

TERMS OF REFERENCE

The Independent Panel was asked to review Australia's response to the COVID-19 pandemic to provide a small number of practical, high-impact recommendations on how Australia can become a more resilient nation that is better prepared for future health crises.

Scope of the Review

The Panel was asked to explore the three phases of the COVID-19 pandemic through the lenses of health, economic and social policy:

- **Preparation:** including risk monitoring, the availability of data, access to skills, the adequacy of emergency plans and protocols, and the flexibility of Australia's communities, policies and markets.
- **Response:** including communication, managing policy trade-offs, governance, government coordination, knowledge and data sharing between and within state-national governments and the public, logistics and supply chains, our ability to adapt as the crisis evolved and the inclusiveness and effectiveness of our policy responses.
- **Recovery:** including the adequacy and effectiveness of policy supports provided, the distribution of those supports across the community, whether the ongoing post-COVID recovery is inclusive of vulnerable communities and how we are learning from the successes and shortcomings in our policy responses.

Process

The Review was funded by three philanthropic organisations: the Paul Ramsay Foundation, the Minderoo Foundation and the John and Myriam Wylie Foundation. The funders of the project had no say over its findings and recommendations.

The Panel was chaired by Peter Shergold AC and included Jillian Broadbent AC, Peter Varghese AO and Isobel Marshall. Sharon Lewin AO was initially appointed to the Panel but subsequently chose to step down to ensure there were no perceived conflicts of interest from her participation.

The Review conducted consultations across a broad cross section of industries, experts and community groups (Table A1). More than 350 people participated in the Review process over a six-month period through both written submissions and consultations. Consultations were undertaken confidentially to allow participants to speak freely and openly.

The e61 Institute was commissioned to support the Panel in undertaking consultations, in reviewing submissions and in undertaking research, data analysis and policy analysis to help inform the recommendations in this report.