

## Executive summary

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Silas Palmer is a skilled senior government administration professional with experience in policy design and implementation, operations, public sector governance and strategic communications and engagement. He has more than 14 years public sector experience in the legislative and executive branches of the Victorian Government, with direct experience providing strategic and operational advice to up to Deputy Secretary-level in central agencies, portfolio departments and statutory authorities.

## Work history

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### Casual Polling Official, Federal Election 2025

April-May 2025

*Australian Electoral Commission | Macnamara Division & Interstate Polling Centre*

### Senior Adviser to Head of Transport Services

2022-2025

*Department of Transport and Planning | Office of the Deputy Secretary, Transport Services*

- Advised the Deputy Secretary, Secretary and transport-portfolio on public policy and policy implementation matters.
- Provided summaries, prioritisation and analysis of briefings to the Deputy Secretary, Transport Services.
- Prepared and edited Ministerial briefings and cabinet submissions improving clarity, readability and recommendations often pressured by time and policy ambiguity.
- Resolved challenging and unusual public policy problems on behalf of the Deputy Secretary working with departmental senior executives, Office of the Secretary, legal teams and the Department of Premier and Cabinet.
- Analysed upcoming cabinet submissions from across government; coordinated with authors and the cabinet team, prepared comments and inputs for the Deputy Secretary and Secretary.
- Contributed to commercial projects across the portfolio including SkyBus re-contracting and bus network 4G connectivity project.
- Developed and coordinated Transport Services responses to corporate reporting and for Parliamentary Accounts and Estimates Committee (PAEC).

### Senior Strategic Adviser, Planning and Precincts

2021-2022

*Suburban Rail Loop Authority (SRLA), Planning and Precincts Division*

- Advised on policy design of \$250 million Community Infrastructure and Open Space fund; worked across teams to establish smaller 'community projects' fund to deliver the program benefits concurrently with infrastructure.
- Established grants management function, including procurement and integration of grant management system, recruitment of team, documentation and audit of new business processes.
- Delivered the Precincts Open Space Strategy, overseeing detailed development of policy framework for open space in precincts.
- Established Public Open Space Expert Panel, a key mitigation of open space impacts in the Environment Effects Statement.
- Procured panel experts and inducted members, including planning site tours and preparing program of paper reviews, technical reviews and a review of the framework.

### Senior Adviser to Chief Executive Officer

2019-2021

*Suburban Rail Loop Authority (SRLA)*

- Led policy coordination organisation-wide supporting the CEO and Executive General Managers.
- Contributed improvements to the structure and program logic of key documents, including the business case for the project.
- Led coordination with Department of Premier and Cabinet on key issues, upcoming cabinet submissions and decisions.
- Defined interim organisational reporting and risk processes at establishment and established the Advisory Board.
- Coordinated briefings and approvals for the Office of the CEO including weekly meetings with Minister and board chair.
- Led SRLA's cabinet coordination function: analysis of upcoming policy proposals from across government, drafting and coordinating comments and inputs.
- Regularly produced high quality briefs, reports, board papers and other submissions under high pressure and tight deadlines.
- Supported establishment of SRLA's corporate functions, including financial management, recruitment, procurement, and accommodation.

### Senior Adviser, Planning and Coordination

2018-2019

*Department of Premier and Cabinet/Latrobe Valley Authority (Department of Jobs, Precincts and Regions)*

- Supported policy coordination as a central agency officer; shadowed central coordination in line department officer.

- Led two workstreams on project redesigning \$50 million business support fund to target investment towards jobs.
- Designed reports tracking cross portfolio/cross departmental program outcomes for Ministers.
- Economic Policy development, including high-level design of \$266 million package of support to the Latrobe Valley following closure of Hazelwood Power Station.
- Designed a demonstration program of specialist electric vehicles in the Latrobe Valley.

### Senior Engagement Officer

2017-2018

*Department of Premier and Cabinet, Office of the Deputy Secretary Economic Policy and State Productivity*

- Worked with the Premier's and Ministers' offices on policy and communications opportunities with high degree of influence, political awareness and trust.
- Supported local MP engagement during establishment of the Latrobe Valley Authority; organised CEO engagement forums and informal engagement.
- Developed and delivered program of stakeholder engagement for a \$73.1 million regional sporting infrastructure program with local and state government, construction industry and LV community stakeholders.
- Supported DPC's secretariat role for taskforce/cabinet committee and the Latrobe Valley IDC including attending cabinet committees, coordinating and developing papers and producing accurate minutes.

### Electorate Officer to Martin Foley MP, Member for Albert Park

2014-2017

*Parliament of Victoria, Legislative Assembly*

- Produced electorate communications, including email, direct mail, social media, events, advertising and digital.
- Recruited, trained and supervised large team of volunteers from diverse communities.
- Coordinated office's role in complex and sensitive matters, e.g. Fishermans Bend reforms.
- Led conversations on constituent issues between the electorate team and ministerial and departmental teams.
- Represented member in project control groups and advisory panels; identified and escalated delivery issues and advised MP.

### Electorate Officer to Johan Scheffer MP, Member for Eastern Victoria Region

2010-2014

*Parliament of Victoria, Legislative Council*

- Analysed reports and legislation, prepared briefings and speaking notes for Parliament.
- Represented MP in community, assisting community groups and constituents to inform policy development.
- Produced electorate communications, including media, print and digital.
- Monitored media coverage, prepared media releases and managed local media relationships.
- Located and nurtured strategic relationships with NGOs and community groups.

### Client Liaison *Directioneering Victoria Pty Ltd*

2008-2009

- Managed the administrative team of bespoke private-sector outplacement company.
- Frontline IT support and network administration for a 50-client SME
- Developed and documented office systems; administered financial systems and supported team of approximately 20 consultants.
- Delivered candidate networking and client marketing events contributing to tripling of monthly revenue.

### Manager/Shift Supervisor/Crew Trainer *McDonald's St Kilda*

2003-2008

## Qualifications & Education

### Monash University | Bachelor of Arts (*Public Policy/Gender Studies*)

2016

**Other qualifications include:** Certificate IV in Business (Frontline Management); Certificate III in Multimedia; Certificate III in Retail Operations; Responsible Service of Alcohol; Full Driver's License (car/motorcycle).

**Currently working towards:** Professional Certificate of Project Management

## Volunteer Roles

### Health Promotion Volunteer (2019-current) | Thorne-Harbour Health

- Outreach work on behalf of the SAM campaign, and other ad hoc volunteering.

### President (2018-2022) and Secretary (2017-2018) | Melbourne Chargers Rugby Union Football Club

- Organised international tours for 60+ players, coaches and supporters to Bingham Cup Ottawa (2022) and Amsterdam (2018) managing chaotic impacts from pandemic and raised more than \$50,000 to support local and international inclusive rugby.