

s 22 (irrelevant information)

From: Dan Doran s 47F (personal information)
Sent: Wednesday, 22 April 2026 3:23 PM
To: Kelly, Lynn
Cc: s 22 (irrelevant information)
Subject: RE: s 47F (personal information) in Canberra next Wednesday, April 29 [SEC=OFFICIAL]

You don't often get email from s 47F (personal information). [Learn why this is important](#)

Brilliant, thanks Lynn!

From: Kelly, Lynn s 22 (irrelevant information)
Sent: Wednesday, 22 April 2026 3:07 PM
To: Dan Doran s 47F (personal information)
Cc: s 22 (irrelevant information)
Subject: RE: s 47F (personal information) in Canberra next Wednesday, April 29 [SEC=OFFICIAL]

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OFFICIAL

Hi Dan

It would be great to meet with s 47F (personal information) and discuss further the work that you have been doing. I am actually based in Sydney so can be more flexible in organising a time to meet. Please let me know some windows that work for you, I have cc'ed my EA s 22 (irrelevant information) who will help to lock something in.

Kind regards
Lynn

Lynn Kelly — First Assistant Secretary
Financial System Division
P s 22 (irrelevant information) M s 22 (irrelevant information)


treasury.gov.au
Level 29, 201 Kent Street, Sydney, NSW 2000
[Twitter](#) | [LinkedIn](#) | [Facebook](#)

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OFFICIAL

From: Dan Doran s 47F (personal information)
Sent: Wednesday, 22 April 2026 2:19 PM
To: Kelly, Lynn s 22 (irrelevant information)
Subject: s 47F (personal information) in Canberra next Wednesday, April 29
Importance: High

You don't often get email from s 47F (personal information). [Learn why this is important](#)

Hi Lynn,

Lovely to meet you in Canberra the other week. We really appreciate you making the time.

Our Group Executive Strategy, s 47F (personal information), is in Canberra next Wednesday to meet with Matt Yannopoulos. He is having breakfast with James Kelly the same day too.

Would you be available at some stage on the 29th for a brief catch up with s 47F (personal information) too? The team has done some further focused work on the issues we covered a few weeks ago. We are keen to get you across.

Happy to chat at any stage.

Kind regards,

Dan



Dan Doran
General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)
Email s 47F (personal information)

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s 22 (irrelevant information)

From: Dan Doran s 47F (personal information)
Sent: Monday, 3 November 2025 12:54 PM
To: Kelly, James
Cc: s 22 (irrelevant information)
Subject: FW: Introduction [SEC=UNOFFICIAL]

Hi James,

Looking forward to seeing you this Thursday.

Are you okay if I bring s 47F (personal information) from my team? Given how new I am, I thought it would help our chat to have her support. But no worries either way.

Cheers,

Dan

From: Dan Doran
Sent: Friday, 24 October 2025 3:38 PM
To: 'Kelly, James' s 22 (irrelevant information)
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

Thanks very much James. Looking forward to meeting you soon.

Dan

From: Kelly, James s 22 (irrelevant information)
Sent: Friday, 24 October 2025 3:36 PM
To: Dan Doran s 47F (personal information)
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

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UNOFFICIAL

Hi Dan

Very nice to hear from you, and very happy to meet – whether in Canberra or when I'm next in Sydney

s 22 (irrelevant information) will help find a time

James

James Kelly — Deputy Secretary

Markets Group

P: s 22 (irrelevant information) M: s 22 (irrelevant information)

EA: s 22 (irrelevant information) P: s 22 (irrelevant information) E: s 22 (irrelevant information)

UNOFFICIAL

From: Dan Doran s 47F (personal information)
Sent: Friday, 24 October 2025 2:46 PM
To: Kelly, James s 22 (irrelevant information)
Cc: s 22 (irrelevant information)
Subject: Introduction
Importance: High

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[CBA Information Classification: Confidential]

Dear James,

Just a quick note to introduce myself. I recently started as the new General Manager of Government and Industry Affairs at CBA. Until a few weeks ago, I was Chief-of-Staff to Tanya Plibersek. Prior to that I was at PM&C.

It would be terrific to catch up if you can spare the time in the next couple of weeks. I know there's a bit on the go, including on scams and surcharging/interchange. I would be very happy to come to Canberra to meet face-to-face.

Please feel free to call at any time.

Hope to hear from you soon.

Kind regards,

Dan



Dan Doran
General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)
Email s 47F (personal information)

Executive Assistant: s 47F (personal information)

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s 22 (irrelevant information)

From: Dan Doran s 47F (personal information)
Sent: Wednesday, 18 February 2026 8:45 AM
To: Kelly, James
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

That sounds great James.

I might have the relevant teams work up their thinking on economic/financial crime for discussion with you in the second half of the year if that works?

I think a catch up with s 47F (personal information) and the payments team is a great idea. Monday would be best at our end, as we have s 47F (personal information) appearing at the inquiry on digital wallets in Canberra on Tuesday.

What time/s might work for you?

Dan

From: Kelly, James s 22 (irrelevant information)
Sent: Wednesday, 18 February 2026 8:01 AM
To: Dan Doran s 47F (personal information)
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

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Hi Dan

Thanks for reaching out to ask

Scams yes, but more in the sense of how to think of the broader economic/financial crime landscape. At the moment there's a lot of discussions happening now on making the scams prevention framework real, but once we've made some progress there I would be interested in CBA's views on general landscape and how the various government agencies are bringing the different pieces together. So perhaps one for later in the year?

More immediately I will be down in Sydney this coming Monday and Tuesday, and have been thinking it would be good to have a check in with s 47F (personal information) about the payments space, both immediate issues but also those rushing towards us technology wise and the broader international payments world. Bit short notice but wondering if that would be possible – I can always reach out directly if that makes more sense.

James

James Kelly — Deputy Secretary

Markets Group

P: s 22 (irrelevant information) M: s 22 (irrelevant information)

EA: s 22 (irrelevant information) P: s 22 (irrelevant information) E: s 22 (irrelevant information)

UNOFFICIAL

From: Dan Doran s 47F (personal information)

Sent: Friday, 13 February 2026 5:44 PM

To: Kelly, James s 22 (irrelevant information)

Cc: s 22 (irrelevant information)

Subject: RE: Introduction [SEC=UNOFFICIAL]

Hi James,

I hope you are well.

s 47F (personal information) mentioned you were keen to catch up with our senior executive responsible for scams prevention, s 47F (personal information).

We'd love to set that up.

Let me know.

Kind regards,

Dan



Dan Doran

General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)

Email s 47F (personal information)

Executive Assistant: s 47F (personal information)

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s 22 (irrelevant information)

From: Dan Doran s 47F (personal information)
Sent: Monday, 3 November 2025 2:07 PM
To: Kelly, James
Cc: s 22 (irrelevant information)
Subject: Re: Introduction [SEC=UNOFFICIAL]

UNOFFICIAL

Thank you

UNOFFICIAL

From: Kelly, James s 22 (irrelevant information)
Sent: Monday, November 3, 2025 1:36:57 PM
To: Dan Doran s 47F (personal information)
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

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UNOFFICIAL

Hi Dan, very happy for s 47F (p) to join as well

James

James Kelly — Deputy Secretary

Markets Group

P s 22 (irrelevant information) M s 22 (irrelevant information)

EA s 22 (irrelevant information) P: s 22 (irrelevant information) E: s 22 (irrelevant information)

UNOFFICIAL

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Sent: Monday, 3 November 2025 12:54 PM
To: Kelly, James s 22 (irrelevant information)
Cc: s 22 (irrelevant information)
Subject: FW: Introduction [SEC=UNOFFICIAL]

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Cheers,

Dan

From: Dan Doran
Sent: Friday, 24 October 2025 3:38 PM
To: 'Kelly, James' s 22 (irrelevant information)
Cc: s 22 (irrelevant information)
Subject: RE: Introduction [SEC=UNOFFICIAL]

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Dan

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Sent: Friday, 24 October 2025 3:36 PM
To: Dan Doran s 47F (personal information)
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Subject: RE: Introduction [SEC=UNOFFICIAL]

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s 22 (irrelevant inf) will help find a time

James

James Kelly — Deputy Secretary
Markets Group
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EA s 22 (irrelevant information) P: s 22 (irrelevant information) E: s 22 (irrelevant information)

UNOFFICIAL

From: Dan Doran s 47F (personal information)
Sent: Friday, 24 October 2025 2:46 PM
To: Kelly, James s 22 (irrelevant information)

Cc: s 22 (irrelevant information)

Subject: Introduction

Importance: High

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[**CBA Information Classification: Confidential**]

Dear James,

Just a quick note to introduce myself. I recently started as the new General Manager of Government and Industry Affairs at CBA. Until a few weeks ago, I was Chief-of-Staff to Tanya Plibersek. Prior to that I was at PM&C.

It would be terrific to catch up if you can spare the time in the next couple of weeks. I know there's a bit on the go, including on scams and surcharging/interchange. I would be very happy to come to Canberra to meet face-to-face.

Please feel free to call at any time.

Hope to hear from you soon.

Kind regards,

Dan



Dan Doran

General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)

Email s 47F (personal information)

Executive Assistant: s 47F (personal information)

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s 22 (irrelevant information)

From: Dan Doran s 47F (personal information)
Sent: Thursday, 26 February 2026 2:28 PM
To: s 22 (irrelevant information)
Cc: Kelly, James
Subject: Briefing from Mandala economists

Hi s 22 (irrelevant information),

I hope you're well, and thanks again for organising Monday.

I've spoken to James about arranging a time in March for the economists at Mandala to update the Treasury team on some banking work we have commissioned from them.

The research focuses on technology transforming the nature and economics of banking in Australia, the competitive landscape, and the general strength of the banking system.

Could March 24 work at all?

Happy to discuss at any time.

Kind regards,

Dan



Dan Doran
General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)
Email s 47F (personal information)

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s 22 (irrelevant information)

Subject: Briefing from Mandala economists [SEC=OFFICIAL:Sensitive]
Location: TSY CBR AG.39 CR VC

Start: Tue 24/03/2026 9:30 AM
End: Tue 24/03/2026 10:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Kelly, James
Required Attendees: s 22 (irrelevant information); Baird, Tim; s 22 (irrelevant information); Freestone, Owen; Moore, Andre; Gilbert, Naomi; Quinlivan, Michael; s 22 (irrelevant information); Dan Doran; s 22 (irrelevant information); s 47F (personal information); s 47F (personal information); s 47F (personal information);
Optional Attendees: s 22 (irrelevant information); Kelly, Lynn; s 22 (irrelevant information); s 22 (irrelevant information); s 22 (irrelevant information); McDonald, Tony; McDonald, Jason; s 47F (personal information); s 22 (irrelevant information); s 47F (personal information); s 22 (irrelevant information); Vohra, Mehak

Resources: TSY CBR AG.39 CR VC

Categories: Meeting with Dep Sec

Please contact s 22 (irrelevant information) on arrival s 22 (irrelevant information).

Briefing from Mandala economists to update the Treasury team on some banking work we have commissioned from them.

The research focuses on technology transforming the nature and economics of banking in Australia, the competitive landscape, and the general strength of the banking system.

Please forward on invite if you would like others included in this meeting thank you.

Attendees

s 47F (personal information), Partner, Mandala
s 47F (personal information), Managing Partner, Mandala
s 47F (personal information), Mandala
s 47F (personal information), Group Executive, Strategy, CBA
Dan Doran, General Manager, Government and Industry Affairs, CBA
s 47F (personal information), General Manager, Strategic Policy, CBA

TSY

James Kelly, Deputy Secretary
Jason McDonald, First Assistant Secretary, Competition and Consumer Policy Division
Lynn Kelly, First Assistant Secretary, Financial System Division
Tony McDonald, A/g First Assistant Secretary, Digital Policy and Corporations Division
Tim Baird, Assistant Secretary, Banking, Currency and Credit Branch
Naomi Gilbert, Assistant Secretary, Data Standards Body
Michael Quinlivan, Assistant Secretary, Corporation Branch
s 22 (irrelevant information), Director, Retail Banking and Currency Unit

Contact:

s 22 (irrelevant information)

Senior Executive Officer to James Kelly
Deputy Secretary Markets Group

s 22 (irrelevant information)

T s 22 (irrelevant information)

Dan Doran

General Manager, Government & Industry Affairs
Level 2, Commonwealth Bank Place South
11 Harbour Street
Sydney NSW 2000

Mobile s 47F (personal information)

Email s 47F (personal information)

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/42500861952644?p=yNLnldj1RpW9lcAGro>

Meeting ID: 425 008 619 526 44

Passcode: UM2fr7BC

[Need help?](#) | [System reference](#)

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[Find a local number](#)

Phone conference ID: 566 055 22#

Join on a video conferencing device

Tenant key: teams@vc.treasury.gov.au

Video ID: 135 663 667 3

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)



Australian Government
The Treasury

s 22 (irrelevant information)

Subject: Introduction | Dan Doran, General Manager, Government & Industry Affairs, CBA
Location: The Treasury, 1 Langton Crescent, Parkes
Start: Thu 6/11/2025 12:30 PM
End: Thu 6/11/2025 1:00 PM
Recurrence: (none)
Meeting Status: Meeting organizer
Organizer: Kelly, James
Required Attendees: Dan Doran; s 47F (personal information)

Please contact s 22 (irrelevant information) on arrival s 22 (irrelevant information).

Attendees:

Dan Doran, General Manager, Government & Industry Affairs
s 47F (personal information), Executive Manager, Government & Industry Affairs

s 22 (irrelevant information) Senior Executive Assistant CHPEA
James Kelly, Deputy Secretary
Markets Group
s 22 (irrelevant information)
treasury.gov.au
1 Langton Crescent, Parkes ACT 2600
[Twitter](#) | [LinkedIn](#) | [Facebook](#)

s 22 (irrelevant information)

Subject: CBA | TSY
Location: Treasury, Room 29.03, Level 29, 201 Kent Street, Sydney ; TSY SYD 29.03 MR VC
Start: Mon 23/02/2026 8:30 AM
End: Mon 23/02/2026 9:15 AM
Recurrence: (none)
Meeting Status: Meeting organizer
Organizer: Kelly, James
Required Attendees: Dan Doran; s 47F (personal information)
Optional Attendees: s 47F (personal information) s 22 (irrelevant information); Sydney Guard Station DL; EAs Sydney Office
Resources: TSY SYD 29.03 MR VC

Please contact s 22 (irrelevant information) on arrival s 22 (irrelevant information) .

CBA Attendees

s 47F (personal information)
Dan Doran

Payments space, both immediate issues but also those rushing towards us technology wise and the broader international payments world.

James Kelly — Deputy Secretary

Markets Group

P s 22 (irrelevant information) M s 22 (irrelevant information)
EA s 22 (irrelevant information) e P: s 22 (irrelevant information) E: s 22 (irrelevant information)