



Part 1:

About the Reserve Bank

Yamatji Country
Lake Hutt Lagoon, Port Gregory
Western Australia

1.1 Our Role

The Reserve Bank of Australia (RBA) is Australia's central bank, as established under the *Reserve Bank Act 1959*. The RBA has five broad responsibilities:

- to determine and implement monetary policy in pursuit of price stability and full employment
- to foster the stability of the financial system
- to support a secure, stable and efficient payments system
- to deliver efficient and effective banking services to the Australian Government
- to provide secure and reliable Australian banknotes.

Our mission is to promote the economic welfare of the Australian people through our monetary and financial policies and operations. Our vision is to be an open and dynamic central bank that is trusted for the quality of our analysis, service delivery and policies.

To best equip us to achieve our objectives, now and into the future, the RBA has five strategic priorities, as outlined in the 2024/25 Corporate Plan.¹ These are shown in Figure 1.1.1.

Figure 1.1.1: RBA Corporate Plan



Price stability and full employment

The RBA's responsibility for monetary policy is set out in section 10(2) of the Reserve Bank Act, which states:

It is the duty of the Reserve Bank Board, within the limits of its powers, to ensure that the monetary and banking policy of the Bank is directed to the greatest advantage of the people of Australia and that the powers of the Bank ... are exercised in such a manner as, in the opinion of the Reserve Bank Board, will best contribute to:

- (a) *the stability of the currency of Australia;*
- (b) *the maintenance of full employment in Australia; and*
- (c) *the economic prosperity and welfare of the people of Australia.*

In support of this, the *Statement on the Conduct of Monetary Policy* confirms our continuing commitment to achieving low and stable consumer price inflation and sustainable full employment.² Low and stable inflation – or price stability – preserves the value of money, reduces uncertainty and supports strong and sustainable economic growth over the longer term. It helps businesses and households make sound spending and investment decisions. Likewise, full employment supports people financially and provides them with a sense of purpose. It helps to foster mental and physical wellbeing, and increases the prospect of diverse thinking and innovation.

We work to achieve these objectives for both price stability and full employment through monetary policy settings aimed at keeping inflation between 2 and 3 per cent and employment at the maximum level that is consistent with low and stable inflation.

Monetary policy decisions are implemented through our operations in domestic financial markets and the setting of administered interest rates for our liquidity facilities. Operations in financial markets are also undertaken to ensure the stable functioning of the financial system, including by ensuring there is sufficient liquidity in the domestic money market. If required, we can also intervene in foreign exchange markets to address dysfunction and/or a significant misalignment in the value of the Australian dollar.

The stability of the financial system

A stable financial system is a precondition to maintaining price stability and full employment. It facilitates the smooth flow of funds between savers and investors, and supports innovation and growth. Given the serious damage to employment and economic prosperity that can be caused by financial instability, the Reserve Bank Act has long had an implied mandate to pursue financial stability. This responsibility is included in the *Statement on the Conduct of Monetary Policy*. The RBA also has specific responsibility to oversee financial market infrastructures that could have implications for financial stability (see below).

We contribute to financial stability by working closely with the Council of Financial Regulators (CFR) to identify and address risks, overseeing market infrastructures that are central to the effective operation of the financial system and providing adequate liquidity. The Governor chairs the CFR, which brings together the RBA, the Australian Prudential Regulation Authority (APRA), the Australian Securities and Investments Commission (ASIC) and the Australian Treasury. The CFR is a non-statutory body whose role is to promote the stability of the Australian financial system and support effective and efficient regulation by the financial regulatory agencies. It draws on the expertise of other non-member government agencies where appropriate, and meets jointly with the Australian Competition and Consumer Commission (ACCC), the Australian Transaction Reports and Analysis Centre (AUSTRAC) and the Australian Taxation Office at least annually to discuss broader financial sector policy matters. The RBA's central position in the financial system, and as the ultimate provider of liquidity to the system, gives it a key role in financial crisis management, in conjunction with the other members of the CFR.

A secure, stable and efficient payments system

Australians expect payments to be cost effective, convenient and accessible. Having a reliable payments system is also critical for the smooth functioning of the economy and financial system. We promote these objectives as both supervisor and regulator of the payments system and as the owner and operator of critical national payments infrastructure.

In relation to our policymaking role, it is the duty of the Payments System Board to ensure the RBA's payments system policy is directed to the greatest advantage of the people of Australia, and to ensure its powers under the *Payment Systems (Regulation) Act 1998* and the *Payment Systems and Netting Act 1998* are exercised in a way that, in the Board's opinion, will best contribute to:

- controlling risk in the financial system
- promoting the efficiency of the payments system
- promoting competition in the market for payment services, consistent with the overall stability of the financial system.

In addition, the Payments System Board is required to ensure the powers and functions of the RBA under Part 7.3 of the *Corporations Act 2001* are exercised in a way that, in the Board's opinion, will best contribute to the overall stability of the financial system. These powers and functions relate to the supervision of central counterparties and securities settlement facilities, which are key components of the infrastructure that supports financial markets. The RBA's payments policy area also acts as overseer of Australia's high-value payment system – the Reserve Bank Information and Transfer System (RITS).

Our operational role in the payments system is effected through our ownership and management of RITS (including the Fast Settlement Service), which is used by banks and other approved financial institutions to settle their payment obligations efficiently on a real-time, gross settlement basis. This ensures there is no build-up of settlement obligations associated with high-value transactions, thereby promoting the stability of Australia's financial system.

The delivery of efficient and effective banking services to the Australian Government

The RBA must, insofar as the Commonwealth of Australia requires it to do so, act as banker for the Commonwealth. We provide the Australian Government and its agencies with access to high-quality, cost-effective and secure systems to collect, pay and manage government funds. This, in turn, supports the Commonwealth to serve the Australian people.

Our government banking services broadly comprise two activities: managing the Australian Government's core accounts; and providing transactional banking services to Australian government agencies. In common with other central banks, we also provide banking and custody services to a number of overseas central banks and official institutions. The banking services offered to the Australian Government and other central banks include payments and collections, as well as general account maintenance and reporting.

The provision of secure and reliable banknotes

While Australians have reduced their use of cash for everyday transactions, it remains an important means of payment for many. In addition, cash continues to be used as a store of value and as a back-up payment method. Ensuring Australians have confidence in banknotes is critical to meeting these needs.

We preserve this confidence by designing, creating and issuing Australian banknotes that are secure and reliable. This is done in partnership with our wholly owned subsidiary, Note Printing Australia Limited (NPA). NPA also produces banknotes for other countries, as well as Australian passports and other security products. The RBA distributes banknotes to financial institutions, monitors and maintains the quality of banknotes in circulation and withdraws unfit banknotes from circulation.

Endnotes

1 See RBA (2024), 'Corporate Plan 2024/25'.

2 This agreement was renewed in December 2023. See The Treasurer and The Reserve Bank Board (2023), *Statement on the Conduct of Monetary Policy*, December.

1.2 Governance and Accountability

The RBA is an independent central bank, accountable to the Parliament of Australia. It has two boards: the Reserve Bank Board, which has responsibility for monetary and banking policy and the RBA's policy on other matters excluding payments system policy; and the Payments System Board, which has responsibility for payments system policy. In other respects, the Governor manages the RBA and is also its accountable authority. A significant transformation of the RBA's structure, governance and processes is currently underway, as discussed below.

Governance

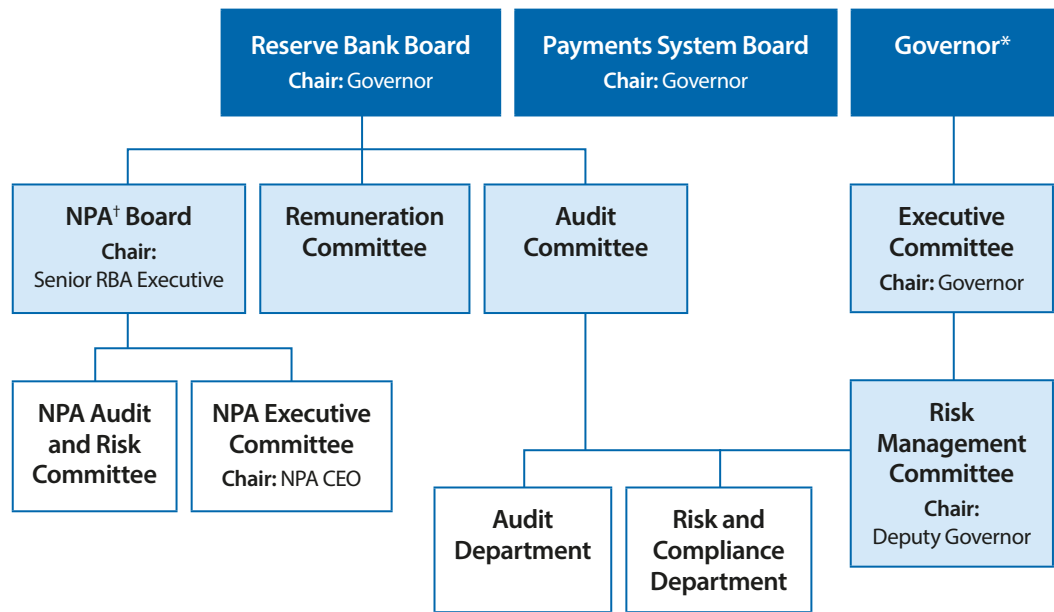
The RBA is a body corporate distinct from the Commonwealth of Australia. This body corporate, established under the *Commonwealth Bank Act 1911* and continued in existence under the *Commonwealth Bank Act 1945*, was preserved with the name 'Reserve Bank of Australia' under the *Reserve Bank Act 1959*. The RBA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Under the Reserve Bank Act, the RBA is managed by the Governor, who is also the Chair of the Reserve Bank Board and the Payments System Board (Figure 1.2.1). The Governor is the 'accountable authority' under the PGPA Act and is assisted in their management responsibilities by the Executive Committee and the Risk Management Committee (see Part 3.1: Management of the RBA).

Our two boards have the responsibilities and objectives set out in the Reserve Bank Act and operational independence to determine the policies that best achieve these. In terms of monetary policy, the *Statement on the Conduct of Monetary Policy*, as updated from time to time, has recorded the common understanding of the RBA and the Australian Government on key aspects of Australia's monetary and central banking policy framework since 1996. The most recent agreement in December 2023 was reached with the Reserve Bank Board, unlike prior agreements, which had been with the Governor.¹

Note Printing Australia Limited (NPA) is a wholly owned subsidiary of the RBA. NPA operates under a charter reviewed and approved annually by the Reserve Bank Board.

Figure 1.2.1: RBA Governance Structure
September 2024



† Note Printing Australia Limited

* Under section 12 of the *Reserve Bank Act 1959*, the Governor is responsible for managing the RBA and under section 7A of the *Reserve Bank Act*, the Governor is the accountable authority of the RBA for the purposes of the *Public Governance, Performance and Accountability Act 2013*.

Reserve Bank Board

The Reserve Bank Act gives the Board power to determine RBA policy on any matter other than payments system policy. The Board has a duty to ensure that our monetary and banking policy is directed to the greatest advantage of the people of Australia.

Details on membership of the Reserve Bank Board are provided in Part 1.3: Reserve Bank Board.

From February 2024, the Reserve Bank Board started meeting eight instead of 11 times a year, on the recommendation of the Australian Government’s 2023 Review of the Reserve Bank (the RBA Review). Given this change, the Board met 10 times in 2023/24.

Five members form a quorum for a meeting of the Board. Consistent with the Reserve Bank Act, the Board makes decisions by a majority of the members present, with the Chair having a casting vote, if necessary. Reserve Bank Board meetings are usually held at the RBA Head Office in Sydney. In 2023/24, five meetings were held via hybrid arrangements with some members participating remotely. Attendance by members is shown in Table 1.2.1.

The Reserve Bank Board has an Audit Committee and a Remuneration Committee, whose activities are described below.

Table 1.2.1: Reserve Bank Board Meetings – 2023/24

Attendance by members

Member	Role	Term	No. of meetings attended	No. of meetings eligible to attend
Philip Lowe	Chair; RBA Governor	Sep 2016 – Sep 2023	2	2
Michele Bullock ^(a)	Chair; RBA Governor	Sep 2023 – Sep 2030	10	10
Andrew Hauser	Deputy Chair; RBA Deputy Governor	Feb 2024 – Feb 2029	3	3
Steven Kennedy	<i>Ex officio</i> ; Secretary to the Australian Treasury	Sep 2019 –	10	10
Mark Barnaba	Non-executive member	Aug 2017 – Aug 2023	1	2
Ian Harper	Non-executive member	Jul 2016 – Jul 2026	9	10
Carolyn Hewson	Non-executive member	Mar 2021 – Mar 2026	10	10
Iain Ross	Non-executive member	May 2023 – May 2028	10	10
Elana Rubin	Non-executive member	Aug 2023 – Aug 2028	8	8
Carol Schwartz	Non-executive member	Feb 2017 – Feb 2027	10	10
Alison Watkins	Non-executive member	Dec 2020 – Dec 2025	10	10

(a) Michele Bullock's term on the Board as Deputy Chair (RBA Deputy Governor) ended on 17 September 2023 and she commenced as Chair (RBA Governor) on 18 September 2023.



Reserve Bank Board members at their meeting in August 2024. From left to right: Anthony Dickman (Reserve Bank Secretary), Elana Rubin AM, Steven Kennedy PSM, Carolyn Hewson AO, Deputy Governor Andrew Hauser, Governor Michele Bullock, Alison Watkins AM, Iain Ross AO, Ian Harper AO (absent: Carol Schwartz AO). Source: RBA.

Other policy matters

The Governor reports annually to the Reserve Bank Board on the review and implementation of key policies that are determined and managed by the Governor, including information on compliance arrangements. An annual report on work health and safety is also presented to the Board. The reports for 2023/24 were provided to the Board at its September 2024 meeting.

Audit Committee

The Audit Committee is a subcommittee of the Reserve Bank Board. The Committee fulfils certain obligations under the Reserve Bank Act and the PGPA Act, namely:

- It assists the Governor (as the RBA’s accountable authority) and the Reserve Bank Board by reviewing the appropriateness of the RBA’s financial reporting, including the financial statements in the Annual Report.

- It assists the Governor by reviewing the appropriateness of the RBA’s:
 - performance reporting, including the Annual Performance Statement in the Annual Report
 - systems of risk oversight and management
 - systems of internal control.

The Audit Committee’s charter is published on the RBA website.²

Details of membership of the Audit Committee are provided in Part 1.3: Reserve Bank Board.

During 2023/24 the Audit Committee met on four occasions. Attendance by members is shown in Table 1.2.2.

Table 1.2.2: Audit Committee Meetings – 2023/24

Attendance by members

Member	Role	Term	No. of meetings attended	No. of meetings eligible to attend
Mark Barnaba	Chair	Jul 2018 – Aug 2023	1	1
Alison Watkins ^{(a),(b)}	Chair	Feb 2021 – Dec 2025	4	4
Sandra Birkenleigh	Non-executive member	Sep 2018 – Sep 2023	1	1
Rahoul Chowdry	Non-executive member	Feb 2018 – Feb 2026	4	4
Greg Couttas	Non-executive member	Sep 2023 – Sep 2028	3	3
Carolyn Hewson ^(b)	Non-executive member	Aug 2023 – Mar 2026	3	3

(a) Alison Watkins was appointed Chair on 31 August 2023.

(b) Member of the Reserve Bank Board.

Consistent with best practice governance standards, none of the members of the Audit Committee is an employee or executive of the RBA. Representatives of the RBA's internal and external auditors participate in meetings as appropriate at the invitation of the Chair. The Deputy Governor attends meetings of the Committee on a regular basis as the chief representative of the RBA's management. Other regular attendees from our senior executive team include the Chief Operating Officer (a new role established in 2024), Chief Financial Officer, Chief Risk Officer and Head of Audit Department; other executives attend meetings of the Committee as required.

At its August 2024 meeting, the Audit Committee considered, and then agreed to endorse, the RBA's draft consolidated financial statements for the year ended 30 June 2024 for presentation to the Governor and the Reserve Bank Board. The Committee meets at least annually with the external auditors without RBA management present; over the past year, this occurred immediately prior to the August 2024 meeting. It also meets annually with the Head of Audit Department without other management present; over the past year, this occurred immediately after the May 2024 meeting.

Remuneration Committee

The Remuneration Committee of the Reserve Bank Board is established, consistent with section 24A of the Reserve Bank Act, to recommend to the Board terms and conditions relating to the remuneration and allowances for the Governor and Deputy Governor.

Details of membership of the Remuneration Committee are provided in Part 1.3: Reserve Bank Board.

During 2023/24 the Remuneration Committee met on four occasions. Attendance by members is shown in Table 1.2.3.

The offices of Governor and Deputy Governor are principal executive offices in terms of the *Remuneration Tribunal Act 1973*, which provides for the Remuneration Tribunal to determine the applicable remuneration reference rate for these offices. The Remuneration Committee annually reviews the terms and conditions (including remuneration) applying to the Governor and Deputy Governor and recommends any adjustments to the Reserve Bank Board for approval, providing that such terms and conditions are consistent with the framework for principal executive offices determined by the Remuneration Tribunal. In accordance with section 21A of the Reserve Bank Act, neither the Governor nor the Deputy Governor takes part in decisions of the Reserve Bank Board relating to the determination or application of any terms or conditions on which either of them holds office.

The Remuneration Committee is also kept informed of the general remuneration arrangements for RBA staff. The Committee communicates with the Remuneration Tribunal and the Treasurer as required.

Table 1.2.3: Remuneration Committee Meetings – 2023/24

Attendance by members

Member	Role	Term	No. of meetings attended	No. of meetings eligible to attend
Carol Schwartz ^(a)	Chair	Aug 2017 – Feb 2027	4	4
Ian Harper	Member	Aug 2016 – Jul 2026	4	4
Iain Ross	Member	Jun 2023 – May 2028	4	4

(a) Carol Schwartz's term on the Remuneration Committee as a member ended on 6 April 2021 and she commenced as Chair on 7 April 2021.

Payments System Board

The Reserve Bank Act requires the Payments System Board to ensure, within the limits of its powers, that the RBA's payments system policy is directed to the greatest advantage of the people of Australia and that the RBA's powers under the *Payment Systems (Regulation) Act 1998* and the *Payment Systems and Netting Act 1998* are exercised in such a way that, in the Board's opinion, will best contribute to:

- (a) controlling risk in the financial system
- (b) promoting the efficiency of the payments system
- (c) promoting competition in the market for payment services, consistent with the overall stability of the financial system.

The Payments System Board also has responsibility to ensure that the RBA's powers and functions under Part 7.3 of the *Corporations Act 2001* (dealing with licensing of clearing and settlement facilities) are exercised in a way that will best contribute to the overall stability of the financial system.

The Payments System Board issues a separate Annual Report, which, as required under the Reserve Bank Act, informs the Treasurer of the RBA's role and activities in relation to payments system policy. It also covers certain matters relating to the standards that the RBA determines under section 827D of the Corporations Act and developments in the clearing and settlement industry that are relevant to Australia's financial stability.

Information on membership of the Payments System Board is provided in Part 1.4: Payments System Board.

During 2023/24 the Payments System Board met four times, all in person at the RBA Head Office in Sydney. Five members form a quorum at a meeting of the Board; five members are also required to pass a resolution without a meeting. Attendance by members is shown in Table 1.2.4.

Table 1.2.4: Payments System Board Meetings – 2023/24

Attendance by members

Member	Role	Term	No. of meetings attended	No. of meetings eligible to attend
Philip Lowe	Chair; RBA Governor	Sep 2016 – Sep 2023	1	1
Michele Bullock ^(a)	Chair; RBA Governor	Sep 2023 – Sep 2030	4	4
Brad Jones	Deputy Chair	Jan 2024 –	2	2
John Lonsdale	APRA representative	Nov 2022 –	3	3
Ross Buckley	Non-executive member	Aug 2023 – Jul 2028	4	4
Gina Cass-Gottlieb	Non-executive member	Jul 2013 – Aug 2028 ^(b)	3	4
Michelle Deaker	Non-executive member	Aug 2023 – Jul 2028	4	4
Scott Farrell	Non-executive member	Mar 2022 – Mar 2027	4	4
Deborah Ralston	Non-executive member	Dec 2016 – Dec 2026	4	4

(a) Michele Bullock's term on the Board as Deputy Chair ended on 17 September 2023 and she commenced as Chair (RBA Governor) on 18 September 2023.

(b) Gina Cass-Gottlieb's first term on the Board ended on 14 July 2018 and she was reappointed to a second term on 1 August 2018.



Payments System Board members at their meeting in August 2024. From left to right: Anthony Dickman (Reserve Bank Secretary), Gina Cass-Gottlieb, Michelle Deaker, Ross Buckley, Governor Michele Bullock, John Lonsdale, Deborah Ralston, Scott Farrell, Assistant Governor (Financial System) Brad Jones. Source: RBA.

Note Printing Australia Limited

NPA is a wholly owned subsidiary of the RBA, operating under a charter reviewed and approved annually by the Reserve Bank Board. NPA's prime function is the efficient and cost-effective production of high-quality and secure Australian banknotes, in accordance with specifications and requirements set by the RBA. NPA also produces banknotes for other issuing authorities, Australian passport booklets and other security products.

NPA is governed by a board of directors appointed by the RBA. As at the date of this report, the NPA Board comprises four RBA executives and one external director:

- Christopher Kent (Assistant Governor, Financial Markets) as Chair
- Greg Johnston (Program Director, Payments Operations Program) as alternate Chair
- Emma Costello (Chief Financial Officer)
- Keith Drayton (Chief Risk Officer)
- Ross Pilling, a non-executive external director who has held several senior management roles and directorships in the manufacturing sector.

The NPA Board has an Audit and Risk Committee, whose membership comprises:

- Keith Drayton (Chair)
- Emma Costello
- Megan Haas, an external member and former PricewaterhouseCoopers partner with a strong background in cybersecurity and risk assurance across a broad range of industries, including manufacturing.

More detail on NPA is provided in Part 1.5: Operational Structure and Part 2.4: Banknotes.

Governance matters

Conduct of Board members

On appointment to the Reserve Bank Board or the Payments System Board, each member is required under the Reserve Bank Act to sign a declaration to maintain confidentiality in relation to the affairs of the Board and the RBA.

Members must comply with the statutory obligations for RBA officials, including the general duties for officials set out in the PGPA Act. Members' obligations under the PGPA Act include, but are not limited to, obligations to exercise their powers and discharge their duties with care and diligence, honestly, in good faith and for a proper purpose. Members must not use their position, or any information obtained by virtue of their position, to benefit themselves or any other person, or to cause detriment to the RBA or any other person.

Disclosure of material personal interests

In order for members of the Reserve Bank Board to discuss and decide monetary and financial stability policies, notwithstanding any material personal interest in the outcome, the Reserve Bank Act requires them to provide confidential disclosure of material personal interests to the Treasurer. This must be done annually, as well as following a substantial change.

Member of the Reserve Bank Board must declare to the other members of the Board any material personal interests they have in matters relating to the affairs of the Board other than monetary policy and financial stability. Members may give standing notice to other members outlining the nature and extent of a material personal interest in such matters.

Members of the Payments System Board must declare to the other members of the Board any material personal interest they have in matters relating to the affairs of the Board. Members may give standing notice to other members outlining the nature and extent of a material personal interest.

Codes of conduct

Codes of conduct for members of the Reserve Bank Board and the Payments System Board supplement these statutory requirements and impose obligations on members to ensure the highest possible standards of ethical conduct. The codes of conduct, which are available on the RBA website, provide general principles to guide the conduct of members in fulfilling their duties and responsibilities as board members and address a range of matters, including conflicts of interest. In the case of the Reserve Bank Board, the Code of Conduct covers restrictions on undertaking, or being involved in, financial transactions of certain types at certain times.³

In November 2023, the Payments System Board agreed to strengthen arrangements to manage members' actual or perceived conflicts of interest. This included introducing a prohibition on active trading in financial instruments of potentially regulated institutions (as defined in the Code of Conduct). Revisions to the Code also introduced a 'blackout period', during which members and associated entities are prohibited from conducting any transactions in financial instruments of potentially regulated institutions; this period extends from the receipt of board papers until the media release following that meeting. The additional restrictions extend to entities controlled or influenced by members in a similar manner to those that apply to RBA staff and members of the Reserve Bank Board.

Policy risk management framework and Board reviews

Risks inherent in the decisions of the Reserve Bank Board and the Payments System Board are the direct responsibility of those boards. The boards review these risks periodically as part of their decision-making processes. Operational risks, including those related to the provision of advice to the Reserve Bank and Payments System boards and the implications arising from their decisions, are managed by executives via the RBA's risk management framework, as discussed in Part 3.3: Risk Management.

Reserve Bank Board reviews

Towards the end of 2023, the Reserve Bank Board conducted its annual review of the key risks inherent in the formulation of monetary policy, and the monetary policy risk register and control framework. The Board endorsed updates to the risk register to incorporate heightened risks in relation to a potential lack of continuity when establishing new governance arrangements, as well as the potential for conflict between the proposed new boards over policy-related matters.

At the same time, the Reserve Bank Board conducted its annual review of its own operation and processes, based on a survey of Board members. It concluded that essential processes were functioning effectively and that the revised approach to the meeting schedule that would commence in February 2024 was expected to provide sufficient time for deliberation of key issues relevant for monetary policy.

The performance of the Reserve Bank Board's Audit and Remuneration committees is assessed as part of the annual review of the effectiveness of the Board itself. The 2023 review concluded that the committees and their processes were functioning effectively. A review by the Audit Committee in 2024 of its own processes concluded it was operating effectively. Members discussed the importance of the Committee's role in providing guidance to management in understanding the risks faced by the RBA in its project and change portfolio, and in developing an appropriate framework for prioritisation.

Payments System Board reviews

Towards the end of 2023, the Payments System Board conducted its annual review of the key risks inherent in the formulation of payments system policy and the payments system policy risk register and control framework. The Board assessed that the risk control framework remained appropriate to manage payments system policy risks adequately and made only modest refinements to the risk register.

In May 2024, the Payments System Board conducted its annual review of its own operation and processes, based on a survey of Board members. It concluded that Board processes were functioning effectively. Members emphasised the importance of taking sufficient time to consider longer term issues relevant to payments system policy.

Conflicts of interest and payments policy matters

The RBA has several distinct areas of responsibility in the Australian payments system. It:

- owns, operates and participates in Australia's real-time gross settlement system – the Reserve Bank Information and Transfer System (RITS)
- provides transactional banking services to the Australian Government and its agencies
- is the principal regulator of the payments system through the Payments System Board.

While the various functions are distinct, their existence in the one institution may give rise to concerns about actual or perceived conflicts of interest. The Payments System Board and RBA senior management take seriously the possibility of any perception that the RBA's policy and operational roles may be conflicted, especially as this could undermine public confidence in regulatory and policy processes.

Accordingly, the RBA has policies in place for avoiding conflicts and dealing with them when they do occur. The Payments System Board has adopted such a policy, which is published on the RBA website and was reviewed most recently in August 2024.⁴ The policy focuses on interactions between the RBA's Payments Policy and Banking departments. Details of the steps taken to achieve compliance with the policy, including the minutes of informal meetings between departments, are audited regularly, with the results presented to the Payments System Board.

In the case of the RBA's oversight of RITS, the Payments System Board has a governance role in managing conflicts of interest. In particular, while the RBA's Financial Market Infrastructure Review Committee has formal responsibility to review and approve assessments of other financial market infrastructures, the Board retains primary responsibility for approving the staff's periodic assessments of RITS.

Induction of board and committee members

An induction program assists newly appointed members of the Reserve Bank Board, the Payments System Board and the Audit Committee in understanding their role and responsibilities. It provides them with an overview of the RBA's purpose, including the role of the relevant board or what is expected as a member of the Audit Committee (as applicable). The induction program briefs members on details of relevant developments in preceding years and also provides separate briefing sessions tailored to meet members' needs and interests.

Remuneration and allowances

The following arrangements are in place for remunerating members of the boards:

- Remuneration and travel allowances for the non-executive members of the Reserve Bank Board and the Payments System Board are set by the Remuneration Tribunal.
- Remuneration of members of the Reserve Bank Board and the Payments System Board is reported in Part 3.2: Our People and Note 12 of the Financial Statements, as they are key management personnel of the RBA.
- Remuneration of Reserve Bank Board members for their membership of the Audit Committee is determined by the Remuneration Tribunal; from 1 July 2023, remuneration was set at \$12,000 per annum plus superannuation for members and \$23,980 per annum plus superannuation for the chair. The RBA's longstanding practice has been to provide the same level of remuneration to members of the Audit Committee who are not also members of the Reserve Bank Board.
- Membership of the Remuneration Committee is not remunerated.

Indemnities for board and committee members and staff

Members of the Reserve Bank Board and the Payments System Board are indemnified to the extent permitted by law against liabilities incurred by reason of their appointment to the relevant board or by virtue of holding and discharging such office. Members of the Audit Committee who are not members of the Reserve Bank Board are indemnified on substantially the same terms as the indemnities given to Reserve Bank Board members.

Indemnities given prior to 1 July 2014

Certain other indemnities, all given prior to 1 July 2014, continue. These are:

- an indemnity to senior staff in relation to liabilities they may have incurred in the conduct of their duties at the RBA (this indemnity covers liability in relation to events over a period ending on 31 March 2017)
- indemnities to current and former senior staff and former Reserve Bank Board members who, at the request of the RBA, formerly served on the Board of NPA or the Board of CCL Secure Pty Limited (formerly Innovia Security Pty Ltd and, prior to that, Securrency International Pty Ltd).

Terms in indemnities

Section 22B of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) imposes limits on the granting of indemnities by corporate Commonwealth entities in relation to liabilities incurred from 28 February 2020. Indemnities issued by the RBA to new members of the Reserve Bank Board or the Payments System Board since that date have been consistent with section 22B of the PGPA Rule. Indemnities given prior to 1 July 2014 were in accordance with section 27M of the *Commonwealth Authorities and Companies Act 1997* (CAC Act), which specified when indemnity for liability and legal costs was not allowed. Indemnities given after 1 July 2014, when the CAC Act was repealed, but before the commencement of section 22B of the PGPA Rule, contain contractual restrictions reflecting the substance of the previous CAC Act restrictions. As the previous CAC Act restrictions were not materially different from the terms of section 22B of the PGPA Rule, the RBA's approach to indemnification of the members of its boards and its Audit Committee has not materially changed over time.

Policy on Assistance to Staff for Legal Proceedings

The RBA's policy on Assistance to Staff for Legal Proceedings applies in relation to events on or after 1 April 2017. This policy applies to all staff – not only senior staff – and is closely based on the rules that apply to the provision of assistance to staff for legal proceedings in non-corporate Commonwealth entities set out in Appendix E to the *Legal Services Directions 2017*. This policy states that assistance will not be provided when section 22B of the PGPA Rule forbids it. No assistance has been provided under this policy since its introduction in 2017.

Directors' and officers' insurance

As the RBA does not take out directors' and officers' insurance in relation to members of its boards or other officers, no premiums were paid for any such insurance in 2023/24.

Accountability

The Reserve Bank Board has an obligation under the Reserve Bank Act to inform the Australian Government of its monetary policy 'from time to time'. This obligation is discharged mainly by contact between the Governor and other senior executives and the Treasurer, usually by way of regular telephone discussions. (The Treasurer is the RBA's responsible Minister; in the reporting period, the Hon Dr Jim Chalmers MP.) The Governor also meets regularly with the House of Representatives Standing Committee on Economics.

The House of Representatives Standing Committee on Economics has, in its Standing Orders, an obligation to review the RBA annual report and the Payments System Board annual report. The Committee typically holds twice-yearly public hearings, at which the RBA presents its views on the economy and financial markets and other matters pertaining to its operations, and responds to questions from Committee members. Details of the appearances in 2023/24 are in Table 1.2.5.

In 2023/24 the Governor was invited to attend hearings of the Senate Economics Legislation Committee (Senate Estimates) to answer questions about monetary policy and other aspects of the RBA's central banking activities. RBA executives also gave evidence to various parliamentary inquiries. Table 1.2.5 provides details of all public parliamentary appearances.

Table 1.2.5: Parliamentary Appearances by RBA staff in 2023/24

Date	Committee/Inquiry	Staff attending
25 July 2023	Senate Economics Legislation Committee Inquiry into Digital Assets (Market Regulation) Bill 2023	Ellis Connolly, Head, Payments Policy Department Christopher Thompson, Deputy Head, Payments Policy Department
27 July 2023	Senate Select Committee on The Perth Mint and Commonwealth Regulatory Compliance	Christopher Kent, Assistant Governor (Financial Markets) Penelope Smith, Head, International Department
11 August 2023	House of Representatives Standing Committee on Economics Inquiry into the Review of the Reserve Bank of Australia Annual Report 2022	Philip Lowe, Governor Michele Bullock, Deputy Governor Brad Jones, Assistant Governor (Financial System) Marion Kohler, Assistant Governor (Economic) (Acting)
26 October 2023	Senate Economics Legislation Committee Supplementary Budget Estimates Inquiry into Cost of Living	Michele Bullock, Governor Christopher Kent, Assistant Governor (Financial Markets)
1 December 2023	Senate Standing Committee on Rural and Regional Affairs and Transport References Committee Inquiry into Bank Closures in Regional Australia	Melissa Hope, Head, Note Issue Department Merylin Coombs, Deputy Head, Note Issue Department
9 February 2024	House of Representatives Standing Committee on Economics Inquiry into the Review of the Reserve Bank of Australia Annual Report 2023	Michele Bullock, Governor Brad Jones, Assistant Governor (Financial System) Christopher Kent, Assistant Governor (Financial Markets) Marion Kohler, Assistant Governor (Economic) (Acting)

Table 1.2.5: Parliamentary Appearances by RBA staff in 2023/24 *(continued)*

Date	Committee/Inquiry	Staff attending
15 February 2024	Senate Economics Legislation Committee Additional Estimates 2023–24	Michele Bullock, Governor Christopher Kent, Assistant Governor (Financial Markets)
22 February 2024	Senate Economics Legislation Committee Inquiry into the Treasury Laws Amendment (Reserve Bank Reforms) Bill 2023	Michele Bullock, Governor Catherine Parr, General Counsel
25 March 2024	Senate Standing Committee on Rural and Regional Affairs and Transport References Committee Inquiry into Bank Closures in Regional Australia	Merylin Coombs, Deputy Head, Note Issue Department Rochelle Guttman, Senior Manager, Note Issue Department
16 April 2024	Senate Standing Committee on Rural and Regional Affairs and Transport References Committee Inquiry into Bank Closures in Regional Australia	Michelle McPhee, Assistant Governor (Business Services) Chay Fisher, Senior Manager, Note Issue Department
18 April 2024	Senate Economics Legislation Committee Inquiry into the Treasury Laws Amendment (Better Targeted Superannuation Concessions and Other Measures) 2023 [Provisions] and a related bill [Provisions]	Ellis Connolly, Head, Payments Policy Department Troy Gill, Senior Manager, Payments Policy Department
23 April 2024	Senate Economics Legislation Committee Inquiry into Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Bill 2024 [Provisions]	Ellis Connolly, Head, Payments Policy Department Nicole Pyner, Deputy Head, Payments Policy Department
5 June 2024	Senate Economics Legislation Committee Budget Estimates 2024–25	Michele Bullock, Deputy Governor Christopher Kent, Assistant Governor (Financial Markets)
2 August 2024	Joint Committee – Parliamentary Standing Committee on Public Works Reserve Bank of Australia – Head Office Storage and Logistics Change	Michelle McPhee, Assistant Governor (Business Services) Bruce Harries, Head, Workplace Department Lynne Cockerell, Head, Note Issue Department (Acting)
7 August 2024	Senate Select Committee on the Cost of Living	Sarah Hunter, Assistant Governor (Economic) Natasha Cassidy, Deputy Head, Economic Analysis Department
16 August 2024	House of Representatives Standing Committee on Economics Inquiry into the Review of the Reserve Bank of Australia Annual Report 2023	Michele Bullock, Governor Andrew Hauser, Deputy Governor Sarah Hunter, Assistant Governor (Economic) Brad Jones, Assistant Governor (Financial System) Christopher Kent, Assistant Governor (Financial Markets)

Source: RBA.

In addition to formal hearings and submissions, we seek to ensure a high degree of transparency about our goals, activities and the basis of our policy decisions. We communicate regularly through publications and speeches, and engage with the community through our regional and industry liaison program. This promotes understanding of our decisions in the community and in turn the effectiveness of policy.

This is discussed further in Part 2.6: Communication and Community Engagement.

Under section 46 of the PGPA Act, the Governor is responsible for preparing this annual report and providing it to the Treasurer for presentation to the Parliament, following approval by the Reserve Bank Board of the RBA's annual financial statements (which is required by section 7A(8) of the Reserve Bank Act). That approval was given by the Board at its meeting on 24 September 2024.

Freedom of Information

The RBA is an Australian Government agency subject to the *Freedom of Information Act 1982* (FOI Act). As required by Part II of the FOI Act, we publish information as part of the Information Publication Scheme. Details of our obligations under the FOI Act and the Scheme can be found on the RBA website.⁵

Table 1.2.6 details the number and outcome of FOI requests received during 2023/24. Three requests remained outstanding at the end of the financial year; two were answered in July 2024 and one was answered in August 2024. Information released in response to FOI access requests was published on the RBA website, as required by the FOI Act; RSS feeds to these releases were also made available.

Table 1.2.6: Freedom of Information Requests 2023/24

	Number
Requests received	62
<i>Of which:</i>	
– Granted in full	11
– Granted in part	25
– Denied	4
– No relevant documents found	17
– Withdrawn	4
– Transferred	1

Source: RBA.

Three applications were received for the internal review of an FOI decision made by the RBA in 2023/24. The original decision made was affirmed on review in relation to one application while increased access to information was granted in relation to the remaining two applications. One application for Information Commissioner Review of a decision was made to the Office of the Australian Information Commissioner (OAIC) but was subsequently withdrawn by the applicant.

The estimated time and cost of administering the FOI Act are set out in Table 1.2.7.

Table 1.2.7: Freedom of Information Requests (Staff Time and Processing Costs)

	2022/23	2023/24
Time spent (hours)	1,018	860
Total cost of administering FOI Act (\$)	150,000	130,000

Source: RBA.

External audit

The *Auditor-General Act 1997* establishes the mandate for the Auditor-General to undertake financial statement audits of all Australian Government entities, including the RBA, which falls under the category of corporate Commonwealth entities. The PGPA Act requires the Governor, as the RBA's accountable authority, to give the consolidated annual financial statements of the RBA and NPA to the Auditor-General as soon as practicable after they are prepared at the end of each financial year.

The Australian National Audit Office (ANAO) contracts private sector audit firms to perform some of its audit work where additional or specialist resources or skills are required. KPMG has been contracted by the ANAO to provide audit services for the external audit of the RBA and NPA. The contract with KPMG commenced in late 2013 and ran until completion of the RBA's 2023/24 financial statements. The RBA is not a decision-maker in the ANAO's selection of audit partner.

Information on fees paid in relation to the external audit of the RBA, along with any non-audit services provided by KPMG, are disclosed in Note 13 of the Financial Statements in this Annual Report (see Part 4: Financial Statements).

Other reporting requirements under the PGPA Act

No report on the RBA was issued in 2023/24 by the Commonwealth Ombudsman, the OAIC or the Auditor-General, apart from those dealing with the audit of the RBA's annual financial statements or which covered the RBA together with a range of other entities.

The ANAO published two audits dealing with the RBA's annual financial statements:

- 'Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2023', on 14 December 2023
- 'Interim Report on Key Financial Controls of Major Entities', on 20 June 2024.

No other ANAO reports included the RBA.

The statutory reporting obligations applying to the RBA, including those that are covered elsewhere in this report, are identified in Part 5.1: Statutory Reporting Requirements Index.

Ministerial directions

During 2023/24 the RBA received no directions from the responsible Minister (the Treasurer) or from any other Minister.

Government policy orders

During 2023/24 no government policy orders under section 22 of the PGPA Act applied to the RBA.

Compliance with finance law

During 2023/24 no issues relating to non-compliance by the RBA with finance law were reported to the responsible Minister (the Treasurer) under paragraph 19(1)(e) of the PGPA Act.

Transactions with related entities

In accordance with the PGPA Act, the RBA is required to disclose certain transactions with related entities. During 2023/24, the RBA donated \$50,000 to the Financial Markets Foundation for Children, which is managed by a Board of Directors chaired by the Governor. The RBA has made an annual donation of \$50,000 to the Foundation since 2002/03. The decision to continue making this donation is subject to internal review each year.

Significant activities or changes affecting the RBA

Three significant changes to our structure are discussed in the box entitled 'The RBA's transformation program'.

Judicial decisions or decisions of administrative tribunals

During 2023/24 there were no judicial decisions or decisions of administrative tribunals that have had, or may have, a significant effect on the RBA's operations.

The RBA's transformation program

The structure and governance of the RBA is changing as we deliver a multi-year transformation that began in mid-2023. This transformation is occurring in response to the 51 recommendations in the 2023 RBA Review and the 17 recommendations in the Independent Review of the October 2022 RITS Outage (the 'Deloitte Review').⁶ The ultimate objective of this transformation is for the RBA to become a more open and dynamic central bank that is efficient, well governed, highly resilient and fit for the future. Further details on our ambitions and plans are in our 2024/25 Corporate Plan.⁷

The work to implement these changes is being led by two temporary project teams:

- **The RBA Future Hub** – This team, comprising around 30 staff, is focused on the recommendations of the RBA Review and those from the Deloitte Review that relate to issues extending beyond payments operations.
- **The Payments Operations Program** – This team, comprising around 10 staff, is addressing the payments system-specific recommendations from the Deloitte Review and Targeted RITS Assessment.

Both teams work closely with subject-matter experts from across the RBA, supplemented by external support from contractors with specific technical expertise as required.

Three changes to the RBA's staffing structure emanated from the work of the Future Hub during 2023/24:

1. *The establishment of a Chief Operating Officer role:* This position reports to and assists the Governor in the day-to-day management of the RBA. The Chief Operating Officer partners with the Deputy Governor to ensure coordination between policymaking, operations and organisational decision-making, and oversees the newly created Enterprise Services and Strategy Group (see below).
2. *The creation of a new Communications Department:* The communications function had been a division within Secretary's Department over the preceding seven years. In response to a recommendation of the RBA Review to elevate the function, a standalone department was established, reporting to the Governor.
3. *The creation of the Enterprise Services and Strategy Group:* This Group brings together most of the departments that provide services to support the day-to-day operations of the RBA. It is headed by the Chief Operating Officer. In 2024/25 this group will be expanded through the creation of two new departments: Enterprise Strategy and Change, which will provide enterprise planning, project management and continuous improvement capabilities; and CoreMod, which will deliver an upgrade of the RBA's core technology infrastructure and migrate one of the RBA's two primary inhouse data centres to a co-location site. Information Department will also absorb the Enterprise Data Office with a broader remit covering all aspects of knowledge management.

The new structure is discussed further in Part 1.5: Operational Structure.

More broadly, the Future Hub and Payments Operations Program have been working to transform the way we operate in a number of areas, as summarised below.

Monetary policy

A number of changes have been made to the operation of monetary policy at the RBA, including:

- meetings of the Reserve Bank Board now take place over two days, to facilitate deeper debate and deliberation on monetary policy
- Board members and staff meet two weeks prior to each Board meeting to consider research and analysis relevant to future policy decisions
- the documents supporting Board meetings have been redesigned to better support the Board's decision-making
- the Governor now holds a media conference after each meeting of the Reserve Bank Board
- the *Statement on Monetary Policy* and the *Financial Stability Review* have been refreshed to present a clearer narrative, greater transparency and additional forecast information, and incorporates earlier input from the strengthened communications function
- the Reserve Bank Board agreed with the Treasurer on a new *Statement on the Conduct of Monetary Policy* in December 2023, which clarifies the objectives and accountabilities of the Board.⁸

Payments services

Work in this area over 2023/24 has been focused on a detailed scoping of the changes required to meet the recommendations of the Deloitte Review. This has included methodical planning of timelines and the identification of dependencies and risks. Detailed design work and the development of various components commenced in August 2024.

Further detail can be found in Part 2.3: Banking and Payment Services.

Governance

Legislation to amend the Reserve Bank Act is currently before the Parliament. A key part of that legislation is to establish a Governance Board, which would sit alongside a Monetary Policy Board and the Payments System Board. In preparation for this, RBA staff have prepared draft charters for each board. We have also undertaken detailed planning to ensure we are ready to support the work of the Governance Board as and when it is created.

Risk management

We are reviewing all aspects of our approach to risk management, drawing on the recommendations in the Deloitte Review (and reinforced by the observations from the RBA Review). Over 2023/24, this has included: completing a gap analysis against industry standards for operational risk and compliance management; determining the appropriate target state maturity; and designing enhancements to strengthen the RBA's 'Three Lines of Accountability' model (including improvements to the way in which risk controls are managed to achieve that level of maturity).

Further detail can be found in Part 3.3: Risk Management.

Culture and leadership

We launched our new 'Open & Dynamic' target culture in May 2024, following several months of consideration, consultation and planning. This has been complemented by the launch of an interim inclusion, diversity and belonging strategy, and new targets for gender, First Nations and culturally and linguistically diverse representation across all staff levels. In addition, we have clarified and strengthened the expectations of our leaders, expanded executive leadership training initiatives and introduced a 360-degree feedback process for executive management.

Further detail on these changes can be found in Part 3.2: Our People.

Endnotes

- 1 The Treasurer and the Reserve Bank Board (2023), *Statement on the Conduct of Monetary Policy*, December.
- 2 See RBA (2024), 'Reserve Bank Board Audit Committee Charter', September.
- 3 See RBA (2023), 'Code of Conduct for Reserve Bank Board Members', August; RBA (2021), 'Code of Conduct for Payments System Board Members', August.
- 4 See RBA (2024), 'Managing Potential Conflicts of Interest Arising from the Bank's Commercial Activities', August.
- 5 See RBA, 'Freedom of Information (FOI)'.
- 6 See Australian Government (2023), 'An RBA Fit for the Future', April; Deloitte (2023), 'Independent Review of the October 2022 Reserve Bank Information and Transfer System Outage', April.
- 7 See RBA (2024), 'Corporate Plan 2024/25'.
- 8 See The Treasurer and the Reserve Bank Board, note 1.

1.3 Reserve Bank Board

The Reserve Bank Board comprises nine members: the Governor; Deputy Governor; Secretary to the Australian Treasury (ex officio member); and six other non-executive members appointed by the Treasurer. The Board has an Audit Committee and a Remuneration Committee.

Board members as at September 2024

Michele Bullock

BEC (Hons) (UNE), MSc (LSE)



Chair and RBA Governor

Governor since 18 September 2023

Present term ends 17 September 2030

Michele Bullock commenced as Governor on 18 September 2023. She is Chair of the Reserve Bank Board, Payments System Board and Council of Financial Regulators.

Prior to her current role, Ms Bullock was the RBA Deputy Governor. She has also held a variety of senior management positions at the RBA. She was Assistant Governor (Financial System), Assistant Governor (Business Services), Assistant Governor (Currency), Adviser for the Currency Group and, before that, Head of Payments Policy Department.

Ms Bullock is a Member of Chief Executive Women and a signatory to the Banking and Finance Oath.

Other roles

Chair – Payments System Board

Chair – Council of Financial Regulators

Chair – Financial Markets Foundation for Children

Member – Financial Stability Board

Member – Trans-Tasman Council on Banking Supervision

Director – The Anika Foundation

Andrew Hauser

MA (PPE) (Oxford), MSc Economics (LSE)



Deputy Chair and RBA Deputy Governor

Deputy Governor since 12 February 2024

Present term ends 11 February 2029

Andrew Hauser's term as Deputy Governor and Deputy Chair of the Reserve Bank Board commenced on 12 February 2024.

Mr Hauser previously held a variety of senior positions at the Bank of England, most recently as Executive Director for Markets. During his time at the Bank of England, he also: held the position of Executive Director for Banking, Payments and Financial Resilience; oversaw its quarterly Inflation Report, its regional agency network and its international economic analysis; served on the secretariats of the Monetary and Financial Policy committees; was Chief of Staff to the Governor in the aftermath of the global financial crisis; and was alternate Executive Director at the International Monetary Fund in Washington, DC.

Other roles

Chair – RBA Risk Management Committee

Ian Harper AO

BEC (Hons) (Queensland), MEc, PhD (ANU)



Non-executive member

Member since 31 July 2016

Present term ends 30 July 2026

Ian Harper has extensive experience in public policy development, academia and economic consulting.

Professor Harper chaired the Competition Policy Review (Harper Review), served as a member of the Financial System Inquiry (Wallis Inquiry) and was the inaugural Chairman of the Australian Fair Pay Commission. He spent two decades as a Professor at the University of Melbourne – first as the NAB Professor of Monetary and Financial Economics (1988–1992), then as the Ian Potter Professor of International Finance (1992–2002) and the Sidney Myer Professor of Commerce and Business Administration (2002–2008) at the Melbourne Business School.

Professor Harper spent eight years as an economic consultant – first as a director of Access Economics Pty Ltd (2008–2011) and then as a partner of Deloitte Touche Tohmatsu (2011–2016).

In the 2020 Queen's Birthday Honours, Professor Harper was made an Officer of the Order of Australia for his distinguished service to education in the field of economics, and to public and monetary policy.

Other roles

Chair – Australian Statistics Advisory Council

Chair – Clergy Remuneration and Working Conditions Committee, Anglican Diocese of Melbourne

Member – Kearney (Australia and New Zealand) Advisory Group

Director – Harper Associates Australia

Reserve Bank Board committee membership

Member – Remuneration Committee

Carolyn Hewson AO

BEd (Hons) (Adelaide), MA (Econ) (Cantab)



Non-executive member

Member since 30 March 2021

Present term ends 29 March 2026

Carolyn Hewson is a former investment banker with over 35 years' experience in the finance sector.

Ms Hewson was previously an executive director of Schroders Australia Ltd and has extensive financial markets, risk management and investment management expertise. She served as a panel member on the Australian Government's Financial System Inquiry in 2014. Ms Hewson is also a former director of BHP Group, Stockland Group, BT Investment Management Ltd, Westpac Banking Corporation, AGL Energy Ltd, the Australian Gas Light Company, CSR Ltd, AMP Ltd, South Australian Water and the Economic Development Board of South Australia.

Ms Hewson was awarded a Centenary Medal in 2001 for her service to Australian society in business leadership. In the 2009 Queen's Birthday Honours, she was made an Officer of the Order of Australia for her service to the community through support for charitable organisations, particularly YWCA, and to business.

Ms Hewson is a Life Fellow of the Australian Institute of Company Directors.

Other roles

Non-executive Director – CSL Ltd

Non-executive Director – Infrastructure SA

Ambassador – Impact 100 South Australia

Member – John Monash Foundation Leadership Academy Advisory Board

Reserve Bank Board committee membership

Member – Audit Committee

Steven Kennedy PSM

BEC (Hons) (Sydney), MEd, PhD (ANU)



Ex officio member

Secretary to the Australian Treasury

Member since 2 September 2019

Steven Kennedy was appointed Secretary to the Australian Treasury with effect from 2 September 2019.

Prior to this role, he was Secretary of the Department of Infrastructure, Transport, Cities and Regional Development from September 2017 to August 2019. During his nearly 30 years in the public service, Dr Kennedy has held other senior positions, including: Deputy Secretary at the Department of the Prime Minister and Cabinet; Deputy Secretary at the Department of Industry, Innovation and Science; Deputy Secretary at the Department of the Environment; Deputy Secretary at the Department of Climate Change and Energy Efficiency; and the Head of Secretariat of the Garnaut Climate Change Review – Update 2011.

Dr Kennedy was awarded a Public Service Medal in 2016 for his outstanding public service in the area of climate change policy.

Other roles

Ex Officio Member – Board of Taxation

Ex Officio Member – Council of Financial Regulators

Ex Officio Member – Sir Roland Wilson Foundation

Member – Centre for Market Design Advisory Board

Member – Trans-Tasman Council on Banking Supervision

Iain Ross AO

BEC (Sydney), LLB (Sydney), LLM (Sydney), MBA (Monash), PhD (Law) (Sydney)



Non-executive member

Member since 7 May 2023

Present term ends 6 May 2028

Iain Ross AO has served as a former President of the Fair Work Commission, and Judge of the Federal Court and the Supreme Court of Victoria. He was admitted as a Barrister of the New South Wales Supreme Court in May 1985 and as a Barrister and Solicitor of the Victorian Supreme Court in December 1988. His career experience includes Vice President of the Australian Industrial Relations Commission, partner in the workplace relations practice group at Corrs Chambers Westgarth and Assistant Secretary of the ACTU.

In the 2005 Queen's Birthday Honours, Dr Ross was made an Officer in the Order of Australia for his services to industrial relations through contributions to institutional reform, particularly the development of a universal superannuation system and enterprise bargaining, and as a teacher and researcher in the field. In May 2014, Dr Ross was awarded a Doctor of Laws, *honoris causa* (LLD) by the University of Sydney.

Dr Ross is a Fellow of the Academy of the Social Sciences in Australia.

Other roles

Adjunct Professor – University of Sydney Business School

Acting Chair – Net Zero Economy Agency

Reserve Bank Board committee membership

Member – Remuneration Committee

Elana Rubin AM

BA (Hons) (Melb), MA (Melb)



Non-executive member

Member since 31 August 2023

Present term ends 30 August 2028

Elana Rubin has been a non-executive director for over 20 years and has extensive experience across technology, financial services, property, infrastructure and government sectors. Her non-executive directorships have spanned listed, unlisted, private and government companies.

Ms Rubin's previous roles include Chair of Afterpay, Chair of AustralianSuper and Chair of WorkSafe Victoria, and a Director of Mirvac and ME Bank. She was formerly a member of the Australian Government's Infrastructure Australia Council and Climate Change Authority, and of the AICD Victorian Council.

In the 2021 Queen's Birthday Honours, Ms Rubin was made a Member of the Order of Australia for significant service to corporate governance and to the community. Ms Rubin is a Life Fellow of the Australian Institute of Company Directors, a Senior Fellow of the Financial Services Institute of Australasia and a Member of Chief Executive Women.

Other roles

Chair – Australian Business Growth Fund

Chair – Victorian Managed Insurance Authority

Non-executive Director – Dexus Funds Management Ltd

Non-executive Director – Telstra Corporation Ltd

Carol Schwartz AO

BA, LLB, MBA (Monash)



Non-executive member

Member since 14 February 2017

Present term ends 13 February 2027

Carol Schwartz has extensive experience in business, property, the arts and community organisations.

Past high-level leadership roles, including a portfolio of diverse board appointments, have spanned the business, government, arts, health and community sectors.

Ms Schwartz was awarded a Centenary Medal in 2001 for her outstanding service as a leading business executive and committee participant. In the 2019 Queen's Birthday Honours, she was made an Officer of the Order of Australia for her distinguished service to the community as a supporter of women in leadership roles, to social justice advocacy and to business. In 2019, she was awarded the Leading Philanthropist Award by Philanthropy Australia.

Ms Schwartz is a Fellow of the Australian Institute of Company Directors.

Other roles

Founding Chair – Women's Leadership Institute Australia

Chair – Climate Council

Chair – Equity Trustees

Chair – Our Community

Director – Trawalla Group

Reserve Bank Board committee membership

Chair – Remuneration Committee

Alison Watkins AM

BCom (Tasmania)



Non-executive member

Member since 17 December 2020

Present term ends 16 December 2025

Alison Watkins is an experienced chief executive officer and non-executive director. She has led two ASX-listed companies – Coca-Cola Amatil Ltd and GrainCorp Ltd.

Previously, Ms Watkins led Berri Ltd and the Regional Banking business at Australia and New Zealand Banking Group Ltd. Ms Watkins spent 10 years at McKinsey & Company, where she became a partner before moving to ANZ as Group General Manager, Strategy. Ms Watkins has been a non-executive director of ANZ, Woolworths Ltd and Just Group Ltd.

In the 2022 Australia Day Honours, Ms Watkins was made a Member of the Order of Australia for her significant service to business through leadership roles with a range of organisations.

Ms Watkins is a Fellow of Chartered Accountants Australia and New Zealand, the Financial Services Institute of Australasia and the Australian Institute of Company Directors.

Other roles

Chancellor – University of Tasmania

Non-executive Director – CSL Ltd

Non-executive Director – Wesfarmers Ltd

Reserve Bank Board committee membership

Chair – Audit Committee

Retirement from the Board

Philip Lowe retired from the Reserve Bank Board on 17 September 2023.

Philip Lowe

BCom (Hons) (UNSW), PhD (MIT)



Chair and RBA Governor

Governor from 18 September 2016 to 17 September 2023

Philip Lowe's appointment as Governor took effect in September 2016. Prior to that, he held various senior positions at the RBA – including Assistant Governor (Financial System), Assistant Governor (Economic) and, from February 2012, Deputy Governor – where he was responsible for overseeing economic and policy advice to the Governor and Reserve Bank Board. He spent two years at the Bank for International Settlements working on financial stability issues.

Mr Lowe has authored numerous papers, including on the linkages between monetary policy and financial stability. The University of New South Wales awarded Mr Lowe the Chancellor's Award for Exceptional Alumni Achievement in June 2021 and a Doctor of Business, *honoris causa* (Hon DBus) in May 2024. Mr Lowe is a signatory to the Banking and Finance Oath.

Other roles

Chair – Payments System Board

Chair – Council of Financial Regulators

Chair – Bank for International Settlements Committee on the Global Financial System

Chair – Financial Markets Foundation for Children

Member – Financial Stability Board

Member – Trans-Tasman Council on Banking Supervision

Director – The Anika Foundation

Resolution passed by the Reserve Bank Board – 5 September 2023

On the occasion of Philip Lowe's final meeting after seven years as Governor and Chair of the Board, members congratulated him for his exceptional service to the RBA and to the nation. Prior to being appointed Governor in 2016, Mr Lowe had served as Deputy Governor for three and a half years and, prior to that, had presented to the Board regularly as an Assistant Governor since 2004. The Governor-designate, Michele Bullock, paid tribute to Mr Lowe's outstanding contribution to the deliberations of the Board for almost two decades. On behalf of all members, she expressed appreciation and admiration for Mr Lowe's professionalism, integrity and intellect, his thoughtful, consistent and consultative approach to policymaking, and for the judgements he made for the welfare of the Australian people during a very challenging period for the global and Australian economy. Members warmly recorded their appreciation of Mr Lowe's commitment and dedication to public policy in a career spanning more than four decades. They wished him well in the future.

Reserve Bank Board Audit Committee

Membership of the Audit Committee comprises: two non-executive members of the Reserve Bank Board, one of whom chairs the Committee; and two external members, typically former senior audit partners of major accounting firms with extensive experience in auditing in the finance sector.

Alison Watkins AM

Chair

Member since 3 February 2021

Present term ends 16 December 2025

See above for Ms Watkins' professional details.

Rahoul Chowdry

BCom (Hons) (Calcutta)



Member

Member since 14 February 2018

Present term ends 13 February 2026

Rahoul Chowdry has extensive experience in the professional services industry, which has enabled him to build a reputation as a leading adviser on governance, regulation and risk to major banks and other large financial institutions in Australia and Canada. Until the end of 2017, Mr Chowdry was the Global Banking and Capital Markets Assurance Leader at PricewaterhouseCoopers and a partner for almost 30 years in the firm's financial services practice. He is a qualified chartered accountant and a fellow of the Chartered Accountants in Australia and New Zealand.

Other roles

Senior Advisor – MinterEllison

Member – Audit and Risk Committee, MinterEllison Board of Partners

Non-executive Director, Audit Committee Chair, Nominations Committee

Member and Risk Committee Member – AMP Ltd

Non-executive Director, Audit Committee Chair and Risk Committee

Member – AMP Bank Ltd

Greg Couttas

BCom (UNSW)



Member

Member since 9 September 2023

Present term ends 8 September 2028

Greg Couttas has significant finance and risk management expertise, having served as a senior audit partner at Deloitte for 28 years until his retirement in November 2016. He held several senior management roles at Deloitte, including Managing Partner for New South Wales from 2005–2008. Mr Couttas served as a member of the Deloitte Australia Board from 2005–2016 and was Chair of the firm’s Audit and Risk Committee for 11 years. He is a fellow of the Chartered Accountants in Australia and New Zealand.

Other roles

Chair – Hireup Holdings Pty Ltd

Non-executive Director, Audit and Risk Committee Chair, Safety, Culture and Remuneration Committee Member, Economic Regulation Committee Member and Nominations Committee Member – Sydney Water Corporation
Board Member, Audit and Risk Committee Chair and Remuneration Committee Member – The Salvation Army Australian Territory

Carolyn Hewson AO

Member

Member since 31 August 2023

Present term ends 29 March 2026

See above for Ms Hewson’s professional details.

Retirement from the Audit Committee

Sandra Birkenleigh retired from the Audit Committee on 8 September 2023.

Sandra Birkenleigh

BCom (UNSW)



Member

Member from 9 September 2015 to 8 September 2023

Sandra Birkenleigh has extensive experience in financial services, with a particular focus on risk management, compliance and corporate governance. Ms Birkenleigh's career includes 24 years at PricewaterhouseCoopers, where she was formerly a Global Lead for Governance, Risk and Compliance, a National Lead Partner for Risk and Controls Solutions, and a Service Team Leader for Performance Improvement. Ms Birkenleigh holds several directorships and is chair of the audit committees for most of the organisations listed below. She is a qualified chartered accountant, a member of Chartered Accountants Australia and New Zealand, and a Member of the Australian Institute of Company Directors. In February 2020, Ms Birkenleigh was reappointed to the Audit Committee for a further three years.

Other roles

Chair and Non-executive Director, Audit Committee Member and Remuneration Committee Member – Auswide Bank Ltd

Non-executive Director, Audit and Risk Committee Chair and Remuneration and Nominations Committee Member – Adore Beauty Ltd

Non-executive Director, Audit Committee Chair and Risk and Remuneration Committee Member – Horizon Oil Ltd

Non-executive Director, Risk Committee Chair and Strategy Committee Member – 7-11 Holdings Ltd and its subsidiaries

Non-executive Director and Audit Committee Chair – The Tasmanian Public Finance Corporation

Resolution passed by the Audit Committee – 16 August 2023

The incoming Chair noted that this would be the final meeting for Mark Barnaba¹ and Sandra Birkenleigh. On behalf of the Committee and management, Ms Watkins formally acknowledged the contribution to the work of the Committee made by Mr Barnaba since 2018 and by Ms Birkenleigh since 2015, and their support of RBA staff in the Audit, Finance and Risk and Compliance areas.

Reserve Bank Board Remuneration Committee

Membership of the Remuneration Committee comprises: three non-executive members of the Reserve Bank Board, one of whom chairs the Committee.

Carol Schwartz AO

Chair

Member since 31 August 2017

Chair since 7 April 2021

Present term ends 13 February 2027

See above for Ms Schwartz's professional details.

Ian Harper AO

Member

Member since 2 August 2016

Present term ends 30 July 2026

See above for Professor Harper's professional details.

Iain Ross AO

Member

Member since 7 June 2023

Present term ends 6 May 2028

See above for Dr Ross's professional details.

Endnotes

1 Mark Barnaba's retirement from the Reserve Bank Board on 30 August 2023 was recorded in the 2023 Annual Report.

1.4 Payments System Board

The Payments System Board comprises up to eight members: the RBA Governor; a representative of the RBA; a representative of the Australian Prudential Regulation Authority; and up to five other non-executive members appointed by the Treasurer.

Board members as at September 2024

Michele Bullock

BEC (Hons) (UNE), MSc (LSE)



Chair and RBA Governor

Governor since 18 September 2023

Present term ends 17 September 2030

Michele Bullock commenced as RBA Governor on 18 September 2023. She is also Chair of the Reserve Bank Board, the Payments System Board and the Council of Financial Regulators.

Prior to her current role, Ms Bullock was the RBA Deputy Governor. She has also held a variety of senior management positions at the RBA. She was Assistant Governor (Financial System), Assistant Governor (Business Services), Assistant Governor (Currency), Adviser for the Currency Group and, before that, Head of Payments Policy Department.

Ms Bullock is a Member of Chief Executive Women and a signatory to the Banking and Finance Oath.

Other roles

Chair – Reserve Bank Board

Chair – Council of Financial Regulators

Chair – Financial Markets Foundation for Children

Member – Financial Stability Board

Member – Trans-Tasman Council on Banking Supervision

Director – The Anika Foundation

Brad Jones

PhD (Macquarie)



Deputy Chair and RBA Assistant Governor (Financial System)

Deputy Chair since 16 January 2024

Brad Jones joined the RBA in 2018 and was appointed RBA Assistant Governor (Financial System) in 2022.

Prior to his current role, Dr Jones was the Head of International Department and then the Head of Economic Analysis Department.

Before joining the RBA, Dr Jones held roles at the International Monetary Fund in Washington DC, Deutsche Bank in London and Hong Kong, and the University of Cambridge Judge Business School.

Dr Jones is a Graduate member of the Australian Institute of Company Directors, holds the Chartered Alternative Investment Analyst designation and is a signatory to the Banking and Finance Oath.

Other roles

Member – Basel Committee on Banking Supervision

Member – Council of Financial Regulators

Member – Institute of Global Finance Advisory Board

Chair – RBA Financial Market Infrastructure Review Committee

Ross Buckley

BEcon, LLB (Hons) (UQ), PhD (UNSW), LLD (Melbourne)



Non-executive member

Member since 1 August 2023

Present term ends 31 July 2028

Ross Buckley is a Scientia Professor at the University of New South Wales and an Australian Research Council Laureate Fellow. His key research areas include fintech, regtech, central bank digital currencies and cryptoassets more generally. He has written seven books and over 200 journal articles, book chapters and major reports. He has twice been a Fulbright Scholar, at Yale and Duke universities.

Professor Buckley has consulted to government departments in over a dozen countries and written reports for a range of institutions, including the Alliance for Financial Inclusion, Asian Development Bank, Bank for International Settlements, European Commission and United Nations Capital Development Fund.

Other roles

Chair – Digital Finance Advisory Panel, Australian Securities and Investments Commission

Member – Consultative Panel, Australian Securities and Investments Commission

Strategic Research Advisor – Digital Finance Cooperative Research Centre

Fellow and Academic Member – European Banking Institute, Frankfurt

Fellow – Salzburg Global Finance Forum

Gina Cass-Gottlieb

BEc (Hons), LLB (Hons) (Sydney), LLM (Berkeley)



Non-executive member

Member from 15 July 2013 to 14 July 2018

Reappointed from 1 August 2018

Present term ends 31 July 2028

Gina Cass-Gottlieb has extensive expertise in competition law and economic regulatory advice and in the regulation of payments in Australia. She was appointed Chair of the Australian Competition and Consumer Commission on 21 March 2022.

Prior to this, Ms Cass-Gottlieb was a senior partner in Gilbert + Tobin's competition and regulation practice, advising and representing corporations, industry associations and government and non-government agencies. She has over 25 years' experience, including advising in relation to access arrangements in a range of sectors across the economy.

Ms Cass-Gottlieb attended the University of California, Berkeley, as a Fulbright Scholar.

Michelle Deaker

BSc (Hons) (Sydney), MSc (Sydney), PhD (UC)



Non-executive member

Member since 1 August 2023

Present term ends 31 July 2028

Michelle Deaker is a Founding Partner and the Managing Director of OneVentures, a venture capital firm that focuses on technology and healthcare sectors. Dr Deaker has over 20 years' experience in the development of high-growth technology companies in Australia and the United States. She has served on the boards of large and small listed and unlisted companies and has a strong background in Australian research and development as well as expertise in global business expansion.

Prior to establishing OneVentures in late 2006, Dr Deaker established IT enterprise business Networks Beyond 2000 and later E Com Industries, a leading prepaid card and electronic voucher provider in several countries.

Dr Deaker is a Member of the Australian Institute of Company Directors and Chief Executive Women.

Other roles

Director – Phocas Group

Director – Buildkite

Director – WinVC Limited

Board Observer – Employment Hero

Scott Farrell

BEc (Sydney), LLB (Hons) (Sydney), PhD (UNSW)



Non-executive member

Member since 23 March 2022

Present term ends 22 March 2027

Scott Farrell has more than 25 years' experience in financial markets and financial systems law. In 2016, he was appointed to the Australian Government's FinTech Advisory Group at its formation and in 2018 was appointed its co-Chair.

Dr Farrell has led a number of reviews for the Australian Government, including the Review into Open Banking in Australia in 2017, the Inquiry into Future Directions for the Consumer Data Right in 2020 and the Review of the Australian Payments System in 2021.

Other roles

Strategic Counsel – King & Wood Mallesons

Adjunct Professor – School of Private and Commercial Law,
University of New South Wales

Chair – International Organization for Standardization TC 307 Blockchain and Distributed Ledger Technologies

John Lonsdale



APRA-appointed member

Chair – Australian Prudential Regulation Authority

Member since 1 November 2022

John Lonsdale was appointed as Chair of the Australian Prudential Regulation Authority (APRA) on 31 October 2022 after joining APRA as Deputy Chair on 8 October 2018. In his Deputy Chair role, Mr Lonsdale was responsible for oversight of Australia's banking sector, as well as oversight of APRA's work on culture and remuneration, building APRA's crisis-resolution capability and strengthening APRA's collaboration with peer regulators.

Prior to joining APRA, Mr Lonsdale worked for the Australian Treasury for over 30 years. He was a member of the Treasury's Executive and, in his role as Deputy Secretary for the Markets Group, he had responsibility for financial system, consumer and foreign investment policy. In 2014 he led the Secretariat for the Financial System Inquiry.

Other roles

Member – Council of Financial Regulators

Member – Financial Stability Board Standing Committee on Supervisory and Regulatory Cooperation

Member – Trans-Tasman Council on Banking Supervision

Deborah Ralston

BEC, Dip Fin Mgt, MEd (UNE), PhD (Bond)



Non-executive member

Member since 15 December 2016

Present term ends 14 December 2026

Deborah Ralston has more than 25 years of board-level experience in education, banking, superannuation and fintech sectors. She has held senior leadership and research roles in Australian universities, most recently as the Executive Director of the Centre for Financial Studies.

Dr Ralston's expertise in public policy is reflected in appointments to the Australian Government's Retirement Income Review Panel, the Comprehensive Income Products for Retirement Framework Advisory Committee and as inaugural Chair of the Australian Securities and Investments Commission's Digital Finance Advisory Board.

Dr Ralston is currently a Professorial Fellow at Monash University Business School, with research interests in financial regulation and superannuation. She is a Fellow of both CPA Australia and the Australian Institute of Company Directors.

Other roles

Chair – Advisory Board, Household Capital

Director – SMSF Association

Member – Advisory Board, Connexus Institute

Member – Future Fund Board of Guardians

Retirement from the Payments System Board

Philip Lowe retired from the Payments System Board on 17 September 2023.

Philip Lowe

BCom (Hons) (UNSW), PhD (MIT)



Chair and RBA Governor

RBA Governor from 18 September 2016 to 17 September 2023

Philip Lowe's appointment as RBA Governor took effect in September 2016.

Prior to that, he held various senior positions at the RBA, including Assistant Governor (Financial System), Assistant Governor (Economic) and Deputy Governor.

Mr Lowe spent two years at the Bank for International Settlements working on financial stability issues. He has authored numerous papers, including on the linkages between monetary policy and financial stability. The University of New South Wales awarded Mr Lowe the Chancellor's Award for Exceptional Alumni Achievement in June 2021 and a Doctor of Business, *honoris causa* (Hon.DBus) in May 2024. Mr Lowe is a signatory to the Banking and Finance Oath.

Other roles

Chair – Reserve Bank Board

Chair – Council of Financial Regulators

Chair – Bank for International Settlements Committee on the Global Financial System

Chair – Financial Markets Foundation for Children

Member – Financial Stability Board

Member – Trans-Tasman Council on Banking Supervision

Director – The Anika Foundation

Resolution passed by the Payments System Board – 17 August 2023

On the occasion of Philip Lowe's final meeting after seven years as Governor and Chair of the Board, members expressed their appreciation for his exceptional contribution to the RBA's work on payments policy matters in Australia for two decades and to the Board's deliberations in continuing to meet its mandate for efficiency, competition and controlling risk in the payments system. On behalf of all members, the Governor-designate, Michele Bullock, paid tribute to Mr Lowe's exemplary leadership of the Board and the RBA during a period of significant change, growing sophistication and challenges in the payments area. Members warmly recorded their appreciation of Mr Lowe's dedication to public policy in a career spanning more than four decades. They thanked him for his service to the RBA and the nation and wished him well in the future.

1.5 Operational Structure

The RBA is managed by the Governor, with the support of the Deputy Governor, Chief Operating Officer and Executive Committee. We have five operational groups – Business Services Group, Economic Group, Enterprise Services and Strategy Group, Financial Markets Group and Financial System Group – four other supporting departments, and two temporary project departments established to lead the transformation of the RBA currently underway.

Business Services Group

Business Services Group provides transactions-based services to our customers and other important stakeholders. In particular, it provides banking services and payments-related advice and assistance to the Australian Government and its agencies, as well as to other central banks. It is responsible for the distribution of Australia's banknotes and provides payment settlement services to financial institutions. The group comprises three departments: Banking; Note Issue; and Payments Settlements.

Banking Department

Banking Department provides a range of banking services to Australian Government departments and agencies as well as to a number of overseas central banks and official institutions. These government services broadly comprise two activities: managing the government's core accounts; and transactional banking. Sydney-based staff are responsible for the direction, administration and development of the department's work, while the day-to-day interaction with customers is largely managed by staff in the Canberra Branch.

Note Issue Department

Note Issue Department is responsible for the issue, reissue and cancellation of Australian banknotes, in order to provide a safe, secure and reliable means of payment and store of value. The department works with the RBA's wholly owned subsidiary, Note Printing Australia Limited, to design and produce banknotes. It distributes banknotes to financial institutions, monitors and maintains banknote quality in circulation, and withdraws unfit banknotes from circulation. The department also monitors and analyses counterfeiting trends and conducts research into banknote security technology.

Payments Settlements Department

Payments Settlements Department operates Australia's interbank settlement system, the Reserve Bank Information and Transfer System (RITS). RITS facilitates the final settlement of payment obligations across accounts held with the RBA, often on an individual and real-time basis (reducing the build-up of exposures between institutions and contributing to the stability of the financial system). RITS includes the Fast Settlement Service, which the department operates on a 24/7 basis to support Australia's fast payment system (the New Payments Platform), as well as other services that settle low-value payments, such as cheque and direct entry transactions. The department also manages the settlement of the RBA's own transactions and those of its official clients.

Economic Group

Economic Group is responsible for analysing economic trends, both domestic and overseas, forecasting and research relevant to the framing of policy in a number of areas. The group comprises Economic Analysis Department and Economic Research Department.

Economic Analysis Department

Economic Analysis Department monitors and forecasts trends in the domestic and international economies, and provides regular advice on these developments and monetary policy to the Governors and the Reserve Bank Board. The department also contributes to the work of various external bodies, maintains contacts with relevant external analysts, undertakes applied research and prepares reports for publication.

Our four state offices – in Adelaide, Brisbane, Melbourne and Perth – come under Economic Analysis Department. Staff in these offices conduct economic liaison across Australia via regular discussions with individual firms and organisations in both the private and public sectors; they also assist with communication to the wider community.

Our Representative Office in Beijing sits under this department and is responsible for monitoring Chinese economic and financial developments, as well as maintaining relationships with government and private sector entities in China.

Economic Research Department

Economic Research Department undertakes longer term research into issues relevant to our responsibilities, including the Australian economy, monetary policy, financial stability, the payments system and the operation of financial markets. Results of this research are published in the Research Discussion Paper series. The department organises a major annual conference and an annual research workshop. In addition, it organises a program of internal seminars, hosts a number of invited visitors each year and is responsible for administering a comprehensive library service for the RBA.

Enterprise Services and Strategy Group

Enterprise Services and Strategy Group is responsible for delivering enabling services to the whole of the RBA, in support of our charter objectives and enterprise-wide change agenda. The group comprises Finance, Information, Information Technology, People, and Workplace departments and the Enterprise Data Office. This group will be restructured during 2024/25 to better reflect our evolving priorities, as discussed in Part 1.2: Governance and Accountability.

Finance Department

Finance Department is responsible for our financial statements and taxation reporting obligations; it prepares the budget and provides a range of support services, including corporate payments, payroll, procurement and travel. The department also manages the Enterprise Portfolio Management Office.

Information Department

Information Department is responsible for our information management framework, information governance, records management system and archives. The department also facilitates public access to our records and archival material and manages the Reserve Bank of Australia Museum.

Information Technology Department

Information Technology Department is responsible for developing and maintaining reliable, resilient and secure information technology to support policy, operational and corporate functions. In fulfilling these responsibilities, the department delivers and maintains technology systems and infrastructure, provides ongoing system quality assurance, and maintains information security, including cybersecurity defensive controls. It also supports technology planning, which includes catering for emerging and future technology requirements.

People Department

People Department provides a range of people-related services to support and maintain a productive and engaged workforce. This includes attracting and retaining high-quality employees, as well as managing reward and recognition frameworks, the performance management framework, training and development programs and employee relations. The department also leads our work to drive cultural change and diversity, workplace health and safety.

Workplace Department

Workplace Department is responsible for managing our physical assets, maintaining our properties and building infrastructure, and delivering workplace services to ensure the effective operation of the RBA and the safety, security, amenity and wellbeing of our staff. Key activities include overseeing the provision of building services, asset infrastructure maintenance and upgrades, physical and protective security, and sustainability and environmental risk management.

Enterprise Data Office

The Enterprise Data Office is responsible for the management of our data as an asset, to enhance analytical capabilities and inform policy and operational decisions. This includes establishing modern tools and processes for using data, migrating data from legacy systems to strategic platforms, and training staff on tools and best practices for working with data. The office operates an Innovation Lab to assess the potential of emerging technologies to support delivery of our charter and operational objectives.

Financial Markets Group

Financial Markets Group is responsible for implementing operations in domestic and foreign exchange markets, monitoring developments in financial markets and coordinating relationships with international institutions. The group comprises Domestic Markets Department and International Department.

Domestic Markets Department

Domestic Markets Department is responsible for our operations in domestic money and bond markets. The department analyses developments in domestic financial markets, including the cost and availability of finance through financial intermediaries and capital markets, and provides regular advice to the Governors and the Reserve Bank Board on these issues.

International Department

International Department is responsible for our foreign exchange operations, investment of international reserve holdings of gold and foreign exchange, and for providing regular advice on developments in international financial markets to the Governors and the Reserve Bank Board. The department is also responsible for maintaining relations with major international financial and policymaking institutions.

Our representative offices in London and New York come under Financial Markets Group. The European Representative Office in London maintains liaison with central banks and other institutions and authorities in Europe, including the Bank for International Settlements and the Organisation for Economic Co-operation and Development. The New York Representative Office performs similar functions in North America. Both offices monitor economic and financial developments in their respective local markets, and assist with foreign exchange operations and investment of international reserves.

Financial System Group

Financial System Group supports our broad responsibilities for financial system stability and role in payments system oversight and regulation. The group comprises Financial Stability Department and Payments Policy Department.

Financial Stability Department

Financial Stability Department analyses the implications for financial system stability of developments in the economy, financial markets and the financial sector more generally, including patterns of financial intermediation, financial products and risk management techniques. The department works closely with the other Council of Financial Regulators (CFR) agencies to identify and monitor risks to financial stability. The department provides advice on financial stability risks and how they might interact with monetary policy to the Governors and the Reserve Bank Board. It also supports our representation on bodies such as the CFR, the Financial Stability Board and the Basel Committee on Banking Supervision.

Payments Policy Department

Payments Policy Department is responsible for developing and implementing our payments system policy. It provides analysis and advice to the Payments System Board on improving the safety, efficiency and competitiveness of the payments system. The department is also responsible for oversight of Australia's payments, clearing and settlement facilities, and represents the RBA on the Committee on Payments and Market Infrastructures of the Bank for International Settlements.

Governance and Communications

Audit Department

Audit Department is responsible for conducting independent appraisals of our activities, functions and operations to ensure that an adequate framework of internal control has been established and is operating effectively. The Head of Audit Department reports to the Deputy Governor and the Reserve Bank Board Audit Committee.

Communications Department

Communications Department is responsible for communicating our decisions and activities to the Australian community. This includes managing media, social media, public enquiries and public appearances. The department works with staff across the RBA to publish a wide scope of information, including regular publications and reports. It maintains our websites and is responsible for keeping staff informed of relevant developments. The department also maintains a program of public education, with particular focus on supporting economics students and educators.

Risk and Compliance Department

Risk and Compliance Department supports the consistent and effective application of the framework for managing risk, both at the enterprise level and for individual business units. It assists departments to identify, understand and manage their compliance obligations. It also monitors and reports on portfolio risks and compliance with respect to our operations in financial markets. The department is responsible for providing secretariat and coordination services and advice to the Risk Management Committee. The Chief Risk Officer reports to the Deputy Governor and the Reserve Bank Board Audit Committee.

Secretary's Department

Secretary's Department provides secretariat and coordination services and advice on governance matters to the Governors, the Reserve Bank Board and its Audit and Remuneration committees, the Payments System Board and the Executive Committee. In addition, the department provides legal services to the RBA through the General Counsel (who reports directly to the Deputy Governor), coordinates a range of contacts with government, parliament, other central banks and international organisations, and arranges programs for international visitors.

Project Departments

Future Hub

The Future Hub coordinates and governs our response to the Review of the RBA. It also leads our work to implement the recommendations from the Deloitte Review that relate to issues extending beyond payments. Its remit covers our transformation agenda in relation to monetary policy, governance, risk management, and culture and leadership.

Payments Operation Program

The Payments Operation Program leads our work to implement the recommendations of the Deloitte Review into the Reserve Bank Information and Transfer System (RITS), apart from the recommendations related to organisational culture, the risk management framework and governance arrangements, which are being implemented by the Future Hub. This includes working closely with Payments Settlement and IT departments to upgrade the operating and resourcing model for RITS, IT system controls, investment prioritisation and knowledge management.

Note Printing Australia Limited (NPA)

NPA is a wholly owned subsidiary of the RBA. NPA operates under a charter reviewed and approved annually by the Reserve Bank Board. For further detail on the governance of NPA, see Part 1.2: Governance and Accountability.

NPA's Executive Committee, comprising its Chief Executive Officer and the heads of NPA's five business areas, is responsible for the operational and administrative management of NPA. As at the end of June 2024, NPA employed 297 permanent staff supplemented with temporary labour from time to time.

The annual financial accounts of NPA are consolidated with those of the RBA.

Senior Executive Leadership

September 2024



Governor
Michele Bullock



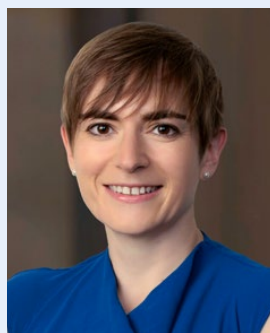
Deputy Governor
Andrew Hauser



Chief Operating Officer
Susan Woods



Assistant Governor
Business Services
Michelle McPhee



Assistant Governor
Economic
Sarah Hunter

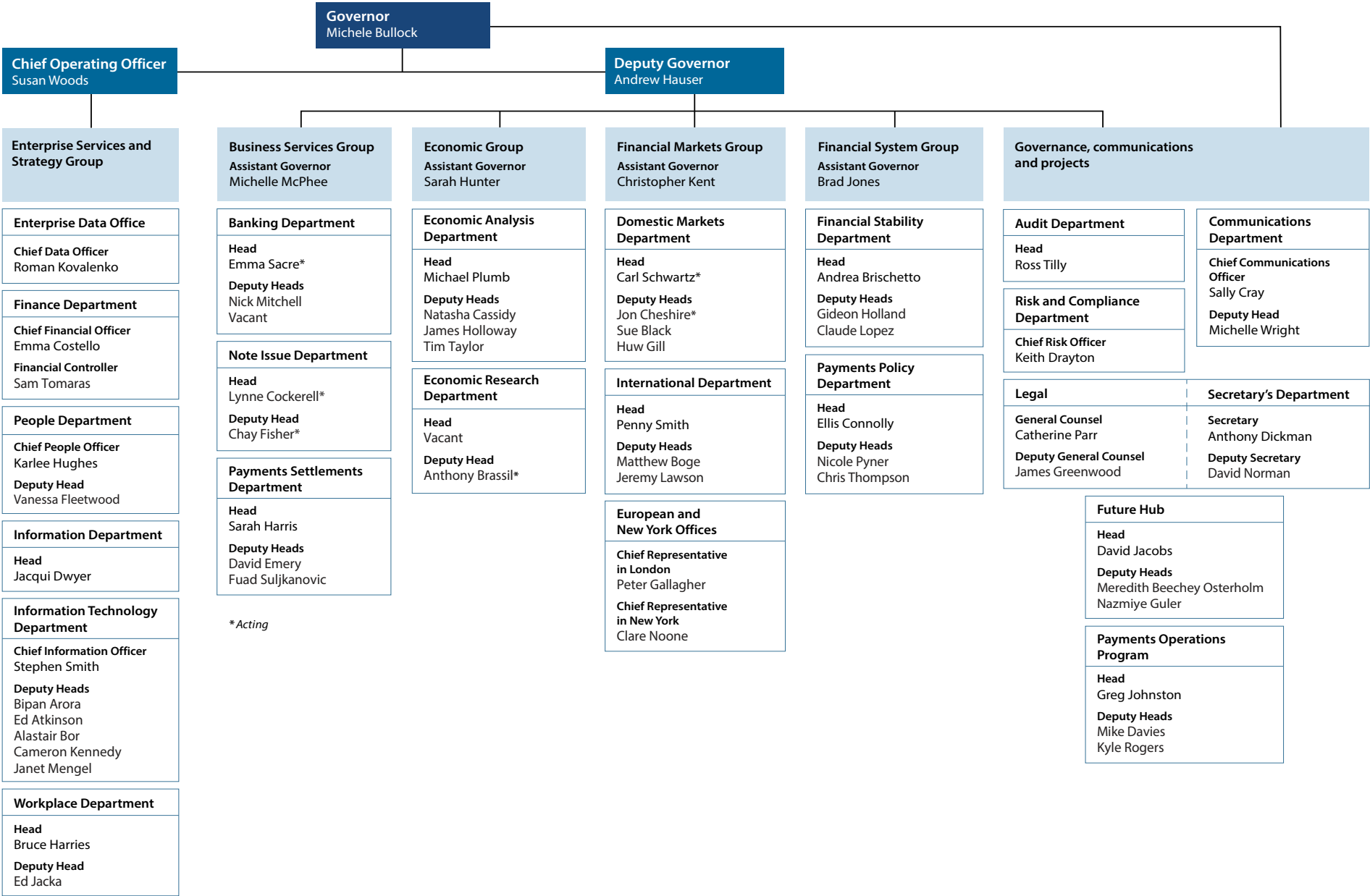


Assistant Governor
Financial Markets
Christopher Kent



Assistant Governor
Financial System
Brad Jones

Figure 1.5.1: Operational Structure Reserve Bank of Australia Operational Structure
September 2024



* Acting