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Tony specialises in public policy and economics, impact analysis, complex reform frameworks, policy and program evaluation, and policy advising capabilities in public sector agencies. He also conducts professional development training in policy advising, policy writing and the management of policy projects.



Tony is Managing Director of Policy Partners Pty Ltd, a small Canberra-based consultancy. Previously, he was a Commonwealth public servant for 24 years, principally as an economist and policy adviser in the Commonwealth Treasury. He was also Chief Economist at the Murray-Darling Basin Authority, where he played a key role in the Basin Plan being adopted in 2012, by redefining the socioeconomic evaluation framework to acknowledge the agricultural impacts of reform and adopting a participatory approach to the management of stakeholders.

Tony brings a broad experience to bear on complex economic and policy issues. His expertise covers diverse subjects such as revenue and expenditure aspects of Commonwealth budgeting, federal finances, competition policy, financial and performance frameworks, regulatory economics, taxation design, comparative economics and information systems. In 2008, Tony designed the current federal financial relations framework, including the system of financial transfers to and through the States and the associated performance framework, and he led the financial and budgetary aspects of the wider COAG Reforms.

Tony provides management consulting services to public sector and not-for-profit organisations. He is also Non-Executive Director and Treasurer of the Molonglo Catchment Group, an NRM not-for-profit business operating in the wider ACT region, where he has been reforming business planning, governance systems and business processes.

## Experience

Strategy and economic policy advice	Building economic team capabilities	Social and economic impact assessment
Policy and program review	Regional and agricultural economics	Government finances, policy costings, revenue forecasting, tax policy and design
Community and stakeholder engagement	Rural and urban water policy	Federal finances, State taxes and comparative economics
Evidence-based policy, knowledge & information management	Regulation impact statements	
	Secretariat services for ministerial & intergovernmental committees	

## Education

Bachelor of Economics Australian National University Conferred 1990	Master of Public Policy Australian National University Conferred 1997	Graduate Australian Institute of Company Directors Completed 2014
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## Professional memberships

Economic Society of Australia	Institute of Public Administration Australia	Australian Agricultural & Resource Economics Society
Australian Institute of Company Directors	Australian Farm Institute	International Society for Ecological Economics

## Board memberships

Non-Executive Director and Treasurer of **Molonglo Catchment Group Inc** (since 2015), which acts as coordinator for the many Landcare and other natural resource management interest groups in the ACT/Queanbeyan region.

Treasurer of the ACT Branch of the **Australian Agricultural & Resource Economics Society** (since 2015).

## Referees

Dr Neil Byron Consulting economist and former Productivity Commissioner Phone: 0411 381727 Email: dr.neil.byron@icloud.com	Mr Peter Mottlee Partner (Strategy, Performance Risk) Canberra Consulting Pty Ltd Phone: 0417 430899 Email: peter.mottlee@canberraconsulting.com.au	Mr Russell James Executive Director Murray-Darling Basin Authority Phone: 0408 690124 Email: russell.james@mdba.gov.au
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## Examples of significant contributing authorship

Murray-Darling Basin Authority (2012), *The Socio-economic implications of the proposed Basin Plan*, [http://www.mdba.gov.au/sites/default/files/archived/revise-BP/PBP\\_socioeconomic\\_implications.pdf](http://www.mdba.gov.au/sites/default/files/archived/revise-BP/PBP_socioeconomic_implications.pdf).

Murray-Darling Basin Authority (2011), *Socioeconomic analysis and the draft Basin Plan: Part A—Overview and Analysis*, [http://www.mdba.gov.au/sites/default/files/archived/proposed/social\\_economic\\_analysis\\_part\\_a.pdf](http://www.mdba.gov.au/sites/default/files/archived/proposed/social_economic_analysis_part_a.pdf).

Commonwealth of Australia (2009), Budget Paper No 3 2009-10: *Australia's federal relations*, [http://www.budget.gov.au/2009-10/content/bp3/html/bp3\\_prelims.htm](http://www.budget.gov.au/2009-10/content/bp3/html/bp3_prelims.htm).

Warburton, Richard F. E. and Peter Hendy (2006), *International comparison of Australia's taxes*, <http://comparativetaxation.treasury.gov.au>, Chapters 1-3.

Australian Chicken Meat Federation (2014), *Submission to the Agricultural Competitiveness Taskforce*, <http://www.policypartners.com.au/assets/australian-chicken-meat-federation-submission-2014.pdf>, 17 April.

## Relevant experience

### MANAGING DIRECTOR | POLICY PARTNERS | SINCE JUNE 2013

- Organic Industries of Australia—Developing a new national peak industry body for Australia's organic industries
- Duxton Asset Management—Assessment of water resources required for expanded irrigated cotton production in Azerbaijan
- Department of Defence—Business process performance review of the Property Management Branch for Canberra Consulting
- Department of Defence—Improving the use of economics for strategy and reporting for the Joint Strike Fighter program
- Department of the Treasury—Post-implementation review of the reduction in the tobacco duty free concession for Canberra Consulting
- Defence Materiel Organisation—Review of forecasting the benefits to Australian industry from the Joint Strike Fighter program for PwC
- Department of Social Services—Designing an evidence based policy capability and knowledge management strategy
- Chicken Meat Federation of Australia—Prepared a submission to the White Paper on Agricultural Competitiveness for Inovact Consulting
- Attorney-General's Department—Performance review of departmental security arrangements for Canberra Consulting

### TREASURER | MOLONGLO CATCHMENT GROUP | SINCE SEPTEMBER 2015

### MANAGING DIRECTOR | MOLONGLO CATCHMENT GROUP | SINCE FEBRUARY 2017

- Reform of the business strategy, and development of a corporate plan and operational plan
- Reform of corporate governance, board of directors, and the constitution
- Financial reporting and reforming the accounting systems and cash forecasting and budgeting
- Reform of business processes, upgrading corporate computer systems to a cloud platform, and website redevelopment

### MANAGEMENT CONSULTANT | DEPARTMENT OF FAMILIES, HOUSING, COMMUNITY SERVICES AND INDIGENOUS AFFAIRS | OCT 2012 TO MAY 2013

- Advised FaHCSIA (now Department of Social Services) on the use of evidence based policy and strategies for improving the management information capabilities in respect of their people, systems & data, and especially: data management and governance; IT systems and processes; organisational management & strategy; enhancing the skills of analytical staff

### GENERAL MANAGER (TREASURY SECONDMENT) SOCIAL AND ECONOMIC POLICY ANALYSIS BRANCH | MURRAY-DARLING BASIN AUTHORITY | FEB 2011 TO JUN 2012

- Led the socio-economic impact assessment of the Murray-Darling Basin Plan and the Authority's socio-economic work program
- Macroeconomic (CGE) modelling of economic impacts, cost benefit analysis and preparation of the regulation impact statement
- Facilitator of socio-economic workshops for Commonwealth and State agencies, national peak bodies, academics and consultants
- Explained the work program and socio-economic implications in Authority Board meetings and with community stakeholders
- Recruited a team of suitably qualified economic and social policy analysts
- Strategic management of socio-economic consultancies and chaired project steering committees
- Facilitated productive working relationships with State agencies and stakeholders

### SENIOR ADVISER WATER POLICY | INDUSTRY, ENVIRONMENT AND DEFENCE DIVISION | TREASURY | 2009 TO 2011

- Strategic review of the long-term sustainability of Australia's water resources and water policy, covering urban and rural water use

### MANAGER FEDERAL FINANCES | COMMONWEALTH STATE RELATIONS DIVISION | TREASURY | 2006 TO 2009

- Led the development and implementation of COAG's current federal financial framework and performance reporting framework
- Primary author and negotiator of the *Intergovernmental Agreement on Federal Financial Relations* (2008)
- Instructed Office of Parliamentary Counsel on drafting *Federal Financial Relations Act 2009* and facilitated its passage through Parliament
- Managed a large team involved in Budget preparation and reporting, financial policy and payments administration

- Responsible for GST revenue provision and specific purpose payments to the States, provided advice on state tax reform and local government issues, and generally managed financial relations with the States; managed over \$90 billion of payments annually
- Led the production of Budget Paper No. 3—Australia's Federal Relations, including a complete rewrite of the document in 2008 and 2009
- Prepared Cabinet Submissions, Cabinet Memorandums and submissions for consideration by Cabinet's Strategic Priorities and Budget Committee and Expenditure Review Committee
- Prepared agenda papers for the Council of Australian Governments, the Ministerial Council for Federal Financial Relations and various fora of Commonwealth and State Treasuries
- Managed the secretariats for the Ministerial Council for Federal Financial Relations, Heads of Treasuries, Deputy Heads of Treasuries and the GST Administration Sub Committee of Deputies

#### **SENIOR ADVISER, REVENUE | TAX ANALYSIS DIVISION | TREASURY | 2000 TO 2006**

- Revenue forecasting capacity development, model specification and production of *Budget Statement No. 5—Revenue*
- Project Manager for the Tax Base Project, which documented the structure, history and effects of the Australian taxation system, compared it internationally and analysed revenue trends
- Senior member of the secretariat for the *International comparison of Australia's taxes*, leading the quantitative analysis and managing production of the report
- Senior member of internal review of forecasting the nominal economy and revenue
- Developing systems and methods for analysing Business Activity Statement data for use in revenue and economic forecasting
- Responsible for revenue accounting and classification issues, including the accurate representation of taxation revenue estimates and outcomes in Budget systems and documentation

#### **SENIOR POLICY ANALYST | STRUCTURAL REFORM DIVISION | TREASURY | 1997 TO 2000**

- Policy analysis in the areas of taxation, industry, infrastructure, competition and privatisation policy in respect of the aviation, shipping, road, rail, electricity, gas and telecommunications industries
- Managed pricing regulation of Australian airports under the Trade Practices Act, including advising the Treasurer and liaising with the ACCC on implementation
- Principal authorship of Treasury's [submission](#) to the Productivity Commission inquiry into Part X of the Trade Practices Act in respect of international shipping
- Financial and policy analysis for the Second Sydney Airport and Very Fast Train

#### **POLICY ANALYST | POLICY RESEARCH UNIT | TREASURY | 1996 TO 1997**

- Economic analysis of the counter-cyclical effects of the Development Allowance (accelerated depreciation for large scale investments)
- Research into the volatility of Australia's financial instruments (shares, bonds, interest rates) *viz a viz* those of other OECD countries
- Research into aspects of Australian household savings