officer by email to privacy@rba.gov.au or by phone on (02) 9551 8680. More information about access, correction and complaints is in the Bank's Privacy Policy available on its website at <http://www.rba.gov.au/privacy/>.

There is a separate privacy notice on the form to be used to disclose the interests of immediate family members to inform them how their personal information will be used and disclosed.

9.3 Privacy Impact Assessment

A Privacy Impact Assessment ([D22/224185](#)) has been conducted to document the personal information being collected through the Declaration of Material Personal Interests forms for staff and for an immediate family member, the privacy risks associated with collecting and storing the information and the controls in place to manage the risks. It identified that all privacy risks are being adequately mitigated through a range of controls, which include system, people and procedural controls.

10. Roles and Responsibilities

10.1 Departments

Risk and Compliance Department (RM) will:

- on behalf of the Governor maintain and publish these Instructions and Declaration of Material Personal Interests forms;
- facilitate and monitor the timely submission of annual declarations by the staff referred to in Section 5 (but not any annual declarations made under separate requirements notified by Department Heads, the monitoring of which is to be done by the relevant Department Heads); and
- inform Reviewers that annual declarations required under Section 5 have been submitted and are ready for review.

People Department (PD) will:

- maintain a record of the positions for which an annual Declaration of Material Personal Interests is mandatory (nominated positions) as referred to in Section 5. However, Department Heads are responsible for creating or revising positions.

Knowledge Management Department (KM) will:

- maintain the technical processes for submitting Declaration of Material Personal Interests forms and ensuring their secure storage in TRIM; and
- ensure Reviewers are alerted to all declarations lodged in TRIM outside the annual declaration period referred to in Section 5.

10.2 Bank staff

Staff are responsible for their own compliance with the PGPA Act, the *Code of Conduct* and these Instructions.

10.3 Department Heads, Chief Representatives and General Counsel

Department Heads and the General Counsel are responsible for:

- determining the positions within their department or section for which an annual Declaration of Material Personal Interests is mandatory (nominated positions) as referred to in Section 5 and ensuring this requirement is reflected in the relevant positions;
- reminding staff in their department or section periodically of their disclosure obligations and ensuring that annual disclosures are made by their Deputy Heads and staff in nominated positions;
- administering any separate requirements specific to their department including reminding relevant staff periodically of their disclosure obligations and ensuring that any required disclosure forms are lodged;
- reviewing disclosures as referred to in Section 8 to ascertain whether there are relevant conflicts of interest, or potential conflicts of interest; and escalating to the Governors any material personal interest or conflicts of interest that may create a risk for the Bank if not properly managed.

Department Heads for Domestic Markets and Financial Stability and the Deputy Head of Economic Analysis (Regional and Industry Analysis) are also responsible for determining which staff outside their departments require access to relevant confidential data and should therefore complete an annual Declaration of Material Personal Interests.

Where a Chief Representative is not a Head of Department, the Chief Representative is responsible for reviewing disclosures as referred to in Section 8 to ascertain whether there are relevant conflicts of interest, or potential conflicts of interest; and escalating to the Governors any material personal interest or conflicts of interest that may create a risk for the Bank if not properly managed.

10.4 Governors

The Governors will ensure that annual disclosures are made by the Chief Operating Officer, Assistant Governors and Department Heads and will review those disclosures as referred to in Section 8 to ascertain whether there are relevant conflicts of interest, or potential conflicts of interest.

11. Instruction Management

11.1 Administration

This Instruction is administered by Risk and Compliance Department.

11.2 Implementation

The Head of Compliance, Risk and Compliance Department, is responsible for the implementation of this Instruction.

11.3 Monitoring and review

This Instruction is reviewed by Risk and Compliance Department at least once every three years or more frequently if there is a major change. All changes to the Instruction must be approved by the Governance Board.

11.4 Communication

This Instruction is published on the Bank's intranet.

12. Resources

12.1 Related internal documents

- [Asset Disposal Guidelines](#)
- [Code of Conduct](#)
- [Fraud Control Policy](#)
- [Gifts, Hospitality & Other Benefits Registers – Guidelines](#)
- [Privacy Policy](#)
- [Procurement and Disposal Policy](#)
- [Procurement Guidelines](#)
- [Reporting Wrongdoing Policy](#)
- [Risk Management Policy](#)

12.2 Related external documents

- [Commonwealth Procurement Rules](#)

12.3 Related legislation

- [Public Governance, Performance and Accountability Act 2013](#)
- [Public Governance, Performance and Accountability Rule 2014](#)
- [Reserve Bank Act 1959](#)

12.4 Enquiries

For further information or clarification on these Instructions or associated documentation, please contact the Head of Compliance, Risk and Compliance Department.

13. Appendix 1: Procurement and Disposal

The following specific instructions apply to staff when they are involved in procurement, or disposal of Bank assets.

13.1 Interests and relationships that are relevant or potentially relevant to procurement or asset disposal activities generally

Where a staff member is involved in procurement on behalf of the Bank, or disposal of Bank assets, the staff member must declare any actual or perceived conflict of interest they have, or any material personal interest they have, that is relevant to their role generally or the procurement or disposal activities that they engage in from time to time.

For example, if a staff member works in IT and their partner is appointed to a role as a senior executive in a company that supplies software to the financial services industry, and is a current supplier of software to the Bank, that relationship should be disclosed so that the Bank's management is aware of it and can address any actual or perceived conflicts arising in the context of the ongoing relationship with that supplier, including any future purchasing decisions. In this situation a Declaration of Material Personal Interests form (available from the [Personal Declarations intranet page](#)) should be lodged and the business owner of the procurement and Head of Department or relevant Governor should be informed of the situation.

13.2 Interests and relationships that are relevant, or potentially relevant, to a specific procurement or asset disposal

If a staff member has a material personal interest relevant to any specific procurement that staff member is involved in (whether directly or indirectly) they must disclose that interest as soon as they realise that it is relevant to the procurement. That should be done by speaking to the relevant Head of Department. Any material personal interest must be brought to the attention of the Head of Department even if it has previously been disclosed (for example in an annual declaration or in the context of another procurement) and the business owner of the procurement and Head of Procurement or Procurement Lead (as appropriate) should be informed.

For example, if a staff member in WP is asked to sit on an evaluation panel for a construction project, and the staff member has a brother who manages a construction company that is likely to respond to an invitation to quote or tender for the project, that staff member must declare that relationship to the Head of WP immediately.

The Head of Department or relevant Governor will decide how any conflict of interest, or risk of a perception of a conflict, should be managed. It may be that the relevant staff member will be excluded from any involvement in the relevant procurement process.

The business owner of a procurement should ensure that any required Procurement Declaration of Interests forms are saved in accordance with the instruction on Procurement Governance on the Procurement Intranet Site.

13.2.1 Requirements specific to procurements exceeding \$100,000

Certain staff members involved in a procurement with an estimated value exceeding \$100,000 (including GST), must declare their interests in relation to that procurement in accordance with the relevant part of this section 13.2.1. Staff must declare all interests and relationships, and all gifts and hospitality, relevant to that procurement in accordance with this section even if they have previously been disclosed.

Panel members and others making recommendations or selections (but not approving)

A formal Procurement Declaration of Interests must be made by staff who have a direct role in recommending or selecting a preferred tenderer (for example, because they are a scoring member of an evaluation panel or the procurement lead on the tender). These staff must do so:

- irrespective of the approach to market – that is, a declaration must be lodged if the approach to market is an ‘open’ tender or a ‘limited’ tender (inviting only one or a select number of suppliers); and
- even if it is only to say that they have no relevant personal interests or relationships and have received no gifts or hospitality from any relevant entity over the last 12 months.

The Declaration must be made:

- (a) where there is an open tender or the respondents to the tender will only become known once submissions are received, once the respondents are known and before material for evaluation is sent to the panel;
- (b) in the case of a limited tender, where the suppliers to be approached are known, prior to finalisation of the evaluation methodology and sending out invitations to tender;
- (c) if a staff member’s involvement commences after the point in (a) or (b) as applicable, as soon as possible after the involvement commences; or
- (d) if a conflict or potential conflict emerges or is discovered during the procurement process immediately that conflict or potential conflict is identified.

The Procurement Declaration of Interests form should be used in these situations as it is designed for the declaration of interests relevant to a specific procurement, and it specifically covers gifts and hospitality. The template Procurement Declaration of Interests form can be found in the RBA Legal Templates in Word under the ‘RBA’ tab.

If the procurement process involves an evaluation panel then, at the conclusion of the procurement process, each member of the evaluation panel must make the following declaration which should be included in the Evaluation Panel Recommendation Report (this is in addition to the Procurement Declaration of Interests form that they are required to complete at the beginning of the selection process or on their first involvement with that process or first becoming aware of an actual or potential conflict):

The following text must be inserted as part of the document, updated to ensure it reflects the situation of all participating Evaluation Panel members:

‘Each member of the evaluation panel whose name appears [above/below] declares, that to the best of his or her knowledge and belief, after due enquiry as at the date of this declaration, that neither they, nor any member of their immediate family, has any duties or interests which, or which would reasonably be perceived to, conflict with his or her duties and interests as a member of the evaluation panel [except as they have previously disclosed on or prior to appointment to the evaluation panel].’

For further information refer to these Instructions and the following notes:

Note 1: If any member of the evaluation panel has disclosed an interest and the words in brackets are added to the above attestation as a result, then a copy of the Procurement Declaration of Interests form on which the disclosure was made should be attached to the evaluation report.

Note 2: When addressing conflicts of interest, ensure disclosures include but are not limited to the following: hospitality and gifts received from a respondent in the past 12 months, current or previous material relationships, financial interests and relevant interests of immediate family.

Other staff in a support or advisory role

Other staff who support procurements with an estimated value exceeding \$100,000 (including GST), including advisors, are not required to complete a formal Procurement Declaration of Interests unless they and/or members of their immediate family have relevant financial or personal interests or relationships or have received gifts or hospitality from a relevant entity in the previous 12 months, in which case they must complete such a Declaration.

Approvers

Staff with responsibility for approving the final selection of a supplier must also make a declaration of interests in relation to that procurement. If there are no relevant financial or personal interests or relationships to declare and no gifts or hospitality have been received during the previous 12 months from the final recommended supplier, this should be noted in the final approval memorandum. Where there is a relevant financial or personal interest or relationship, or an approver has received gifts or hospitality from the final recommended supplier during the previous 12 months, a Procurement Declaration of Interests must be completed and the approver’s direct manager is to assess whether this should preclude them from approving the final selection.

13.2.2 ‘Self-service’ procurements

For ‘Self-service’ procurements (procurements with an estimated value of \$100,000 or below), Procurement Declaration of Interests forms are not required for staff with nothing to declare. However, if a staff member:

- is involved in a procurement that is, under the Procurement Guidelines, classified as a ‘Self-service’ procurement; and

- has a material personal interest relevant to that procurement,

they must disclose that interest to their Head of Department and (if appropriate) to the business owner of the procurement. It should be done in writing so that there is a record of the disclosure. The relevant Head of Department will indicate to the staff member whether they should complete a Declaration of Material Personal Interests form, or sign a Procurement Declaration of Interests form and the documentation pertaining to this declaration should be saved in accordance with the instructions on Procurement Governance on the Procurement Intranet Site.

13.2.3 Disposal of Bank assets

A probity check is required before disposal activity commences. Any actual or potential conflicts of interest with respect to a potential purchaser or recipient of Bank assets must be disclosed in writing to the relevant Head of Department.

13.3 Annual Declarations

If an interest or relationship is relevant to your work, even if it has previously been disclosed in a procurement process, you must:

- bring it to the attention of your Head of Department or the relevant Governor when it becomes apparent that the interest or relationship is relevant to the particular work you are doing; and
- complete an annual declaration if the interest is relevant on an ongoing basis.

Some staff involved in procurements will be required annually to complete a Declaration of Material Personal Interests form (see Section 6 of these Instructions). If you are one of these staff:

- you are required to follow the procedures in this Appendix 1 in relation to procurement as well as completing the annual declaration; and
- completion of an annual declaration does not relieve you from the obligation to declare an interest or relationship to your Head of Department as soon as you realise that it is relevant to the particular decisions or recommendations you are involved in.

If you have any doubt about whether you should disclose an interest or relationship, or how you should do so, speak to your Head of Department.

14. Appendix 2: Examples

To assist your understanding of the way this Instruction operates, answers to some frequently asked questions are included below. These are intended to illustrate the way this Instruction might work in a particular case and are not exhaustive. The particular circumstances in one case may lead to a result that is different from another, even though in some respects the two cases might appear similar.

Q. I work in Communications Division as a graphic designer and have a mortgage with a major bank. Do I need to declare my mortgage as a material personal interest?

A. If your work does not involve having access to any sensitive or confidential information relating to your bank and you are not involved in any reviews or decision-making processes related to that bank, then your mortgage is not considered to be a material personal interest in terms of these Instructions and you do not need to declare it.

Q. I have just joined the Bank and commenced work in Note Issue. Prior to joining the Bank I owned shares in an armoured car company. Do I need to declare my shares?

A. These shares may constitute a material personal interest if they relate to work you may conduct regarding banknote distribution activities. You should check with your Head of Department or Assistant Governor whether the interest is material or not.

Q. I have just moved to DM and am working in a team that has access to information about open market operations and standing facilities. Before I joined DM I bought some bank shares and I still hold them. Do I need to declare my bank shares?

A. Yes, you must declare your holding of bank shares. In your role you will have access to highly confidential information about banks that could at some stage indicate liquidity issues. Accordingly, there is the potential for your personal interest as a holder of bank shares to conflict with your duties at work.

Note: The answer to this question would be the same if your new role was in the Portfolio Risk and Compliance (PRC) section in RM or in a team in PS with access to RITS transaction data.

Q. I work in IT and provide support to FS relating to its data base of sensitive and confidential information that has been provided by APRA. I have shares in a bank. Do I need to declare my bank shares?

A. You must declare your bank shares (and submit an annual declaration) while you are in this role. In addition to your own Head of Department, the Head of FS or DM will review your declaration.

Q. I work in PS with access to confidential data on commercial banks. Do I need to declare my shares in a mining company?

A. You only need to declare financial interests that are relevant to your role and responsibilities at the Bank. If your work, or the data you have access to, does not relate to mining companies then you don't need to declare those shares. If you had bank shares rather than shares in a mining company, then you would need to declare those bank shares.

Q. I have been asked to research a company and one of my close family members works there. Do I need to declare this relationship?

- A. In the first instance, you should discuss the relationship with your Head of Department or relevant Governor. You may be asked to complete a declaration, for example, if the research will contribute to a decision relating to the company.

Q. I am preparing a procurement that will involve approaching only one vendor. Do I still need to submit a declaration of interests?

- A. If the estimated value of the procurement exceeds \$100,000 and you have a direct role in recommending or selecting a preferred tenderer (for example, because you are a scoring member of an evaluation panel or the procurement lead on the tender) you will need to submit a Procurement Declaration of Interest even if it is only to say that you have no relevant personal interests or relationships and have received no gifts or hospitality.

If the procurement estimated value is \$100,000 or less you will only need to declare a relevant personal interest or relationship if you have such a personal interest or relationship. If you do, tell your Head of Department and they will let you know whether you should complete a Declaration of Material Personal Interests form or sign a Procurement Declaration of Interests form.

Q. I am involved in a procurement valued at over \$100,000 that will likely result in the current vendor being reappointed. Do I need to submit a Procurement Declarations of Interests?

- A. If you have a direct role in recommending or selecting a preferred tenderer, even if it is the current vendor, (for example, because you are a scoring member of an evaluation panel or the procurement lead on the tender) then you will need to submit a Procurement Declarations of Interest even if it is only to say that you have no relevant personal interests or relationships and have received no gifts or hospitality.

Q. When I make a disclosure of a material personal interest, what sort of information do I need to provide?

- A. You should provide sufficient information to enable the reviewer of your declaration to understand the nature and materiality of your interest. For example, you should provide:
- the full name of any company or other business in which you have a material personal interest, and the type of interest (shareholder, deposit account holder, borrower, mortgagor, director etc.);
 - if that company or business is not a listed entity, the type of business/activities it carries on;
 - the location (suburb/town and state/country) of any real estate and whether it is a residential or commercial property;
 - the name, employer and position/title of any individual.

However, you need not disclose the extent of an interest (for example, the number or value of shares held or the size of a mortgage or a bank balance) – though the Bank could ask for further information in need – see Section 7.2 of the Instructions.

In some cases it will be obvious to the reviewer why you have made the disclosure (e.g. if you work in DM or FS and have disclosed a shareholding in a bank that you acquired before moving to your current department), in which case you need not explain why you have made the disclosure. However, if there is no really obvious connection between your role at the Bank and your disclosure, then you should briefly explain why you have made the disclosure.

Table 1— Skills matrix: Monetary Policy Board

CORE ATTRIBUTES AND EXPERIENCE	
<ul style="list-style-type: none"> Each external Board member must possess the following core attributes and experience. 	
Strategic perspective	<ul style="list-style-type: none"> Ability to make effective decisions in complex situations where there is a high degree of uncertainty and ambiguity. Ability to anticipate emerging issues and balance risks.
Analytical ability	<ul style="list-style-type: none"> Ability to interpret and apply key economic data utilised in the formulation of monetary policy. Ability to digest large volumes of information or research and develop reasoned views quickly, while balancing risks and trade-offs.
Communication	<ul style="list-style-type: none"> Ability to contribute constructively to discussions. Ability to challenge the thinking of others while maintaining an open mind. Ability to communicate complex issues to diverse audiences.
Ethics and integrity	<ul style="list-style-type: none"> Ability to operate with and promote the highest ethical and professional standards, including in decision-making.
Independence	<ul style="list-style-type: none"> Ability to form and debate own views on decisions and maintain an independent mind.
Leadership	<ul style="list-style-type: none"> Ability to set the direction of an organisation, develop strategic plans, and drive continual improvement. Ability to work collegially and constructively, respecting diverse views and perspectives, to achieve the best outcome.
Executive/Board experience	<ul style="list-style-type: none"> Relevant experience as a senior executive or member of a Board in the private, public, or non-profit sectors.
Qualifications	<ul style="list-style-type: none"> A Bachelor (or preferably higher) degree in economics, finance, or another relevant discipline or equivalent experience.
EXPERT SKILLS	
<ul style="list-style-type: none"> Each external Board member must demonstrate significant expertise in least one of the categories below. External board members, as a group, should demonstrate expertise across all categories. Expertise in these areas can be demonstrated in a variety of ways, including through practical experience or formal qualifications. 	
Economics	<ul style="list-style-type: none"> A minimum of <u>two members</u> with expertise collectively covering at least two of the following: <ul style="list-style-type: none"> open economy macroeconomics monetary economics labour economics the modelling, analysis and forecasting of macroeconomic data.
Financial system	<ul style="list-style-type: none"> Expertise in financial markets, banking or related regulation.
Industry	<ul style="list-style-type: none"> Expertise in industry and the business environment in Australia, including (but not limited to) knowledge of trade, labour markets or supply chains.

Table 2—Example skills matrix: Monetary Policy Board

NAME	Board member 1	Board member 2	Board member 3	Board member 4	Board member 5	Board member 6
Term expiry						
Core attributes and experience						
Strategic perspective						
Analytical ability						
Communication						
Ethics and integrity						
Independence						
Leadership						
Executive/Board experience						
Qualifications						
Expert skills						
Economics						
Financial system						
Industry						

Table 3—Skills matrix: Governance Board

CORE SKILLS	
<ul style="list-style-type: none"> Each external Board member must possess the following core attributes and experience. 	
Strategic perspective	<ul style="list-style-type: none"> Ability to make effective decisions in complex situations with a high degree of uncertainty and ambiguity. Ability to anticipate emerging issues and balance risks.
Analytical ability	<ul style="list-style-type: none"> Ability to quickly digest and interpret data to identify key issues
Communication	<ul style="list-style-type: none"> Ability to contribute constructively to discussions. Ability to challenge the thinking of others while maintaining an open mind. Ability to communicate complex issues effectively at a high level.
Ethics and integrity	<ul style="list-style-type: none"> Ability to operate with and promote the highest ethical and professional standards, including in decision-making.
Independence	<ul style="list-style-type: none"> Ability to form own views on decisions and maintain an independent mind.
Leadership	<ul style="list-style-type: none"> Ability to set the direction of an organisation, develop strategic plans and drive continual improvement. Ability to work collegially and constructively, respecting diverse views and perspectives, to achieve the best outcome.
Executive/Board experience	<ul style="list-style-type: none"> Relevant experience as a senior executive or member of a Board of a large, complex organisation in the private, public or non-profit sectors.
Qualifications	<ul style="list-style-type: none"> A Bachelor (or preferably higher) degree in finance, accounting, information technology, law, business administration or another relevant discipline or equivalent experience.
EXPERT SKILLS	
<ul style="list-style-type: none"> Each external Board member must demonstrate significant expertise in at least one of the categories below. External board members, as a group, should demonstrate expertise across all categories. Expertise in these areas can be demonstrated in a variety of ways, including through practical experience or formal qualifications. 	
Finance	<ul style="list-style-type: none"> Expertise in financial accounting and reporting, or actuarial analysis.
Audit and risk management	<ul style="list-style-type: none"> Expertise in identifying key risks in an organisation and developing appropriate frameworks to manage them. Expertise overseeing complex compliance obligations.
Technology	<ul style="list-style-type: none"> Expertise in technology strategy and innovation. Expertise in information governance issues including privacy, data management and information security.
Business operations	<ul style="list-style-type: none"> Expertise in managing, large, complex organisations in either manufacturing, financial services or related industries. Expertise in strategic planning around people and their skills in a large organisation. Expertise in procurement and lifecycle management of tangible and intangible assets.
Corporate governance	<ul style="list-style-type: none"> Expertise in corporate governance, or corporate, banking or finance law

Table 4—Example skills matrix: Governance Board

NAME	Board member 1	Board member 2	Board member 3	Board member 4	Board member 5	Board member 6
Term expiry						
Core attributes and experience						
Strategic perspective						
Analytical ability						
Communication						
Ethics and integrity						
Independence						
Leadership						
Executive/Board experience						
Qualifications						
Expert skills						
Finance						
Audit and risk management						
Technology						
Business operations						
Corporate governance						