

## **Tim Mackey**

Tim Mackey had extensive experience at very high levels in the Australian Government before commencing as a strategic consultant and advisor to industry and government. Tim was a member of the Australian Government's Senior Executive Service right through the period from the first Hawke Government until the current Labor Government. For the 12 years until 2009, Tim was a Deputy Secretary in a range of Departments, including Primary Industries and Energy; Industry, Tourism and Resources; and Innovation, Industry, Science and Research. He provided Ministers with high level advice on policy development and formulation as well as efficient and effective program management and project implementation. Tim has a proven record of success in Executive Leadership, including management of large budgets and teams of staff. In his most recent position, he directly led a team of over 1000 staff, delivering around \$2b per annum in program funds and managing over \$150m per annum in departmental expenses. He was a Chairman and member of several Government Boards and Agencies and represented Australia at a senior level in many international meetings and negotiations.

The wide range of areas in which Tim had a leading policy role over the years included agriculture, especially grains; meat, fisheries, oil and gas, electricity, mining and manufacturing. Tim's specific achievements included agricultural and fisheries policy reform; policies which promoted the growth of the oil, gas and mining sectors and opened up Australia's energy markets; the 2007 'Global Integration' Industry Policy Statement; and the Government's 2008-2009 new manufacturing policies for motor vehicles and textiles, clothing and footwear.

On program management, Tim was the Deputy Secretary responsible for AusIndustry, which designed and implemented over 20 new industry assistance programs, including over \$1b of innovation programs and the major new sectoral assistance programs in 2009. He was instrumental in the establishment of the National Measurement Institute, including its \$20m pa business revenue component. Tim led the design and construction process for the new \$100m Departmental headquarters, which was completed on time and on budget. He was responsible for delivery mechanisms such as Enterprise Connect and Invest Australia.

Tim was a leader in departmental management for many years, being responsible for the Department's Budget strategy and all other corporate functions, as well as a member of the Executive Board. He played a very significant role in the management of his Department's IT functions, both in the provision of internal IT services and in providing IT based programs to external stakeholders, such as [business.gov.au](http://business.gov.au).

Tim has been Chairman of the APEC Energy Working Group, the International Grains Council and the Australian Grains Research Council, as well as his Department's Audit Committees. He has also been a member of the Boards of NATA the Australian Wheat Board and the Australian Horticultural Corporation. He has had two overseas postings, at the Australian Embassy in Washington DC and the OECD in Paris, and has led and participated in many international negotiations, including at the IEA, the WTO and bilateral agricultural and resources consultations.

Since leaving government, Tim has provided strategic analysis and advice to a range of industry and government clients. Tim holds degrees in Economics and Law from the ANU, and is admitted to practise as a Barrister before the High Court of Australia.

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## Qualifications

Bachelor Economics, Australian National University 1972  
 Bachelor Laws, Australian National University 1975  
 Barrister and Solicitor, High Court of Australia, 1976

## Experience

### **2002-2009: Deputy Secretary, Departments of Innovation, Industry Science and Research, and Industry, Tourism and Resources**

#### **Responsibilities:**

- Led Departmental Budget Strategy Group, preparing budget proposals for entire Department
- Member of Departmental Executive Board, determining overall policy direction and portfolio management
- Directly responsible for many Divisions providing policy advice and program and service delivery, e.g. Manufacturing Division, Enterprise Connect, AusIndustry, Invest Australia, eBusiness, National Measurement Institute and Corporate Division
- Led team of 1100 staff, delivering around \$2b pa in program funds and managing over \$150m pa of Departmental expenses

#### **Selected Achievements:**

- Significant increases in the Department's budget and functions, achieved through leadership of the Budget Strategy Group
- Led development and implementation of Rudd Government's new manufacturing policies and programs in 2008-2009, including for motor vehicles, and textiles, clothing and footwear
- Major contributions to Minister Carr's new innovation policies and programs in 2008-2009, including creation of Commercialisation Australia
- Led development of 2007 Australian Government Industry Policy Statement 'Global Integration', including industry consultations, cabinet briefing, financial negotiations and preparation of final report
- Led design and construction process for new Departmental headquarters, a cutting edge building completed on time and on budget October 2006
- Established National Measurement Institute 2004, including \$20m pa business component
- Successfully developed and implemented over 20 new industry assistance programs in AusIndustry, including \$1b innovation programs and major new sectoral assistance programs

### **1997- 2002: Deputy Secretary for Resources and Energy, Departments of Industry**

### **Tourism and Resources and Primary Industries and Energy**

#### **Responsibilities:**

- Led Resources and Energy Group of the Departments
- Led policy development, ministerial advice and program delivery for oil, gas, electricity, coal, minerals and uranium mining, fisheries and aquaculture
- Directly responsible for four Divisions with 250 staff
- Significant international responsibilities, including Chair of the APEC Energy Working Group and Ministerial representative at international meetings such as IEA and World Bank

**Selected Achievements:**

- Led development of Electricity and Gas market reform agendas
- Chaired Liquefied Natural Gas Action Agenda, including first inroads into LNG market in China
- Reform of Fisheries Management Programs and promotion of aquaculture
- Established Project Facilitation function, leading to creation of Invest Australia
- Abolished export controls over coal and LNG
- Led Australian delegations which achieved agreement on reforms to APEC energy markets and increased opportunities for Australian minerals and energy exports

**1996-1997: Head of Division, OECD Paris****Responsibilities:**

- Head of Division responsible for developing and recommending proposals for reform of the world's agriculture, fisheries and food markets
- Led a small but highly qualified team of researchers from around the world

**Selected Achievements:**

- Led and directed research, analysis and policy development resulting in proposals to significantly reduce the major distortions in world agricultural markets
- Produced high quality data (Producer Subsidy Equivalents, PSEs) which demonstrated the extent of world subsidies

**1989-1996: Head of Division, Department of Primary Industries and Energy****Responsibilities:**

- Led Corporate Policy Division, responsible for portfolio economic advice, international trade policy and environmental issues, including Climate Change
- Led Crops Division, responsible for policy advice and program delivery for all Australian crops
- Chairman of International Grains Council, Chair of Australian Grains Research Council

**Selected Achievements:**

- Led reforms in Australian Agricultural Sector, including revitalised research programs, removal of sugar import ban and deregulation of tobacco industry
- Led initial Australian Government response to climate change issues, in both resources and farming sectors
- Negotiated trade liberalisation measures accompanying entry of Taiwan and China into WTO, and new Australia/EU wine agreement

**1986-1989: Minister/Counsellor Energy and Agriculture, Australian Embassy, Washington DC****Responsibilities:**

- Represented and advised Australian Government and industry on USA bilateral, regional and multilateral issues affecting energy and agriculture

**Selected Achievements:**

- Ensured Australian interests were fully taken into account in passage of 1988 US Farm Bill
- Maintained access of Australian imports under threat, such as lamb and casein
- Achieved joint approach with US Administration on coal and uranium issues

**1981-1986: Branch Head, Department of Primary Industry**

**Responsibilities:**

- Led Policy Development Branch, responsible for advice on economic and taxation issues
- Led Wheat Branch, responsible for policy advice and program delivery on wheat

**Selected Achievements:**

- Led Department's contribution to 1985 Tax Reform Summit
- Successfully delivered the Government's Guaranteed Minimum Price Scheme for wheat

**1974-1981: Senate Committee Officer, Parliament House Canberra**

**Responsibilities:**

- Started as Research Officer and promoted through to Staff Director of Senate Committees, including Senate Standing Committee on Finance and Government Operations
- Led small teams in researching, analysing, arranging hearings and writing reports on issues under investigation by Senate Committees

**Selected Achievements:**

- Authored series of reports on Australian Statutory Authorities, the first time such an exercise was undertaken

17 June 2011