

## Monique DeBrueys

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**From:** Robert Setter  
**Sent:** Monday, 1 July 2019 5:34 PM  
**To:** Low, Paul; Harradine, Dan  
**Cc:** Rachel Hunter; Toni Power (DSDMIP); Robert Setter  
**Subject:** Invitation to provide assessment services CONFIDENTIAL  
**Attachments:** ToR Review of the OCG - Draft 3rs\_.docx

**Importance:** High

Paul and Dan

You have indicated to me previously that KPMG would be interested and available to provide advice to further enhance the governance and business model of the Office of the Co-Ordinator General.

This advice would be sought under the Queensland Government Standing Offer Arrangement QGCP0050-18.

I am pleased to provide the draft Terms Of Reference for your consideration in formalising an offer. I ask that you note that the TOR are draft and subject to change, including where you consider they need clarification.

I invite you submit an Engagement Letter to me for consideration by **COB Thursday 4 July 2019**.

I would then set a meeting with you to finalise the TOR and Engagement Letter on **Monday 8 July 2019** subject to availability.

I am, as always, available to clarify all matters related to this request for offer on [REDACTED]

Please keep this offer and your response **confidential** until we have agreement to proceed.

Rob



**Robert Setter**  
Commission Chief Executive  
Public Service Commission  
P 07 3003 2810  
E [robert.setter@psc.qld.gov.au](mailto:robert.setter@psc.qld.gov.au) W [psc.qld.gov.au](http://psc.qld.gov.au)  
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## DRAFT ONLY

### Independent advice to further enhance the governance and business model of the Office of the Coordinator-General

The functions and powers of the Coordinator-General are created by the *State Development and Public Works Organisation Act 1971* (the Act). The Act is administered by the Minister for State Development, Manufacturing, Infrastructure and Planning, and subject to the Minister, the Co-Ordinator General (CoG).

The CoG also administers, either solely or jointly, a host of other Acts.

The CoG is a statutory office holder appointed by Governor-in-Council. The Office of the Coordinator-General (OCoG) operates as a division of the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP), with all staff except the CoG employed by and accountable to the DG, DSDMIP.

The contract for the current Co-Ordinator General comes to an end in November 2019, and the Minister responsible has determined that future appointments (either new or continuing) will be subject to open-merit assessment, consistent with all members of the Leadership Board and the government's commitment.

### Purpose and context of the advice

The Public Service Commission has determined to seek expert independent advice to inform the development of a role description (including optional terms and conditions of employment) for the Co-Ordinator General, consistent with Public Service Commission Directive <https://www.forgov.qld.gov.au/develop-role-description>.

The advice should maintain the integrity of the independence and statutory functions of the CoG, and consider options to optimise the powers of the CoG to deliver the social, economic and environmental priorities of the State.

The advice will not recommend legislative changes.

### Process

The assessment should:

- consider similar roles and functions in Queensland and other jurisdictions
- be evidence-based, gathered through desk-top and appreciative enquiry methods, and
- consult **initially** with:
  - o the current Co-Ordinator General
  - o **key** senior executive staff of OCG and DSDMIP (level of Deputy Director-General and Assistant Co-Ordinator General), and
  - o key **internal-to-government** stakeholders, notably the Directors-General, Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development.

The advice should be provided within 30 working days.

### **Governance of the process**

The independent advice will be provided by an external expert knowledgeable in the role and function of Co-Ordinators-General across Australian jurisdictions.

The process will be overseen by a Steering Committee consisting:

- Commission Chief Executive, Public Service Commission (Chair)
- Director-General, State Development, Infrastructure, Manufacturing and Planning
- Director-General, Department of the Premier and Cabinet

The Steering Committee will meet on a fortnightly basis, or more regularly as required.

DSDMIP will provide administrative support to the process.

The advice will be consistent with the Government's commitment to a Westminster-style model that values and supports a permanent public service, and employment security.

Released under RTIPSC

## Monique DeBrueys

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**From:** Harradine, Dan <[REDACTED]>  
**Sent:** Thursday, 4 July 2019 4:46 PM  
**To:** Robert Setter  
**Cc:** Rachel Hunter; Toni Power (DSDMIP); Low, Paul  
**Subject:** RE: Invitation to provide assessment services CONFIDENTIAL  
**Attachments:** KPMG Engagement Letter - Final - 4 July 2019.pdf

Hi Rob,

Thanks for the request earlier in the week – as you have rightly noted in your email, KPMG has previously indicated a desire (and continues to be keen) to support this project.

On behalf of Paul who is currently on a short period of leave, please find attached KPMG's proposal – in the form of an Engagement Letter – to undertake this piece of work.

In relation to your comment regarding the Terms of Reference, the only point of clarification – which we would be happy to discuss as part of project kick-off deliberations – is that the prescribed consultation list would appear to create a gap in our approach to gathering evidence about social outcomes that are achieved through the work of the CG.

In discussion with Paul, we noted the call out of the work to ensure the State's economic, environmental and social priorities are achieved. Accordingly, we thought the Steering Committee may wish to consider, in the context of consider advice about collaboration, governance and the business model for the CG, whether we should add a consultation with a representative of an agency with social policy responsibilities (Housing, Aboriginal and Torres Strait Islander Policy, or similar). As I say, this does not hinder our ability to get underway, and is something we could discuss as part of project commencement.

In terms of a meeting next week, I understand that Rachel's office is currently finalising a kick-off meeting on Wednesday. We will make ourselves available as required (if it's in the afternoon Paul will need to dial in as he'll be in Sydney that evening, but we're just trying to see if morning is possible in which case we can both be present in person).

Should you wish to discuss anything in the interim, please don't hesitate to give me a bell (mobile is normally easiest to get me on: [REDACTED]).

Kind regards,

Dan

**Dan Harradine**  
Queensland Government Lead Partner

KPMG  
Riparian Plaza  
71 Eagle Street  
Brisbane QLD 4000 Australia

Tel [REDACTED]  
Fax +61 7 3233 3100  
Mob [REDACTED]  
[REDACTED]

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**From:** Robert Setter [mailto:Robert.Setter@psc.qld.gov.au]  
**Sent:** Monday, 1 July 2019 5:34 PM  
**To:** Low, Paul <[REDACTED]>; Harradine, Dan <[REDACTED]>  
**Cc:** Rachel Hunter <rachel.hunter@premiers.qld.gov.au>; Toni Power (DSDMIP) <toni.power@dsdmip.qld.gov.au>; Robert Setter <Robert.Setter@psc.qld.gov.au>  
**Subject:** Invitation to provide assessment services CONFIDENTIAL  
**Importance:** High

**Paul and Dan**

You have indicated to me previously that KPMG would be interested and available to provide advice to further enhance the governance and business model of the Office of the Co-Ordinator General.

This advice would be sought under the Queensland Government Standing Offer Arrangement QGCP0050-18.

I am pleased to provide the draft Terms Of Reference for your consideration in formalising an offer. I ask that you note that the TOR are draft and subject to change, including where you consider they need clarification.

I invite you submit an Engagement Letter to me for consideration by **COB Thursday 4 July 2019**.

I would then set a meeting with you to finalise the TOR and Engagement Letter on **Monday 8 July 2019** subject to availability.

I am, as always, available to clarify all matters related to this request for offer on [REDACTED].

Please keep this offer and your response **confidential** until we have agreement to proceed.

**Rob**



**Queensland  
Government**

**Robert Setter**  
Commission Chief Executive  
Public Service Commission

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**Confidential**

Ms Toni Power, Acting Director-General  
Department of State Development,  
Manufacturing, Infrastructure and Planning  
1 William Street  
Brisbane QLD 4000

Your ref Review of the Office of the  
Coordinator-General  
Our ref KPMG Engagement Letter - Final -  
4 July 2019  
Contact Paul Low [REDACTED]

4 July 2019

Dear Toni,

**Engagement to provide advice to enhance the governance and operating model  
of the Office of the Coordinator-General**

Thank you for the opportunity to provide the Department of State Development,  
Manufacturing, Infrastructure and Planning (ABN 29 230 178 530) (you) with advice to  
enhance the governance and business model of the Office of the Coordinator-General  
(OCG) (**Engagement**).

This letter (**Engagement Letter**), together with the agreed terms under the  
Queensland Government Standing Offer Arrangement QGCP0050-18 (**Terms**) subject  
to minor variations we have previously successfully agreed with Queensland  
Government agencies regarding the ownership of intellectual property and working  
papers, confirms our understanding of the services to be provided (**Services**) and the  
terms of the Engagement.

Please indicate your acceptance of the terms by signing the acknowledgement at the  
end of the Engagement Letter and returning the signed Engagement Letter to me.

**1. Scope**

The Coordinator-General (CG) is a statutory office holder appointed by Governor-in-  
Council. In line with the Government's commitments to drive Queensland's economy as  
well as enhancing the social and environmental priorities of the State, you have  
indicated a desire to ensure that the role and functions of the CG are best supported to  
deliver the legislative obligations conferred upon the role and the broader OCG.

In that regard, KPMG understands that you are seeking advice regarding  
enhancements that may be made to the governance arrangements and business  
model currently in place to support the CG.



KPMG recognises the importance of both the role and function of the CG and the OCG, particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are created by the *State Development and Public Works Organisation Act 1971* (the Act). The Act is administered by the Minister for State Development, Manufacturing, Infrastructure and Planning, through the CG.

The CG also administers, either solely or jointly, a range of other Acts.

You have determined to seek advice to further enhance the governance and business model of the OCG, noting that the advice will inform the development of a role description (including optional terms and conditions of employment) for the CG, in accordance with the Public Service Commission Directive: <https://www.forgov.qld.gov.au/develop-role-description>.

We note the explicit intent that the advice should maintain the integrity of the independence and statutory functions of the CG, and consider options to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

We further note the advice should be consistent with the Government's commitment to a Westminster-style model that values and supports a permanent public service, and employment security.

Accordingly, scope of the Engagement is to:

- research, consider and analyse similar roles and functions in Queensland and other jurisdictions, including how they are governed and supported through a business model;
- engage with senior stakeholders who may inform advice about enhancements to the governance and business model of the OCG, including but not limited to the current CG, key senior executive staff of the OCG and DSDMIP (level of Deputy Director-General and Assistant CG), and key internal-to-government stakeholders, notably the Directors-General of: Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development. We further note that, arising from this initially planned consultation, there may be a necessity to further engage with additional stakeholders; and
- conduct an evidence-based process, drawing on the research noted above and using an appreciative enquiry approach to the consultation that has been outlined, to consider and provide advice regarding enhancements that may be made to governance and the business model of the OCG (collectively, **Scope**).

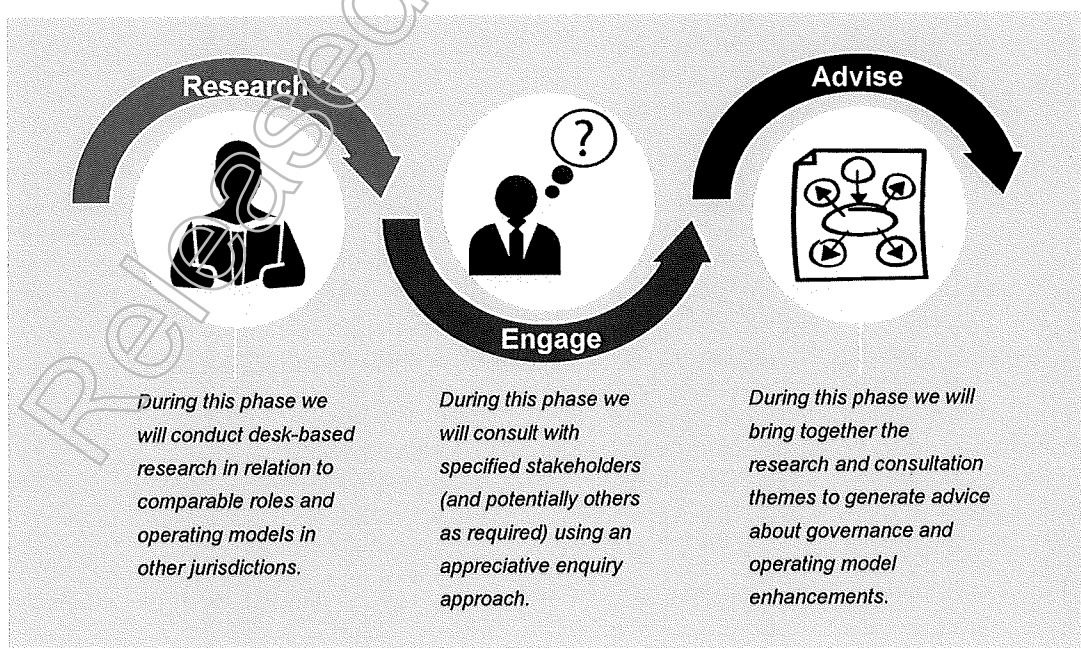
We note that the Scope explicitly excludes the following:

- consultation with stakeholders outside of the State Government;
- a specific assessment of the performance of the current incumbent in, or previous holders of, the role of CG;
- a specific legislative review of the Act or other legislation. We do note that it is possible that elements of the advice, once formed, may impact legislation, but there is no intention to conduct a 'legislative review' nor to explicitly provide advice that necessitates legislative changes; and
- the development of a new organisational design for the OCG. The advice will seek, where appropriate, to strengthen the governance and business model of the OCG; however, the scope of this engagement does not involve the preparation of a new organisational structure nor creation of associated role descriptions and/or lines of accountability.

Our work will proceed in phases with specific checkpoints, at which time the project Steering Committee will be advised of the progress of the Engagement. As outlined in the project brief, it is our understanding that the project Steering Committee will comprise the following members:

- Commission Chief Executive, Public Service Commission (Chair);
- Director-General, Department of State Development, Manufacturing, Infrastructure and Planning; and
- Director-General, Department of the Premier and Cabinet.

In light of the Scope, a summary of the approach, broken down into phases, is summarised in the diagram below and further detailed on the following pages.







'Phase Zero': Mobilisation	
<p><b>Primary Objective</b></p> <p>Confirm key parameters for engagement delivery.</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>Brief project work plan.</li> </ul>
<p><b>Key activities</b></p> <p>Our KPMG project team will meet with the Project Steering Committee (or their delegate/s) to confirm key parameters for the engagement as outlined in this proposal. These will include confirmation of:</p> <ul style="list-style-type: none"> <li>Engagement context and purpose, including endorsed Terms of Reference;</li> <li>Engagement scope;</li> <li>Approach to consultation and confirmation of initial stakeholders for engagement;</li> <li>Availability of any internally-held information to inform desktop research and analysis; and</li> <li>Timing of Steering Committee meetings and other logistics.</li> </ul> <p>The outcomes of this meeting will be refined into a brief project work plan for provision to the project Steering Committee.</p>	
Phase One: Research	
<p><b>Primary Objective</b></p> <ul style="list-style-type: none"> <li>Research, consider and analyse similar roles and functions in Queensland and other jurisdictions, including how they are governed and supported through a business model.</li> </ul>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>Summary of similar roles, characteristics, roles, governance arrangements and business models, where information is publicly available.</li> </ul>
<p><b>Key activities</b></p> <p>KPMG will prepare a desktop-based analysis of the current responsibilities of the CG, governance arrangements and business model, as well as (where publicly available, or where material is made available through this process) comparable characteristics of similar roles in Queensland and other Australian jurisdictions. At a minimum, we would anticipate considering the following:</p> <ul style="list-style-type: none"> <li>Relevant parts of the <i>State Development and Public Works Organisation Act 1971</i>;</li> <li>Similar legislation in other Australian jurisdictions;</li> <li>Any prior reviews of the CG/OCG made available to the project or which are published and available for consideration;</li> <li>The Governance and Accountability Review of DSD executives (prepared by KPMG in 2017);</li> </ul>	



- Any strategic and business planning undertaking to inform the resource and business model for the OCG; and
- The Public Service Commission Recruitment and Selection Directive (15/13).

The desktop review will summarise the following areas pertaining to the roles and responsibilities of the CG in Queensland:

- The powers granted to the CG role under the Act, including but not limited to:
  - managing major infrastructure projects;
  - declaring a project to be a 'coordinated project' and coordinate the environmental impact assessment of the project;
  - coordination and regulation of programs of works;
  - entering and authorise entry onto land to undertake works;
  - compulsory acquisition of land; and
  - implementation and management of State Development Areas.
- The accountabilities of the role in Queensland and, where comparable, other Australian jurisdictions;
- Metrics (qualitative or quantitative) that have previously been used (formally or informally) to measure the activity of the role in Queensland and, where comparable, other Australian jurisdictions;
- The responsibilities of the role as identified through broader DSDMIP strategic planning and annual reporting;
- The current structure of the OGC;
- The manner in which the powers, accountabilities and responsibilities of the CG are supported across the three Associate Coordinators-General as provided for under s11 (powers of delegation), s14 (appointment of persons to help Coordinator-General); and s15 (appointment of workers) of the Act;
- Current lines of reporting for officers within the OCG and the extent to which these are contained within the OCG or extend across other divisions of DSDMIP (both formally and informally), and how this may compare to business models in other Australian jurisdictions;
- Any formal governance structures that have been established, in Queensland or other Australian jurisdictions where comparable roles are identified, to enable and support the OCG to facilitate the execution of the responsibilities of the CG

Finally, as a 'catch-all', KPMG will complete a desktop review of how other Australian jurisdictions acquit the powers and responsibilities of the Queensland CG (where a similar role exists and information is publicly available). It should be noted that, in KPMG's experience, the role of the Queensland CG is unique in its aggregation of these powers within a single statutory role together with supporting legislative levers under the Act, so the output of a comparative analysis may be limited.





Phase Two: Engage	
<p><b>Primary Objective</b></p> <p>Engage with senior executives across the Queensland Public Service to collate evidence to inform the advice.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Summary of key themes from stakeholder consultation activities.</li> </ul>
<p><b>Key activities</b></p> <p>The consultation phase is critical to source appropriate insights from key stakeholders to inform development of the advice. The proposed approach to consultation is to conduct face-to-face interviews with:</p> <ul style="list-style-type: none"> <li>The current CG (this engagement will be held early in the process);</li> <li>The Directors-General for a cross section of Departments that directly interact with the CG to advance the economic, environmental and social outcomes for Queensland, being the Directors-General of: Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development; and</li> <li>Key senior executive staff of the OCG and DSDMIP (at Deputy Director-General and Assistant Coordinator-General levels) who interact and/or work closely with the CG through their complementary roles on the Department's Executive Leadership Team or through other means.</li> </ul> <p>Proposed consultation participants and lines of enquiry for discussion with these participants are outlined below. A consultation guide will be prepared in advance of the commencement of consultation, with the questions from this guide circulated to stakeholders in advance of interview. The questions will be designed to secure perspectives on ways in which to enhance the governance and business model support the role of CG through the OCG.</p>	
Stakeholder Group One - Current CG	
Proposed Stakeholders	Anticipated lines of enquiry
<ul style="list-style-type: none"> <li>Barry Broe, Coordinator-General</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions.</li> <li>Current formal accountabilities of the role.</li> <li>Scope/role description of the CG role.</li> <li>The advantages and limitations of:               <ul style="list-style-type: none"> <li>The current business model;</li> <li>The powers granted to the CG under the Act that impact on capacity to secure resources to discharge accountabilities;</li> <li>Formal interfaces with other Departments; and</li> <li>Formal interfaces with DSDMIP.</li> </ul> </li> </ul>



Stakeholder Group Two: Directors-General of Interacting Departments	
Proposed Stakeholders	Lines of Enquiry
<ul style="list-style-type: none"> <li>• James Purtill, DG Department of Natural Resources, Mines and Energy</li> <li>• Jaimie Merrick, DG Department of Environment and Science</li> <li>• Damien Walker, DG Department of Innovation, Tourism Industry Development and the Commonwealth Games</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions, including collaboration to advance the State's economic, environmental and social interests.</li> <li>• Perspectives on enhancements that could be made to the governance and/or business model to bolster the current arrangements for the OCG's interaction with agencies (noting the imperative to maintain the powers and integrity of the independence and statutory functions of the CG).</li> </ul>
<p>It is recognised that it will be challenging to confirm meetings with these senior public servants at short notice (particularly in the lead-up to Parliamentary Estimates). Accordingly, it is proposed that the Office of the Director-General, DSDMIP, provide communications to this group to emphasise the time critical nature and significance of this project. KPMG will then be enabled to rapidly progress the coordination of diaries to confirm consultation times.</p>	
Stakeholder Group Three : Senior OCG and DSDMIP Public Servants	
Proposed Stakeholders	Lines of Enquiry
<ul style="list-style-type: none"> <li>• Michael McKee, DDG Business, Commercial and Performance</li> <li>• Craig Whip, ADDG Investment Facilitation and Partnerships</li> <li>• Assistant CG, Coordinated Project Delivery</li> <li>• Assistant CG, State Development Areas</li> <li>• Assistant CG, Land Acquisition and Project Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions including collaboration to advance the State's economic, environmental and social interests.</li> <li>• Perspectives on enhancements that could be made to the governance and/or business model to bolster the current arrangements for the OCG's activities from an 'internal' perspective (in terms of across DSDMIP and/or OCG) (again noting the imperative to maintain the powers and integrity of the CG's independence and statutory functions).</li> </ul>



Similarly to Stakeholder Group Two, it is proposed that the Office of the Director-General, DSDMIP, provide a formal introduction of the project through a brief, targeted communication to stakeholders. This will assist in ensuring proposed stakeholders are able to be available for interview, while also clarifying the scope and parameters of the project.

KPMG also propose to engage directly with the Project Steering Committee at three junctures over the course of the six week engagement, as well as 'ad hoc' engagement as required with individual members.

Finally, we note there is a likelihood that, subsequent to consultation with the previously identified Stakeholder Groups One, Two and Three, further consultation may be necessary to 'round out' any matters that are identified through the initial consultation process. We have included consulting effort to allow for a further five consultation activities to accommodate this potential requirement.

**Phase Three: Advice**

**Primary Objective**

Collation of research and analysis and consultation themes to inform development of advice regarding enhancements that may bolster the governance and business model of the OCG.

**Key Deliverables**

- Draft Report – Advice to enhance the governance and business model of the Office of the Coordinator-General
- Final Report – Advice to enhance the governance and business model of the Office of the Coordinator-General

**Key activities**

KPMG will collate the findings of the previous stages to inform a discussion with the Project Steering Committee on both these findings and preliminary recommendations. It is intended that this workshop be utilised to refine potential recommendations in line with the evidence that has been collated.

The feedback from this workshop will be added to the findings from previous stages and incorporated into a Draft Report – Advice to enhance the governance and business model of the Office of the Coordinator-General. This will be provided to the Project Steering Committee for feedback. Following the receipt of feedback from the Project Steering Committee, KPMG will finalise the report. The transmittal of the Final Report – Advice to enhance the governance and business model of the Office of the Coordinator-General will mark the conclusion of the engagement.



## 2. Deliverable

The sole deliverable for the Engagement will consist of a KPMG branded report, entitled Advice to enhance the governance and business model of the OCG (**Deliverable**).

A draft of the Deliverable will be provided for review and comment prior to final delivery. All other references to 'outputs' in this Engagement Letter relate to materials that will be used to inform the final report, and will not be provided as separate documents.

## 3. Use of Deliverable

The Deliverable provided to you, as part of the Engagement, is solely for the purpose set out in the *Scope* section of this Engagement Letter.

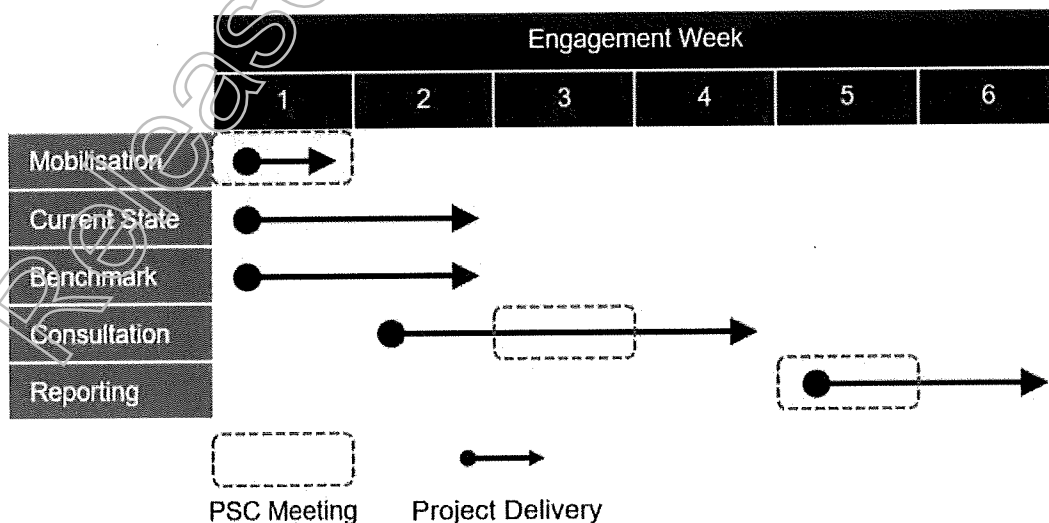
### 3.1. KPMG branded deliverable

The above *Deliverable* section specifies that a KPMG branded deliverable will be provided under the Engagement. When a deliverable is KPMG branded (i.e. with KPMG's letterhead and/or logo applied, or otherwise containing any reference to KPMG), the deliverable must not be altered or amended by you in any way once it has been provided to you in final form. KPMG branded deliverables cannot be provided or distributed to, or accessed, or relied upon, by any third party without our express written consent.

## 4. Timetable

We recognise the time critical nature of this engagement. As highlighted in the project brief, the engagement will need to be completed within 30 business days. This will provide you with the maximum time to consider the advice and use it to inform development of a position description for the role of CG.

The anticipated timetable for the Engagement is as follows:





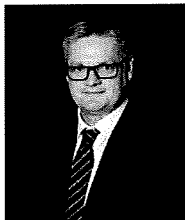
The project timetable assumes the inclusion of three Project Steering Committee meetings. The purpose of each of these meetings will include:

- **Meeting One:** Project inception meeting to discuss and confirm the parameters of the engagement.
- **Meeting Two:** Review and discussion of desktop analysis findings as well as reflections on the findings and directions of early consultations undertaken to that point. Where appropriate, this will also provide an escalation point to ensure that consultations are able to be scheduled and executed within timeframes.
- **Meeting Three:** Presentation of the advice to the Project Steering Committee to discuss outcomes from the project and the Draft Report.

Our project team will remain in regular contact with you over the course of the engagement and provide early advice on any elements of the proposed timeframe that are at risk, alongside proposed mitigation measures.

## 5. Engagement team

Our proposed team will consist of a senior team of KPMG professionals with the appropriate knowledge and experience for this project. A summary of the proposed team members for this engagement has been provided overleaf



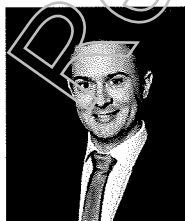
**Paul Low** *National Lead Partner, Infrastructure, Government & Healthcare*

Paul Low will be the lead Partner for this engagement. Paul is KPMG's National Infrastructure, Government and Healthcare Industry Lead Partner. He has over 25 years' experience in economic development, urban and regional planning, transport, infrastructure policy, planning, management, delivery and operations advising governments across Australia. Paul is former senior public servant having held significant roles in DPC, DEEDI, DTMR and DIP. He has led a number of governance and functional reviews.



**Dan Harradine** *Lead Partner, Queensland Government*

Dan will be the Consultation Partner for this engagement, working in tandem with Paul to conduct the engagement with key stakeholders and providing a 'check and challenge' of our findings. He will draw on his previous senior executive experience in the Queensland Government, including governance and organisational reviews.



**James Mathews** *Director*

James will be the lead author for key outputs for this engagement. He leads KPMG's cities and regional development service offering in Queensland, is the Deputy Chair of the Property Council of Australia's Queensland Cities Committee and is a former national director of Economic Development Australia. He has specialist expertise in infrastructure policy, benefit assessment and associated strategy and governance reviews.





**Fiona Mackay** *Senior Consultant*

Fiona will be the project support for key outputs of this engagement. Fiona brings experience from conducting projects with both Commonwealth and State Government Departments. She has direct experience conducting both desktop reviews and organisation designs within Queensland from prior engagements.

Curriculum vitae for each of our team members have been provided in Appendix One of this engagement letter. Should you require any further details regarding our team members or their relevant experience, this can be provided upon request.

## 6. Professional fees, expenses and invoicing

### 6.1. Fees

Our fees with respect to this engagement will be fixed at \$93,664 (excluding GST and any expenses).

This fee reflects allocated time of senior personnel to reflect the significance and sensitivity of this engagement as well as the senior nature of the stakeholders targeted for consultation. The division of project fee across the three stages of the engagement is summarised in the table below and is based on hourly rates contained in the whole-of-government Panel QGCPO0050-18.

Project Phase	Total Hours				Fee (excl GST)
	Paul Low	Dan Harradine	James Mathews	Fiona Mackay	
1: Research (includes 'Mobilisation')					
2: Consultation					
3: Advise					
<b>Total Fee</b>					<b>\$93,664</b>

### 6.2. Expenses

Please note that any expenses incurred as part of our work will be re-charged on the basis of costs incurred. All our team members are based in Brisbane, so we would only anticipate minor disbursements relating to travel to consultation sites associated with taxis or parking.



### 6.3. Invoices

Invoices will be issued as follows:

- An inception invoice for 40% of the project value will be issued upon the commencement of the engagement; and
- The remainder of the engagement value will be invoiced upon the provision of the Final Report (week six).

### 7. Terms

As noted, the Terms are outlined in the agreed Standing Offer Arrangement QGCP0050-18 and form part of, and should be read in conjunction with, the Engagement Letter. We would, however, request two departures to the Standing Offer Arrangement QGCP0050-18 Standing Offer Arrangement, which we note that a number of Queensland Government agencies have previously been comfortable to agree.

In that regard, the first requested departure is in recognition of our research and prior experience working on projects of this nature, whereby we would request that all materials developed and/or provided as part of the project remain the intellectual property of KPMG.

The second requested departure is that all working documents remain the property of KPMG, such that we may fulfil our quality assurance obligations under our global ISO9001 quality accreditation.

Of course, as noted in section 3, *Use of Deliverable*, the draft and final report provided to you as part of the Engagement will, in accordance with the *Scope* section of this Engagement Letter, be available for your use.

### 8. General Matters

We look forward to the continuation of our association with you and welcome the opportunity to provide you with any additional services that you may require in the future.

Please contact us if you require clarification of the above matters.

Yours sincerely,



**Paul Low**  
KPMG National Lead Partner  
Infrastructure, Government and  
Healthcare





**Acknowledgment**

The terms of the Engagement, as set out in the above Engagement Letter, confirmed in Standing Offer Arrangement QGCP0050-18 and subject to the minor variations noted within the Engagement Letter (relating to KPMG's retention of all intellectual property and working papers related to the project), are understood and accepted for and on behalf of the Department of State Development, Manufacturing, Infrastructure and Planning (ABN 29 230 178 530), for whom I am duly authorised.

Signed: .....  
Name: .....  
Position: .....  
Date: .....

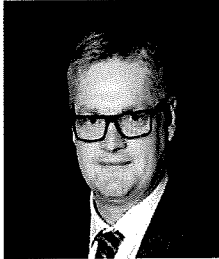
Released under RTIPSC



*Engagement for the review of Office of the Co-Ordinator  
General for the Department of State Development,  
Manufacturing, Infrastructure and Planning*

**Appendix 1**  
**Project Team Curriculum Vitae**

Released under RTI - PSC



Paul Low

Partner, National Leader Infrastructure, Government and  
Healthcare

### Overview

Paul Low is KPMG's National Infrastructure, Government and Healthcare Lead Partner. He has over 20 years' experience in economic development, urban and regional planning, transport, infrastructure policy, planning, management, delivery and operations advising governments in QLD, NSW, VIC and WA. Prior to joining KPMG in 2011, Paul was CEO Growth Management Queensland, Associate Director General Policy and Intergovernmental Relations at the Department of Premier and Cabinet, Associate Director General Employment and Economic Development with DEEDI, and Deputy Director General Policy and Planning with the Department of Transport and Main Roads. Paul has also held leadership roles in transport and infrastructure in local governments Queensland and Western Australia. Most recently Paul has been seconded into Queensland Treasury as the Cities Transformation Taskforce Head responsible for driving whole of government coordination and negotiations with the Commonwealth Government of the Townsville City Deal and South East Queensland City Deals.

### Qualifications and professional memberships

- Bachelor of Urban and Regional Planning, University of Queensland

### Selected Experience

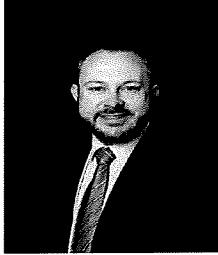
- **Cities Transformation Taskforce** – Taskforce Head (secondment to Queensland Treasury) to lead the development and negotiation of City Deals between the Commonwealth, Queensland and relevant local governments in South East Queensland and regional Queensland to oversee 15 year infrastructure investment programs for city regions under the Federal Government's Smart Cities Plan. This included finalisation of the Townsville City Deal as Australia first City Deal.
- **Queensland Reconstruction Authority** – Engagement Partner to lead an independent review of the effectiveness of the Queensland Reconstruction Authority appointed Director General DILGP and reporting to an Independent Panel appointed by the Deputy Premier. The project undertook consultation with 68 stakeholders as part of the effectiveness review across key domains and recommended reforms to the wider Queensland Government State Disaster Management arrangements.
- **Major Transport Infrastructure Projects Government Delivery Options Review:** Engagement Partner for this governance review commissioned by the Department of Transport and Main Roads and the Department of Infrastructure, Local Government and Planning, to recommend to the Queensland Government the most appropriate delivery model and governance arrangements for its highest priority infrastructure project. This included undertaking a national and international inter-jurisdictional review; consulting with key stakeholders at CEO level; assessing various models against the project outcome areas; recommending a preferred model and supporting governance; identifying key legal and legislative considerations of the preferred model and providing an implementation pathway.



- **Public Service Commission Capability Blueprints** – Peer Review for the completion of four Capability Blueprint Assessments to determine the strength and capacity of Queensland Government agencies (Transport and Main Roads, Public Works and Housing, Natural Resources and Mines, Environment and Heritage Protection and Agriculture, Forestry and Fisheries) across 10 elements of capability relating to Leadership, Strategy and Delivery. These engagements were directly by the Director General of each Department to provided independent review and counsel across the 12 week Capability Blueprint process developed by the Public Service Commission.
- **Cross River Rail Delivery Authority** – Engagement Partner to develop the institutional, organisational and governance design for Cross River Rail Delivery Authority. Paul led the team engaged to establish and design the organisational, governance and operating models for the Authority which will deliver the \$5 billion Cross River Rail Project. Establishment and design of the new Authority involved intensive stakeholder consultation with Directors General of relevant Queensland departments, and close engagement with the Project Director to design and develop functional operating model options, organisational structure options, relevant executive positions descriptions, transition plans and governance arrangements.
- **Establishment of Department of Transport and Main Roads** - as Deputy Director General Policy, Programs and Investment, led the integration of the former Department of Main Roads and Queensland Transport into a single agency in 2009. As Deputy Director General I led overall design of agency functional business model and realignment of Divisional structures, Senior Executive Service and program area accountabilities across the combined agency of 10,000 staff and annual budget of \$3 Billion.
- **TMR Commission of Audit** – Lead Advisor to the Department of Transport and Main Roads, including establishing a PMO and leading delivery of key reforms in road construction and maintenance, urban and regional bus services and rail franchise models related to the Old Government Commission of Audit recommendations. This included applying the contestability framework across transport markets and recommending complex blueprints and business cases for structural reforms in delivery of rail, bus and road infrastructure delivery.
- **Queensland Transport Major Projects and Capital Program** – Deputy Director General Planning and Infrastructure accountability for the \$1.3Bn (07-08) and \$1.5Bn (08-09) SEQ capital program and related program of state-wide transport plans and impact assessment studies for across all transport modes.
- **Queensland State Infrastructure Plan** - Engagement Partner for facilitation of targeted industry consultation forums across 120 peak and industry stakeholders for the development of the Queensland State Infrastructure Plan. The consultation process is focussed on refining the objectives and strategic directions to underpin the Plan's development.
- **Infrastructure Victoria – Transport Network Pricing Discussion Paper** – Engagement Partner responsible for assisting Infrastructure Victoria with drafting the discussion paper on the need to reform the way we price our transport network. The discussion paper was developed with the objective of encouraging debate on the need to reform road user pricing as a priority. The discussion paper was published by Infrastructure Victoria and was titled The Road Ahead
- **Melbourne Metro Rail Project Business Case** – Engagement Partner responsible for leading the economic appraisal of Wider Economic Benefits for Melbourne Metro Rail project. The role includes independent peer review of the traditional cost benefit analysis and developing a Wider Economic Benefits Model to assess the impacts of the \$10.9Bn Melbourne Metro project.
- **Cross River Rail Project Business Case** – Engagement Partner overseeing the current economic appraisal for this \$5Bn new inner city rail corridor and related network enhancements to SEQ's metropolitan rail system. This includes expert advice on demand forecasting, cost benefit analysis, wider economic impacts, economic impact and value capture options and funding analysis.



- **SEQ Expert Panel for Public Transport Infrastructure** – member of an 8 person expert industry panel established by Directors General of State Development, Infrastructure and Planning and Transport and Main Roads to provide advice to the Queensland Government on the key public transport infrastructure requirement for SEQ and options to deliver better value and decision making around infrastructure priorities given fiscal limits.
- **Independent Chair Infrastructure Charges Working Group** – appointed by the Old Minister for Planning Reform to provide expert advice on reforms to the local government infrastructure charges model for trunk infrastructure to key growth areas in SEQ and across the State, including chairing a 12 month stakeholder engagement process with key land development, state agency and council infrastructure representatives.
- **Premier's Infrastructure Charges Taskforce** – Chairman of Independent Taskforce established to advise the former Queensland Government on reforms to residential and non-residential infrastructure charges in Queensland, including subsequent responsibility for preparing the Government's response to the recommendations and implementations of reforms on July 1 2011.
- **Cabinet and Cabinet Budget Review Committee Submissions** – as Associate Director General Policy and Intergovernmental Relations in the Department of Premier and Cabinet led whole of government policy coordination and assessment, including critical advice to the Premier and Ministers on all Queensland Cabinet and Cabinet Budget Review Committee submission across economic, social, environment and resources sectors.
- **Department of Premier and Cabinet Strategic Plan Review** – Led Strategic Planning Workshop of key priorities, risks and strategies for the 60 senior officer and senior executive cohort to align cross-divisional focus within DPC to assist with FY 16/17 Strategic Plan and business plan to align with Queensland Government priorities.
- **Queensland Government Future Directions** – Engagement Review Partner to support the Department of Premier and Cabinet to facilitate the development of the Queensland Government's strategic objectives for the community as well as provide advice on the appropriate governance framework in order to drive collaboration and performance improvement across all Government agencies. The purpose of the project was to improve performance management whilst creating buy in, ownership and focus for the Government's priorities over the next term
- **Urban Land Development Authority Board Member** - providing oversight and direction to the ULDA program of affordable housing activities in urban renewal, SEQ greenfield and resource communities, including the development of infrastructure financing arrangements.
- **Growth Management Queensland** – Chief Executive Officer of the Queensland Government's urban and regional planning and infrastructure programming agency including leading an organisation of 230 urban planning, engineering, economic, environmental and communications professionals.
- **City North Infrastructure Board Member** – Queensland Transport representative on the Board of this SPV established to plan and procure the \$4Bn Airport Link toll road and \$500M Northern Busway projects.
- **SEQ Infrastructure Plan and Program** – Chief Executive accountability for developing and implementing the \$134bn 2010 Queensland Government infrastructure program covering roads, railways, busways, light rail, hospitals, schools and corrective services infrastructure.
- **Northern Territory 30 Year Regional Infrastructure Plan** – Engagement Partner for the NT Transport Department and Chief Minister's Department project to deliver a 30 Year Infrastructure Plan for the NT. Specific Partner oversight of KPMG's lead (as a member of the MomeNTum consortium) for the analysis of NT economy, sectoral growth forecasts and opportunities and developing the infrastructure prioritisation method to develop the 30 Year Infrastructure Plan for NT.



Dan Harradine  
Partner, Advisory  
Queensland Government Lead Partner

### Overview

Dan is KPMG's Lead Partner for Government and Healthcare in Queensland, with nearly 20 years' experience across the public sector in economic policy, social reform, service delivery, law and justice policy and both large-scale system reform and smaller scale strategy review and improvement expertise. He has held executive roles across a number of key Queensland Government agencies prior to joining KPMG. Dan combines his detailed understanding of government and the public sector, private sector service provision and the broader government environment, to work with a range of clients – government agencies, businesses and not-for-profit organisations – in the provision of advice about strategy, operational improvement, strategic review and improvement, risk and issues management, organisational reform and transformation engagements.

Immediately prior to joining KPMG, Dan was the Chief Operating Officer of Queensland Health. In that role for almost five years, Dan led the design and implementation of national health reforms across Queensland. As the executive sponsor of that program of works, he led the project to design and implement the largest system-wide reform program in a generation, which took effect in mid-2012. As part of his broader public sector career, Dan was part of the team that established Queensland's Department of Infrastructure and Planning, led strategic reform initiatives in justice and economic agencies, and undertook significant organisational design and performance improvement initiatives across a number of whole-of-government projects.

Dan holds formal qualifications in economics and business management from the University of Queensland, has completed the Australian and New Zealand School of Government Executive Fellows program and has been an invited participant at Michael E. Porter's Harvard Business School Strategy for Healthcare Leadership course.

### Qualifications and professional memberships

- Bachelor of Economics, University of Queensland
- Bachelor of Business Management (Majoring in International Business), University of Queensland
- Executive Fellows Program, Australian and New Zealand School of Government, University of New South Wales
- Professional Member, Economics Society of Australia
- Affiliate, Institute of Chartered Accountants in Australia and New Zealand

### Selected Experience

- **Co-developed the Blueprint for better healthcare in Queensland** which established the government's structural, financial and contestability reforms for the State's health system, including establishing opportunities for involvement of the private sector in the delivery of government services.





- **Designed and implemented the Queensland health portfolio's new organisational structure as part of national health reform implementation in 2012**, including organisational design activities, engagement with staff and unions, consultation with key stakeholders and development of conceptual models and profiles.
- **Organisational design of the Queensland Department of Infrastructure and Planning's structure** following the amalgamation of the Coordinator-General's functions, development of an infrastructure oversight organisation and re-location of the Planning functions of the former Department of Local Government and Planning.
- **Strategic infrastructure advisor to the Coordinator-General on the delivery of the South East Queensland Water Grid** which was the largest single infrastructure program delivered in Queensland (\$10B investment over 2 years).
- **Conducted strategic organisational review, re-design and business improvement initiative for the Office of the Director of Public Prosecutions** following high profile system issues that arose between Queensland's Chief Magistrate and the Director of Public Prosecutions.
- **Queensland Department of Health Organisational Review (the Hunter Review)** – Dan led KPMG's activities as part of the engagement to review the Queensland Department of Health's organisational structure, governance model and organisational capability, following the change of government in 2015. Led by an independent external reviewer (Rachel Hunter, a former Public Service Commissioner and Director-General in Queensland), Dan's team provided expert health strategy, policy and organisational design and governance expertise and supported the extensive consultation, activities.
- **Northern Territory Health System Strategic Review** – Dan led KPMG's engagement to design a new organisational structure, governance framework and business model for the Northern Territory's health system, supporting the implementation of national health reforms in the Territory. The project draws upon KPMG's extensive health system design expertise, and establishes a strong relationship with central agencies within the Northern Territory who have commissioned the work as the major element of broad strategic improvement initiatives that are underway within the health system.
- **Establishment of Queensland's Health Ombudsman** – Dan led an extensive nine month project to establish Queensland's Health Ombudsman organisation, from conceptual design through to operational commencement.
- **Public Service Commission Capability Blueprints** – Peer Review for the completion of the Department of Health's Capability Blueprint Assessment to determine the strength and capacity of the agency across 10 elements of capability relating to Leadership, Strategy and Delivery. These engagements were directly overseen by the Director-General of the Department with independent review and counsel across the 12 week Capability Blueprint process developed by the Public Service Commission
- **Sunshine Coast Public University Hospital, Lady Cilento Children's Hospital and Gold Coast University Hospital business cases regarding service delivery models** – Dan was responsible for economic modelling and preparation of major parts of the business cases for these three projects, to achieve Queensland Treasury Gateway Review standards, for assessing alternative service delivery options, including financial assessment of potential savings from a range of private sector partnership possibilities.
- **Queensland Ambulance Service machinery-of-government project management** – Dan led the project to implement machinery-of-government changes to establish the Queensland Ambulance Service as part of the health portfolio in Queensland in response to a strategic review by former Australian Federal Police Commissioner Mick Keelty and the Queensland Government's decision to align the Queensland Ambulance Service with the health portfolio.



- **Review of Mental Health Court Registry processes and procedures** – Dan led a performance improvement and national benchmark project to determine the efficiency of Mental Health Court Registry processes and procedures in Queensland, including the development of options for future efficiency measures to support the Mental Health Court's operation and the provision of equitable remuneration arrangements for psychiatrists and other clinicians assisting the Court.
- **Queensland Mental Health Commission** – Dan led the project to support the Queensland Mental Health Commission to design and implement its new organisational structure, as the statutory body moves away from its start-up phase to take on its operational role. The project sought to facilitate a common understanding by the workforce of the future operational requirements of the organisation, the subsequent impact on the organisational structure and then the development of individual position descriptions to replicate the vocational requirements, skills and capabilities necessary for employees within the Queensland Mental Health Commission.
- **Future Directions Strategy for the Clinical Governance, Education and Research Division, Gold Coast Hospital and Health Service** – Dan undertook a strategic review of the functions, priorities and stakeholder expectations (at an executive, peer and employee level) of the new Division, resulting in the development of a strategy setting out key performance indicators, communications plan and reform pathway for the transition and transformation of the previous structure into the new Divisional arrangements and to support broader cultural change across the Hospital and Health Service.
- **Review of Queensland Government whole-of-government procurement function** – Dan was the project director that led a number of major, whole-of-government reform projects relating to the Queensland Government's procurement model. He directed the project to conduct the review of procurement operations across the Queensland Government in 2015, and then subsequently was the project director for the design of the Queensland Government's new target operating model and implementation planning activities relating to procurement reforms.
- **Review of public health response to Ravenshoe café multi-casualty incident** – Dan led KPMG's activities in conducting a review into public health services' responses to the tragic accident that occurred in Ravenshoe, Far North Queensland, where a number of individuals died and a range of others suffered significant burns injuries. This was a major public review which led to the development of extensive recommendations to improve future responses to mass casualty events in Queensland (and nationally), covering ambulance, aero-medical and hospital response arrangements. The project established ways in which responses to large-scale clinical events (such as major burns incidents) may be improved in the future, supporting best-practice care for patients.
- **Queensland Health and Medical Research Strategy** – Dan led the project to develop a Health and Medical Research 'Overview' for Queensland, as a pre-cursor to developing the State's Health and Medical Research Strategy.
- **eHealth Queensland Strategy, Organisational Restructure and Operating Model re-design** – Dan led the project to establish the new state-wide strategy for eHealth Queensland, commencing the transition of the organisation from a specific service provider of information technology services to a leader in eHealth activities across Queensland. As part of this project, Dan's team also re-designed the organisational structure and established a new operating model for eHealth Queensland to support its new strategic priorities.
- **Review of the Department of Health's Capital Planning, Infrastructure Delivery and Assets & Maintenance activities** – Dan led a strategic review of the Department of Health's capital planning, infrastructure delivery and facilities and assets management functions, with a view to improving forecasting and timeliness associated with these services.
- **Strategic review of Queensland's HIV Foundation** – the HIV Foundation of Queensland was an independent statutory body established under the *Hospitals Foundations Act 1982* (Qld), with a Board of Directors and executive supported by a small team of staff. The Foundation had significant autonomy to determine strategic direction and the types of services it would support. Dan led an independent review and evaluation of the work undertaken by and impact of the Foundation since its establishment.



James Mathews  
Director



### Overview

James is a director with specialist expertise in infrastructure policy; benefit assessment; urban economics; and associated strategy and action planning. He is a past national director of Economic Development Australia and the current Deputy Chair of the Property Council of Australia's Queensland Cities Committee.

James leads KPMG's national focus on cities and regional development, as well as leading a broader range of engagements in transport planning and investment decision making (project feasibilities, business cases etc.). He predominantly works with government clients across all three tiers of government to support better investment decision making and policy.

Throughout his career James has been involved in a range of investment attraction and business case development exercises that considered the relative economic benefits of alternative infrastructure investment scenarios. These have spanned transport, housing, and social infrastructure spheres, and have required the framing of investment scenarios within a broader economic and policy narrative.

James was the project manager for Gateway 1 of the SEQ City Deal as well as the preceding economic growth partnership model engagement in 2013/14 which first considered the applicability of a City Deals model to Australia. He has also worked with other Australian jurisdictions as they consider how the principles of the UK City Deal model could be applied to improve infrastructure planning and prioritisation. He is currently seconded to Queensland Treasury's 'Cities Transformation Taskforce' where he is responsible for supporting the Queensland negotiations to progress City Deals in the state. This has included the negotiation of the Townsville City Deal and preliminary negotiations on a regional Deal for Bundaberg / Hervey Bay.

### Qualifications and professional memberships

- Bachelor of Business Management, University of Queensland
- Bachelor of Economics (International Trade and Finance), University of Queensland

### Selected Experience

- **TfNSW Executive Dashboard Development** – James led an engagement for Transport for NSW to prepare a performance measurement review with a specific focus on the development of a revised executive dashboard. The dashboard builds on the existing strategic architecture for TfNSW as an organisation by seeking to complement and synthesise existing reporting mechanisms. It specifically profiles a smaller number of key indicators that provided insights around the strategic performance of the organisation to enable meaningful strategy conversations amongst the TfNSW cluster.
- **Regenerate Christchurch Economic Development KPIs** – James led an engagement to develop a framework of KPIs that would assist Regenerate Christchurch in measuring and benchmarking the recovery of Christchurch following a natural disaster. The framework has since been applied to evaluate and refine key regeneration initiatives.

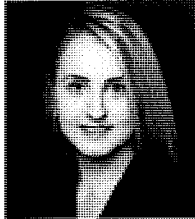


- **Queensland Cities Transformation Taskforce Secondment** – James is currently seconded into the Queensland Government’s Cities Transformation Taskforce. The taskforce is responsible for negotiating City Deal arrangements with the Commonwealth and local governments across the state to progress both the signed Deal for Townsville as well as negotiations for an SEQ City Deal and negotiation of the Hinkler Regional Deal. He has led the development of all three City Deals and the establishments of the metrics and performance frameworks that guide their delivery.
- **South Brisbane Transport and Mobility Study** - James is currently working with TMR to develop the South Brisbane Transport and Mobility Study. The study is a detailed transport planning exercise to understand the future transport network requirements for a discrete area.
- **Maturing Infrastructure Pipeline Program** – Led the design of the process to roll out the program to local governments as well as the design of the application process and associated governance measures.
- **State Infrastructure Plan Update** – Led the review of the update and alignment of key inputs to Part B of the State Infrastructure Plan (2017 and 2018).
- **Queensland Craft Brewing Strategy** – Led the development of the Queensland Craft Brewing Strategy in partnership with the Department of State Development, Manufacturing, Infrastructure and Planning.
- **Inland Rail Economic Assessments** – Led the development of the economic chapters and technical reports to inform the environmental assessments for each of the thirteen lengths along the length of the Inland Rail Program.
- **OPT Review – Economic Advice** – James led KPMG’s economic advice to the Queensland Government Opportunities for Personal Transport Review. This included the establishment and assessment of a series of indicators against which a range of transport reform scenarios would be benchmarked and assessed. These indicators ranged from sector specific, to wider economic and social assessment benchmarks.
- **Infrastructure Charges Working Group**. James supported Paul Low in his role as Chair of the Independent Working Group through research and case study analysis. The Working Group provided expert advice on reforms to the infrastructure charges model for trunk infrastructure to key growth areas in SEQ and across the State in 2013, including chairing a 12 month stakeholder engagement process with key land development, state agency and council infrastructure representatives.
- **Infrastructure Charges and Local Government Financial Sustainability**: Led an engagement to assess the impacts of potential infrastructure charges policy changes on local government and distributor-retailer financial sustainability. This assessment builds on a series of engagements undertaken to support Queensland’s infrastructure charge policy reform.
- **Economic Development Strategies**: Over his 14 years in consulting, James has led a large number of economic development strategies that required critical insight on the key interventions and measures that would shape the redirection of a region’s economic trajectory. A large number of these have considered opportunities for industrial land development, as well as the role of industry and local government partnering to deliver stronger economic outcomes.
- **Toowoomba Regional Council Scheme Review**: Led the engagement to review the alignment between the new provisions of the TRC Planning Scheme against the Productivity Commission benchmarks and to calculate the economic benefits and impacts of the recalibrated development assessment provisions under the new planning scheme.
- **Review of Special Infrastructure Contribution Scheme**: Reviewed interstate infrastructure charging arrangements associated with greenfield and infill development to assist the NSW Government in determining the impact of the NSW Special Infrastructure Contribution scheme on housing affordability and land supply in Sydney’s North West and South West Growth Centres.



- **Gold Coast Transport Strategy Financial and Economic Assessment:** Developed a strategic financial and economic assessment to determine the 'reasonableness' of the proposed investment program and its affordability.
- **South-East Tasmanian Economic Infrastructure Strategy:** James led the delivery of the South East Tasmanian Economic Infrastructure Strategy. The engagement focusses on identifying the priority infrastructure opportunities to grow the region's economy and provided a framework for staging and delivery of the priority assets across the four local governments that commissioned the strategy.
- **Northern Territory Regional Infrastructure Study:** James led the KPMG team in the delivery of the Northern Territory Regional Infrastructure Strategy. In his role, James was responsible for the profiling of the Northern Territory economy and key industries; modelling future economic scenarios over a thirty year horizon; developing a multi-criteria analysis tool to facilitate the prioritisation of 142 regional infrastructure projects across the Northern Territory; and the developing cost benefit analyses for a shortlist of thirty projects. This work has since been utilised as the basis for a thirty year program of infrastructure works for the consideration of the Northern Territory Government.
- **Northern Territory Freight and Logistics Industry Strategy:** James is currently leading the KPMG and GHD team that have partnered with the Northern Territory Government to deliver the Freight and Logistics Industry Strategy. The strategy provides a detailed consideration of the current state of the freight network across the Northern Territory, the economic drivers for changes in the freight task and the role of government in the sector going forward. It is expected that this role will cover priority infrastructure investments, regulatory changes, ongoing investment in data collection and monitoring as well as how government will more broadly support the delivery of key industry growth initiatives.
- **Tanami Road Infrastructure Submission:** James led the KPMG team in preparing a submission to Infrastructure Australia for funding of capital works to upgrade the Tanami Road to a fully sealed standard. The application was made on behalf of the Northern Territory and Western Australian government. This was completed to the detailed standards required by the Infrastructure Australia guidelines. James also led the analysis of the private sector benefit associated with the upgrade to inform the Northern Territory Government's negotiations with key private sector beneficiaries.
- **Katherine Airport Business Model:** James led the study to establish a sustainable business model for the operation of the Katherine Regional Airport. This involved consulting with the current operator, existing and prospective tenants and then collating key insights into a revised financial model for the operation of the asset under a range of scenarios.
- **Pilbara Fabrication and Services Common Use Facility Economic Benefits Assessment:** James led the preparation of an economic drivers assessment and cost benefit assessment for the development of a common use marine facility in Port Hedland.
- **Burdekin Pipeline Preliminary Economic Impact Assessment:** James project managed a preliminary assessment of the economic impact of a new water pipeline from the Burdekin Falls Dam, through Gurnlu, Guthalungra, Abbot Point State Development Area (APSDA) and on to the township of Bowen. The project focused on the impact of the pipeline on the local horticulture and aquaculture sectors.
- **Central Highlands Regional Economic Development Strategy:** Led and managed the preparation of an economic profile for the region; followed by the development of a regional development strategy.
- **North Burnett Regional Council Flood Mitigation Study** – James led the preparation of a cost benefit assessment to assess the relative merits of approximately 30 alternative mitigation investment initiatives.





Fiona Mackay  
Senior Consultant

### Overview

Fiona is a senior consultant within KPMG's Australian Programme, Policy and Evaluation practice. Fiona has worked across both Queensland and Commonwealth engagements, predominantly in health and human service strategic reviews.

Prior to joining KPMG, Fiona worked with Telstra Health as a Business Specialist and delivered multiple evidence-based market assessments and business plans for the eHealth business. Fiona also has experience as a Business Analyst with Cook Medical in their Peripheral Intervention division focusing on customer segmentation and health data market assessments for go-to-market launches of new medical devices for the Australian market.

### Qualifications and professional memberships

- Bachelor of Economics (Quantitative Methods), University of Queensland

### Selected Experience

- **OSR and nKPI Review, Commonwealth Department of Health** – Fiona worked on an engagement with Commonwealth Department of Health to conduct a review of existing OSR and nKPI material. The engagement drew upon a range of inputs to consider options for improving the quality, currency and strategic alignment of OSR and nKPI data reported by Aboriginal Community Controlled Health Services and to develop an actionable implementation plan.
- **Data Quality Assessment Project, Commonwealth Department of Health** – Fiona was part of a broader KPMG team engaged to undertake an assessment of the readiness of 53 Aboriginal Community Controlled Health Services to participate in the implementation of a new funding model for the Indigenous Australians' Health Programme (IAHP). Her role as project support and data lead involved supporting the delivery of the project and providing insights into the services' OSR and nKPI data.
- **Organisational Design, Children's Health Queensland** – Fiona assisted with the review of the current CHQ strategic context and developed Organisational design principles and a number of organisational design models for CHQ Tier 2 and 3 structure. Fiona supported the analysis on the project through developing key artefacts requirement to deliver the organisational design options.
- **Healthcare Improvement Unit, Future Options** – Fiona provided support for the engagement to conduct a review of the purpose, structure and functions of HIU and its future role within the context of the healthcare improvement agenda for Queensland. Within this engagement, Fiona was responsible for supporting the stakeholder engagement logistics and the development of deliverables.
- **ieMR Strategic Roadmap, eHealth Queensland** – Fiona worked on an engagement with eHealth Queensland to deliver a strategic Roadmap of ieMR. The Roadmap aims to clearly set out the current funded program of work, planned optimisation activities and functional enhancements. Within this



engagement Fiona identified data requirements, collated the data and translated it into a strategic roadmap for eHealth Queensland. Fiona also supported on a number of stakeholder consultations and delivering the final report.

- **Financial System Renewal (FSR) Program, Queensland Health** – Fiona has been working in a change planning and execution capacity on an engagement with Queensland Health to support the delivery of the Financial System Renewal Program across Queensland's health system. This program aims to support the renewal of a legacy financial system, strongly supported with change management. Within this engagement, Fiona is responsible for supporting change impact analysis and change planning. Fiona's experience in delivering significant change programs through the development and delivery of structured change control strategies has strengthened her ability to communicate with a diverse range of stakeholders and effectively implement strategic organisational analysis and transformative change.
- **Cost Benefit Analysis of Nurse Practitioner, Commonwealth Department of Health** - Fiona worked on a national engagement for the Commonwealth Department of Health to deliver a cost benefit analysis of Nurse Practitioners across Australia. This project aimed to identify the potential underutilisation of Nurse Practitioners and opportunities to improve primary health care. Within this engagement Fiona supported a number of rural and remote stakeholder consultations, data collection and validation and cost benefit analysis of each site. Her experience in economic analysis and stakeholder engagement was demonstrated through the delivery of 8 case studies and recommendations for the ongoing Nurse Practitioner model.
- **Business Process Review of Child Protection Litigation, Queensland Treasury** – Fiona was a team member on an engagement with Queensland Treasury to review the Child Protection Litigation system within Queensland. This project aimed to identify potential process recommendations based on findings from an end to end process review. Within this engagement, Fiona was responsible for the end to end business process mapping and process analysis, as well as attending a range of stakeholder consultations across the state. Fiona's experience in data collation and analysis of qualitative and quantitative business data enabled me to provide informed process improvement opportunities based on data backed process maps.
- **Future of Work Literature Review, Department of Employment** – Fiona supported in delivering the Future of Work literature review for the Department of Employment. This literature review aimed to identify the current state of play of the Australian workforce and future trends that may impact on employment across all industries. Fiona's role focused on developing individual industry specific views of the current and future state of employment in Australia. Through Fiona's experience in analysing market sector data and documentation research, she was able to identify industry sector trends and deliver structured and measured dashboards based on synthesising complex qualitative data.

## Monique DeBrueys

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**From:** Robert Setter  
**Sent:** Thursday, 4 July 2019 5:41 PM  
**To:** Harradine, Dan; Low, Paul  
**Cc:** Rachel Hunter; Toni Power (DSDMIP)  
**Subject:** Final TOR for review  
**Attachments:** ToR Review of the OCG - Draft 3rs\_.docx

Dan and Paul

I attach the final TOR; not materially changed, and points of difference with yellow shading for easy reference.

Thanks for the letter of engagement.



**Robert Setter**  
Commission Chief Executive  
Public Service Commission

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## **Independent advice to further enhance the governance and business model of the Office of the Coordinator-General**

The functions and powers of the Coordinator-General are created by the *State Development and Public Works Organisation Act 1971* (the Act). The Act is administered by the Minister for State Development, Manufacturing, Infrastructure and Planning, and subject to the Minister, the Co-Ordinator General (CoG).

The CoG also administers, either solely or jointly, a host of other Acts.

The CoG is a statutory office holder appointed by Governor-in-Council. The Office of the Coordinator-General (OCoG) operates as a division of the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP), with all staff except the OCoG employed by and accountable to the DG, DSDMIP.

The contract for the current Co-Ordinator General comes to an end in November 2019 and future appointments (either new or continuing) will be subject to open-merit assessment, consistent with all members of the Leadership Board and the government's commitment.

### **Purpose and context of the advice**

The Public Service Commission has determined to seek expert independent advice to inform the development of a role description (including optional terms and conditions of employment) for the Co-Ordinator General, consistent with Public Service Commission Directive <https://www.forgov.qld.gov.au/develop-role-description>.

The advice should provide options that strengthen the integrity of the independence and statutory functions of the CoG as well as optimise the powers of the CoG to deliver the social, economic and environmental priorities of the State.

The advice will not recommend legislative changes.

### **Process**

The assessment should:

- consider similar roles and functions in Queensland and other jurisdictions
- be evidence-based, gathered through desk-top and appreciative enquiry methods, and
- consult **initially** with:
  - o the current Co-Ordinator General
  - o **key** senior executive staff of OCoG **and** DSDMIP (level of Deputy Director-General and Assistant Co-Ordinator General), and
  - o key **internal-to-government** stakeholders, notably the Directors-General, Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development.

The advice should be provided within 30 working days.

## **Governance of the process**

The independent advice will be provided by an external expert knowledgeable in the role and function of Co-Ordinators-General and related roles across Australian jurisdictions.

The process will be overseen by a Steering Committee consisting:

- Commission Chief Executive, Public Service Commission (Chair)
- Director-General, State Development, Infrastructure, Manufacturing and Planning
- Director-General, Department of the Premier and Cabinet

The Steering Committee will meet on a fortnightly basis, or more regularly as required.

DSDMIP will provide administrative support to the process.

The advice will be consistent with the Government's commitment to a Westminster-style model that values and supports a permanent public service, and employment security.

Released under RTIPSC

## Monique DeBrueys

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**From:** Harradine, Dan <[REDACTED]>  
**Sent:** Wednesday, 10 July 2019 6:08 PM  
**To:** Robert Setter  
**Cc:** Low, Paul  
**Subject:** KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG  
**Attachments:** KPMG Engagement Letter - Final - 10 July 2019.pdf

Hi Rob,

Thanks for the briefing and discussion about the Terms of Reference this afternoon regarding the project to provide advice on options to strengthen governance and the business model of the OCG.

As discussed, please find attached KPMG's proposal to undertake this engagement. This has been augmented in line with our discussions, in particular to ensure that we engage with key senior executives of the OCG early in the project to ensure we prioritise the involvement of the CG and his team.

We will progress on the basis that project kick-off occurs next week (on Monday, 15 July), with interviews commencing in the latter part of the week. Please don't hesitate to let Paul or I know if there are any subsequent changes to that timing, or anything else relating to the project.

Kind regards,

Dan

**Dan Harradine**  
Queensland Government Lead Partner

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**Confidential**

Mr Robert Setter  
Commission Chief Executive  
Public Service Commission  
1 William Street  
Brisbane QLD 4000

Your ref Specialist advice regarding the  
Office of the Coordinator-General  
Our ref KPMG Engagement Letter - Final -  
10 July 2019  
Contact Paul Low [REDACTED]

10 July 2019

Dear Rob,

**Engagement to provide advice to enhance the governance and operating model of the Office of the Coordinator-General**

Thank you for the opportunity to provide the Public Service Commission (ABN 73 289 606 743) (you) with advice regarding options relating to the governance and business model of the Office of the Coordinator-General (OCG), with a view to strengthening the integrity of the independence and statutory functions of the Coordinator-General and OGC (**Engagement**).

This letter (**Engagement Letter**), together with the agreed terms under the Queensland Government Standing Offer Arrangement QGCP0050-18 (**Terms**) subject to minor variations we have previously successfully agreed with Queensland Government agencies regarding the ownership of intellectual property and working papers, confirms our understanding of the services to be provided (**Services**) and the terms of the Engagement.

Please indicate your acceptance of the terms by signing the acknowledgement at the end of the Engagement Letter and returning the signed Engagement Letter to me.

**1. Scope**

The CG is a statutory office holder appointed by Governor-in-Council. In line with the Government's commitments to drive Queensland's economy as well as enhancing the social and environmental priorities of the State, you have indicated a desire to ensure that the role and functions of the CG are best supported to deliver the legislative obligations conferred upon the role and the broader OCG.

In that regard, KPMG understands that you are seeking advice about options that could enhance the governance arrangements and business model currently in place to support the CG.



KPMG recognises the importance of both the role and function of the CG and the OCG, particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are created by the *State Development and Public Works Organisation Act 1971* (the Act). The Act is administered by the Minister for State Development, Manufacturing, Infrastructure and Planning, through the CG.

The CG also administers, either solely or jointly, a range of other Acts.

You have determined to seek advice about options to further enhance the governance and business model of the OCG, noting that the advice will inform the development of a role description (including optional terms and conditions of employment) for the CG, in accordance with the Public Service Commission Directive:  
<https://www.forgov.qld.gov.au/develop-role-description>.

We note the explicit intent that the advice should maintain the integrity of the independence and statutory functions of the CG, and consider options to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

We further note the advice should be consistent with the Government's commitment to a Westminster-style model that values and supports a permanent public service, and employment security.

Accordingly, scope of the Engagement is to:

- research, consider and analyse similar roles and functions in Queensland and other jurisdictions, including how they are governed and supported through a business model;
- engage with senior stakeholders who may inform advice about enhancements to the governance and business model of the OCG, including but not limited to the current CG, key senior executive staff of the OCG and DSDMIP (level of Deputy Director-General and Assistant CG), and key internal-to-government stakeholders, notably the Directors-General of: Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development. We further note that, arising from this initially planned consultation, there may be a necessity to further engage with additional stakeholders; and
- conduct an evidence-based process, drawing on the research noted above and using an appreciative enquiry approach to the consultation that has been outlined, to consider and provide advice regarding enhancements that may be made to governance and the business model of the OCG (collectively, **Scope**).



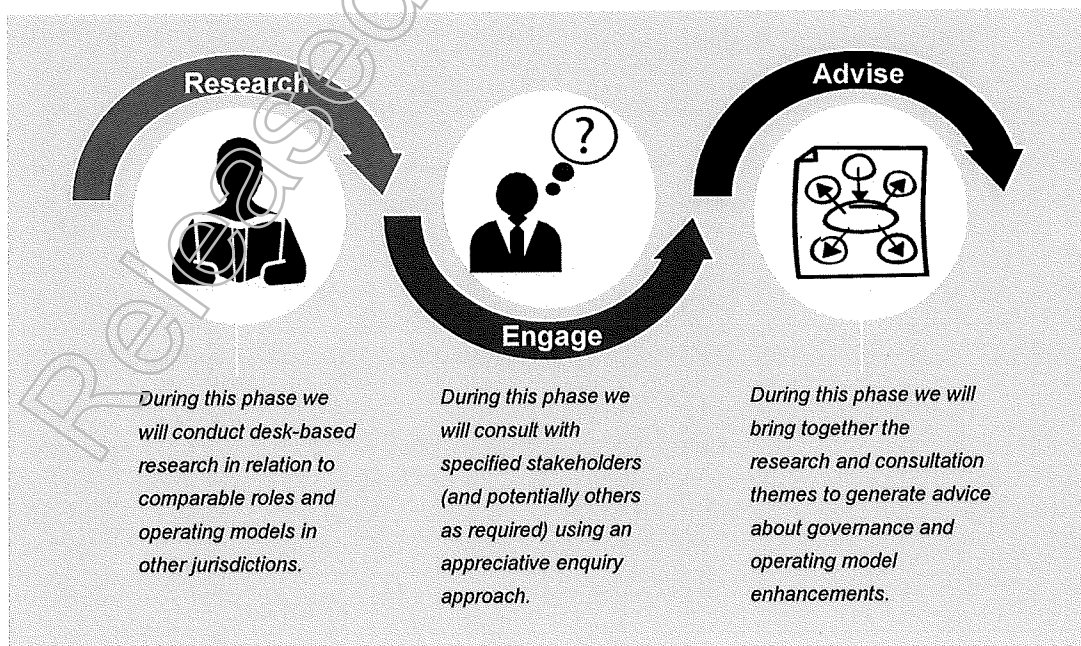
We note that the Scope explicitly excludes the following:

- consultation with stakeholders outside of the State Government;
- a specific assessment of the performance of the current incumbent in, or previous holders of, the role of CG;
- a specific legislative review of the Act or other legislation. We do note that it is possible that elements of the advice, once formed, may impact legislation, but there is no intention to conduct a 'legislative review' nor to explicitly provide advice that necessitates legislative changes; and
- the development of a new organisational design for the OCG. The advice will seek, where appropriate, to strengthen the governance and business model of the OCG; however, the scope of this engagement does not involve the preparation of a new organisational structure nor creation of associated role descriptions and/or lines of accountability.

Our work will proceed in phases with specific checkpoints, at which time the project Steering Committee will be advised of the progress of the Engagement. As outlined in the project brief, it is our understanding that the project Steering Committee will comprise the following members:

- Commission Chief Executive, Public Service Commission (Chair);
- Director-General, Department of State Development, Manufacturing, Infrastructure and Planning; and
- Director-General, Department of the Premier and Cabinet.

In light of the Scope, a summary of the approach, broken down into phases, is summarised in the diagram below and further detailed on the following pages.







'Phase Zero': Mobilisation	
<p><b>Primary Objective</b></p> <p>Confirm key parameters for engagement delivery.</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>Brief project work plan.</li> </ul>
<p><b>Key activities</b></p> <p>Our KPMG project team will meet with the Project Steering Committee (or their delegate/s) to confirm key parameters for the engagement as outlined in this proposal. These will include confirmation of:</p> <ul style="list-style-type: none"> <li>Engagement context and purpose, including endorsed Terms of Reference;</li> <li>Engagement scope;</li> <li>Approach to consultation and confirmation of initial stakeholders for engagement;</li> <li>Availability of any internally-held information to inform desktop research and analysis; and</li> <li>Timing of Steering Committee meetings and other logistics.</li> </ul> <p>The outcomes of this meeting will be refined into a brief project work plan for provision to the project Steering Committee.</p>	
Phase One: Research	
<p><b>Primary Objective</b></p> <ul style="list-style-type: none"> <li>Research, consider and analyse similar roles and functions in Queensland and other jurisdictions, including how they are governed and supported through a business model.</li> </ul>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>Summary of similar roles, characteristics, roles, governance arrangements and business models, where information is publicly available.</li> </ul>
<p><b>Key activities</b></p> <p>KPMG will prepare a desktop-based analysis of the current responsibilities of the CG, governance arrangements and business model, as well as (where publicly available, or where material is made available through this process) comparable characteristics of similar roles in Queensland and other Australian jurisdictions. At a minimum, we would anticipate considering the following:</p> <ul style="list-style-type: none"> <li>Relevant parts of the <i>State Development and Public Works Organisation Act 1971</i>;</li> <li>Similar legislation in other Australian jurisdictions;</li> <li>Any prior reviews of the CG/OCG made available to the project or which are published and available for consideration;</li> <li>The Governance and Accountability Review of DSD executives (prepared by KPMG in 2017);</li> </ul>	



- Any strategic and business planning undertaken to inform the resource and business model for the OCG; and
- The Public Service Commission Recruitment and Selection Directive (15/13).

The desktop review will summarise the following areas pertaining to the roles and responsibilities of the CG in Queensland:

- The powers granted to the CG role under the Act, including but not limited to:
  - managing major infrastructure projects;
  - declaring a project to be a 'coordinated project' and coordinate the environmental impact assessment of the project;
  - coordination and regulation of programs of works;
  - entering and authorise entry onto land to undertake works;
  - compulsory acquisition of land; and
  - implementation and management of State Development Areas.
- The accountabilities of the role in Queensland and, where comparable, other Australian jurisdictions;
- Metrics (qualitative or quantitative) that have previously been used (formally or informally) to measure the activity of the role in Queensland and, where comparable, other Australian jurisdictions;
- The responsibilities of the role as identified through broader DSDMIP strategic planning and annual reporting;
- The current structure of the OCG;
- The manner in which the powers, accountabilities and responsibilities of the CG are supported across the three Associate Coordinators-General as provided for under s11 (powers of delegation), s14 (appointment of persons to help Coordinator-General); and s15 (appointment of workers) of the Act;
- Current lines of reporting for officers within the OCG and the extent to which these are contained within the OCG or extend across other divisions of DSDMIP (both formally and informally), and how this may compare to business models in other Australian jurisdictions;
- Any formal governance structures that have been established, in Queensland or other Australian jurisdictions where comparable roles are identified, to enable and support the OCG to facilitate the execution of the responsibilities of the CG

Finally, as a 'catch-all', KPMG will complete a desktop review of how other Australian jurisdictions acquit the powers and responsibilities of the Queensland CG (where a similar role exists and information is publicly available). It should be noted that, in KPMG's experience, the role of the Queensland CG is unique in its aggregation of these powers within a single statutory role together with supporting legislative levers under the Act, so the output of a comparative analysis may be limited.



Phase Two: Engage	
<p><b>Primary Objective</b></p> <p>Engage with senior executives across the Queensland Public Service to collate evidence to inform the advice.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Summary of key themes from stakeholder consultation activities.</li> </ul>
<p><b>Key activities</b></p> <p>The consultation phase is critical to source appropriate insights from key stakeholders to inform development of the advice. The proposed approach to consultation is to conduct face-to-face interviews with:</p> <ul style="list-style-type: none"> <li>The current CG and key senior executive staff of the OCG (at the Assistant CG level), which will be held early in the process;</li> <li>The Directors-General for a cross section of Departments that directly interact with the OCG to advance the economic, environmental and social outcomes for Queensland, being the Directors-General of: Natural Resources, Mines and Energy; Environment and Science; and Innovation and Tourism Industry Development; and</li> <li>Key senior executive staff of DSDMIP (at Deputy Director-General level) who interact and/or work closely with the CG through their complementary roles on the Department's Executive Leadership Team or through other means.</li> </ul> <p>Proposed consultation participants and lines of enquiry for discussion with these participants are outlined below. A consultation guide will be prepared in advance of the commencement of consultation. The questions will be designed to secure perspectives on ways in which to enhance the governance and business model support the role of CG through the OCG.</p>	
Stakeholder Group One: Current CG and key executives within the OCG	
Proposed Stakeholders	Anticipated lines of enquiry
<ul style="list-style-type: none"> <li>Barry Broe, Coordinator-General</li> <li>Assistant CG, Coordinated Project Delivery</li> <li>Assistant CG, State Development Areas</li> <li>Assistant CG, Land Acquisition and Project Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions.</li> <li>Current formal accountabilities of the role.</li> <li>Scope/role description of the CG role.</li> <li>The advantages and limitations of:               <ul style="list-style-type: none"> <li>The current business model;</li> <li>The powers granted to the CG under the Act that impact on capacity to secure resources to discharge accountabilities;</li> <li>Formal interfaces with other Departments; and</li> <li>Formal interfaces with DSDMIP.</li> </ul> </li> </ul>



<b>Stakeholder Group Two: Directors-General of Interacting Departments</b>	
<b>Proposed Stakeholders</b>	<b>Lines of Enquiry</b>
<ul style="list-style-type: none"> <li>James Purtill, DG Department of Natural Resources, Mines and Energy</li> <li>Jaimie Merrick, DG Department of Environment and Science</li> <li>Damien Walker, DG Department of Innovation, Tourism Industry Development and the Commonwealth Games</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions, including collaboration to advance the State's economic, environmental and social interests.</li> <li>Perspectives on enhancements that could be made to the governance and/or business model to bolster the current arrangements for the OCG's interaction with agencies (noting the imperative to maintain the powers and integrity of the independence and statutory functions of the CG).</li> </ul>
<p>It is recognised that it will be challenging to confirm meetings with these senior public servants at short notice (particularly in the lead-up to Parliamentary Estimates). Accordingly, it is proposed that the Office of the Director-General, DSDMIP, provide communications to this group to emphasise the time critical nature and significance of this project. KPMG will then be enabled to rapidly progress the coordination of diaries to confirm consultation times.</p>	
<b>Stakeholder Group Three : Senior OCG and DSDMIP Public Servants</b>	
<b>Proposed Stakeholders</b>	<b>Lines of Enquiry</b>
<ul style="list-style-type: none"> <li>Michael McKee, DDG Business, Commercial and Performance</li> <li>Craig Whip, A/DDG Investment Facilitation and Partnerships</li> <li>Any additional key stakeholders identified as a result of engagement with groups one, two and three</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions including collaboration to advance the State's economic, environmental and social interests.</li> <li>Perspectives on enhancements that could be made to the governance and/or business model to bolster the current arrangements for the OCG's activities from an 'internal' perspective (in terms of across DSDMIP and/or OCG) (again noting the imperative to maintain the powers and integrity of the CG's independence and statutory functions).</li> </ul>



Similarly to Stakeholder Group Two, it is proposed that the Office of the Director-General, DSDMIP, provide a formal introduction of the project through a brief, targeted communication to stakeholders. This will assist in ensuring proposed stakeholders are able to be available for interview, while also clarifying the scope and parameters of the project.

KPMG also propose to engage directly with the Project Steering Committee at three junctures over the course of the six week engagement, as well as 'ad hoc' engagement as required with individual members.

Finally, we note there is a likelihood that, subsequent to consultation with the previously identified Stakeholder Groups One, Two and Three, further consultation may be necessary to 'round out' any matters that are identified through the initial consultation process. We have included consulting effort to allow for a further five consultation activities to accommodate this potential requirement.

**Phase Three: Advice**

**Primary Objective**

Collation of research and analysis and consultation themes to inform development of advice regarding enhancements that may bolster the governance and business model of the OCG.

**Key Deliverables**

- Draft Report – Advice to enhance the governance and business model of the Office of the Coordinator-General
- Final Report – Advice to enhance the governance and business model of the Office of the Coordinator-General

**Key activities**

KPMG will collate the findings of the previous stages to inform a discussion with the Project Steering Committee on both these findings and preliminary recommendations. It is intended that this workshop be utilised to refine potential recommendations in line with the evidence that has been collated.

The feedback from this workshop will be added to the findings from previous stages and incorporated into a Draft Report – Advice to enhance the governance and business model of the Office of the Coordinator-General. This will be provided to the Project Steering Committee for feedback. Following the receipt of feedback from the Project Steering Committee, KPMG will finalise the report. The transmittal of the Final Report – Advice to enhance the governance and business model of the Office of the Coordinator-General will mark the conclusion of the engagement.





## 2. Deliverable

The sole deliverable for the Engagement will consist of a KPMG branded report, entitled Advice to enhance the governance and business model of the OCG (**Deliverable**).

A draft of the Deliverable will be provided for review and comment prior to final delivery. All other references to 'outputs' in this Engagement Letter relate to materials that will be used to inform the final report, and will not be provided as separate documents.

## 3. Use of Deliverable

The Deliverable provided to you, as part of the Engagement, is solely for the purpose set out in the *Scope* section of this Engagement Letter.

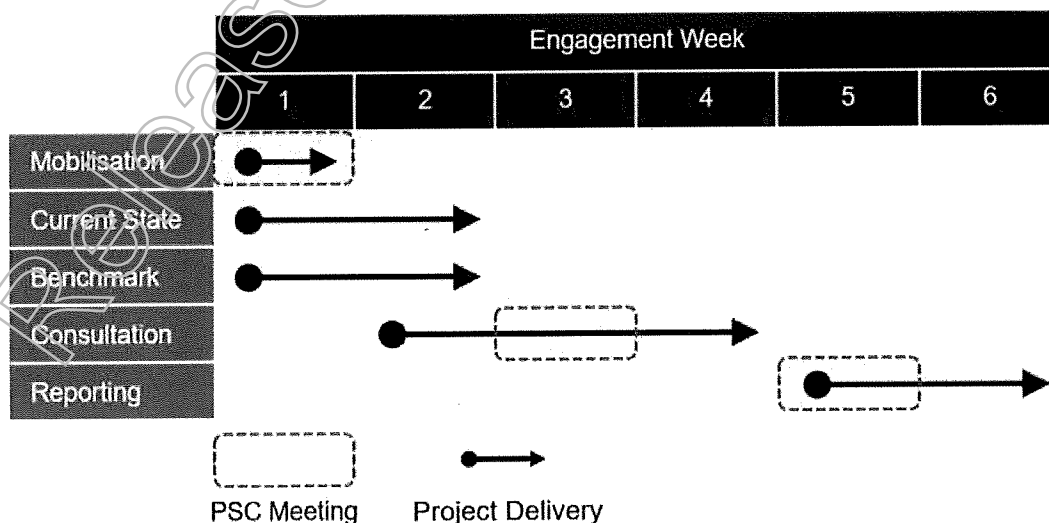
### 3.1. KPMG branded deliverable

The above *Deliverable* section specifies that a KPMG branded deliverable will be provided under the Engagement. When a deliverable is KPMG branded (i.e. with KPMG's letterhead and/or logo applied, or otherwise containing any reference to KPMG), the deliverable must not be altered or amended by you in any way once it has been provided to you in final form. KPMG branded deliverables cannot be provided or distributed to, or accessed, or relied upon, by any third party without our express written consent.

## 4. Timetable

We recognise the time critical nature of this engagement. As highlighted in the project brief, the engagement will need to be completed within 30 business days. This will provide you with the maximum time to consider the advice and use it to inform development of a position description for the role of CG.

The anticipated timetable for the Engagement is as follows:







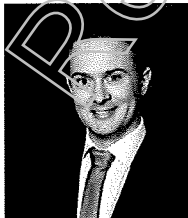
The project timetable assumes the inclusion of three Project Steering Committee meetings. The purpose of each of these meetings will include:

- **Meeting One:** Project inception meeting to discuss and confirm the parameters of the engagement.
- **Meeting Two:** Review and discussion of desktop analysis findings as well as reflections on the findings and directions of early consultations undertaken to that point. Where appropriate, this will also provide an escalation point to ensure that consultations are able to be scheduled and executed within timeframes.
- **Meeting Three:** Presentation of the advice to the Project Steering Committee to discuss outcomes from the project and the Draft Report.

Our project team will remain in regular contact with you over the course of the engagement and provide early advice on any elements of the proposed timeframe that are at risk, alongside proposed mitigation measures.

## 5. Engagement team

Our proposed team will consist of a senior team of KPMG professionals with the appropriate knowledge and experience for this project. A summary of the proposed team members for this engagement has been provided overleaf

	<p><b>Paul Low</b> <i>National Lead Partner, Infrastructure, Government &amp; Healthcare</i></p> <p>Paul Low will be the lead Partner for this engagement. Paul is KPMG's National Infrastructure, Government and Healthcare Industry Lead Partner. He has over 25 years' experience in economic development, urban and regional planning, transport, infrastructure policy, planning, management, delivery and operations advising governments across Australia. Paul is former senior public servant having held significant roles in DPC, DEEDI, DTMR and DIP. He has led a number of governance and functional reviews.</p>
	<p><b>Dan Harradine</b> <i>Lead Partner, Queensland Government</i></p> <p>Dan will be the Consultation Partner for this engagement, working in tandem with Paul to conduct the engagement with key stakeholders and providing a 'check and challenge' of our findings. He will draw on his previous senior executive experience in the Queensland Government, including governance and organisational reviews.</p>
	<p><b>James Mathews</b> <i>Director</i></p> <p>James will be the lead author for key outputs for this engagement. He leads KPMG's cities and regional development service offering in Queensland, is the Deputy Chair of the Property Council of Australia's Queensland Cities Committee and is a former national director of Economic Development Australia. He has specialist expertise in infrastructure policy, benefit assessment and associated strategy and governance reviews.</p>



**Fiona Mackay** *Senior Consultant*

Fiona will be the project support for key outputs of this engagement. Fiona brings experience from conducting projects with both Commonwealth and State Government Departments. She has direct experience conducting both desktop reviews and organisation designs within Queensland from prior engagements.

Curriculum vitae for each of our team members have been provided in Appendix One of this engagement letter. Should you require any further details regarding our team members or their relevant experience, this can be provided upon request.

## 6. Professional fees, expenses and invoicing

### 6.1. Fees

Our fees with respect to this engagement will be fixed at \$93,664 (excluding GST and any expenses).

This fee reflects allocated time of senior personnel to reflect the significance and sensitivity of this engagement as well as the senior nature of the stakeholders targeted for consultation. The division of project fee across the three stages of the engagement is summarised in the table below and is based on hourly rates contained in the whole-of-government Panel QGCPO0050-18.

Project Phase	Total Hours				Fee (excl GST)
	Paul Low	Dan Harradine	James Mathews	Fiona Mackay	
1: Research (includes 'Mobilisation')					
2: Consultation					
3: Advise					
<b>Total Fee</b>					<b>\$93,664</b>

### 6.2. Expenses

Please note that any expenses incurred as part of our work will be re-charged on the basis of costs incurred. All our team members are based in Brisbane, so we would only anticipate minor disbursements relating to travel to consultation sites associated with taxis or parking.



### 6.3. Invoices

Invoices will be issued as follows:

- An inception invoice for 40% of the project value will be issued upon the commencement of the engagement; and
- The remainder of the engagement value will be invoiced upon the provision of the Final Report (week six).

### 7. Terms

As noted, the Terms are outlined in the agreed Standing Offer Arrangement QGCP0050-18 and form part of, and should be read in conjunction with, the Engagement Letter. We would, however, request two departures to the Standing Offer Arrangement QGCP0050-18 Standing Offer Arrangement, which we note that a number of Queensland Government agencies have previously been comfortable to agree.

In that regard, the first requested departure is in recognition of our research and prior experience working on projects of this nature, whereby we would request that all materials developed and/or provided as part of the project remain the intellectual property of KPMG.

The second requested departure is that all working documents remain the property of KPMG, such that we may fulfil our quality assurance obligations under our global ISO9001 quality accreditation.

Of course, as noted in section 3, *Use of Deliverable*, the draft and final report provided to you as part of the Engagement will, in accordance with the *Scope* section of this Engagement Letter, be available for your use.

### 8. General Matters

We look forward to the continuation of our association with you and welcome the opportunity to provide you with any additional services that you may require in the future.

Please contact us if you require clarification of the above matters.

Yours sincerely,



**Paul Low**  
KPMG National Lead Partner  
Infrastructure, Government and  
Healthcare



**Acknowledgment**

The terms of the Engagement, as set out in the above Engagement Letter, confirmed in Standing Offer Arrangement QGCP0050-18 and subject to the minor variations noted within the Engagement Letter (relating to KPMG's retention of all intellectual property and working papers related to the project), are understood and accepted for and on behalf of the Public Service Commission (ABN 73 289 606 743), for whom I am duly authorised.

Signed: .....  
Name: .....  
Position: .....  
Date: .....

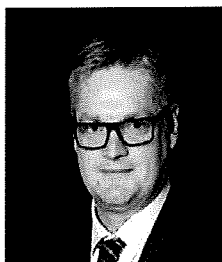
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*Engagement for the review of Office of the Co-Ordinator  
General for the Department of State Development,  
Manufacturing, Infrastructure and Planning*

**Appendix 1**  
**Project Team Curriculum Vitae**

Released under RTI - PSC



Paul Low

Partner, National Leader Infrastructure, Government and  
Healthcare



### Overview

Paul Low is KPMG's National Infrastructure, Government and Healthcare Lead Partner. He has over 20 years' experience in economic development, urban and regional planning, transport, infrastructure policy, planning, management, delivery and operations advising governments in QLD, NSW, VIC and WA. Prior to joining KPMG in 2011, Paul was CEO Growth Management Queensland, Associate Director General Policy and Intergovernmental Relations at the Department of Premier and Cabinet, Associate Director General Employment and Economic Development with DEEDI, and Deputy Director General Policy and Planning with the Department of Transport and Main Roads. Paul has also held leadership roles in transport and infrastructure in local governments Queensland and Western Australia. Most recently Paul has been seconded into Queensland Treasury as the Cities Transformation Taskforce Head responsible for driving whole of government coordination and negotiations with the Commonwealth Government of the Townsville City Deal and South East Queensland City Deals.

### Qualifications and professional memberships

- Bachelor of Urban and Regional Planning, University of Queensland

### Selected Experience

- **Cities Transformation Taskforce** – Taskforce Head (secondment to Queensland Treasury) to lead the development and negotiation of City Deals between the Commonwealth, Queensland and relevant local governments in South East Queensland and regional Queensland to oversee 15 year infrastructure investment programs for city regions under the Federal Government's Smart Cities Plan. This included finalisation of the Townsville City Deal as Australia first City Deal.
- **Queensland Reconstruction Authority** – Engagement Partner to lead an independent review of the effectiveness of the Queensland Reconstruction Authority appointed Director General DILGP and reporting to an independent Panel appointed by the Deputy Premier. The project undertook consultation with 63 stakeholders as part of the effectiveness review across key domains and recommended reforms to the wider Queensland Government State Disaster Management arrangements.
- **Major Transport Infrastructure Projects Government Delivery Options Review:** Engagement Partner for this governance review commissioned by the Department of Transport and Main Roads and the Department of Infrastructure, Local Government and Planning, to recommend to the Queensland Government the most appropriate delivery model and governance arrangements for its highest priority infrastructure project. This included undertaking a national and international inter-jurisdictional review; consulting with key stakeholders at CEO level; assessing various models against the project outcome areas; recommending a preferred model and supporting governance; identifying key legal and legislative considerations of the preferred model and providing an implementation pathway.

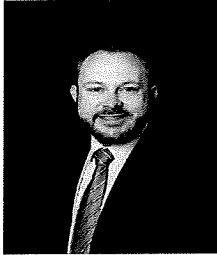




- **Public Service Commission Capability Blueprints** – Peer Review for the completion of four Capability Blueprint Assessments to determine the strength and capacity of Queensland Government agencies (Transport and Main Roads, Public Works and Housing, Natural Resources and Mines, Environment and Heritage Protection and Agriculture, Forestry and Fisheries) across 10 elements of capability relating to Leadership, Strategy and Delivery. These engagements were directly by the Director General of each Department to provided independent review and counsel across the 12 week Capability Blueprint process developed by the Public Service Commission.
- **Cross River Rail Delivery Authority** – Engagement Partner to develop the institutional, organisational and governance design for Cross River Rail Delivery Authority. Paul led the team engaged to establish and design the organisational, governance and operating models for the Authority which will deliver the \$5 billion Cross River Rail Project. Establishment and design of the new Authority involved intensive stakeholder consultation with Directors-General of relevant Queensland departments, and close engagement with the Project Director to design and develop functional operating model options, organisational structure options, relevant executive positions descriptions, transition plans and governance arrangements.
- **Establishment of Department of Transport and Main Roads** – as Deputy Director General Policy, Programs and Investment, led the integration of the former Department of Main Roads and Queensland Transport into a single agency in 2009. As Deputy Director General I led overall design of agency functional business model and realignment of Divisional structures, Senior Executive Service and program area accountabilities across the combined agency of 10,000 staff and annual budget of \$3 Billion.
- **TMR Commission of Audit** – Lead Advisor to the Department of Transport and Main Roads, including establishing a PMO and leading delivery of key reforms in road construction and maintenance, urban and regional bus services and rail franchise models related to the Qld Government Commission of Audit recommendations. This included applying the contestability framework across transport markets and recommending complex blueprints and business cases for structural reforms in delivery of rail, bus and road infrastructure delivery.
- **Queensland Transport Major Projects and Capital Program** – Deputy Director General Planning and Infrastructure accountability for the \$1.3Bn (07-08) and \$1.5Bn (08-09) SEQ capital program and related program of state-wide transport plans and impact assessment studies for across all transport modes.
- **Queensland State Infrastructure Plan** – Engagement Partner for facilitation of targeted industry consultation forums across 120 peak and industry stakeholders for the development of the Queensland State Infrastructure Plan. The consultation process is focussed on refining the objectives and strategic directions to underpin the Plan's development.
- **Infrastructure Victoria – Transport Network Pricing Discussion Paper** – Engagement Partner responsible for assisting Infrastructure Victoria with drafting the discussion paper on the need to reform the way we price our transport network. The discussion paper was developed with the objective of encouraging debate on the need to reform road user pricing as a priority. The discussion paper was published by Infrastructure Victoria and was titled The Road Ahead
- **Melbourne Metro Rail Project Business Case** – Engagement Partner responsible for leading the economic appraisal of Wider Economic Benefits for Melbourne Metro Rail project. The role includes independent peer review of the traditional cost benefit analysis and developing a Wider Economic Benefits Model to assess the impacts of the \$10.9Bn Melbourne Metro project.
- **Cross River Rail Project Business Case** – Engagement Partner overseeing the current economic appraisal for this \$5Bn new inner city rail corridor and related network enhancements to SEQ's metropolitan rail system. This includes expert advice on demand forecasting, cost benefit analysis, wider economic impacts, economic impact and value capture options and funding analysis.



- **SEQ Expert Panel for Public Transport Infrastructure** – member of an 8 person expert industry panel established by Directors General of State Development, Infrastructure and Planning and Transport and Main Roads to provide advice to the Queensland Government on the key public transport infrastructure requirement for SEQ and options to deliver better value and decision making around infrastructure priorities given fiscal limits.
- **Independent Chair Infrastructure Charges Working Group** – appointed by the Old Minister for Planning Reform to provide expert advice on reforms to the local government infrastructure charges model for trunk infrastructure to key growth areas in SEQ and across the State, including chairing a 12 month stakeholder engagement process with key land development, state agency and council infrastructure representatives.
- **Premier's Infrastructure Charges Taskforce** – Chairman of Independent Taskforce established to advise the former Queensland Government on reforms to residential and non-residential infrastructure charges in Queensland, including subsequent responsibility for preparing the Government's response to the recommendations and implementations of reforms on July 1 2011.
- **Cabinet and Cabinet Budget Review Committee Submissions** – as Associate Director General Policy and Intergovernmental Relations in the Department of Premier and Cabinet led whole of government policy coordination and assessment, including critical advice to the Premier and Ministers on all Queensland Cabinet and Cabinet Budget Review Committee submission across economic, social, environment and resources sectors.
- **Department of Premier and Cabinet Strategic Plan Review** – Led Strategic Planning Workshop of key priorities, risks and strategies for the 60 senior officer and senior executive cohort to align cross-divisional focus within DPC to assist with FY 16/17 Strategic Plan and business plan to align with Queensland Government priorities.
- **Queensland Government Future Directions** – Engagement Review Partner to support the Department of Premier and Cabinet to facilitate the development of the Queensland Government's strategic objectives for the community as well as provide advice on the appropriate governance framework in order to drive collaboration and performance improvement across all Government agencies. The purpose of the project was to improve performance management whilst creating buy in, ownership and focus for the Government's priorities over the next term
- **Urban Land Development Authority Board Member** - providing oversight and direction to the ULDA program of affordable housing activities in urban renewal, SEQ greenfield and resource communities, including the development of infrastructure financing arrangements.
- **Growth Management Queensland** – Chief Executive Officer of the Queensland Government's urban and regional planning and infrastructure programming agency including leading an organisation of 230 urban planning, engineering, economic, environmental and communications professionals.
- **City North Infrastructure Board Member** – Queensland Transport representative on the Board of this SPV established to plan and procure the \$4Bn Airport Link toll road and \$500M Northern Busway projects.
- **SEQ Infrastructure Plan and Program** – Chief Executive accountability for developing and implementing the \$134bn 2010 Queensland Government infrastructure program covering roads, railways, busways, light rail, hospitals, schools and corrective services infrastructure.
- **Northern Territory 30 Year Regional Infrastructure Plan** – Engagement Partner for the NT Transport Department and Chief Minister's Department project to deliver a 30 Year Infrastructure Plan for the NT. Specific Partner oversight of KPMG's lead (as a member of the MomeNTum consortium) for the analysis of NT economy, sectoral growth forecasts and opportunities and developing the infrastructure prioritisation method to develop the 30 Year Infrastructure Plan for NT.



Dan Harradine  
Partner, Advisory  
Queensland Government Lead Partner

### Overview

Dan is KPMG's Lead Partner for Government and Healthcare in Queensland, with nearly 20 years' experience across the public sector in economic policy, social reform, service delivery, law and justice policy and both large-scale system reform and smaller scale strategy review and improvement expertise. He has held executive roles across a number of key Queensland Government agencies prior to joining KPMG. Dan combines his detailed understanding of government and the public sector, private sector service provision and the broader government environment, to work with a range of clients – government agencies, businesses and not-for-profit organisations – in the provision of advice about strategy, operational improvement, strategic review and improvement, risk and issues management, organisational reform and transformation engagements.

Immediately prior to joining KPMG, Dan was the Chief Operating Officer of Queensland Health. In that role for almost five years, Dan led the design and implementation of national health reforms across Queensland. As the executive sponsor of that program of works, he led the project to design and implement the largest system-wide reform program in a generation, which took effect in mid-2012. As part of his broader public sector career, Dan was part of the team that established Queensland's Department of Infrastructure and Planning, led strategic reform initiatives in justice and economic agencies, and undertook significant organisational design and performance improvement initiatives across a number of whole-of-government projects.

Dan holds formal qualifications in economics and business management from the University of Queensland, has completed the Australian and New Zealand School of Government Executive Fellows program and has been an invited participant at Michael E. Porter's Harvard Business School Strategy for Healthcare Leadership course.

### Qualifications and professional memberships

- Bachelor of Economics, University of Queensland
- Bachelor of Business Management (Majoring in International Business), University of Queensland
- Executive Fellows Program, Australian and New Zealand School of Government, University of New South Wales
- Professional Member, Economics Society of Australia
- Affiliate, Institute of Chartered Accountants in Australia and New Zealand

### Selected Experience

- **Co-developed the Blueprint for better healthcare in Queensland** which established the government's structural, financial and contestability reforms for the State's health system, including establishing opportunities for involvement of the private sector in the delivery of government services.



- **Designed and implemented the Queensland health portfolio's new organisational structure as part of national health reform implementation in 2012**, including organisational design activities, engagement with staff and unions, consultation with key stakeholders and development of conceptual models and profiles.
- **Organisational design of the Queensland Department of Infrastructure and Planning's structure** following the amalgamation of the Coordinator-General's functions, development of an infrastructure oversight organisation and re-location of the Planning functions of the former Department of Local Government and Planning.
- **Strategic infrastructure advisor to the Coordinator-General on the delivery of the South East Queensland Water Grid** which was the largest single infrastructure program delivered in Queensland (\$10B investment over 2 years).
- **Conducted strategic organisational review, re-design and business improvement initiative for the Office of the Director of Public Prosecutions** following high profile system issues that arose between Queensland's Chief Magistrate and the Director of Public Prosecutions.
- **Queensland Department of Health Organisational Review (the Hunter Review)** – Dan led KPMG's activities as part of the engagement to review the Queensland Department of Health's organisational structure, governance model and organisational capability, following the change of government in 2015. Led by an independent external reviewer (Rachel Hunter, a former Public Service Commissioner and Director-General in Queensland), Dan's team provided expert health strategy, policy and organisational design and governance expertise and supported the extensive consultation, activities.
- **Northern Territory Health System Strategic Review** – Dan led KPMG's engagement to design a new organisational structure, governance framework and business model for the Northern Territory's health system, supporting the implementation of national health reforms in the Territory. The project draws upon KPMG's extensive health system design expertise, and establishes a strong relationship with central agencies within the Northern Territory who have commissioned the work as the major element of broad strategic improvement initiatives that are underway within the health system.
- **Establishment of Queensland's Health Ombudsman** – Dan led an extensive nine month project to establish Queensland's Health Ombudsman organisation, from conceptual design through to operational commencement.
- **Public Service Commission Capability Blueprints** – Peer Review for the completion of the Department of Health's Capability Blueprint Assessment to determine the strength and capacity of the agency across 10 elements of capability relating to Leadership, Strategy and Delivery. These engagements were directly overseen by the Director-General of the Department with independent review and counsel across the 12 week Capability Blueprint process developed by the Public Service Commission
- **Sunshine Coast Public University Hospital, Lady Cilento Children's Hospital and Gold Coast University Hospital business cases regarding service delivery models** – Dan was responsible for economic modelling and preparation of major parts of the business cases for these three projects, to achieve Queensland Treasury Gateway Review standards, for assessing alternative service delivery options, including financial assessment of potential savings from a range of private sector partnership possibilities
- **Queensland Ambulance Service machinery-of-government project management** – Dan led the project to implement machinery-of-government changes to establish the Queensland Ambulance Service as part of the health portfolio in Queensland in response to a strategic review by former Australian Federal Police Commissioner Mick Keelty and the Queensland Government's decision to align the Queensland Ambulance Service with the health portfolio.



- **Review of Mental Health Court Registry processes and procedures** – Dan led a performance improvement and national benchmark project to determine the efficiency of Mental Health Court Registry processes and procedures in Queensland, including the development of options for future efficiency measures to support the Mental Health Court’s operation and the provision of equitable remuneration arrangements for psychiatrists and other clinicians assisting the Court.
- **Queensland Mental Health Commission** – Dan led the project to support the Queensland Mental Health Commission to design and implement its new organisational structure, as the statutory body moves away from its start-up phase to take on its operational role. The project sought to facilitate a common understanding by the workforce of the future operational requirements of the organisation, the subsequent impact on the organisational structure and then the development of individual position descriptions to replicate the vocational requirements, skills and capabilities necessary for employees within the Queensland Mental Health Commission.
- **Future Directions Strategy for the Clinical Governance, Education and Research Division, Gold Coast Hospital and Health Service** – Dan undertook a strategic review of the functions, priorities and stakeholder expectations (at an executive, peer and employee level) of the new Division, resulting in the development of a strategy setting out key performance indicators, communications plan and reform pathway for the transition and transformation of the previous structure into the new Divisional arrangements and to support broader cultural change across the Hospital and Health Service.
- **Review of Queensland Government whole-of-government procurement function** – Dan was the project director that led a number of major, whole-of-government reform projects relating to the Queensland Government’s procurement model. He directed the project to conduct the review of procurement operations across the Queensland Government in 2015, and then subsequently was the project director for the design of the Queensland Government’s new target operating model and implementation planning activities relating to procurement reforms.
- **Review of public health response to Ravenshoe café multi-casualty incident** – Dan led KPMG’s activities in conducting a review into public health services’ responses to the tragic accident that occurred in Ravenshoe, Far North Queensland, where a number of individuals died and a range of others suffered significant burns injuries. This was a major public review which led to the development of extensive recommendations to improve future responses to mass casualty events in Queensland (and nationally), covering ambulance, aero-medical and hospital response arrangements. The project established ways in which responses to large-scale clinical events (such as major burns incidents) may be improved in the future, supporting best-practice care for patients.
- **Queensland Health and Medical Research Strategy** – Dan led the project to develop a Health and Medical Research ‘Overview’ for Queensland, as a pre-cursor to developing the State’s Health and Medical Research Strategy.
- **eHealth Queensland Strategy, Organisational Restructure and Operating Model re-design** – Dan led the project to establish the new state-wide strategy for eHealth Queensland, commencing the transition of the organisation from a specific service provider of information technology services to a leader in eHealth activities across Queensland. As part of this project, Dan’s team also re-designed the organisational structure and established a new operating model for eHealth Queensland to support its new strategic priorities.
- **Review of the Department of Health’s Capital Planning, Infrastructure Delivery and Assets & Maintenance activities** – Dan led a strategic review of the Department of Health’s capital planning, infrastructure delivery and facilities and assets management functions, with a view to improving forecasting and timeliness associated with these services.
- **Strategic review of Queensland’s HIV Foundation** – the HIV Foundation of Queensland was an independent statutory body established under the *Hospitals Foundations Act 1982* (Qld), with a Board of Directors and executive supported by a small team of staff. The Foundation had significant autonomy to determine strategic direction and the types of services it would support. Dan led an independent review and evaluation of the work undertaken by and impact of the Foundation since its establishment.





James Mathews  
Director



### Overview

James is a director with specialist expertise in infrastructure policy; benefit assessment; urban economics; and associated strategy and action planning. He is a past national director of Economic Development Australia and the current Deputy Chair of the Property Council of Australia's Queensland Cities Committee.

James leads KPMG's national focus on cities and regional development, as well as leading a broader range of engagements in transport planning and investment decision making (project feasibilities, business cases etc.). He predominantly works with government clients across all three tiers of government to support better investment decision making and policy.

Throughout his career James has been involved in a range of investment attraction and business case development exercises that considered the relative economic benefits of alternative infrastructure investment scenarios. These have spanned transport, housing, and social infrastructure spheres, and have required the framing of investment scenarios within a broader economic and policy narrative.

James was the project manager for Gateway 1 of the SEQ City Deal as well as the preceding economic growth partnership model engagement in 2013/14 which first considered the applicability of a City Deals model to Australia. He has also worked with other Australian jurisdictions as they consider how the principles of the UK City Deal model could be applied to improve infrastructure planning and prioritisation. He is currently seconded to Queensland Treasury's 'Cities Transformation Taskforce' where he is responsible for supporting the Queensland negotiations to progress City Deals in the state. This has included the negotiation of the Townsville City Deal and preliminary negotiations on a regional Deal for Bundaberg / Hervey Bay.

### Qualifications and professional memberships

- Bachelor of Business Management, University of Queensland
- Bachelor of Economics (International Trade and Finance), University of Queensland

### Selected Experience

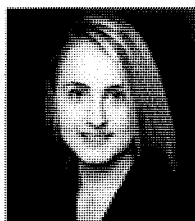
- **TfNSW Executive Dashboard Development** – James led an engagement for Transport for NSW to prepare a performance measurement review with a specific focus on the development of a revised executive dashboard. The dashboard builds on the existing strategic architecture for TfNSW as an organisation by seeking to complement and synthesise existing reporting mechanisms. It specifically profiles a smaller number of key indicators that provided insights around the strategic performance of the organisation to enable meaningful strategy conversations amongst the TfNSW cluster.
- **Regenerate Christchurch Economic Development KPIs** – James led an engagement to develop a framework of KPIs that would assist Regenerate Christchurch in measuring and benchmarking the recovery of Christchurch following a natural disaster. The framework has since been applied to evaluate and refine key regeneration initiatives.



- **Queensland Cities Transformation Taskforce Secondment** – James is currently seconded into the Queensland Government’s Cities Transformation Taskforce. The taskforce is responsible for negotiating City Deal arrangements with the Commonwealth and local governments across the state to progress both the signed Deal for Townsville as well as negotiations for an SEQ City Deal and negotiation of the Hinkler Regional Deal. He has led the development of all three City Deals and the establishments of the metrics and performance frameworks that guide their delivery.
- **South Brisbane Transport and Mobility Study** - James is currently working with TMR to develop the South Brisbane Transport and Mobility Study. The study is a detailed transport planning exercise to understand the future transport network requirements for a discrete area.
- **Maturing Infrastructure Pipeline Program** – Led the design of the process to roll out the program to local governments as well as the design of the application process and associated governance measures.
- **State Infrastructure Plan Update** – Led the review of the update and alignment of key inputs to Part B of the State Infrastructure Plan (2017 and 2018).
- **Queensland Craft Brewing Strategy** – Led the development of the Queensland Craft Brewing Strategy in partnership with the Department of State Development, Manufacturing, Infrastructure and Planning.
- **Inland Rail Economic Assessments** – Led the development of the economic chapters and technical reports to inform the environmental assessments for each of the thirteen lengths along the length of the Inland Rail Program.
- **OPT Review – Economic Advice** – James led KPMG’s economic advice to the Queensland Government Opportunities for Personal Transport Review. This included the establishment and assessment of a series of indicators against which a range of transport reform scenarios would be benchmarked and assessed. These indicators ranged from sector specific, to wider economic and social assessment benchmarks.
- **Infrastructure Charges Working Group**: James supported Paul Low in his role as Chair of the Independent Working Group through research and case study analysis. The Working Group provided expert advice on reforms to the infrastructure charges model for trunk infrastructure to key growth areas in SEQ and across the State in 2013, including chairing a 12 month stakeholder engagement process with key land development, state agency and council infrastructure representatives.
- **Infrastructure Charges and Local Government Financial Sustainability**: Led an engagement to assess the impacts of potential infrastructure charges policy changes on local government and distributor-retailer financial sustainability. This assessment builds on a series of engagements undertaken to support Queensland’s infrastructure charge policy reform.
- **Economic Development Strategies**: Over his 14 years in consulting, James has led a large number of economic development strategies that required critical insight on the key interventions and measures that would shape the redirection of a region’s economic trajectory. A large number of these have considered opportunities for industrial land development, as well as the role of industry and local government partnering to deliver stronger economic outcomes.
- **Toowoomba Regional Council Scheme Review**: Led the engagement to review the alignment between the new provisions of the TRC Planning Scheme against the Productivity Commission benchmarks and to calculate the economic benefits and impacts of the recalibrated development assessment provisions under the new planning scheme.
- **Review of Special Infrastructure Contribution Scheme**: Reviewed interstate infrastructure charging arrangements associated with greenfield and infill development to assist the NSW Government in determining the impact of the NSW Special Infrastructure Contribution scheme on housing affordability and land supply in Sydney’s North West and South West Growth Centres.



- **Gold Coast Transport Strategy Financial and Economic Assessment:** Developed a strategic financial and economic assessment to determine the 'reasonableness' of the proposed investment program and its affordability.
- **South-East Tasmanian Economic Infrastructure Strategy:** James led the delivery of the South East Tasmanian Economic Infrastructure Strategy. The engagement focusses on identifying the priority infrastructure opportunities to grow the region's economy and provided a framework for staging and delivery of the priority assets across the four local governments that commissioned the strategy.
- **Northern Territory Regional Infrastructure Study:** James led the KPMG team in the delivery of the Northern Territory Regional Infrastructure Strategy. In his role, James was responsible for the profiling of the Northern Territory economy and key industries; modelling future economic scenarios over a thirty year horizon; developing a multi-criteria analysis tool to facilitate the prioritisation of 142 regional infrastructure projects across the Northern Territory; and the developing cost benefit analyses for a shortlist of thirty projects. This work has since been utilised as the basis for a thirty year program of infrastructure works for the consideration of the Northern Territory Government.
- **Northern Territory Freight and Logistics Industry Strategy:** James is currently leading the KPMG and GHD team that have partnered with the Northern Territory Government to deliver the Freight and Logistics Industry Strategy. The strategy provides a detailed consideration of the current state of the freight network across the Northern Territory, the economic drivers for changes in the freight task and the role of government in the sector going forward. It is expected that this role will cover priority infrastructure investments, regulatory changes, ongoing investment in data collection and monitoring as well as how government will more broadly support the delivery of key industry growth initiatives.
- **Tanami Road Infrastructure Submission:** James led the KPMG team in preparing a submission to Infrastructure Australia for funding of capital works to upgrade the Tanami Road to a fully sealed standard. The application was made on behalf of the Northern Territory and Western Australian government. This was completed to the detailed standards required by the Infrastructure Australia guidelines. James also led the analysis of the private sector benefit associated with the upgrade to inform the Northern Territory Government's negotiations with key private sector beneficiaries.
- **Katherine Airport Business Model:** James led the study to establish a sustainable business model for the operation of the Katherine Regional Airport. This involved consulting with the current operator, existing and prospective tenants and then collating key insights into a revised financial model for the operation of the asset under a range of scenarios.
- **Pilbara Fabrication and Services Common Use Facility Economic Benefits Assessment:** James led the preparation of an economic drivers assessment and cost benefit assessment for the development of a common use marine facility in Port Hedland.
- **Burdekin Pipeline Preliminary Economic Impact Assessment:** James project managed a preliminary assessment of the economic impact of a new water pipeline from the Burdekin Falls Dam, through Gurnlu, Guthalungra, Abbot Point State Development Area (APSDA) and on to the township of Bowen. The project focused on the impact of the pipeline on the local horticulture and aquaculture sectors.
- **Central Highlands Regional Economic Development Strategy:** Led and managed the preparation of an economic profile for the region; followed by the development of a regional development strategy.
- **North Burnett Regional Council Flood Mitigation Study** – James led the preparation of a cost benefit assessment to assess the relative merits of approximately 30 alternative mitigation investment initiatives.



Fiona Mackay  
Senior Consultant

### Overview

Fiona is a senior consultant within KPMG's Australian Programme, Policy and Evaluation practice. Fiona has worked across both Queensland and Commonwealth engagements, predominantly in health and human service strategic reviews.

Prior to joining KPMG, Fiona worked with Telstra Health as a Business Specialist and delivered multiple evidence-based market assessments and business plans for the eHealth business. Fiona also has experience as a Business Analyst with Cook Medical in their Peripheral Intervention division focusing on customer segmentation and health data market assessments for go-to-market launches of new medical devices for the Australian market.

### Qualifications and professional memberships

- Bachelor of Economics (Quantitative Methods), University of Queensland

### Selected Experience

- **OSR and nKPI Review, Commonwealth Department of Health** – Fiona worked on an engagement with Commonwealth Department of Health to conduct a review of existing OSR and nKPI material. The engagement drew upon a range of inputs to consider options for improving the quality, currency and strategic alignment of OSR and nKPI data reported by Aboriginal Community Controlled Health Services and to develop an actionable implementation plan.
- **Data Quality Assessment Project, Commonwealth Department of Health** – Fiona was part of a broader KPMG team engaged to undertake an assessment of the readiness of 53 Aboriginal Community Controlled Health Services to participate in the implementation of a new funding model for the Indigenous Australians' Health Programme (IAHP). Her role as project support and data lead involved supporting the delivery of the project and providing insights into the services' OSR and nKPI data.
- **Organisational Design, Children's Health Queensland** – Fiona assisted with the review of the current CHQ strategic context and developed Organisational design principles and a number of organisational design models for CHQ Tier 2 and 3 structure. Fiona supported the analysis on the project through developing key artefacts requirement to deliver the organisational design options.
- **Healthcare Improvement Unit, Future Options** – Fiona provided support for the engagement to conduct a review of the purpose, structure and functions of HIU and its future role within the context of the healthcare improvement agenda for Queensland. Within this engagement, Fiona was responsible for supporting the stakeholder engagement logistics and the development of deliverables.
- **ieMR Strategic Roadmap, eHealth Queensland** – Fiona worked on an engagement with eHealth Queensland to deliver a strategic Roadmap of ieMR. The Roadmap aims to clearly set out the current funded program of work, planned optimisation activities and functional enhancements. Within this



engagement Fiona identified data requirements, collated the data and translated it into a strategic roadmap for eHealth Queensland. Fiona also supported on a number of stakeholder consultations and delivering the final report.

- **Financial System Renewal (FSR) Program, Queensland Health** – Fiona has been working in a change planning and execution capacity on an engagement with Queensland Health to support the delivery of the Financial System Renewal Program across Queensland's health system. This program aims to support the renewal of a legacy financial system, strongly supported with change management. Within this engagement, Fiona is responsible for supporting change impact analysis and change planning. Fiona's experience in delivering significant change programs through the development and delivery of structured change control strategies has strengthened her ability to communicate with a diverse range of stakeholders and effectively implement strategic organisational analysis and transformative change.
- **Cost Benefit Analysis of Nurse Practitioner, Commonwealth Department of Health** - Fiona worked on a national engagement for the Commonwealth Department of Health to deliver a cost benefit analysis of Nurse Practitioners across Australia. This project aimed to identify the potential underutilisation of Nurse Practitioners and opportunities to improve primary health care. Within this engagement Fiona supported a number of rural and remote stakeholder consultations, data collection and validation and cost benefit analysis of each site. Her experience in economic analysis and stakeholder engagement was demonstrated through the delivery of 8 case studies and recommendations for the ongoing Nurse Practitioner model.
- **Business Process Review of Child Protection Litigation, Queensland Treasury** – Fiona was a team member on an engagement with Queensland Treasury to review the Child Protection Litigation system within Queensland. This project aimed to identify potential process recommendations based on findings from an end to end process review. Within this engagement, Fiona was responsible for the end to end business process mapping and process analysis, as well as attending a range of stakeholder consultations across the state. Fiona's experience in data collation and analysis of qualitative and quantitative business data enabled me to provide informed process improvement opportunities based on data backed process maps.
- **Future of Work Literature Review, Department of Employment** – Fiona supported in delivering the Future of Work literature review for the Department of Employment. This literature review aimed to identify the current state of play of the Australian workforce and future trends that may impact on employment across all industries. Fiona's role focused on developing individual industry specific views of the current and future state of employment in Australia. Through Fiona's experience in analysing market sector data and documentation research, she was able to identify industry sector trends and deliver structured and measured dashboards based on synthesising complex qualitative data.



## Monique DeBrueys

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**From:** Robert Setter  
**Sent:** Thursday, 11 July 2019 10:01 AM  
**To:** Harradine, Dan  
**Cc:** Low, Paul; Toni Power (DSDMIP); Michael McKee; Nikolai Nehring  
**Subject:** ACKNOWLEDGEMENT OF ENGAGEMENT  
**Attachments:** 11-07-2019\_9-33-52\_E176M140256\_clifford.paterson-psc.qld.gov.au.pdf

**Importance:** High

Dan

Michael McKee will be point of contact for the assessment.

Thanks

Rob

Robert Setter  
Commission Chief Executive  
Public Service Commission

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P 07 3003 2810


E robert.setter@psc.qld.gov.au W [https://urldefense.proofpoint.com/v2/url?u=http-3A\\_\\_psc.qld.gov.au&d=DwlGaQ&c=vgc7\\_vOYmgImobMvdyksCY1rdGZhhtCa2JetijQZAG0&r=76p7GwScUz39OqleK-9YN139BcnRBffKkxluXvTHjl&m=GyfcLzJlafe7-mVuG8moAxAaYHsTZXkZXxkVHjv\\_zjg&s=2os05KBq5orQ3UmCiVayH5INYcq7aimKXI6ULszilRM&e=Level 27, 1 William Street, Brisbane QLD 4000](https://urldefense.proofpoint.com/v2/url?u=http-3A__psc.qld.gov.au&d=DwlGaQ&c=vgc7_vOYmgImobMvdyksCY1rdGZhhtCa2JetijQZAG0&r=76p7GwScUz39OqleK-9YN139BcnRBffKkxluXvTHjl&m=GyfcLzJlafe7-mVuG8moAxAaYHsTZXkZXxkVHjv_zjg&s=2os05KBq5orQ3UmCiVayH5INYcq7aimKXI6ULszilRM&e=Level 27, 1 William Street, Brisbane QLD 4000)

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**Acknowledgment**

The terms of the Engagement, as set out in the above Engagement Letter, confirmed in Standing Offer Arrangement QGCP0050-18 and subject to the minor variations noted within the Engagement Letter (relating to KPMG's retention of all intellectual property and working papers related to the project), are understood and accepted for and on behalf of the Public Service Commission (ABN 73 289 606 743), for whom I am duly authorised.

Signed: ..... 

Name: ..... */ Robert J. SETTER*

Position: ..... *Chief Executive, Public Services Commission*

Date: ..... *11.07.19*

Released under RTIPSC

## Monique DeBrueys

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**From:** Michael McKee  
**Sent:** Wednesday, 21 August 2019 9:40 PM  
**To:** Low, Paul; Dave Stewart; Robert Setter; Rachel Hunter; Rachel Hunter (DSDMIP)  
**Cc:** Toni Power; Harradine, Dan  
**Subject:** FW: Confidential - CG Governance and Business Model options Draft Report  
**Attachments:** 210819 CG advice regarding governance and business model - DRAFT FINAL.pdf

Paul and Dan, thank you very much for the comprehensive report.

Rob, Dave and Rachel, the attached paper is the primary purpose of the Project Steering Committee's meeting on Monday.

Regards



**Queensland  
Government**

Michael McKee  
Deputy Director-General  
Business, Commercial and Performance  
Department of State Development,  
Manufacturing, Infrastructure and Planning

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Australia**

**From:** Low, Paul <[redacted]>  
**Sent:** Wednesday, 21 August 2019 6:53 PM  
**To:** Michael McKee <Michael.McKee@dsdmip.qld.gov.au>  
**Cc:** Harradine, Dan <[redacted]>; Mathews, James <[redacted]>  
**Subject:** Confidential - CG Governance and Business Model options Draft Report

Hi Michael

Further to our conversation with Steering Committee recently, please find attached a copy of our Draft Report providing advice on options to enhance the governance and business model supporting the Coordinator General.

You will recall that we have a meeting with the Steering Committee on Monday 26 August to discuss our draft final report. Accordingly, you may wish to circulate this to Committee members.

If you have any queries ahead of our meeting on Monday, please don't hesitate to contact myself or Dan.

Regards

**Paul Low**

National Leader – Infrastructure, Government and Healthcare

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# Advice to ~~enhance~~ the governance and business model supporting the Coordinator-General

Draft Report  
August 2019

RTI - PSC

## Advice to enhance the governance and business model supporting the Coordinator-General

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KPMG has indicated within this Report the sources of the information provided as per our methodology. We have not sought to independently verify those sources unless otherwise noted within this Report. KPMG is under no obligation in any circumstance to update this Report, in either oral or written form, for events occurring after the Report has been issued in final form. The findings in this Report have been formed on the above basis.

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# EXECUTIVE SUMMARY

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# Executive Summary

The Coordinator-General (CG) is a statutory office holder appointed by Governor-in-Council. In line with the Queensland Government's commitments to drive Queensland's economy and enhance the social and environmental priorities of the State, the Public Service Commission (PSC) has commissioned this project to seek advice to inform the development of a position description for the CG, consistent with PSC directives. The Terms of Reference for the project explicitly note that, *"The advice should provide options that strengthen the integrity of the independence and statutory functions of the Coordinator-General as well as optimise the powers of the Coordinator-General to deliver the social, economic and environmental priorities of the State"*.

KPMG recognises the importance of both the role and function of the CG and the Office of the Coordinator-General (OCG), particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are established by the *State Development and Public Works Organisation Act 1971* (SDPWO Act). The SDPWO Act is the responsibility of the Minister for State Development, Manufacturing, Infrastructure and Planning, administered through the CG. The CG also administers, either solely or jointly, a range of other Acts.

This advice is intended to inform the development of a position description for the CG. The scope of this project does not include development of that position description. However, the project has developed advice regarding options for enhancements that may bolster the governance and business model supporting the CG, in line with the Terms of Reference. These factors will also shape the final position description to be prepared by the PSC, and the attributes expected of an individual fulfilling the CG role.

In accordance with the approach to this engagement, as endorsed by the project Steering Committee, this document sets out the outcomes of:

- A desktop-based analysis of the current responsibilities of, governance arrangements supporting and business model used by, the CG;

- Research regarding the characteristics of similar functions and roles in Queensland and other Australian jurisdictions, where publically available or where KPMG had permissible access to that comparative data;
- Stakeholder consultations with the CG, a number of Queensland Directors-General (DGs), Assistant Coordinators-General (ACGs) and Deputy Directors-General (DDGs) to secure perspectives on ways in which the governance and business model supporting the CG may be enhanced; and

- Advice on options, informed through the above evidence-based process and a collation of research, consultation observations and analysis, that may be considered to enhance the governance and business model supporting the CG.

The desktop based analysis identified four functional models that exist across Australian jurisdictions supporting CG-type roles. There are no directly-comparable roles in other Australian jurisdictions that demonstrate both the breadth (in terms of State-wide responsibility) and depth (in terms of the significance of the legislative powers) of the Queensland CG. However, consistent attributes do exist across roles in other jurisdictions, including internal and external stakeholder management responsibilities, facilitative functions to drive outcomes and – to different extents – the ability to formally use powers or influence (or 'coordinate') activities. The four models are differentiated on the basis of Departmental accountability, legislative powers and their span of authority.

KPMG consulted with a number of internal Queensland Government stakeholders and representative from the OCG to gather insights on opportunities to ensure the role of the CG remains contemporary to driving the State's interests across economic, social and environmental outcomes. The consultation discussions were targeted at three areas: the role of the CG; the governance arrangements supporting the CG; and the business model supporting the CG.

# Executive Summary (cont.)

## Consultation themes

There was general agreement among stakeholders that 'further value' could be achieved by the CG through additional support of the operations of the OCG via governance and business model enhancements. Consultation feedback also acknowledged the CG focus could be reflective of the priorities set for the role by government, which have seen a sustained focus in executing the statutory decision-making functions under the SDPWOA. The five key themes consistently arising through consultation are below.

**Theme 1 – Performance:** *There is a clear performance focus and demonstration of efficient decision-making.*

Stakeholders agreed the CG/OCG has been successful in driving improved efficiency of decision-making associated with the role. Many stakeholders noted there had appeared to have been an implicit desire (set by government) for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and facilitation, which are further noted below).

**Theme 2 – Collaboration:** *There is an opportunity for greater collaboration and facilitation.*

Stakeholders noted the role of the CG and activities of the OCG could be enhanced through greater collaboration, both within government (proactively supporting Queensland agencies' needs and also engaging with Federal and Local Government) and beyond government (working with the private sector/community).

**Theme 3 – Strategy:** *There is an opportunity for enhanced strategic direction driven by connection to a State-wide agenda.*

Stakeholders noted that strategic direction-setting and 'visioning' activities led or involving the CG were not consistently evidenced in recent years. This was considered by the majority of stakeholders to be an opportunity for enhancement, either by setting strategy in the CG's own right or engaging more broadly to support strategic planning of other agencies. In short, leveraging the CG powers, influence and capability to drive whole-of-government priorities and broker solutions.

**Theme 4 – Independence:** *Independent decision-making could be strengthened by increasing the engagement undertaken to inform CG decisions.*

Stakeholders recognised the CG is a statutory appointment with independent decision-making powers. Nevertheless, stakeholders indicated a view that a balance is required between independent decision-making (that is, ensuring decisions are made without influence and in a legally and administratively appropriate manner) and broader activities that support good governance (for example, engagement with stakeholders and facilitation of broader outcomes aligned to priorities of government) without compromising the integrity and independence of the role.

**Theme 5 – Governance:** *There is an opportunity to strengthen good governance in the broadest sense.*

Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did express the view, however, that the primary focus on governance within the OCG related to decision-making (aligned to the performance theme noted previously), rather than the broader remit of 'good governance' (referencing the broader principles of good governance published by the Australian Institute of Company Directors).

## Options

Under the SDPWO Act, the CG role includes all the activities necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'. As a result of the research, consultation discussions and review and analysis of information available to this project, a series of options to enhance the governance and business model that support the CG have been developed. These are summarised overleaf and detailed in the body of the report. Options across the two columns (one relating to governance, the other relating to business model) are not mutually exclusive and can be adopted independently of one another.



## Advice to enhance the governance and business model supporting the Coordinator-General

# Executive Summary (cont.)

### Advice on options to enhance the role of the CG and supporting governance

**Option 1:** Do nothing (CG role continues to operate in present context, effectively the 'current state')

The CG remains a statutory appointment with independent decision-making powers. The approach to 'independent decision-making' and the administration of the SDPWO Act continues to focus on discharging the responsibilities of CG with an overarching focus on project assessment requirements under the Act.

**Option 2:** CG role is supported by governance arrangements that inform 'specific focus areas' to which priorities should be directed

The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description of the associated framework that is aligned to the priorities of the agency of the Minister to which the SDPWO Act is assigned through the Administrative Arrangements Orders, the role's responsibilities as a key executive within that portfolio are enhanced. This occurs through an explicit focus on specific priorities set out in the framework (nominally suggested to align to the DSDMIP Strategic Plan at present, for example priority industry sectors).

**Option 3:** CG role is supported by governance arrangements that are aligned to whole-of-government responsibilities

The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description akin to that of an agency Director-General, the role is required to support whole-of-government priorities (such as Advancing Queensland Priorities (AQPs)). In this context, the CG would be tasked to collaborate with Queensland Government AQP leads to use the role/powers to facilitate whole-of-government outcomes.

**Option 4:** CG role is combined with the role of Director-General

The role is combined to create a joint Director-General and Coordinator-General position. The position is primarily that of a Director-General, but the individual is also conferred the statutory appointment to the role of the CG and subsequently has independent decision-making powers available. These could be exercised either by the CG or through a more formalised delegation arrangement with a Deputy Coordinator-General (or via some other delegation mechanism).

### Advice on options to enhance on the business model supporting the CG

**Option 1:** Do nothing (ACGs and staff within the OCG continue to be staff of the Department with a potentially confused alignment of priorities, effectively the 'current state')

ACGs and staff within the OCG continue to be staff of the agency with which the CG is aligned through the Administrative Arrangements Orders (at present, DSDMIP) and formally remain staff of that Department. Those staff within the OCG are subject to the direction of the CG, and therefore the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements remains.

**Option 2:** ACGs have a dual pen arrangement

Almost akin to the informal arrangements that are currently in place, a formalised arrangement is recognised whereby ACGs have joint reporting responsibilities. ACGs would therefore have a direct reporting line to both the relevant agency DG (DSDMIP at present) and the CG, and OCG staff would continue to report to line managers with recognition that they are members of the relevant agency (currently DSDMIP).

**Option 3:** Formal secondment into the OCG

DSDMIP staff (or staff from other agencies, if necessary) are formally seconded to the OCG, which operates as a separate operating unit/division of the relevant agency (presently DSDMIP). Direct accountability for seconded staff lies with the CG for the period of the secondment.

**Option 4:** Separate OCG is established

A formal, separate OCG is created, with all OCG staff directly accountable to the CG. Under this model, through the creation of a separate organisational unit (as opposed to an operating unit/division of a relevant agency), the OCG would likely be considered a 'public service office' in its own right and legislative amendments would likely be required.



# Background & Approach

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## Advice to enhance the governance and business model supporting the Coordinator-General

# Background & Approach

### Background

The CG is a statutory office holder appointed by Governor-in-Council. In line with the Queensland Government's commitments to drive Queensland's economy and enhance the social and environmental priorities of the State, the PSC engaged KPMG to provide advice to inform the development of a position description for the CG, consistent with PSC directives. The Terms of Reference for the project explicitly note that, "*The advice should provide options that strengthen the integrity of the independence and statutory functions of the Coordinator-General as well as optimise the powers of the Coordinator-General to deliver the social, economic and environmental priorities of the State*".

KPMG's engagement was focused on examining the governance arrangements and business model supporting the CG. The purpose was to ensure that the role and functions of the CG are best supported to deliver the legislative obligations conferred upon the role, and to examine potential options that may enhance that capability.

KPMG recognises the importance of both the role and function of the CG and the OCG, particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are created by the *State Development and Public Works Organisation Act 1971* (SDPWO Act). The SDPWO Act is the responsibility of the Minister for State Development, Manufacturing, Infrastructure and Planning, administered through the CG. The CG also administers, either solely or jointly, a range of other Acts.

### Scope

The Terms of Reference for the project note that the advice will inform the development of a position description for the CG, in accordance with PSC Directives. Actual preparation of the position description is not within the scope of this report.

The explicit intent set out by the Terms of Reference is that the advice should maintain the integrity of the independence and statutory functions of the CG, and consider options to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

Accordingly, the scope of the engagement was to:

- Research, consider and analyse similar roles and functions in Australia, including how they are governed and supported through a business model;
- Engage with senior stakeholders who may inform advice about enhancements to the governance and business model supporting the CG, including the current CG, ACGs and select DGs and DDGs; and
- Conduct an evidence-based process, drawing on the research noted above and using an appreciative enquiry approach, to consider and provide advice regarding enhancements that may be made to the governance arrangements and business model supporting the CG.

The scope explicitly excludes the following:

- Consultation with stakeholders outside of the State Government;
- A specific assessment of the performance of the current incumbent in, or previous holders of, the role of CG;
- A specific legislative review of the SDPWO Act or other legislation. It is noted that elements of the advice may have subsequent legislative impacts, but there is no intention to conduct a legislative review nor to explicitly provide advice that necessitates legislative changes; and
- The development of a new organisational design for the OCG. The scope of the engagement does not involve the preparation of a new organisational structure nor creation of associated position descriptions and/or lines of accountability.



RESEARCH

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## Advice to enhance the governance and business model supporting the Coordinator-General

# Coordinator-General Role & Accountabilities

### The role of the Coordinator-General

Broadly, the role of the CG over its more than 80 years of operation has been to coordinate the provision of infrastructure (both public and, increasingly over recent years, private), encourage development and support the creation of employment opportunities across the State.

The SDPWO Act (Section 10, Part 2) explicitly notes, *"The Coordinator-General shall, of his or her own motion or at the direction of the Minister, undertake and commission such investigations, prepare such plans, devise such ways and means, give such directions, and take such steps and measures, as the Coordinator-General thinks necessary or desirable to— (a) secure the proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction"*.

The role of the CG has evolved and changed since its establishment. It is reasonable to expect that the interpretation of the CG role is largely driven based on the direction and priorities of the Government of the day. However, the extent to which an individual within the role interprets the appropriateness of their 'independence' will shape the practical application of the role's activities.

Initially (in the 1930s), the CG had its own department and reported directly to the Premier with a mandate to create employment through the coordination of public works. From 1971, under the then new SDPWO Act, the CG role shifted to a greater emphasis on planning, environmental control and coordination roles, with powers available to deal with special projects.

The current role of the CG has a focus on evaluating environmental impacts of projects, facilitating tenure for projects through land acquisition and to streamline planning requirements and approvals through the declaration of State Development Areas (SDAs).

The current CG has been a member of the Executive Leadership Team of the Department in which it is administratively housed (being DSDMIP or its prior iterations) since appointment in 2012, with accountability to the Minister. The CG is also currently a member of the Chief Executive Leadership Board.

### The State Development and Public Works Organisation Act 1971

The CG is appointed under the SDPWO Act as an independent officer of the State with powers granted under this Act.

The SDPWO Act outlines that for the purpose for the Act, the CG "represents the Crown and may exercise all the powers, privileges, rights and remedies of the Crown". As such, it is inferred that the CG has actual and perceived independence and autonomy in discharging duties conferred under the Act.

The SDPWO Act outlines the functions of the CG as the following:

- Functions assigned by the SDPWO Act or by Regulation made under the SDPWO Act;
- Undertake and commission investigations, prepare plans, devise ways (give direction and take steps and measures) to:
  - Secure the proper planning, preparation, execution and coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction; or
  - Perform any other function of the CG; or
  - Make recommendations to the Minister concerning any matter that arises or is connected with the performance of functions of the CG.

A direct relationship between the CG and the Minister has been established in the SDPWO Act, with the CG reporting to, and taking direction from, the Minister where appropriate. The Minister's approval is required for some decisions (e.g. land acquisition) but, predominately, the CG administers the SDPWO Act and makes decisions under the Act (e.g. Environmental Impact Statement (EIS) approvals and SDA approvals).



# Advice to enhance the governance and business model supporting the Coordinator-General Coordinator-General Role & Accountabilities (cont.)

The CG is constituted as a Corporation Sole under the Act, and “for the purposes of this Act the CG represents the crown, and has and may exercise all the powers, privileges, rights, and remedies of the Crown”.

Whilst being administratively located within the Department, the CG therefore operates independently of the Department. The SDPWO Act imposing a duty upon the Chief Executives of government departments to cooperate with the CG in the performance of the functions of the CG.

In practical terms, the DG of the Department within which the CG is ‘housed’ through the Administrative Arrangements Orders is accountable overall for staff that are engaged for the purposes of supporting the CG, under the *Public Service Act 2008* (PSA). However, neither the CG nor any officers that are formally employed by the CG (if any) are employed under the PSA. In that scenario (where an officer is to be appointed by the CG under the PSA), the CG must consult with the Commission Chief Executive.

The SDPWO Act also sets out the relationship between the powers of the CG and a range of other legislative instruments, including (but not limited to):

- *Greenhouse Gas Storage Act 2009*;
- *Geothermal Energy Act 2010*;
- *Mineral and Energy Resources (Common Provisions) Regulation 2016*;
- *Mineral Resources Regulation 2013*;
- *Planning Regulation 2017*;
- *Environmental Protection Act 1994*;
- *Petroleum and Gas (Production and Safety) Act 2004*;
- *Strong and Sustainable Resource Communities Act 2017*;
- *Economic Development Act 2012*; and
- *Queensland Reconstruction Authority Act 2011*.

## The CG accountabilities

The CG has wide-ranging powers, granted under the SDPWO Act, to plan, deliver, and coordinate large-scale infrastructure projects with the additional responsibilities of ensuring environmental impacts are properly managed. Ultimately, the role of the CG is to promote economic, environmental and social development in Queensland.

Under Section 10 of the SDPWO Act, the CG is accountable for the following:

- Management of major infrastructure projects;
- Declaration of a project to be a ‘coordinated project’, and the coordination of the EIS evaluation process;
- Implementation and management of SDAs;
- Coordination and regulation of a program of works;
- Management and implementation of land acquisition,
- Land acquisition, and land-access rights management; and
- Utilisation of prescribed project powers to ensure timely decision-making by local and State Government agencies.

The current CG largely administers the majority of the SDPWO Act, including decisions surrounding EIS approvals, and SDA approvals. The Minister’s approval is required for some decisions.

The changing role and accountabilities of the CG over time reflect shifts in Queensland’s regional, economic and sectoral mix, the global mobility of capital, increased private sector investment and the heightened expectations of stakeholders for transparent and balanced decision-making.

## Economic Development Queensland

During the course of consultation, stakeholders identified similar functions driving towards comparable state development outcomes. Economic Development Queensland was referenced as one such vehicle, and further details of that organisation are contained in Appendix A.

Advice to enhance the governance and business model supporting the Coordinator-General

# Office of Coordinator-General structure

## Governance arrangements and structure

The CG has a State-wide remit and reports to the Minister for State Development.

The CG is supported by three ACGs in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each ACG is supported by a number of Directors. The SDPWO Act provides for the full delegation of powers to the ACGs to execute decisions on behalf of the CG in relation to their focus areas, although feedback from stakeholders noted that 'full delegations' had not been conveyed at the point at which this project was being undertaken.

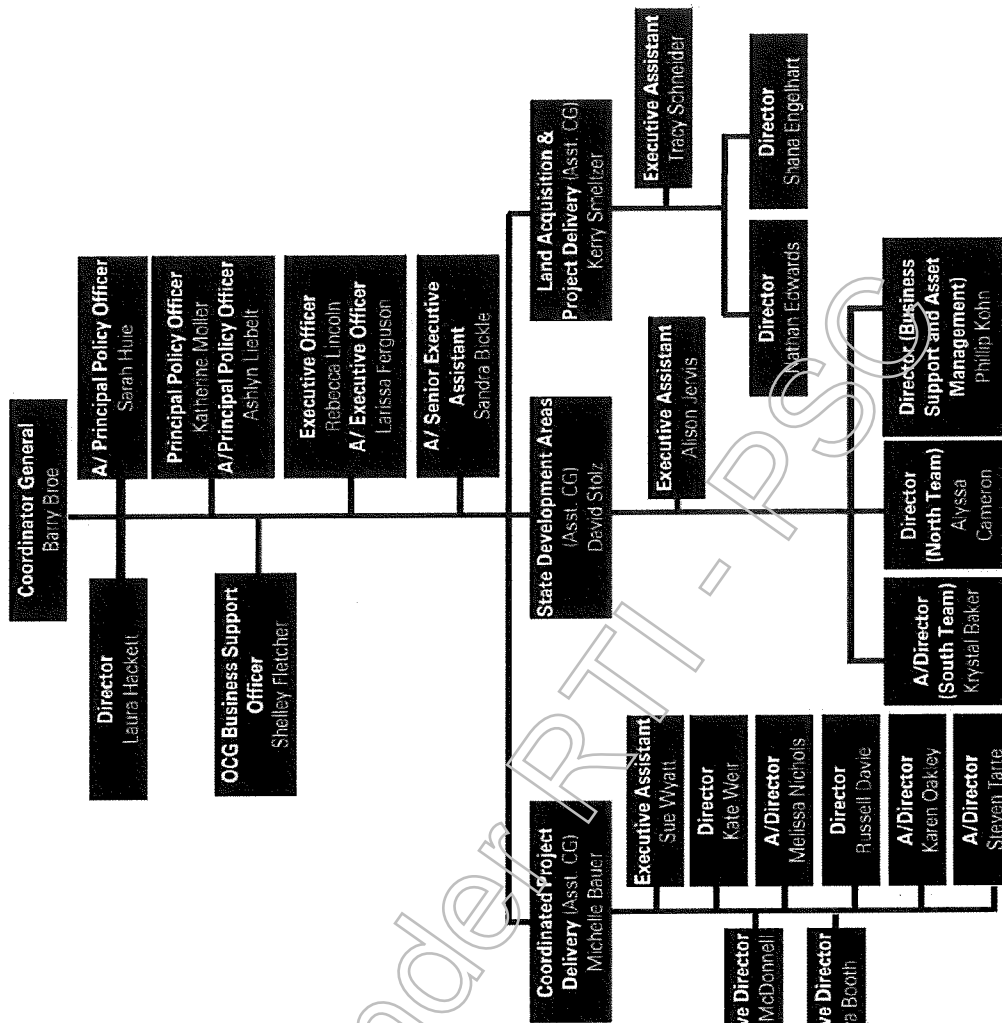
The organisational chart for the OCG is outlined opposite.

The CG is also a member of the CEO Leadership Board that comprises Department Directors-General.

## Business Model

The CG has the ability to appoint ACGs and staff to assist in carrying out the functions of the CG. Historically, the OCG has relied upon staffing from DSDMIP (for the relevant agency to which the CG was aligned through the Administrative Arrangements Orders). Similarly, there has historically been no formal agreement in place with that Department for the approximately 100 staff (which has varied between 80 and 110 Full Time Equivalents in recent years) within the OCG. That is, resourcing discussions occur informally with the DG.

NB: Organisational structure to be updated with most recent version in final report.



Source: OCG, June 2018

# Performance expectations

A previous KPMG report (2017) noted there were opportunities to clarify and strengthen the performance frame for the CG role. As a result, there was a recommendation that performance agreements for the CG remain aligned to whole-of-government processes for Chief Executives, whereby the role is accountable to the relevant Minister in line with the process facilitated by the PSC.

Since 2017, the CG has committed to annual (financial year) performance agreements in line with PSC's requirements for all Chief Executive-level staff within the core public sector. This process is supported and facilitated by both the Minister and the Public Service Commissioner with the Minister and the Premier's Delegate (the DG, DPC) signing off the performance plan. The agreement outlines the objectives, and supporting activities the CG must undertake, with evidence also provided at the time of assessment. The performance objectives outlined in the agreement are as follows:

- Impactful leadership to enable collaboration in delivering government and Leadership Board priorities – with measures such as progress in delivery of Advancing Queensland Priorities;
- Sustainable financial outcomes and maximised public value – with measures such as Queensland Audit Office audited financial statements and approved revenue and capital expenditure budgets;
- High stakeholder (including customer) satisfaction and effective relationships – with measures such as number of statutory decisions and decision rate and number of SDA Development Application Approvals;
- Efficient and effective organisation – with measures such as number of days to assess Coordinated Projects and number of days to assess SDA applications; and
- High performing, customer-centric workforce with health and positive workplace culture – with measures such as employee opinion survey (Working For Queensland) results and OCG staff engagement program.

Additionally, as part of the State Budget, the CG has two specific service standards. These are found in the DSDMIP Service Delivery Statements.

One of these is an efficiency measure, and the other is an effectiveness measure, and they are made publicly available as part of the Budget Papers.

The measures set a target for the upcoming year, with the actuals being reported in the following year's budget papers. The two measures are as follows:

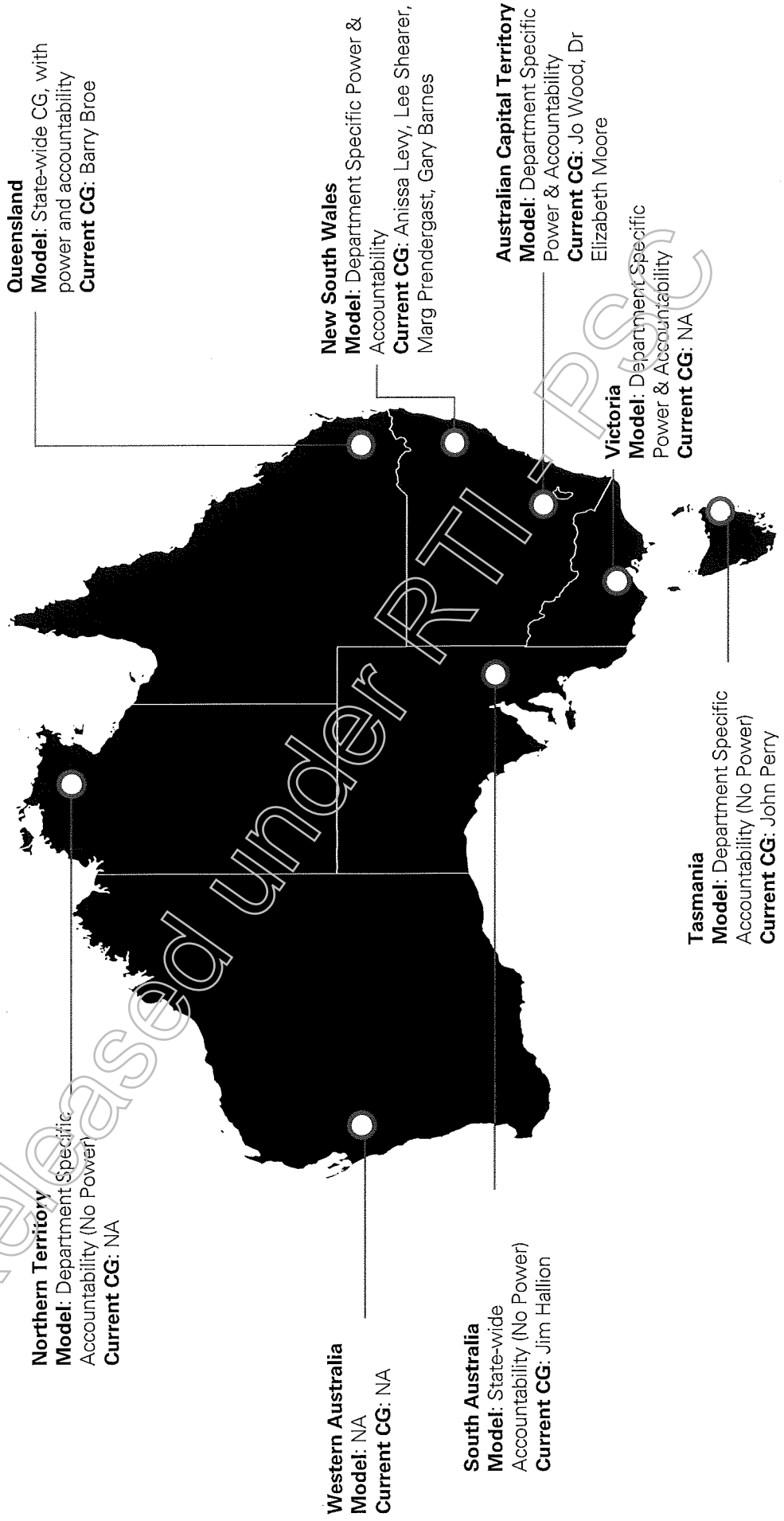
- Effectiveness measure – Proportion of total Coordinator-General's imposed conditions on coordinated projects under construction or early operation for which there has been full compliance with those conditions, or action has been taken to identify and correct non-compliance; and
- Efficiency measure – Potential capital expenditure leveraged per dollar spent on the Coordinator-General annual budgeted staff expenses to assess and facilitate projects to construction.

Opportunities to enhance the performance agreement to align with the performance objectives and intent of the role of the CG under the SDPWO Act are considered in subsequent sections of this report. This work draws on the engagement with Queensland Government stakeholders to identify opportunities to further enhance the CG's role in shaping economic, social and environmental outcomes for the State, as well as analysis of research undertaken as part of this engagement.

## Advice to enhance the governance and business model supporting the Coordinator-General

# Similar Roles across Australia

Every Jurisdiction is Australia, except Western Australia, has a current CG-type role or has had a CG-type role in the past.













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Advice to enhance the governance and business model supporting the Coordinator-General

# Summary of Coordinator-General Models

Research demonstrated there are four key models present in Australia for the role of CG. These models are represented in the table below as: Department specific accountability; State-wide accountability; Department-specific accountability with certain decision-making powers; and State-wide accountability and decision-making powers with formal legislative remit. It should be noted that there are no directly-comparable roles in other Australian jurisdictions that demonstrate both the breadth (in terms of State-wide responsibility) and depth (in terms of the significance of the legislative powers) of the Queensland CG.

	Model 1	Model 2	Model 3	Model 4
	<p><b>Department-specific accountability (Limited formal powers)</b></p> 	<p><b>State-wide accountability (limited formal powers)</b></p> 	<p><b>Department-specific accountability with certain specific decision-making powers</b></p>  	<p><b>State-wide accountability and decision-making powers with formal legislative remit</b></p>   
<b>Description</b>	<p>The CG role is specific to certain Departments, however the role is one of case management and advisory activities rather than legislative or decision-making powers. The case management and/or advisory services support coordination of projects within the jurisdiction of the relevant Department.</p>	<p>The remit of the CG role is State-wide reporting to Cabinet, with the accountability to case manage and advise on major projects, but does not have decision-making or legislative power to execute approvals.</p>	<p>The CG role is specific to certain Departments, with decision-making powers and accountability to execute projects within the jurisdiction of that Department/Agency. The use of the powers are often subject to the prior approval of the Director-General or Secretary of the Department/Agency.</p>	<p>The CG role has a State-wide remit, reporting directly to the relevant Minister, with legislative powers and accountability to execute on major projects that are explicitly facilitated through the SDPWO Act.</p>
<b>Example</b>	<p>Tasmania, Northern Territory</p> <ul style="list-style-type: none"> <li>Advisory, and case management functions</li> <li>Acts as an independent office within a Department with accountability to the relevant Minister</li> </ul>	<p>South Australia, Commonwealth</p> <ul style="list-style-type: none"> <li>Advisory, and case management functions</li> <li>Acts as an independent office across Government with accountability to a determined Minister and Cabinet</li> </ul>	<p>New South Wales, Victoria, ACT</p> <ul style="list-style-type: none"> <li>Knowledge of department specific coordinated projects and ability to execute on these</li> <li>Independent office within the Department with accountability to Director-General / Minister</li> </ul>	<p>Queensland</p> <ul style="list-style-type: none"> <li>Overarching legislative power to facilitate, and approve infrastructure projects and economic development. Initiatives. Independent office with accountability to relevant Minister and Cabinet.</li> </ul>
<b>Attributes</b>				
<b>Key:</b>	 Legislative Powers	 Decision-Making Powers	 Case Management and advisory	



Advice to enhance the governance and business model supporting the Coordinator-General

# Jurisdictional summary of Coordinator-General characteristics

The CG role varies in accountabilities, legislative power and supporting governance across Australian jurisdictions. Research undertaken through the desktop-based analysis has been analysed to inform the table below, outlining the characteristics of the CG role across Australian jurisdictions. Further detail on each jurisdiction can be found in Appendix A.

	Jurisdiction Wide	Department Specific	Legislative Power	Case Management Role	Decision Making Power	Fixed Term Length	Published Metrics
Queensland	✓	x	✓	✓	✓	x	✓
New South Wales	x	✓	x	✓	✓	x	x
Victoria	x	✓	x	✓	✓	x	x
South Australia	✓	x	x	✓	x	✓	x
Tasmania	✓	x	x	✓	x	x	✓
Australian Capital Territory	x	✓	x	✓	✓	x	x
Western Australia	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Northern Territory	x	✓	x	✓	x	x	x
Commonwealth	✓	x	x	✓	x	x	x



# Consultation Themes

Released under RTI - PSC



## Advice to enhance the governance and business model supporting the Coordinator-General

# Consultation Themes

KPMG consulted with a number of internal Queensland Government stakeholders and representatives from the OCG to gather insights on opportunities to ensure the role of the CG remains contemporary to driving the State's interest across economic, social and environmental outcomes. The consultation discussions were targeted at three areas: the role of the CG; the governance arrangements supporting the CG; and the business model supporting the CG. Interviewees are set out in Appendix B and the consultation questions used as a guide for discussions can be found in Appendix C.

There were a range of diverse range of topics covered and views expressed throughout the consultation activities; however, a number of consistent themes were able to be established. KPMG has purposefully – in accordance with our scope – maintained the confidentiality of stakeholders by not providing any identifying characteristics of the feedback in the summary of themes provided overleaf.

Overall stakeholders generally noted a view there was 'further value' that could be achieved through enhancements to the governance and business model of the OCG and strengthening the authorising environment for the CG's role in shaping and enabling the wider agenda of government.

The five key themes, with further context explaining the views of stakeholders, are outlined opposite and on the following pages.

### **Theme 1 – Performance: There is a clear performance focus and demonstration of efficient decision-making.**

Stakeholders agreed the CG/OCG has been successful in driving improved efficiency of decision-making associated with the role.

Many stakeholders noted that there had appeared to have been an implicit desire (set by government) for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and facilitation, as noted further within the consultation themes as an opportunity area).

In general, stakeholders felt the OCG had access to the necessary skills/capabilities, albeit that some emerging areas of focused capability development could avoid downstream risks (e.g., Native title).

### **Theme 2 – Collaboration: There is an opportunity for greater collaboration and facilitation.**

Stakeholders noted the role of the CG and activities of the OCG could be enhanced through greater collaboration, both within government (proactively supporting Queensland agencies' needs and also engaging with Federal and Local Government) and beyond government (working with the private sector/community).

Stakeholders noted the rationale for increased collaboration was multifaceted, for example: to support State interests in specific regions or topic areas; to achieve streamlined outcomes for the community and/or private sector; to consider more innovative ways of using available regulatory tools to improve outcomes or achieve new outcomes (the success of the use of the CG's powers with regard to global tourism hubs was cited as a positive example).

### **Theme 3 – Strategy: There is an opportunity for enhanced strategic direction driven by connection to a State-wide agenda.**

Stakeholders noted that strategic direction-setting and 'visioning' activities led or involving the CG were not consistently evidenced in recent years. This was considered by the majority of stakeholders to be an opportunity for enhancement, either by setting strategy in the CG's own right or engaging more broadly to support strategic planning of other agencies.

When challenged about the potential mandate for this activity, stakeholders continued to hold the view that even active involvement by the CG/OCG in strategy or direction-setting of other entities (rather than a specific mandate to develop a distinct strategy of the CG's own) would be beneficial.

Advice to enhance the governance and business model supporting the Coordinator-General

# Consultation Themes (cont.)

Examples were cited where greater engagement may have provided an opportunity to consider 'downstream' effects for agencies and proponents in a more holistic manner. Authorising the CG to 'coordinate' strategic interests in collaboration with State agencies and local government was considered a useful future focus given the shifting characteristics of economic development and the complex interdependencies between resource utilisation and impacts.

At the broadest level, stakeholders almost universally agreed the CG/OCG should be aligned to supporting the delivery of whole-of-government priorities (Advancing Qld Priorities - AQP). Stakeholders could see opportunities for the CG to 'lean into' specific focus areas as a more 'measured' step in support of elements of AQP, such as place-based interventions (e.g., decommissioned industrial assets), the State's priority economic sectors and/or sectors undergoing transition (e.g., sugar cane).

**Theme 4 – Independent decision-making could be strengthened by increasing the engagement undertaken to inform CG decisions.**

Stakeholders recognised the CG is a statutory appointment with independent decision-making powers.

Accordingly, a balance is required between independent decision-making (that is, ensuring decisions are made without influence and in a legally and administratively appropriate manner) and broader activities that support good governance (for example, engagement with stakeholders and facilitation of broader outcomes aligned to priorities of government) without compromising the integrity and independence of the role.

Stakeholders noted examples across government where such delineation is commonly made between independence of decision-making but involvement in a broader government remit, as compared to complete 'isolation' from any consideration of the objectives of the government of the day (e.g., Valuer-General, Director of Public Prosecutions).

Stakeholders reflected that the quality of independent decision-making could be at risk if it was not informed by an understanding of a variety of interests. This observation was supported by views of some stakeholders that CG decision-making could be optimised by embracing consultation and engagement across stakeholders (as identified in the collaboration theme).

Linked closely to the theme relating to collaboration, stakeholders identified that – within the construct of being a statutory appointment – the CG should also remain an 'agent of the State' in that the position should be empowered to work with agencies (and others, such as the Federal Government and Local Councils, the private sector and even communities/regions) to ensure coordinated outcomes are achieved.

**Theme 5 – Governance: There is an opportunity to strengthen good governance in the broadest sense.**

Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did note the primary focus on governance within the OCG related to decision-making (aligned to the performance theme noted above), rather than the broader remit of 'good governance' (referencing the principles of good governance published by the Australian Institute of Company Directors).

Stakeholders identified the opportunity to strengthen the focus on areas such as vision/strategy, corporate culture, effective communication and performance assessment (in alignment with the previous references to some of these characteristics in these themes).

**Overall**

The observations align with overarching stakeholder commentary that the shifting external economic, social and environmental landscape, and related stakeholder and community expectations for responsive government, suggest a contemporary model for the CG/OCG could be focused on co-ordination, brokering and using instruments more widely to facilitate outcomes through engagement.



# Advice on options

Released under RTI - PSC



Advice to enhance the governance and business model supporting the Coordinator-General

# Analysis of Research & Themes

Good governance and a business model that facilitates outcomes are key factors that allow organisations to manage their affairs with appropriate oversight and accountability whilst creating value for stakeholders and staff.

Accordingly, analysis drawn from research and consultation has been mapped against the Australian Institute of Company Directors' principles of good governance. These principles are intended to provide a framework against which enhancements to the CG role and functions could be considered. This analysis has supported the development of advice for options to enhance the governance and business model supporting the CG role.

A natural extension to this would be to apply these principles within the CG environment to shape the future activity of the CG/OCG and the focus and attributes of its leaders in fulfilling the CG functions and the intent for the role as considered by government.

## Good Governance Principle

### Analysis

**Principle 1: The leader plays a key role in approving the vision, purpose and strategies of the organisation. The leader is accountable to the organisation's staff as a whole and must act in the best interests of the organisation.**

Stakeholders indicated that strategic direction-setting and 'visioning' activities were not consistently evidenced by the CG/OCG. Stakeholders commented that this may be linked to the focus and expectations placed on the role by government. At the broadest level, the CG could have a mandate to support whole-of-government priorities relating to employment growth, private sector investment and the delivery of major infrastructure projects. Even without such a broad remit or mandate, the CG could still support specific areas of emphasis aligned to the strategic priorities of the agency in which the role is administratively located (for example, the DSDMIP Strategic Plan) or another set of established priorities aligned to a framework established by the relevant Minister.

**Principle 2: The leader sets the cultural and ethical tone for the organisation.**

Feedback from stakeholders noted there is an opportunity to strengthen the collaborative and shared-interest culture within the OCG and encourage a more strategic, whole-of-government posture in creating pathways for project success and resolving strategic outcomes in key areas of government priority. A more open and strategic posture would provide a stronger authorising environment for the OCG and its officers to optimise outcomes through more effective use of influence and all the mechanisms available to the CG to broker and facilitate outcomes. This focus could be further enhanced by clarifying reporting arrangements, performance measures, corporate assessment processes and broader cultural development activities to create stronger connections within the OCG and between the OCG and other stakeholders and partner agencies.

**Principle 3: Taking into consideration the scale and nature of the organisation's activities, there should be an appropriate number of staff who have a relevant and diverse range of skills, expertise, experience and background and who are able to effectively understand the issues arising in the organisation's business.**

The CG/OCG have been effective in driving improved efficiency of decision-making associated with the current interpretation of the role. In general, stakeholders felt the OCG had access to the necessary skills and capabilities to administer the current responsibilities of the organisation, albeit that some emerging areas of focused capability development were identified that could avoid downstream risks (e.g., Native title facilitation skills).

Source: Adapted from *Guiding principles of good governance (AICD, 2017)*



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# Analysis of Research & Themes (cont.)

## Good Governance Principle

## Observations

**Principle 4: An appropriate system of risk oversight and internal controls is in place.**

Challenges with risk oversight and internal controls were not identified through research or consultation. Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did note the primary focus on governance within the OCG related to decision-making, rather than the broader remit of 'good governance' (referencing the principles of good governance set out in this document), but this was noted to be a function of the focus on key performance metrics established as part of Service Delivery Statements.

**Principle 5: The leader would normally delegate certain functions to management. Where it does so, there should be a clear statement and understanding as to the functions that have been delegated.**

Although delegations exist, stakeholders noted that there was limited delegation of functions and/or activities. The CG has the ability to appoint ACGs and staff to assist in carrying out the functions of the CG. The SDPWO Act provides full delegation powers to the ACGs to execute decision on behalf of the CG in relation to their focus areas. The use of delegation powers from the SDPWO Act is subject to the individual in the role. It was noted, for example, that effectively no interaction between the Minister/Minister's Office occurs with anyone other than the CG. This gave rise to governance concerns regarding the effective flow of information and potential risk associated with succession planning or the impact of unexpected absence of a single individual.

**Principle 6: The leader should ensure that the organisation communicates with staff and other stakeholders in a regular and timely manner, to the extent that the leader thinks is in the best interests of the organisation, so that they have sufficient information to make appropriately informed decisions regarding the organisation.**

There is opportunity for enhance collaboration and facilitation by authorising the CG/OCG to take a more expansive role in priority areas for government. This would require the CG to provide effective direction and encouragement to staff to engage expansively to ensure they have sufficient information to discharge their duties. Stakeholders noted that there had appeared to have been an implicit desire for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and communication). The rationale put forward by stakeholders for greater collaboration was multi-faceted, for example: to support State interests in specific regions or topic areas; to achieve streamlined outcomes for the community and/or private sector; to consider more innovative ways of using available regulatory tools to improve outcomes or achieve new outcomes (the success of the use of the CG's powers with regard to global tourism hubs was cited as a positive example).

**Principle 7: The performance of the organisation (including the performance of its leader and the ACGs), needs to be regularly assessed and appropriate actions taken to address any issues identified.**

There is a clear performance focus and demonstration of efficient decision-making, but this does not provide clear reference to the effectiveness of outcomes. It is noted that since 2017 the CG has committed to a performance agreement in line with PSC standards, but the CG only has two specific performance measures that are included in the DSDMIP Service Delivery Statements. Neither of these measures go to the outcomes being achieved by the CG/OCG, but rather are 'output' measures. There is clear capacity to enhance the breadth of measurement of performance and the alignment of that performance with (at least) key priority areas or (more broadly) whole-of-government initiatives and priorities of the government of the day.

Source: Adapted from *Guiding principles of good governance (AICD, 2017)*



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# Options to enhance the governance and business model supporting the CG

Under the SDPWO Act, the CG role has the capacity to support all the tasks necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'.

Based on the current state assessment and consultation, four options have been identified for consideration to enhance the governance associated with the CG role and the business model supporting the CG role. Each of these options progress along a spectrum from effectively 'no change' to the current arrangements, through to what may be considered significant and/or fundamental change.

In accordance with the explicit intent set out in the Terms of Reference for this project, each of the options maintains the integrity of the independence and statutory functions of the CG, whilst considering ways to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

None of these options fetter the independence of the CG, and all of them draw upon the legislative powers granted to the CG through the SDPWO Act.

Finally, it is important to note that while there are no obvious immediate legislative amendments that would likely be required by adoption of any of the options (except in the instance of creating a public service organisation), it would be prudent – once options are decided upon – to consider obtaining legal advice to confirm their veracity. It has not been within the scope (nor possible within the timeframes) of this project to seek legal advice regarding the potential options.

The options associated with enhancing the governance arrangements that support the CG are set out in a table overleaf.

The options associated with enhancing the business model that supports the CG are set out in a table on the subsequent page thereafter.

Options across the two tables are not mutually exclusive and can be adopted independently of one another.

Finally, the detailed desktop-analysis and research, consultation approach and other supporting materials are set out in the Appendices that complete this report.



Advice to enhance the governance and business model supporting the Coordinator-General

Advice on enhancements to governance supporting the CG role

	Option 1	Option 2	Option 3	Option 4
<p><b>Description</b></p>	<p>Do nothing (CG role continues to operate) in present context, effectively the 'current state'</p> <p>The CG remains a statutory appointment with independent decision-making powers. The approach to 'independent decision-making' and the administration of the SDPWO Act continues to focus on discharging the responsibilities of CG with an overarching focus on project assessment requirements under the Act.</p>	<p>The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description with associated framework that is aligned to the priorities of the agency of the Minister to which the SDPWO Act is assigned through the Administrative Arrangements Orders, the role's responsibilities as a key executive within that portfolio are enhanced. This occurs through an explicit focus on specific priorities set out in the framework (nominally suggested to align to the DSDMIP Strategic Plan at present, with alignment to priority industry sectors).</p>	<p>The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description akin to that of an agency Director-General, the role is required to support whole-of-government priorities (such as Advancing Queensland Priorities (AQP)). In this context, the CG would be tasked to collaborate with Queensland Government AQP leads to use the role/powers to facilitate whole-of-government outcomes.</p>	<p>CG role is combined with the role of Director-General</p> <p>The role is combined to create a joint Director-General and Coordinator-General position. The position is primarily that of a Director-General, but the individual is also conferred the statutory appointment to the role of the CG and subsequently has independent decision-making powers available. These could be exercised either by the CG or through a more formalised delegation arrangement with a Deputy Coordinator-General (or via some other delegation mechanism).</p>
<p><b>Accountability</b></p>	<p>Minister (solely)</p>	<p>Minister (for decision-making) and Minister or Director-General, DSDMIP (for broader elements of the position description or framework for specific focus areas)</p>	<p>Minister (for decision-making) and Director-General, Department of the Premier and Cabinet as delegate of the Premier (for other aspects of the role, as aligned to other Directors-General performance agreement processes).</p>	<p>Minister (for decision-making) and Director-General, Department of the Premier and Cabinet as delegate of the Premier (for other aspects of the role, as aligned to other Directors-General performance agreement processes).</p>
<p><b>Role focus</b></p>	<ul style="list-style-type: none"> <li>Subject to the individual in the role.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations, only.</li> </ul>	<ul style="list-style-type: none"> <li>Bound by an agency framework and/or position description/performance agreement.</li> <li>Part of executive leadership team in the agency in which the role was administratively 'housed' (currently DSDMIP).</li> <li>Integrated into agency priorities and would support facilitation of major initiatives aligned to agreed framework.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Full alignment to the broader responsibilities of other DGs.</li> <li>Part of Leadership Board.</li> <li>Full performance agreement in place, aligned to PSC process for other Chief Executives.</li> <li>Integrated into whole-of-government priorities and would support facilitation across government.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Full alignment to the broader responsibilities of other DGs.</li> <li>Part of Leadership Board.</li> <li>Performance Agreement process would be the same as other Chief Executives.</li> <li>Role has clear priority to act as 'agent of the State' with DG responsibilities first and use of CG powers and independent decision-making occurring to support and deliver statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>

Advice to enhance the governance and business model supporting the Coordinator-General

Advice on enhancements to business model supporting the OCG role

	Option 1	Option 2	Option 3	Option 4
	Do nothing (ACGs and staff within the OCG continue to be staff of the Department with a potentially confused alignment of priorities, effectively the current state)	ACGs have a 'dual pen' arrangement	Formal secondment into the OCG	Separate OCG is established
<b>Description</b>	ACGs and staff within the OCG continue to be staff of the agency with which the CG is aligned through the Administrative Arrangements Orders (at present, DSDMIP) and formally remain staff of that Department. Those staff within the OCG are subject to the direction of the CG, and therefore the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements remains.	Almost akin to the informal arrangements that are currently in place, a formalised arrangement is recognised whereby ACGs have joint reporting responsibilities. ACGs would therefore have a direct reporting line to both the relevant agency (DSDMIP at present) and the CG, and OCG staff would continue to report to line managers with recognition that they are members of the relevant agency (currently DSDMIP).	DSDMIP staff (or staff from other agencies, if necessary) are formally seconded to the OCG, which operates as a separate operating unit/division of the relevant agency (presently DSDMIP). Direct accountability for seconded staff lies with the CG for the period of the secondment (this could also be further strengthened through a dual pen arrangement as per option 2).	A formal, separate OCG is created, with all OCG staff directly accountable to the CG. Under this model, through the creation of a separate organisational unit (as opposed to an operating unit/division of a relevant agency), the OCG would likely be considered a 'public service office' in its own right and legislative amendments would likely be required.
<b>Accountability for staff within the OCG</b>	DG of relevant 'host' agency (currently DSDMIP)	DG and CG through dual pen arrangement	CG (whilst staff are on secondment)	CG
<b>Potential positives associated with this approach</b>	<ul style="list-style-type: none"> <li>No disruption or change to current operating arrangements would occur.</li> <li>Legislative amendments are not required.</li> </ul>	<ul style="list-style-type: none"> <li>ACGs within the OCG have the benefit of a 'dual pen' arrangement, allowing for broader certainty and 'cross-referencing' of activities (Departmental processes apply, CG direction exists for work being carried out to fulfil the CG's duties under the SDPWO Act).</li> <li>ACGs and OCG staff are integrated with the Department.</li> <li>Legislative amendments are not required.</li> </ul>	<ul style="list-style-type: none"> <li>OCG resourcing is flexible, and can be managed with peaks and troughs of project workload.</li> <li>Seconded staff have a clearly defined period of work within the OCG.</li> <li>Legislative amendments are not likely to be required.</li> <li>Creates greater transparency about management accountability under the PSA.</li> </ul>	<ul style="list-style-type: none"> <li>The model establishes a clearly defined and independent OCG.</li> <li>OCG resourcing is clearly defined.</li> <li>Creates greater transparency about management accountability under the PSA.</li> </ul>
<b>Potential negatives associated with this approach</b>	<ul style="list-style-type: none"> <li>There remains the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>ACGs (and potentially broader staff, although this is to a lesser extent) have a lack of clarity regarding reporting lines.</li> <li>Confusion regarding key decision-maker, when conflicts in opinion arise (particularly if related to corporate or 'broader' activities) beyond fulfilling SDPWO Act-related activities.</li> <li>There may remain a lack of clarity for non-SES staff (assuming dual pen arrangements only apply to SES staff).</li> </ul>	<ul style="list-style-type: none"> <li>Workforce of the OCG is reliant on applications of secondees.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a separate OCG entity creates an artificial silo and inhibits collaboration.</li> <li>Staff morale may suffer due to isolation of independent OCG entity of a smaller scale than the Department.</li> <li>Legislative amendments would likely be necessary.</li> </ul>

## Advice to enhance the governance and business model supporting the Coordinator-General

# Concluding Observations

The focus and functions of the CG have evolved since the establishment of the role under the SDPWO Act. It is reasonable to expect that the interpretation of the CG role is largely driven based on the direction and priorities of the government of the day. However, the extent to which an individual exercises their 'independence' within this context will shape the practical application of the CG's role. This has been observed over the decades since the CG's inception, with the position moving across multiple Departments and being adapted to reflect the priorities and focus of the individual in the role.

The changing role and accountabilities of the CG over time also reflect shifts in Queensland's regional, economic and sectoral mix, the global mobility of capital, increased private sector investment and the heightened expectations of stakeholders for transparent and balanced decision-making. The agility of the role to meet these changing needs and opportunities with the significant powers and influence at its disposal is truly unique in a national context.

Throughout the consultations for this engagement, Queensland Government stakeholders have highlighted the potential for the role to continue to adapt and evolve in line with contemporary needs and opportunities. In particular, stakeholders identified the opportunity for the role to engage more collaboratively with the wider policy agenda of the Government to drive consistent economic, social and environmental outcomes. This would involve a process of co-ordination, brokering and using instruments more widely to facilitate outcomes through engagement across the State Government and potentially other tiers of government and the private sector. Stakeholders have also made a number of suggestions to enhance the focus of the role to drive good governance outcomes within the CG/OCG to deliver further value for Queenslanders. Critically, all of these adaptations would be consistent with the SDPWO Act objective for the role to support all the tasks necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'.

Based on the current state assessment and consultation, four options have been identified for consideration to enhance the governance associated with the CG role and the business model supporting the CG role. Each of these options progress along a spectrum from effectively 'no change' to the current arrangements, through to what may be considered significant and/or fundamental change. In each case, the options put forward to build off the strengths of the current role and maintain the integrity and independence of the statutory functions of the CG. None of these options fetter the independence of the CG, and all of them draw upon the legislative powers granted to the CG through the SDPWO Act.

While consultation feedback suggests that stakeholder expectations to reshape the role are high, there is also a recognition that the CG operates within the priorities set by the government of the day. Any decisions taken to enhance the governance and business model for the CG will frame the Position Description and the attributes, experience, perspectives and performance framework associated with the role and its holder.



# APPENDICES

Released under RTI - PSC



## Appendix A: Desktop-based analysis Background & Method

### Objective

A desktop-based analysis was conducted to explore how other Australian jurisdictions acquit the powers and responsibilities of the Queensland CG, where a similar role exists and information was publically available.

The following activities were undertaken:

- Identification the accountabilities of other comparable Australian jurisdiction;
- Identification of metrics (qualitative or quantitative) that have been previously used (formally or informally) to measure the activity of the role in other comparable Australian jurisdictions; and
- Current lines of reporting or governance for other comparable Australian jurisdictions, that have been established to enable and support the function of an OCG to facilitate the execution of the responsibilities of the CG.

### Method

The activity reviewed documents provided by DSDMIP or publically available resources. The findings in this report are drawn from the evidence sources outlined below:

- *State Development and Public Works Organisation Act 1971*;
- Governance and Accountability Review of DSD executives (KPMG 2017);
- Public Service Commission Recruitment and Selection Directive; and
- Publically available information related to the success factors of precincts, annual reports or strategies of existing precincts.

### Structure

This desktop analysis and overview of comparable Australian jurisdictions is comprised of the following key components:

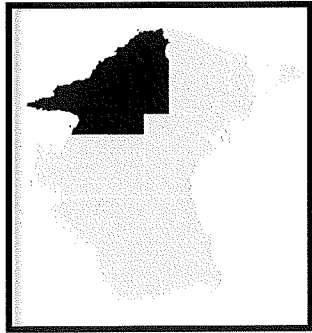
- Jurisdictional analysis of CG Roles – investigates the CG role of jurisdictions across Australia, outlining the purpose, governance, metrics and accountabilities of the role;
- Review of similar structures in Queensland (specifically, Economic Development Queensland); and
- Summary of Desktop Analysis – summarises the findings from the desktop-based analysis, outlining the key differentiators of the Queensland CG model.

The desktop-based analysis outlines the key characteristics of CG models across Australia. These characteristics support in identifying the unique nature of the Queensland CG role and will inform the wider Governance and Business Model review.

Appendix A: Desktop-based analysis

# Overview of the Queensland CG Role

## State-wide Accountability and Decision-Making & Legislative Power



**Purpose**

The role of the CG is to coordinate and facilitate the development and planning of public and semi-public works cross the state. The role includes all the tasks necessary for the 'project planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the state'.

**Current CG & Department**

Barry Broe, *Coordinator General*, Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP)

**Term**

Incumbent (7 years)  
Historically – 1 to 3 years

**Governance**

While the OCG has State-wide remit as an independent body, the CG reports to the Minister for State Development. The CG is supported by three assistant Coordinator-General's in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each Assistant CG is supported by a number of Directors. The organisation chart is outlined below.

**Metrics**

As part of the DSDMIP Service Delivery Statements, there are two specific service standards pertaining to the OCG. There are an efficiency measure, and an effectiveness measure. This is made publicly available as part of the Budget Papers. Additionally, the CG has undertaken a Performance Assessments and committed to a Performance Agreement in line with PSC standards. These outline the responsibilities and expected outcomes of the CG for the Financial Year.

**Coordinator General Power, Roles & Responsibilities**

Under the SDPWO Act, the GG has wide-ranging powers to plan, deliver, and coordinate large-scale infrastructure projects with the additional responsibilities of ensuring environmental impacts are properly managed. Ultimately, the role of the CG is to promote economic, and social development in Queensland.

Under S10 of the SDPWO Act, the CG as the ability to "secure the proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction". These powers include:

- Management of major infrastructure projects;
- Declaration of a project to be a "coordinated project", and the coordination of the EIS evaluation process;
- Implementation and management of State Development Areas;
- Coordination and regulation of a program of works;
- Management and implementation of land acquisition,
- Land acquisition, and land-access rights management; and
- Utilisation of prescribed project powers to ensure timely decision making by local and state government agencies.

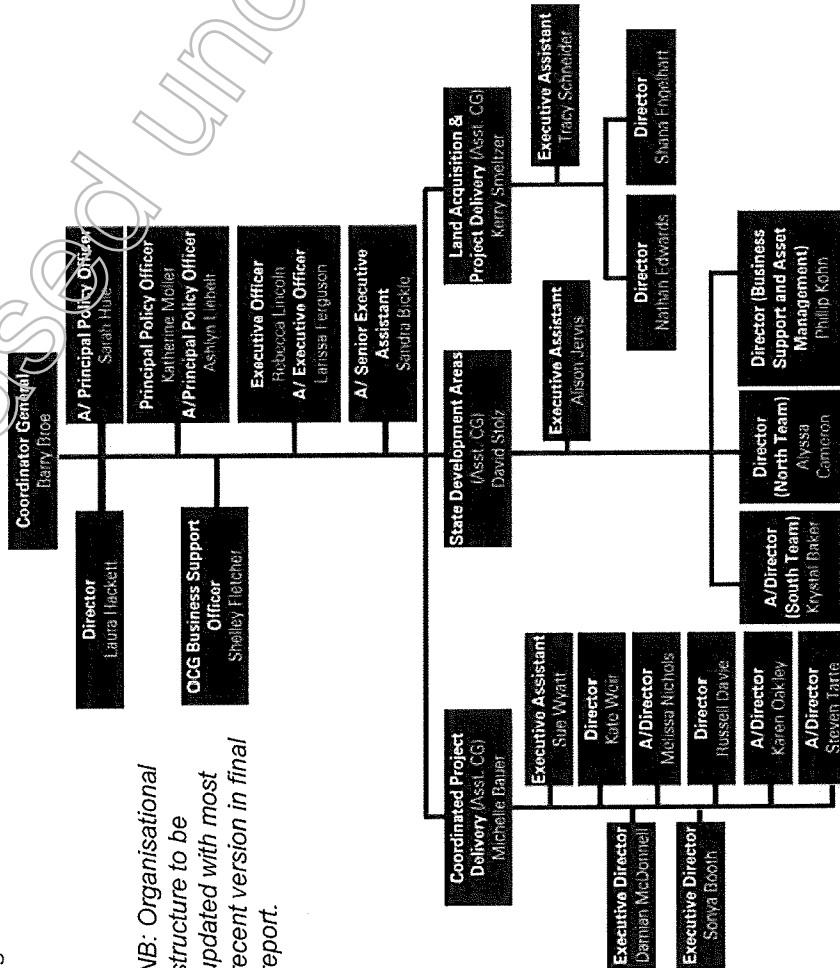


Appendix A: Desktop-based analysis

# Overview of the Queensland OCG & Governance Model

## Governance structure

The CG is supported by three assistant CGs in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each Assistant CG is supported by a number of Directors. The organisation chart is outlined below.



*NB: Organisational structure to be updated with most recent version in final report.*

Source: OCG, June 2018

## Insights

### Staffing

- Currently the OCG relies upon staffing from DSDMIP with no formal agreement in place for the use, or sharing of resources, between the CG and DG of DSDMIP, and the Projects CE and DG of DSDMIP.
- Resourcing discussions occur informally with the DG, and in the past, a formal agreement regarding resourcing was not required.
- Under the act, the CG can appoint any person to assist the CG in the exercise of their functions or powers. Historically, the CG has had no formal agreement in place with the Department for the 80 staff that report to him (including recruitment, adequacy, direction of these staff, and accountability for their actions).

### Powers

- The CG has a number of wide ranging powers, which, in recent years have been largely mobilised in the energy and resources sector.
- Accountability

- Despite two lines in the SDS, there is very little in terms of either quantitative or qualitative metrics to measure the effectiveness or efficiency of the office.
- Similarly, the length of term has been varied amongst CGs.
- The CG has a number of wide ranging powers, which, in recent years have been largely mobilised in the energy and resources sector.

# Appendix A: Desktop-based analysis Overview of the New South Wales CG Role

## Department Specific Decision-Making Power & Accountability



### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

### Current CGs & Departments

- Gary Barnes - *Coordinator General for Regions, Industry, Agriculture and Resources*, Department of Planning, Industry and Environment (DPIE)
- Anissa Levy - *Coordinator-General for Environment, Energy and Science*, DPIE
- Marg Prendergast – *Transport Coordinator General*, Transport for NSW

### Term

No fixed term lengths Historically 1-3 years.

### Governance

Despite each CG having varied mandates, from delivering policies, initiatives, and strategies, to overseeing and coordinating significant projects, the CG reports to the Director General, or equivalent, of the relevant department. Though no clear governance structure is available, it appears the CG is supported by Departmental resources. The roles are created through Departmental administrative powers rather than through legislation, and are therefore governed ultimately by the Minister for the specific Department.

### Metrics

There does not appear to be any specific metrics for the role of CG in NSW.

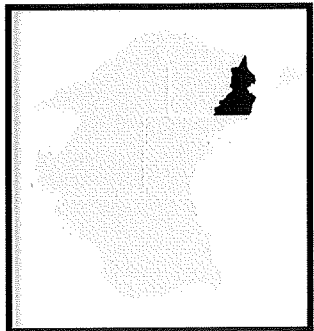
### Coordinator General Power, Roles & Responsibilities

The role of the CG in NSW varies significantly, and is dependent upon the priorities of the Government at the time, and the roles of the Department. Historically, these roles have been temporary, project or issue specific, coordination roles. A brief summary of the current roles and responsibilities is outlined below:

- **Coordinator General for Transport:** To lead the coordination and planning for real-time management of the transport network and traffic.
- **Coordinator General for Environment, Energy and Science:** To deliver policies, initiatives and strategies, on climate change, renewable energy, energy security, environmental sustainability, waste management and conservation. This is in addition to overseeing the Environment Protection Authority and NSW Resources Regulator.
- **Coordinator General for Regions, Industry, Agriculture, and Resources:** To oversee the work of a departmental group and lead a range of special projects. These roles allow for approval and oversight of designated remits, with oversight by the Department's Director-General or equivalent. The role is largely an advisory, and coordination role, with decision-making powers not granted by legislation. The responsibilities are determined by the Government of the day with oversight and final decision-making powers ultimately lying with the Minister, and the Director General (or equivalent).

# Appendix A: Desktop-based analysis Overview of the Victoria CG Role

## Department Specific Decision-Making Power & Accountability



### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

### Current CGs & Departments

- Nil

### Term

No fixed term lengths  
Historically 1-3 years.

### Governance

Though no clear governance structure is available, it appears the CG is supported by Departmental resources, and reports to the Director-General or equivalent for the Department. The roles are created through Departmental administrative powers rather than through legislation, and are therefore governed ultimately by the Minister for the specific Department.

### Metrics

There does not appear to be any specific metrics for the role of CG in Victoria.

### Coordinator General Power, Roles & Responsibilities

The role of the CG in Victoria is dependent upon Government priorities, and Departmental functions. The roles have historically been temporary, often with alignment to government terms. The roles have also focussed on a project, or issue, and have largely been treated as a coordination role. In recent years, the role of CG has been dissolved in a MOG change and lead to the creation of a Government Authority. Historically, these roles have largely been advisory, with any decision-making powers not granted by legislation. The responsibilities are determined by the Government of the day with oversight and final decision-making powers ultimately lying with the Minister, and the Director General (or equivalent).



# Appendix A: Desktop-based analysis Overview of the South Australia CG Role

## State-wide Accountability (No Power)



### Purpose

The CG role is State-wide, reporting to Cabinet, with the accountability to case manage and advise on major projects, rather than have decision-making or legislative power to execute approvals.

### Current CGs & Departments

- Jim Hallion, *Office of the State Coordinator General*, Department of Planning, Transport and Infrastructure (PTI)

### Term

No fixed term lengths. Incumbent has been appointed for 5 years.

### Governance

Though no clear governance structure is available, it appears the CG is supported by Departmental resources from the Department of Planning, Transport and Infrastructure. The State CG then reports directly to the Minister, independent of the Department. The *Development Regulations 2008* also indicate that one or more Assistant State CG's may be appointed. It is expected the Assistant State CG may act as the State CG in times when the CG is absent, unable to act, or the role is vacant. Additionally, the Assistant State CG may perform functions, or exercise powers of the CG delegated from the State CG.

### Metrics

There does not appear to be any specific metrics for the role of CG in SA.

### Coordinator General Power, Roles & Responsibilities

At a high level, the State CG's role has been defined as to "drive investment, cut red tape, and create jobs". The State CG is appointed by the governor for the purposes of the administration of the Renewing our Streets and Suburbs Stimulus Program (ROSASS) and to perform any other functions or exercise any other powers conferred on the State CG under these regulations. The powers of the State CG are derived from *Development Regulations 2008*; however, these powers are largely case-management powers. Further, these powers can allow for the expedition of decision making in some instances; however, do not provide the CG with the power to make a decision.

The State CG has two clearly defined remits - the first, managing the development assessment process for the Government's ROSASS Program, and the second being case management services to investment proposals as defined in Schedule 10, Clause 20 of the *Development Regulations 2008*. The role of the CG in the ROSASS program is to manage the development and assessment process for the program, with the Department of Planning, Transport, and Infrastructure providing technical support to Renewal SA in the delivery of the program, with applications reviewed by the State CG receiving a streamlined assessment process from the Minister. Similarly, under the *Regulation*, the State CG has a case-management role, having the power to assign applications to the State Commission Assessment Panel (SCAP) after considering the application against a range of economic criteria, for further decision making.

# Appendix A: Desktop-based analysis Overview of the Tasmania CG Role

## State-wide Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, however the role is one of case management and advisory rather than legislative or decision-making power to execute on coordinated projects within the jurisdiction that Government Department.

### Current CGs & Departments

- John Perry, *Office of the State Coordinator General*, Department of State Growth

### Term

No fixed term lengths.

### Governance

The Office of the CG was created through administrative powers in 2014. The Office reports directly to the Minister for State Growth and the State Growth Cabinet Committee. The Office has Head of Agency status; however, is supported by the Department financially. The office has a number of directors assisting the CG in carrying out the roles and responsibilities of the Office.

### Metrics

Investment facilitation target of \$340m for the Office of the Coordinator-General published in Budget Paper 2 of the 2019-20 State Budget (with historical actuals).

### Coordinator General Power, Roles & Responsibilities

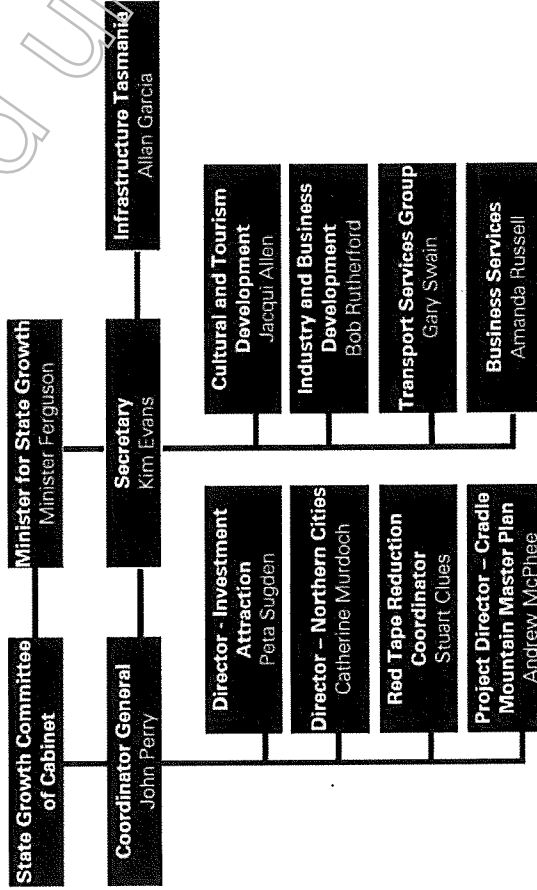
- The Office of the CG operates at the direction of the Minister, and acts as the primary point of access to government for investors, with a mandate to attract, and secure investment for major development projects in Tasmania and maximise contribution to economic growth. The Minister for State Growth, and the Cabinet Committee direct the CG and the supporting office in terms of their roles and responsibilities. The OCG largely plays a case-management role, co-ordination and advisory across four key areas:
- Major projects:** The OCG provides case-management for identified projects (against a set of criteria) of significant economic benefit, or strategic importance to the State. As a subset of these, Projects of State Significance are considered major development proposals that have State-wide effects and are assessed under the *State Policies and Projects Act 1993* as requiring additional approval from Parliament prior to their assessment and approval. The OCG assists projects through the approval process.
  - Northern Cities Major Development:** The OCG assists in the delivery of the \$90m Northern Cities Major Development Initiative by managing the timing, and nature of investments in the region to ensure the delivery of maximum benefits.
  - Unsolicited Proposals:** The OCG acts as the point-of-contact for unsolicited proposals (private investment of \$10m or more), and undertakes a preliminary review, before calling an assessment panel to review the proposal and provide a recommendation to Cabinet. Successful applicants will be supported by the OCG.
  - Red Tape Reduction Coordinator:** Based in the OCG, the Coordinator has a focus on the identification, promotion, attraction, and facilitation of investments.

Appendix A: Desktop-based analysis

# Overview of the Tasmania OCG & Governance Model

## Governance structure

The CG and the supporting office is administratively located as part of the Department of State Growth, however it has Head of Agency status and reports directly to the Minister for State Growth, as well as the State Growth Cabinet Committee. The CG is supported in delivering its priorities by two directors, a coordinator, and a project director. The Department of State Growth supports the Office financially.



## Staffing

The Office is staffed independently of the Department, however, appears to draw upon Department resources as required.

## Powers

- The powers in Tasmania are not based in legislation, and the Office can be created, or disbanded at the decision of the Minister or Government as a whole.
- The role is appointed by the Minister, and reports to the Minister.
- The Office has case-management and facilitation powers, rather than approval powers.

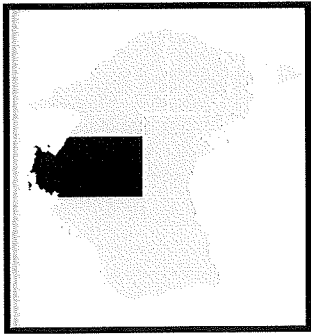
## Accountability

- The Office is held accountable to metrics in the Service Delivery Statement for the Department. This is specific to the office, rather than to the Department as a whole.
- Further it is accountable to the Minister and Cabinet Committee.



# Appendix A: Desktop-based analysis Overview of the NT CG Role

## Department Specific Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, however the role is one of case management and advisory rather than legislative or decision-making power to execute on coordinated projects within the jurisdiction that Government Department.

### Current CGs & Departments

- No current CG

### Term

No fixed term lengths.

### Governance

The Office of the CG was created through administrative powers and worked with a Territory-wide committee, as well as working with national counterparts. The CG reported directly to the Minister responsible for the work being undertaken. The CG was supported by an OCG, however there were no clear governance arrangements to support this role.

### Metrics

No publicly available metrics.

### Coordinator General Power, Roles & Responsibilities

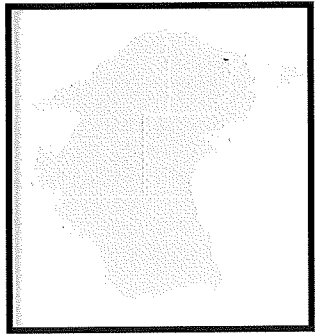
The CG role in the Northern Territory was one of a coordination and case-management. The role of the CG was collaborative, with a goal to oversee, monitor, assess, and advise across government on a particular issue. The CG worked closely with relevant federal and state counterparts in delivering the work commissioned. This work included ensuring consistency of services across the Territory, improving the coordination and development of services and facilities, developing reforms to the delivery of services and facilities, and working towards nationally set targets. The role also sought to implement and progress steps identified in national, and territory policy.

### Insights

- The CG role was a collaborative role to oversee, monitor and advise, over the course of a two year term. It aligned to a NT Committee, and the Commonwealth CG roles. The role had a primary contact with the relevant Minister.
- After three years (out of four) of the role, it was dissolved as a function of the Department. It appears the role was supported by an OCG, however, there are no clear governance arrangements to support the role.
- There does not appear to be a legislative basis for this role.

# Appendix A: Desktop-based analysis Overview of the ACT CG Role

## Department Specific Power & Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

### Current CGs & Departments

- Jo Wood, *Coordinator General for Family Safety, Community Services Directorate*
- Dr Elizabeth Moore, *Coordinator General for the Office for Mental Health and Wellbeing, Health Directorate*

### Term

No fixed term lengths.

### Governance

Despite each CG having different areas of specialisation, both roles focus on working with colleagues in other branches, to deliver a whole-of-government service improvement. This is in addition to working closely with relevant stakeholders. No legislative change was required to establish the office. Both CGs report directly to the Director-General, and the Minister for the relevant directorates, and draws upon support from the substantive department.

### Metrics

No publicly available metrics were identified.

### Coordinator General Power, Roles & Responsibilities

The role of the CG in NSW varies significantly, and is dependent upon the priorities of the Government and Department in which the role is located. Historically, these roles have been temporary, project or issue specific, coordination roles. A brief summary of the current roles and responsibilities is outlined below:

- **Coordinator General for Family Safety:** To drive cultural change, lead reform, and provide accountability for the whole-of-government effort to improve the ACT's response to family and domestic violence and sexual assault in partnership with the community. This is done through engagement across government, and the community sector to ensure reforms reflect the experience of those who need them. This is supported by a team within the Directorate.
- **Coordinator General for the Office of Mental Health and Wellbeing:** The coordination of a holistic approach to mental health and suicide prevention services through a process of collaboration and co-design with relevant stakeholders across the government and private sectors. The CG also provides oversight for the delivery of mental health services across the Territory. The office has the authority to conduct reviews and produce reports as necessary, or at the request of the Minister. These roles allow for approval and oversight of designated remits, with oversight by the Directorate's Director-General or equivalent. The role is largely an advisory, and coordination role, with decision-making powers not granted by legislation.

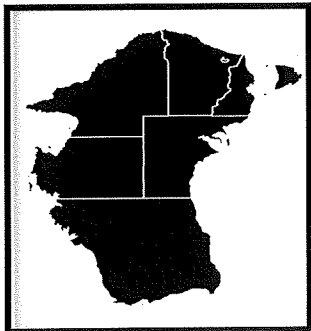
### Insights

The CG role is funded by the relevant Department (or Directorate), and has authority to oversee the provision of services specific to their Office. There does not appear to be a legislative basis for this role. With the role being highly dependent upon the priorities of the Government.



# Appendix A: Desktop-based analysis Overview of the Commonwealth CG Role

## Nation Wide Accountability (No Power)



### Purpose

The CG role is nation wide reporting to Cabinet, with the accountability to case manage and advise on major projects, rather than have decision-making or legislative power to execute approvals.

### Current CGs & Departments

- No current CG.

### Term

No fixed term lengths.

### Governance

The CG role was established by the Prime Minister, as the head of a Taskforce. The taskforce had a defined terms of reference for its establishment which guided the work undertaken and advice provided. The CG reported to the Prime Minister, and worked closely with other cabinet members. The CG was supported by a taskforce of cross-departmental staff. The role and the taskforce disbanded at the decision of Cabinet. Further, any actions undertaken are carried out in line with normal Government decision making and accountability principles, including that Cabinet will set government policy.

### Metrics

No publicly available metrics.

### Coordinator General Power, Roles & Responsibilities

The CG operates at the direction of the Prime Minister, with powers outlined in a publicised terms of reference. It included the following activities:

- Ensure economic activity is maintained;
- Engage with key stakeholders thorough clear, effective, and visible communication;
- Provide advice to the Commonwealth Government on risks and options for consideration;
- Coordinate a response to the national issue;
- Provide regular updates with the Prime Minister and other relevant Ministers;
- Provide the Commonwealth Government with a developed strategy paper;
- Ensure that the above is carried out in line with normal Government decision making.



## Appendix A: Desktop-based analysis

# Overview of Economic Development Queensland

Though there are no directly-comparable roles in other Australian jurisdictions, there is a somewhat similar set of powers that are established and exist in Queensland – being the role of Economic Development Queensland (EDQ).

EDQ is the Queensland's Government's specialist land use planning and property development unit, working with local governments, industry and the community to identify growth opportunities. The statutory body is granted powers under the *Economic Development Act 2012* that are comparable to the land acquisition powers granted to the CG. The main differentiator between the arrangements that exist are the establishment of a Board under the *Economic Development Act 2012* that is tasked with advising the Minister for EDQ, rather than a single individual (in the case of the CG).

### The accountabilities of EDQ

EDQ has a number of core accountabilities and responsibilities as established through the *Economic Development Act 2012*, as set out below.

- **Plan for development:** EDQ engages with local governments to identify areas that need fast-track development, these are called Priority Development Areas (PDAs). PDAs plan for development that provides employment, housing, commercial and social opportunities.
- **Assess development applications:** Once a PDA is declared EDQ may undertake the assessment of development applications within a PDA.
- **Develop infrastructure:** EDQ works with local governments and the private sector to identify and then facilitate development of infrastructure.
- **Develop urban areas:** EDQ's urban projects aim to add value to local areas, by redeveloping underutilised government-owned land and taking it to market, to facilitate private industry development.

- **Develop residential areas:** EDQ undertakes a range of regional and residential projects to assist communities to better utilise land. They partner with industry to bring new, affordable land to market, for community purchase and use.
- **Develop industrial areas:** EDQ develops, sells and leases industrial real estate throughout Queensland. The industrial portfolio covers approximately 20,000 hectares of land including fully developed estates and undeveloped parcels.
- **Develop commercial areas:** EDQ works with state government agencies and our partners to develop land in mixed use urban renewal precincts, including commercial, education and innovation precincts.

### Governance Structure

The *Economic Development Act 2012* sets out the establishment of an Economic Development Board with the functions to:

- Advise and make recommendations to the Minister for EDQ about how EDQ can give effect to the main purpose of the Act;
- Monitor and report to the Minister for EDQ about the performance of EDQs functions or exercise of EDQs powers by entities to whom the functions or powers are delegated;
- Ensure EDQ adopts best practice corporate governance and financial management and accountability arrangements; and
- Perform the functions and exercise powers of the Minister for EDQ delegated to the Board under the Act.

# Summary of Desktop Analysis

## Summary

There are four distinct CG models in Australia, which encompass a combination of powers, accountabilities, and functions. There are a few distinct characteristics which are largely consistent across these models which include the following:

- Taking on a case-management role for specific projects or programs, regardless as to whether this is State or Department focussed;
- Acting as an advisor to either the relevant Minister, Cabinet, or Director-General (or equivalent) on specific projects, programs, or issues; and
- A lack of fixed term for the role.

Except for Queensland, there has been no legislative basis for the establishment of the role of CG. As a result of this, Queensland is the only State with legislative enacted powers for the CG. With this in mind, the State-wide remit of the CG and the extent of the powers make the position unique in an Australian context.

In the development of the role, it was anticipated that the role encompassed all powers to plan and deliver the program of works in Queensland. Historically CG's in Queensland (with these powers), had also held Director General roles. This has not been the case in Queensland for a number of years (since 2011). Similarly, since the period of its establishment, the powers and responsibilities of the OGC have had some minor changes.

The Queensland CG role wields a significant number of powers that are not comparable to any other non-ministerial officeholder in the country. This unique position makes it difficult to compare the responsibilities, and outcomes of the same title across the nation.

This review presents an opportunity to further investigate the governance and business model in place to support the CG role, ensuring there is appropriate support in place to enable effective execution of the CG's role.

## The Findings

The document review identified a number of key characteristics that underpin the CG role, the findings associated with these characteristics are represented below.

<b>Remit of Power</b>	The CG role is defined by their remit of power, such as specific to projects within a State Government Department or granted at a State-wide level for major projects.
<b>Role &amp; Responsibilities</b>	The CG role and responsibilities vary considerably with the level of power granted, for example the Queensland CG role is unique in the legislative power granted from the Act. Other jurisdictions have advisory focused roles and some local decision making power.
<b>Performance Metrics</b>	The CG role does not usually appear to be underpinned by a fixed term length. It was found that as a CG is appointed their contract term is usually negotiated based on current requirements.
<b>Business Model</b>	The CG performance metrics are closely linked to the role and responsibility of the CG in addition to their specific ties to certain Government Departments. It was found that very few CGs have published metrics.
<b>Governance Model</b>	The CG role is commonly supported by Department resources, with either dedicated ACG's or DGs within the Department. The reporting lines differ depending on the CG's remit of power, however most commonly the CG will report to the relevant minister.
	The CG governance models vary by jurisdiction, the key differentiator being whether the OCG is independent or embedded within the Department.

## Appendix B: Stakeholders engaged Stakeholders Engaged

### Engagement Activities Overview

A small number of key stakeholders were engaged to gather insights perspectives and feedback on ways in which to enhance the role of the CG as well as the governance and business model support of the role through the OCG.

Engagement activities with these stakeholders were designed to focus on three areas:

- The role of the Coordinator-General
- The business model supporting the Office of the Coordinator-General
- The governance of the Office of the Coordinator-General

The full list of questions provided to stakeholders can be found in Appendix C.

The list of consulted stakeholders are shown in the able to the right. Through these engagement activities, a number of common themes emerged relating to role of the CG as well as the governance and business model support of the role through the OCG.

Stakeholder	Position	Status
Barry Broe	Coordinator General	Completed
Damien Walker	Director General, DITID	Completed
Jamie Merrick	Director General, DES	Completed
James Purtill	Director General, DNRME	Completed
Sonye Booth	Assistant Coordinator General	Completed
David Stolz	Assistant Coordinator General	Completed
Kerry Smeltzer	Assistant Coordinator General	Completed
Craig Whip	Deputy Director General, Investment Facilitation and Partnerships	Completed
Michele Bauer	Deputy Director General, Manufacturing, Industry and Regions	Completed
Michael McKee	Deputy Director General, Business, Commercial and Performance	Completed



# Appendix C: Consultation Guide

## Consultation Guide

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### Consultation Guide

Engagement activities with stakeholders were designed to focus on three areas:

- The Role of the Coordinator General
- The Business Model of the Office of the Coordinator-General
- The Governance of the Office of the Coordinator-General

The full list of questions provided to stakeholders is listed below.

#### 1. Role of the Coordinator-General

**PURPOSE:** To understand the breadth of responsibilities that are currently attributable to the role of the Coordinator-General (CG) and that should be reflected in a formal position description.

- 1.1 A summary of the role, powers and responsibilities of the CG are set out in the internal Queensland Government document that has been provided to KPMG (Attachment One). What are your reflections on the scope of this document?
- 1.2 What key metrics (qualitative or quantitative) have previously been used (formally or informally) to measure that activities undertaken by the CG in Queensland?
- 1.3 Do you believe the role of the CG is sufficiently empowered to discharge the accountabilities of the role? If not, what enhancements could be made?
- 1.4 What changes (if any) would you make to the role and responsibilities of the CG to better enable it to deliver on the social, economic or environmental priorities for the State?
- 1.5 Noting that the CG is an independent statutory office holder, what accountabilities does the role have? Do you believe there are any enhancements needed to clarify or strengthen these accountabilities?

- 1.6 How does the role of CG currently interface with representatives (viz, executives) within the Department of State Development, Manufacturing, Infrastructure and Planning? Do you believe this could be enhanced? If so, how?

- 1.7 How effective are the interfaces between the role and other Directors-General and/or senior executives across the public service? Could this be improved? (For example, with regard to the monitoring or implementation of conditions set by CG; in strategic partnerships to deliver key whole-of-government priorities; or in other areas where cross-sector collaboration may be beneficial or, alternatively, where more defined boundaries would enhance the CG's operations).

#### 2. The Business Model of the Office of the Coordinator-General

**PURPOSE:** To understand the nature of the business model that supports the operation of the Office of the CG and the extent to which there are opportunities to strengthen and improve this model.

- 2.1 KPMG has been provided with an organisational chart for the Office of the CG, as at June 2018 (Attachment Two). Is this current? Do you believe any enhancements are required to support the CG to deliver the role's responsibilities and/or the broader social, economic and environmental priorities of the State?
- 2.2 Are there any issues or difficulties that arise as a result of the current business model of the Office of the CG? If so, what are they? What improvements would assist in addressing them?
- 2.3 Are there additional technical capabilities that you believe are required to be added to the business model to ensure its effective operation?

## Appendix C: Consultation Guide

# Consultation Guide

### 2. The Business Model of the Office of the Coordinator-General

- 2.4 Is the current business model the most effective way of structuring the Office of the CG? If so, why is that the case? If not, why not? In particular, we are interested to understand the extent to which the business model considers:
- Technical responsibilities;
  - Thematic responsibilities;
  - Geographic distribution of responsibilities; and
  - Any other factors.
- 2.5 What are the key interfaces that exist between the Office of the CG and other Federal, State and/or Local Government agencies? Do these allow sufficient access to the technical expertise, resources and/or other information required to support the operations of the CG? If not, how could this be enhanced?
- 2.6 How are the powers, accountabilities and responsibilities of the CG supported across the three Assistant Coordinators-General? Are enhancements required to the way in which the Office of the CG operates?
- 2.7 Noting that the CG has a legislatively defined remit, does the business model provide sufficient support for the role to recruit and/or direct resourcing to execute its responsibilities?
- 2.8 How is funding for the Office of the CG currently administered? Are there any additional sources of funding you can access that might enhance the Office of the CG's operations?

### 3. The Governance of the Office of the Coordinator-General

PURPOSE: To understand the governance arrangements (both formal and informal) that enable the delivery of the functions and powers of the Office of the CG and the extent to which there are opportunities to strengthen and improve this model.

- 3.1 What formal governance structures are currently in place to support the delivery of the functions and powers of the CG?
- 3.2 Are there any informal governance arrangements that have been put in place or 'evolved' that also support these functions? What are they?
- 3.3 Are the current governance arrangements (formal or informal) effective in supporting the CG role and its associated statutory functions? If not, what opportunities exist to strengthen the governance arrangements that are in place?
- 3.4 Beyond the Office of the CG, what governance arrangements exist to guide interfaces between the Office of the CG and other key stakeholders (for example, Departments within the Queensland Government or Local Governments)?
- 3.5 Principles of 'good governance' reflect the holistic nature of leadership, decision-making and performance management. Examples of these principles include:
- An established vision, purpose and strategy for an organisation;
  - A clear cultural and ethical tone is set for the organisation;
  - An organisation has the appropriate skills, expertise, experience and background to deliver its strategic priorities;
  - Risk is managed and internal controls are in place;
  - Communications with stakeholders occur in a regular and timely manner;
  - Functions are delegated appropriately and transparently; and
  - Performance is regularly assessed.
- Are the principles 'good governance' demonstrated within the Office of the CG? Are there any elements that need to be strengthened?

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Appendix E: Glossary

# Glossary

Acronym	Definition	Acronym	Definition
ACG	Assistant Coordinator-General	EDQ	Economic Development Queensland
AICD	Australian Institute of Company Directors	EIS	Environmental Impact Statement
AQP	Advancing Queensland Priorities	OCG	Office of Coordinator-General
CG	Coordinator-General	PDA	Priority Development Area
DDG	Deputy Director-General	PSA	Public Service Act 2008
DES	Department of Environment and Science	PSC	Public Service Commission
DG	Director-General	QAO	Queensland Audit Office
DITID	Department of Innovation, Tourism Industry Development and the Cwth Games	SDA	State Development Area
DNRME	Department of Natural Resources, Mines and Energy	SDPWO Act	State Development and Public Works Organisation Act 1971
DPC	Department of the Premier and Cabinet	WFQ	Working For Queensland (Employee Opinion Survey)
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning		

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## Monique DeBrueys

---

**From:** Low, Paul [REDACTED]  
**Sent:** Wednesday, 4 September 2019 4:54 PM  
**To:** Megan Barry  
**Cc:** Harradine, Dan; Michael McKee  
**Subject:** Final Report - Advice on governance and business model options for the Coordinator General  
**Attachments:** 2029\_001.pdf; KPMG Final Report - CG advice regarding governance and business model.pdf

Hi Megan

Please find attached our transmittal letter and final report on governance and business model options to support the Coordinator General.

As discussed our final invoice will be sent to Michael McKee.

On behalf of our team, thank you for the opportunity to assist with this matter.

Regards

**Paul Low**  
National Leader – Infrastructure, Government and Healthcare

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Our ref Transmittal letter - CG advice regarding  
governance and business model

Contact Paul Low

4 September 2019

**Private and confidential**

Ms Megan Barry  
A/Commission Chief Executive  
Public Service Commission  
1 William Street  
Brisbane City QLD 4000  
Via email: [megan.barry@psc.qld.gov.au](mailto:megan.barry@psc.qld.gov.au)

Dear Ms Barry,

*Megan,*

**Engagement to provide advice on options regarding the governance and business model supporting the Coordinator-General**

We appreciate the opportunity to have assisted the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) in the conduct of the project to provide advice on options regarding the governance and business model supporting the Coordinator-General. As of 4 September February 2019, we have completed all services as provided in our engagement letter dated 11 July 2019.

The attached deliverable is in final form and supersedes all draft versions of previously provided documents.

The information included in this deliverable was obtained through the desktop literature review/environment scan and consultations on or before 4 September 2019. We have no obligation to update our deliverable or to revise the information contained therein to reflect events and transactions occurring subsequent to the date it was issued in final form.

As described in our proposal, the advice has been prepared on KPMG letterhead. The governance body overseeing the project has reviewed and approved the deliverable and takes full responsibility for the deliverable.

As part of KPMG's commitment to delivering quality service we regularly seek feedback from our clients regarding our engagement performance. We would value the time of a representative involved in the project in completing a short online survey about our performance. We will arrange to have this sent to Michael McKee by our Client Insights Team in due course.



On behalf of my team and KPMG, I would like to express our appreciation for the assistance provided to us during our engagement. We have genuinely valued the approach taken in working collaboratively on this project, and look forward to the opportunity to continue our relationship with the Queensland public sector to support future activities.

Should there be any further questions regarding our work, please do not hesitate to contact me on [REDACTED]

Yours sincerely,

[REDACTED]

**Paul Low**

National Infrastructure, Government and Health Lead  
Partner  
KPMG Australia





# Advice to ~~enhance~~ <sup>improve</sup> the governance and business model supporting the Coordinator-General

Final Report  
September 2019

# Advice to enhance the governance and business model supporting the Coordinator-General

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This Report has been prepared as outlined in the Background & Approach section of this document. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently, no opinions or conclusions intended to convey assurance have been expressed.

KPMG has indicated within this Report the sources of the information provided as per our methodology. We have not sought to independently verify those sources unless otherwise noted within this Report. KPMG is under no obligation in any circumstance to update this Report, in either oral or written form, for events occurring after the Report has been issued in final form. The findings in this Report have been formed on the above basis.

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# EXECUTIVE SUMMARY

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## Advice to enhance the governance and business model supporting the Coordinator-General

# Executive Summary

The Coordinator-General (CG) is a statutory office holder appointed by Governor-in-Council. In line with the Queensland Government's commitments to drive Queensland's economy and enhance the social and environmental priorities of the State, the Public Service Commission (PSC) has commissioned this project to seek advice to inform the development of a position description for the CG, consistent with PSC directives. The Terms of Reference for the project explicitly note that, *"The advice should provide options that strengthen the integrity of the independence and statutory functions of the Coordinator-General as well as optimise the powers of the Coordinator-General to deliver the social, economic and environmental priorities of the State"*.

KPMG recognises the importance of both the role and function of the CG and the Office of the Coordinator-General (OCG), particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are established by the *State Development and Public Works Organisation Act 1971* (SDPWO Act). The SDPWO Act is the responsibility of the Minister for State Development, Manufacturing, Infrastructure and Planning, administered through the CG. The CG also administers, either solely or jointly, a range of other Acts.

This advice is intended to inform the development of a position description for the CG. The scope of this project does not include development of that position description. However, the project has developed advice regarding options for enhancements that may bolster the governance and business model supporting the CG, in line with the Terms of Reference. These factors will also shape the final position description to be prepared by the PSC, and the attributes expected of an individual fulfilling the CG role.

In accordance with the approach to this engagement, as endorsed by the project Steering Committee, this document sets out the outcomes of:

- A desktop-based analysis of the current responsibilities of, governance arrangements supporting and business model used by, the CG;

- Research regarding the characteristics of similar functions and roles in Queensland and other Australian jurisdictions, where publically available or where KPMG had permissible access to that comparative data;
- Stakeholder consultations with the CG, a number of Queensland Directors-General (DGs), Assistant Coordinators-General (ACGs) and Deputy Directors-General (DDGs) to secure perspectives on ways in which the governance and business model supporting the CG may be enhanced; and
- Advice on options, informed through the above evidence-based process and a collation of research, consultation observations and analysis, that may be considered to enhance the governance and business model supporting the CG.

The desktop based analysis identified four functional models that exist across Australian jurisdictions supporting CG-type roles. There are no directly-comparable roles in other Australian jurisdictions that demonstrate both the breadth (in terms of State-wide responsibility) and depth (in terms of the significance of the legislative powers) of the Queensland CG. However, consistent attributes do exist across roles in other jurisdictions, including internal and external stakeholder management responsibilities, facilitative functions to drive outcomes and – to different extents – the ability to formally use powers or influence (or 'coordinate') activities. The four models are differentiated on the basis of Departmental accountability, legislative powers and their span of authority.

KPMG consulted with a number of internal Queensland Government stakeholders and representative from the OCG to gather insights on opportunities to ensure the role of the CG remains contemporary to driving the State's interests across economic, social and environmental outcomes. The consultation discussions were targeted at three areas: the role of the CG; the governance arrangements supporting the CG; and the business model supporting the CG.

# Executive Summary (cont.)

## Consultation themes

There was general agreement among stakeholders that 'further value' could be achieved by the CG through additional support of the operations of the OCG via governance and business model enhancements. Consultation feedback also acknowledged the CG focus could be reflective of the priorities set for the role by government, which have seen a sustained focus in executing the statutory decision-making functions under the SDPWOA. The five key themes consistently arising through consultation are below.

**Theme 1 – Performance:** *There is a clear performance focus and demonstration of efficient decision-making.*

Stakeholders agreed the CG/OCG has been successful in driving improved efficiency of decision-making associated with the role. Many stakeholders noted there had appeared to have been an implicit desire (set by government) for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and facilitation, which are further noted below).

**Theme 2 – Collaboration:** *There is an opportunity for greater collaboration and facilitation.*

Stakeholders noted the role of the CG and activities of the OCG could be enhanced through greater collaboration, both within government (proactively supporting Queensland agencies' needs and also engaging with Federal and Local Government) and beyond government (working with the private sector/community).

**Theme 3 – Strategy:** *There is an opportunity for enhanced strategic direction driven by connection to a State-wide agenda.*

Stakeholders noted that strategic direction-setting and 'visioning' activities led or involving the CG were not consistently evidenced in recent years. This was considered by the majority of stakeholders to be an opportunity for enhancement, either by setting strategy in the CG's own right or engaging more broadly to support strategic planning of other agencies. In short, leveraging the CG powers, influence and capability to drive whole-of-government priorities and broker solutions.

**Theme 4 – Independence:** *Independent decision-making could be strengthened by increasing the engagement undertaken to inform CG decisions.*

Stakeholders recognised the CG is a statutory appointment with independent decision-making powers. Nevertheless, stakeholders indicated a view that a balance is required between independent decision-making (that is, ensuring decisions are made without influence and in a legally and administratively appropriate manner) and broader activities that support good governance (for example, engagement with stakeholders and facilitation of broader outcomes aligned to priorities of government) without compromising the integrity and independence of the role.

**Theme 5 – Governance:** *There is an opportunity to strengthen good governance in the broadest sense.*

Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did express the view, however, that the primary focus on governance within the OCG related to decision-making (aligned to the performance theme noted previously), rather than the broader remit of 'good governance' (referencing the broader principles of good governance published by the Australian Institute of Company Directors).

## Options

Under the SDPWO Act, the CG role includes all the activities necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'. As a result of the research, consultation discussions and review and analysis of information available to this project, a series of options to enhance the governance and business model that support the CG have been developed. These are summarised overleaf and detailed in the body of the report. Options across the two columns (one relating to governance, the other relating to business model) are not mutually exclusive and can be adopted independently of one another.

# Executive Summary (cont.)

## Advice on options to enhance the role of the CG and supporting governance

**Option 1:** Do nothing (CG role continues to operate in present context, effectively the 'current state'). The CG remains a statutory appointment with independent decision-making powers. The approach to 'independent decision-making' and the administration of the SDPWO Act continues to focus on discharging the responsibilities of CG with an overarching focus on project assessment requirements under the Act.

**Option 2:** CG role is supported by governance arrangements that inform 'specific focus areas' to which priorities should be directed. The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description with associated framework that is aligned to the priorities of the agency of the Minister to which the SDPWO Act is assigned through the Administrative Arrangements Orders, the role's responsibilities as a key executive within that portfolio are enhanced. This occurs through an explicit focus on specific priorities set out in the framework (nominally suggested to align to the DSDMIP Strategic Plan at present, for example priority industry sectors).

**Option 3:** CG role is supported by governance arrangements that are aligned to whole-of-government responsibilities. The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description akin to that of an agency Director-General, the role is required to support whole-of-government priorities (such as Advancing Queensland Priorities (AQPs)). In this context, the CG would be tasked to collaborate with Queensland Government AQP leads to use the role/powers to facilitate whole-of-government outcomes.

**Option 4:** CG role is combined with the role of Director-General. The role is combined to create a joint Director-General and Coordinator-General position. The position is primarily that of a Director-General, but the individual is also conferred the statutory appointment to the role of the CG and subsequently has independent decision-making powers available. These could be exercised either by the CG or through a more formalised delegation arrangement with a Deputy Coordinator-General (or via some other delegation mechanism).

## Advice on options to enhance on the business model supporting the CG

**Option 1:** Do nothing (ACGs and staff within the OCG continue to be staff of the Department with a potentially confused alignment of priorities, effectively the 'current state'). ACGs and staff within the OCG continue to be staff of the agency with which the CG is aligned through the Administrative Arrangements Orders (at present, DSDMIP) and formally remain staff of that Department. Those staff within the OCG are subject to the direction of the CG, and therefore the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements remains.

**Option 2:** ACGs have a dual pen arrangement. Almost akin to the informal arrangements that are currently in place, a formalised arrangement is recognised whereby ACGs have joint reporting responsibilities. ACGs would therefore have a direct reporting line to both the relevant agency DG (DSDMIP at present) and the CG, and OCG staff would continue to report to line managers with recognition that they are members of the relevant agency (currently DSDMIP).

**Option 3:** Formal secondment into the OCG. DSDMIP staff (or staff from other agencies, if necessary) are formally seconded to the OCG, which operates as a separate operating unit/division of the relevant agency (presently DSDMIP). Direct accountability for seconded staff lies with the CG for the period of the secondment.

**Option 4:** Separate OCG is established. A formal, separate OCG is created, with all OCG staff directly accountable to the CG. Under this model, through the creation of a separate organisational unit (as opposed to an operating unit/division of a relevant agency), the OCG would likely be considered a 'public service office' in its own right and legislative amendments would likely be required.



# Background & Approach

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# Background & Approach

## Background

The CG is a statutory office holder appointed by Governor-in-Council. In line with the Queensland Government's commitments to drive Queensland's economy and enhance the social and environmental priorities of the State, the PSC engaged KPMG to provide advice to inform the development of a position description for the CG, consistent with PSC directives. The Terms of Reference for the project explicitly note that: *"The advice should provide options that strengthen the integrity of the independence and statutory functions of the Coordinator-General as well as optimise the powers of the Coordinator-General to deliver the social, economic and environmental priorities of the State"*.

KPMG's engagement was focused on examining the governance arrangements and business model supporting the CG. The purpose was to ensure that the role and functions of the CG are best supported to deliver the legislative obligations conferred upon the role, and to examine potential options that may enhance that capability.

KPMG recognises the importance of both the role and function of the CG and the OCG, particularly with regard to driving economic, social and environmental outcomes that support the State's priorities. The functions and powers of the CG are created by the *State Development and Public Works Organisation Act 1971* (SDPWO Act). The SDPWO Act is the responsibility of the Minister for State Development, Manufacturing, Infrastructure and Planning, administered through the CG. The CG also administers, either solely or jointly, a range of other Acts.

## Scope

The Terms of Reference for the project note that the advice will inform the development of a position description for the CG, in accordance with PSC Directives. Actual preparation of the position description is not within the scope of this report.

The explicit intent set out by the Terms of Reference is that the advice should maintain the integrity of the independence and statutory functions of the CG, and consider options to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

Accordingly, the scope of the engagement was to:

- Research, consider and analyse similar roles and functions in Australia, including how they are governed and supported through a business model;
- Engage with senior stakeholders who may inform advice about enhancements to the governance and business model supporting the CG, including the current CG, ACGs and select DGs and DDGs; and
- Conduct an evidence-based process, drawing on the research noted above and using an appreciative enquiry approach, to consider and provide advice regarding enhancements that may be made to the governance arrangements and business model supporting the CG.

The scope explicitly excludes the following:

- Consultation with stakeholders outside of the State Government;
- A specific assessment of the performance of the current incumbent in, or previous holders of, the role of CG;
- A specific legislative review of the SDPWO Act or other legislation. It is noted that elements of the advice may have subsequent legislative impacts, but there is no intention to conduct a legislative review nor to explicitly provide advice that necessitates legislative changes; and
- The development of a new organisational design for the OCG. The scope of the engagement does not involve the preparation of a new organisational structure nor creation of associated position descriptions and/or lines of accountability.



RESEARCH

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# Coordinator-General Role & Accountabilities

## The role of the Coordinator-General

Broadly, the role of the CG over its more than 80 years of operation has been to coordinate the provision of infrastructure (both public and, increasingly over recent years, private), encourage development and support the creation of employment opportunities across the State.

The SDPWO Act (Section 10, Part 2) explicitly notes, *"The Coordinator-General shall, of his or her own motion or at the direction of the Minister, undertake and commission such investigations, prepare such plans, devise such ways and means, give such directions, and take such steps and measures, as the Coordinator-General thinks necessary or desirable to— (a) secure the proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction"*.

The role of the CG has evolved and changed since its establishment. It is reasonable to expect that the interpretation of the CG role is largely driven based on the direction and priorities of the Government of the day. However, the extent to which an individual within the role interprets the appropriateness of their 'independence' will shape the practical application of the role's activities.

Initially (in the 1930s), the CG had its own department and reported directly to the Premier with a mandate to create employment through the coordination of public works. From 1971, under the then new SDPWO Act, the CG role shifted to a greater emphasis on planning, environmental control and coordination roles, with powers available to deal with special projects.

The current role of the CG has a focus on evaluating environmental impacts of projects, facilitating tenure for projects through land acquisition and to streamline planning requirements and approvals through the declaration of State Development Areas (SDAs).

The current CG has been a member of the Executive Leadership Team of the Department in which it is administratively housed (being DSDMIP or its prior iterations) since appointment in 2012, with accountability to the Minister. The CG is also currently a member of the Chief Executive Leadership Board.

## The State Development and Public Works Organisation Act 1971

The CG is appointed under the SDPWO Act as an independent officer of the State with powers granted under this Act.

The SDPWO Act outlines that for the purpose for the Act, the CG "represents the Crown and may exercise all the powers, privileges, rights and remedies of the Crown". As such, it is inferred that the CG has actual and perceived independence and autonomy in discharging duties conferred under the Act.

The SDPWO Act outlines the functions of the CG as the following:

- Functions assigned by the SDPWO Act or by Regulation made under the SDPWO Act;
- Undertake and commission investigations, prepare plans, devise ways (give direction and take steps and measures) to:
  - Secure the proper planning, preparation, execution and coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction; or
  - Perform any other function of the CG; or
  - Make recommendations to the Minister concerning any matter that arises or is connected with the performance of functions of the CG.

A direct relationship between the CG and the Minister has been established in the SDPWO Act, with the CG reporting to, and taking direction from, the Minister where appropriate. The Minister's approval is required for some decisions (e.g. land acquisition) but, predominately, the CG administers the SDPWO Act and makes decisions under the Act (e.g. Environmental Impact Statement (EIS) approvals and SDA approvals).

# Advice to enhance the governance and business model supporting the Coordinator-General Coordinator-General Role & Accountabilities (cont.)

The CG is constituted as a Corporation Sole under the Act, and “for the purposes of this Act the CG represents the crown, and has and may exercise all the powers, privileges, rights, and remedies of the Crown”.

Whilst being administratively located within the Department, the CG therefore operates independently of the Department. The SDPWO Act imposing a duty upon the Chief Executives of government departments to cooperate with the CG in the performance of the functions of the CG.

In practical terms, the DG of the Department within which the CG is ‘housed’ through the Administrative Arrangements Orders is accountable overall for staff that are engaged for the purposes of supporting the CG, under the *Public Service Act 2008* (PSA). However, neither the CG nor any officers that are formally employed by the CG (if any) are employed under the PSA. In that scenario (where an officer is to be appointed by the CG under the PSA), the CG must consult with the Commission Chief Executive.

The SDPWO Act also sets out the relationship between the powers of the CG and a range of other legislative instruments, including (but not limited to):

- *Greenhouse Gas Storage Act 2009*;
- *Geothermal Energy Act 2010*;
- *Mineral and Energy Resources (Common Provisions) Regulation 2016*;
- *Mineral Resources Regulation 2013*;
- *Planning Regulation 2017*;
- *Environmental Protection Act 1994*;
- *Petroleum and Gas (Production and Safety) Act 2004*;
- *Strong and Sustainable Resource Communities Act 2017*;
- *Economic Development Act 2012*; and
- *Queensland Reconstruction Authority Act 2011*.

## The CG accountabilities

The CG has wide-ranging powers, granted under the SDPWO Act, to plan, deliver, and coordinate large-scale infrastructure projects with the additional responsibilities of ensuring environmental impacts are properly managed. Ultimately, the role of the CG is to promote economic, environmental and social development in Queensland.

Under Section 10 of the SDPWO Act, the CG is accountable for the following:

- Management of major infrastructure projects;
- Declaration of a project to be a ‘coordinated project’, and the coordination of the EIS evaluation process;
- Implementation and management of SDAs;
- Coordination and regulation of a program of works;
- Management and implementation of land acquisition,
- Land acquisition, and land-access rights management; and
- Utilisation of prescribed project powers to ensure timely decision-making by local and State Government agencies.

The current CG largely administers the majority of the SDPWO Act, including decisions surrounding EIS approvals, and SDA approvals. The Minister’s approval is required for some decisions.

The changing role and accountabilities of the CG over time reflect shifts in Queensland’s regional, economic and sectoral mix, the global mobility of capital, increased private sector investment and the heightened expectations of stakeholders for transparent and balanced decision-making.

## Economic Development Queensland

During the course of consultation, stakeholders identified similar functions driving towards comparable state development outcomes. Economic Development Queensland was referenced as one such vehicle, and further details of that organisation are contained in Appendix A.

# Advice to enhance the governance and business model supporting the Coordinator-General

## Office of Coordinator-General structure

### Governance arrangements and structure

The CG has a State-wide remit and reports to the Minister for State Development.

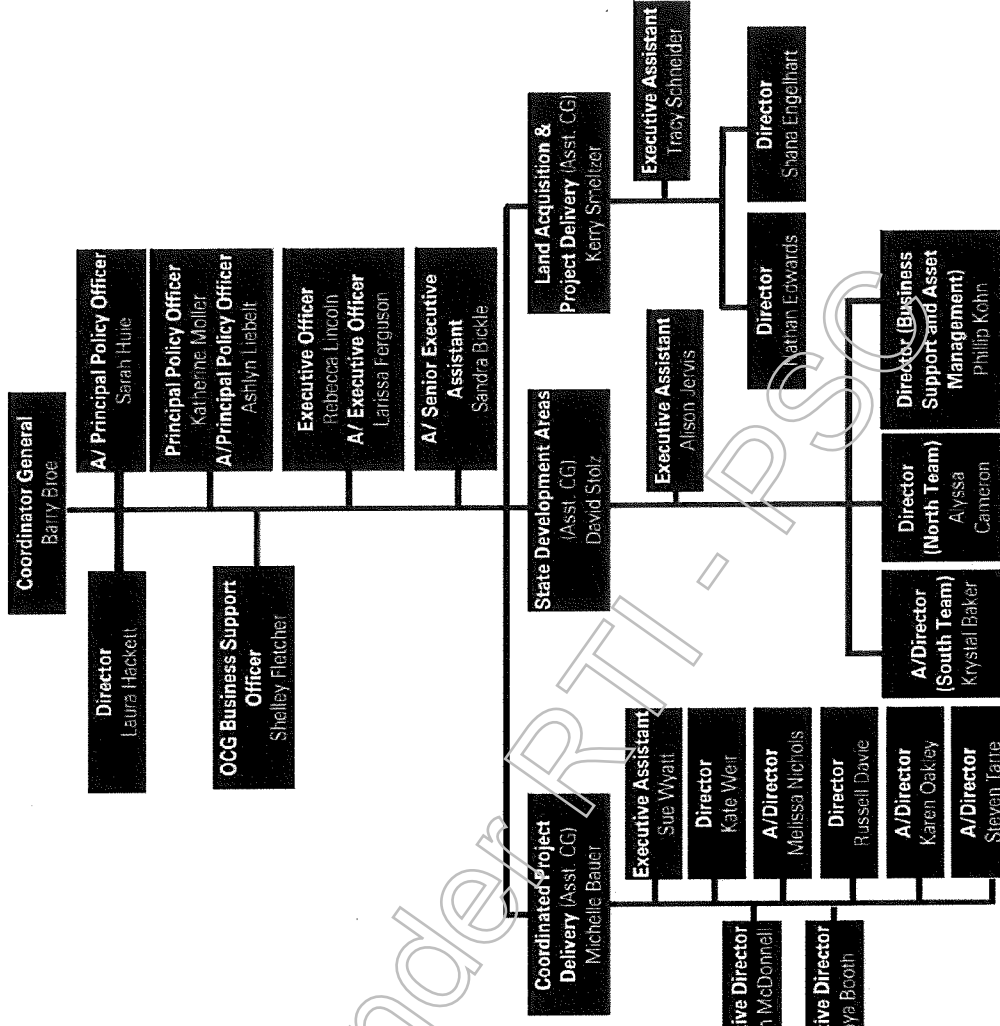
The CG is supported by three ACGs in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each ACG is supported by a number of Directors. The SDPWO Act provides for the full delegation of powers to the ACGs to execute decisions on behalf of the CG in relation to their focus areas, although feedback from stakeholders noted that 'full delegations' had not been conveyed at the point at which this project was being undertaken.

The organisational chart for the OCG is outlined opposite.

The CG is also a member of the CEO Leadership Board that comprises Department Directors-General.

### Business Model

Historically, the OCG has relied upon staffing from DSDMIP (or the relevant agency to which the CG was aligned through the Administrative Arrangements Orders). Similarly, there has historically been no formal agreement in place with that Department for the approximately 100 staff (which has varied between 80 and 110 Full Time Equivalents in recent years) within the OCG. That is, resourcing discussions occur informally with the DG.



Source: OCG, June 2018



# Performance expectations

A previous KPMG report (2017) noted there were opportunities to clarify and strengthen the performance frame for the CG role. As a result, there was a recommendation that performance agreements for the CG remain aligned to whole-of-government processes for Chief Executives, whereby the role is accountable to the relevant Minister in line with the process facilitated by the PSC.

Since 2017, the CG has committed to annual (financial year) performance agreements in line with PSC's requirements for all Chief Executive-level staff within the core public sector. This process is supported and facilitated by both the Minister and the Public Service Commissioner with the Minister and the Premier's Delegate (the DG, DPC) signing off the performance plan. The agreement outlines the objectives, and supporting activities the CG must undertake, with evidence also provided at the time of assessment. The performance objectives outlined in the agreement are as follows:

- Impactful leadership to enable collaboration in delivering government and Leadership Board priorities – with measures such as progress in delivery of Advancing Queensland Priorities;
- Sustainable financial outcomes and maximised public value – with measures such as Queensland Audit Office audited financial statements and approved revenue and capital expenditure budgets;
- High stakeholder (including customer) satisfaction and effective relationships – with measures such as number of statutory decisions and decision rate and number of SDA Development Application Approvals;
- Efficient and effective organisation – with measures such as number of days to assess Coordinated Projects and number of days to assess SDA applications; and
- High performing, customer-centric workforce with health and positive workplace culture – with measures such as employee opinion survey (Working For Queensland) results and OCG staff engagement program.

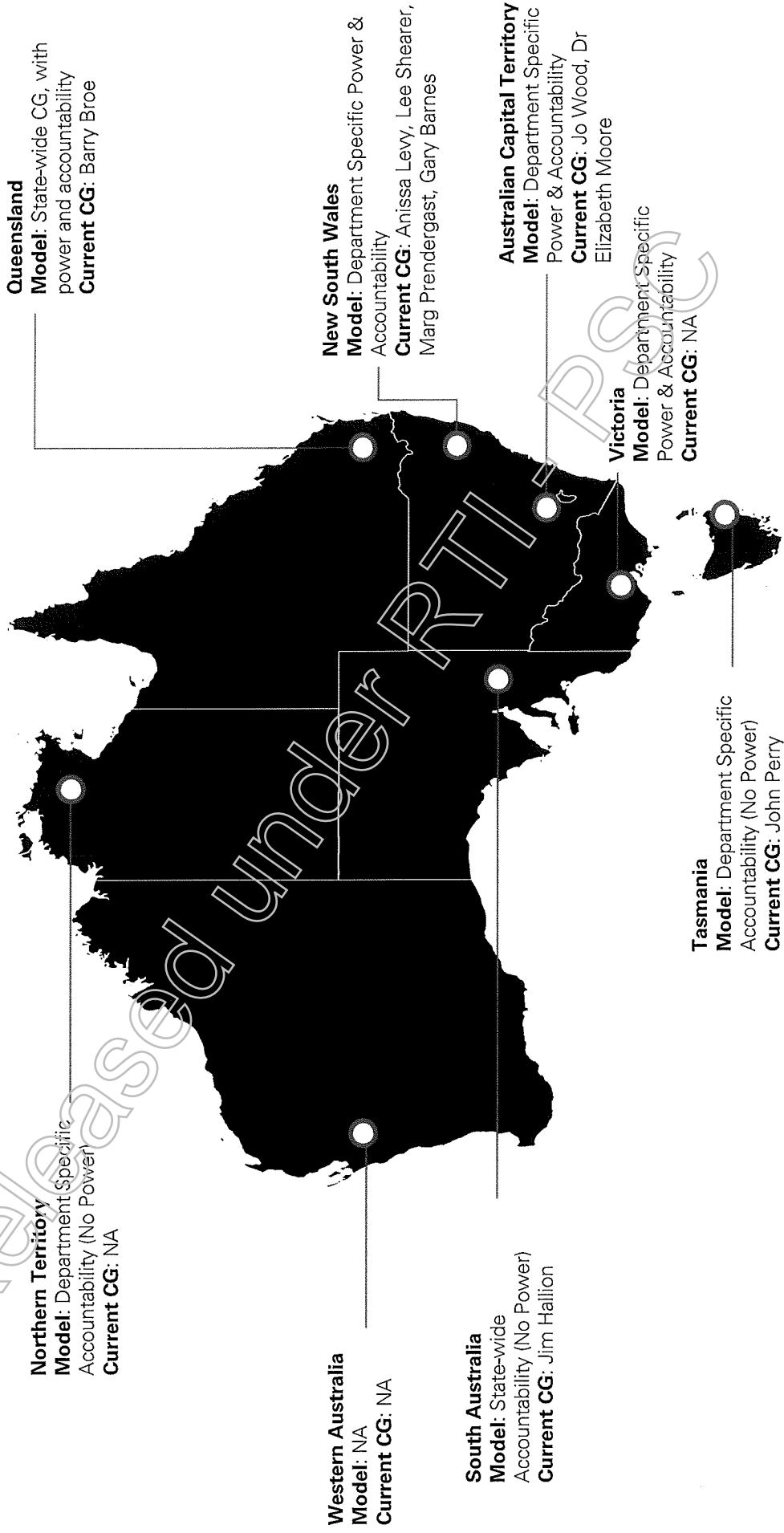
Additionally, as part of the State Budget, the CG has two specific service standards. These are found in the DSDMIP Service Delivery Statements. One of these is an efficiency measure, and the other is an effectiveness measure, and they are made publicly available as part of the Budget Papers. The measures set a target for the upcoming year, with the actuals being reported in the following year's budget papers. The two measures are as follows:

- Effectiveness measure – Proportion of total Coordinator-General's imposed conditions on coordinated projects under construction or early operation for which there has been full compliance with those conditions, or action has been taken to identify and correct non-compliance; and
  - Efficiency measure – Potential capital expenditure leveraged per dollar spent on the Coordinator-General annual budgeted staff expenses to assess and facilitate projects to construction.
- Opportunities to enhance the performance agreement to align with the performance objectives and intent of the role of the CG under the SDPWO Act are considered in subsequent sections of this report. This work draws on the engagement with Queensland Government stakeholders to identify opportunities to further enhance the CG's role in shaping economic, social and environmental outcomes for the State, as well as analysis of research undertaken as part of this engagement.

## Advice to enhance the governance and business model supporting the Coordinator-General

# Similar Roles across Australia











Every Jurisdiction is Australia, except Western Australia, has a current CG-type role or has had a CG-type role in the past.



## Advice to enhance the governance and business model supporting the Coordinator-General

# Summary of Coordinator-General Models

Research demonstrated there are four key models present in Australia for the role of CG. These models are represented in the table below as: Department specific accountability; State-wide accountability; Department-specific accountability with certain decision-making powers; and State-wide accountability and decision-making powers with formal legislative remit. It should be noted that there are no directly-comparable roles in other Australian jurisdictions that demonstrate both the breadth (in terms of State-wide responsibility) and depth (in terms of the significance of the legislative powers) of the Queensland CG.

	Model 1	Model 2	Model 3	Model 4
	<p><b>Department-specific accountability (Limited formal powers)</b></p> 	<p><b>State-wide accountability (limited formal powers)</b></p> 	<p><b>Department-specific accountability with certain specific decision-making powers</b></p>  	<p><b>State-wide accountability and decision-making powers with formal legislative remit</b></p>   
<b>Description</b>	<p>The CG role is specific to certain Departments, however the role is one of case management and advisory activities rather than legislative or decision-making powers. The case management and/or advisory services support coordination of projects within the jurisdiction of the relevant Department.</p>	<p>The remit of the CG role is State-wide reporting to Cabinet, with the accountability to case manage and advise on major projects, but does not have decision-making or legislative power to execute approvals.</p>	<p>The CG role is specific to certain Departments, with decision-making powers and accountability to execute projects within the jurisdiction of that Department/Agency. The use of the powers are often subject to the prior approval of the Director-General or Secretary of the Department/Agency.</p>	<p>The CG role has a State-wide remit, reporting directly to the relevant Minister, with legislative powers and accountability to execute on major projects that are explicitly facilitated through the SDPWO Act.</p>
<b>Example</b>	<p>Tasmania, Northern Territory</p> <ul style="list-style-type: none"> <li>Advisory, and case management functions</li> <li>Acts as an independent office within a Department with accountability to the relevant Minister</li> </ul>	<p>South Australia, Commonwealth</p> <ul style="list-style-type: none"> <li>Advisory, and case management functions</li> <li>Acts as an independent office across Government with accountability to a determined Minister and Cabinet</li> </ul>	<p>New South Wales, Victoria, ACT</p> <ul style="list-style-type: none"> <li>Knowledge of department specific coordinated projects and ability to execute on these</li> <li>Independent office within the Department with accountability to Director-General / Minister</li> </ul>	<p>Queensland</p> <ul style="list-style-type: none"> <li>Overarching legislative power to facilitate, and approve infrastructure projects and economic development. Initiatives. Independent office with accountability to relevant Minister and Cabinet.</li> </ul>
<b>Attributes</b>				
<b>Key:</b>	 Legislative Powers	 Decision-Making Powers	 Case Management and advisory	



## Advice to enhance the governance and business model supporting the Coordinator-General

# Jurisdictional summary of Coordinator-General characteristics

The CG role varies in accountabilities, legislative power and supporting governance across Australian jurisdictions. Research undertaken through the desktop-based analysis has been analysed to inform the table below, outlining the characteristics of the CG role across Australian jurisdictions. Further detail on each jurisdiction can be found in Appendix A.

	Jurisdiction Wide	Department Specific	Legislative Power	Case Management Role	Decision Making Power	Fixed Term Length	Published Metrics
Queensland	✓	x	✓	✓	✓	x	✓
New South Wales	x	✓	x	✓	✓	x	x
Victoria	x	✓	x	✓	✓	x	x
South Australia	✓	x	x	✓	x	✓	x
Tasmania	✓	x	x	✓	x	x	✓
Australian Capital Territory	x	✓	x	✓	✓	x	x
Western Australia	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Northern Territory	x	✓	x	✓	x	x	x
Commonwealth	✓	x	x	✓	x	x	x



# Consultation Themes

Released under RTI - PSC



## Consultation Themes

KPMG consulted with a number of internal Queensland Government stakeholders and representatives from the OCG to gather insights on opportunities to ensure the role of the CG remains contemporary to driving the State's interest across economic, social and environmental outcomes. The consultation discussions were targeted at three areas: the role of the CG; the governance arrangements supporting the CG; and the business model supporting the CG. The consultation questions used as a guide for discussions can be found in Appendix B.

There were a range of diverse range of topics covered and views expressed throughout the consultation activities; however, a number of consistent themes were able to be established. KPMG has purposefully – in accordance with our scope – maintained the confidentiality of stakeholders by not providing any identifying characteristics of the feedback in the summary of themes provided overleaf.

Overall stakeholders generally noted a view there was 'further value' that could be achieved through enhancements to the governance and business model of the OCG and strengthening the authorising environment for the CG's role in shaping and enabling the wider agenda of government.

The five key themes, with further context explaining the views of stakeholders, are outlined opposite and on the following pages.

### **Theme 1 – Performance: There is a clear performance focus and demonstration of efficient decision-making.**

Stakeholders agreed the CG/OCG has been successful in driving improved efficiency of decision-making associated with the role.

Many stakeholders noted that there had appeared to have been an implicit desire (set by government) for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and facilitation, as noted further within the consultation themes as an opportunity area).

In general, stakeholders felt the OCG had access to the necessary

skills/capabilities, albeit that some emerging areas of focused capability development could avoid downstream risks (e.g., Native title).

### **Theme 2 – Collaboration: There is an opportunity for greater collaboration and facilitation.**

Stakeholders noted the role of the CG and activities of the OCG could be enhanced through greater collaboration, both within government (proactively supporting Queensland agencies' needs and also engaging with Federal and Local Government) and beyond government (working with the private sector/community).

Stakeholders noted the rationale for increased collaboration was multifaceted, for example: to support State interests in specific regions or topic areas; to achieve streamlined outcomes for the community and/or private sector; to consider more innovative ways of using available regulatory tools to improve outcomes or achieve new outcomes (the success of the use of the CG's powers with regard to global tourism hubs was cited as a positive example).

### **Theme 3 – Strategy: There is an opportunity for enhanced strategic direction driven by connection to a State-wide agenda.**

Stakeholders noted that strategic direction-setting and 'visioning' activities led or involving the CG were not consistently evidenced in recent years. This was considered by the majority of stakeholders to be an opportunity for enhancement, either by setting strategy in the CG's own right or engaging more broadly to support strategic planning of other agencies.

When challenged about the potential mandate for this activity, stakeholders continued to hold the view that even active involvement by the CG/OCG in strategy or direction-setting of other entities (rather than a specific mandate to develop a distinct strategy of the CG's own) would be beneficial.



## Advice to enhance the governance and business model supporting the Coordinator-General

# Consultation Themes (cont.)

Examples were cited where greater engagement may have provided an opportunity to consider 'downstream' effects for agencies and proponents in a more holistic manner. Authorising the CG to 'coordinate' strategic interests in collaboration with State agencies and local government was considered a useful future focus given the shifting characteristics of economic development and the complex interdependencies between resource utilisation and impacts.

At the broadest level, stakeholders almost universally agreed the CG/OCG should be aligned to supporting the delivery of whole-of-government priorities (Advancing Qld Priorities - AQPs). Stakeholders could see opportunities for the CG to 'lean into' specific focus areas as a more 'measured' step in support of elements of AQP, such as place-based interventions (e.g., decommissioned industrial assets), the State's priority economic sectors and/or sectors undergoing transition (e.g., sugar cane).

### **Theme 4 – Independent decision-making could be strengthened by increasing the engagement undertaken to inform CG decisions.**

Stakeholders recognised the CG is a statutory appointment with independent decision-making powers.

Accordingly, a balance is required between independent decision-making (that is, ensuring decisions are made without influence and in a legally and administratively appropriate manner) and broader activities that support good governance (for example, engagement with stakeholders and facilitation of broader outcomes aligned to priorities of government) without compromising the integrity and independence of the role.

Stakeholders noted examples across government where such delineation is commonly made between independence of decision-making but involvement in a broader government remit, as compared to complete 'isolation' from any consideration of the objectives of the government of the day (e.g., Valuer-General, Director of Public Prosecutions).

Stakeholders reflected that the quality of independent decision-making could be at risk if it was not informed by an understanding of a variety of interests. This observation was supported by views of some stakeholders that CG decision-making could be optimised by embracing consultation and engagement across stakeholders (as identified in the collaboration theme).

Linked closely to the theme relating to collaboration, stakeholders identified that – within the construct of being a statutory appointment – the CG should also remain an 'agent of the State' in that the position should be empowered to work with agencies (and others, such as the Federal Government and Local Councils, the private sector and even communities/regions) to ensure coordinated outcomes are achieved.

### **Theme 5 – Governance: There is an opportunity to strengthen good governance in the broadest sense.**

Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did note the primary focus on governance within the OCG related to decision-making (aligned to the performance theme noted above) rather than the broader remit of 'good governance' (referencing the principles of good governance published by the Australian Institute of Company Directors).

Stakeholders identified the opportunity to strengthen the focus on areas such as vision/strategy, corporate culture, effective communication and performance assessment (in alignment with the previous references to some of these characteristics in these themes).

### **Overall**

The observations align with overarching stakeholder commentary that the shifting external economic, social and environmental landscape, and related stakeholder and community expectations for responsive government, suggest a contemporary model for the CG/OCG could be focused on co-ordination, brokering and using instruments more widely to facilitate outcomes through engagement.



# ADVICE ON OPTIONS

Released under RTI - PSC



## Advice to enhance the governance and business model supporting the Coordinator-General

# Analysis of Research & Themes

Good governance and a business model that facilitates outcomes are key factors that allow organisations to manage their affairs with appropriate oversight and accountability whilst creating value for stakeholders and staff.

Accordingly, analysis drawn from research and consultation has been mapped against the Australian Institute of Company Directors' principles of good governance. These principles are intended to provide a framework against which enhancements to the CG role and functions could be considered. This analysis has supported the development of advice for options to enhance the governance and business model supporting the CG role.

A natural extension to this would be to apply these principles within the CG environment to shape the future activity of the CG/OCG and the focus and attributes of its leaders in fulfilling the CG functions and the intent for the role as considered by government.

### Good Governance Principle

### Analysis

**Principle 1: The leader plays a key role in approving the vision, purpose and strategies of the organisation. The leader is accountable to the organisation's staff as a whole and must act in the best interests of the organisation.**

Stakeholders indicated that strategic direction-setting and 'visioning' activities were not consistently evidenced by the CG/OCG. Stakeholders commented that this may be linked to the focus and expectations placed on the role by government. At the broadest level, the CG could have a mandate to support whole-of-government priorities relating to employment growth, private sector investment and the delivery of major infrastructure projects. Even without such a broad remit or mandate, the CG could still support specific areas of emphasis aligned to the strategic priorities of the agency in which the role is administratively located (for example, the DSDMIP Strategic Plan) or another set of established priorities aligned to a framework established by the relevant Minister.

**Principle 2: The leader sets the cultural and ethical tone for the organisation.**

Feedback from stakeholders noted there is an opportunity to strengthen the collaborative and shared-interest culture within the OCG and encourage a more strategic, whole-of-government posture in creating pathways for project success and resolving strategic outcomes in key areas of government priority. A more open and strategic posture would provide a stronger authorising environment for the OCG and its officers to optimise outcomes through more effective use of influence and all the mechanisms available to the CG to broker and facilitate outcomes. This focus could be further enhanced by clarifying reporting arrangements, performance measures, corporate assessment processes and broader cultural development activities to create stronger connections within the OCG and between the OCG and other stakeholders and partner agencies.

**Principle 3: Taking into consideration the scale and nature of the organisation's activities, there should be an appropriate number of staff who have an appropriate diverse range of skills, expertise, experience and background and who are able to effectively understand the issues arising in the organisation's business.**

The CG/OCG have been effective in driving improved efficiency of decision-making associated with the current interpretation of the role. In general, stakeholders felt the OCG had access to the necessary skills and capabilities to administer the current responsibilities of the organisation, albeit that some emerging areas of focused capability development were identified that could avoid downstream risks (e.g., Native title facilitation skills).

Source: Adapted from *Guiding principles of good governance (AICD, 2017)*



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# Analysis of Research & Themes (cont.)

## Good Governance Principle

## Observations

Challenges with risk oversight and internal controls were not identified through research or consultation.

Stakeholders noted that, generally, formal structures, processes and artefacts to underpin good governance are in place at an operational level within the OCG. Stakeholders did note the primary focus on governance within the OCG related to decision-making, rather than the broader remit of 'good governance' (referencing the principles of good governance set out in this document), but this was noted to be a function of the focus on key performance metrics established as part of Service Delivery Statements.

**Principle 4: An appropriate system of risk oversight and internal controls is in place.**

**Principle 5: The leader would normally delegate certain functions to management. Where it does so, there should be a clear statement and understanding as to the functions that have been delegated.**

Although delegations exist, stakeholders noted that there was limited delegation of functions and/or activities. The CG has the ability to arrange the work of ACGs and staff to assist in carrying out the functions of the CG. The SDPWO Act provides full delegation powers to the ACGs to execute decision on behalf of the CG in relation to their focus areas. The use of delegation powers from the SDPWO Act is subject to the individual in the role. It was noted, for example, that effectively no interaction between the Minister/Minister's Office occurs with anyone other than the CG. This gave rise to governance concerns regarding the effective flow of information and potential risk associated with succession planning or the impact of unexpected absence of a single individual.

**Principle 6: The leader should ensure that the organisation communicates with staff and other stakeholders in a regular and timely manner, to the extent that the leader thinks is in the best interests of the organisation, so that they have sufficient information to make appropriately informed decisions regarding the organisation.**

There is opportunity for enhance collaboration and facilitation by authorising the CG/OCG to take a more expansive role in priority areas for government. This would require the CG to provide effective direction and encouragement to staff to engage expansively to ensure they have sufficient information to discharge their duties. Stakeholders noted that there had appeared to have been an implicit desire for the CG/OCG to prioritise statutory decision-making activities over other activities (such as collaboration and communication). The rationale put forward by stakeholders for greater collaboration was multi-faceted, for example: to support State interests in specific regions or topic areas; to achieve streamlined outcomes for the community and/or private sector; to consider more innovative ways of using available regulatory tools to improve outcomes or achieve new outcomes (the success of the use of the CG's powers with regard to global tourism hubs was cited as a positive example).

**Principle 7: The performance of the organisation (including the performance of its leader and the ACGs), needs to be regularly assessed and appropriate actions taken to address any issues identified.**

There is a clear performance focus and demonstration of efficient decision-making, but this does not provide clear reference to the effectiveness of outcomes. It is noted that since 2017 the CG has committed to a performance agreement in line with PSC standards, but the CG only has two specific performance measures that are included in the DSDMIP Service Delivery Statements. Neither of these measures go to the outcomes being achieved by the CG/OCG, but rather are 'output' measures. There is clear capacity to enhance the breadth of measurement of performance and the alignment of that performance with (at least) key priority areas or (more broadly) whole-of-government initiatives and priorities of the government of the day.

Source: Adapted from *Guiding principles of good governance (AICD, 2017)*



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## Advice to enhance the governance and business model supporting the Coordinator-General

# Options to enhance the governance and business model supporting the CG

Under the SDPWO Act, the CG role has the capacity to support all the tasks necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'.

Based on the current state assessment and consultation, four options have been identified for consideration to enhance the governance associated with the CG role and the business model supporting the CG role. Each of these options progress along a spectrum from effectively 'no change' to the current arrangements, through to what may be considered significant and/or fundamental change.

In accordance with the explicit intent set out in the Terms of Reference for this project, each of the options maintains the integrity of the independence and statutory functions of the CG, whilst considering ways to optimise the powers of the CG – including the governance arrangements and business model associated with activities – to deliver the social, economic and environmental priorities of the State.

None of these options fetter the independence of the CG, and all of them draw upon the legislative powers granted to the CG through the SDPWO Act.

Finally, it is important to note that while there are no obvious immediate legislative amendments that would likely be required by adoption of any of the options (except in the instance of creating a public service organisation), it would be prudent – once options are decided upon – to consider obtaining legal advice to confirm their veracity. It has not been within the scope (nor possible within the timeframes) of this project to seek legal advice regarding the potential options.

The options associated with enhancing the governance arrangements that support the CG are set out in a table overleaf.

The options associated with enhancing the business model that supports the CG are set out in a table on the subsequent page thereafter.

Options across the two tables are not mutually exclusive and can be adopted independently of one another.

Finally, the detailed desktop-analysis and research, consultation approach and other supporting materials are set out in the Appendices that complete this report.

# Advice to enhance the governance and business model supporting the Coordinator-General

## Advice on enhancements to governance supporting the CG role

	Option 1	Option 2	Option 3	Option 4
<b>Description</b>	<p>The CG remains a statutory appointment with independent decision-making powers. The approach to 'independent decision-making' and the administration of the SDPWO Act continues to focus on discharging the responsibilities of CG with an overarching focus on project assessment requirements under the Act.</p>	<p>The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description with associated framework that is aligned to the priorities of the agency of the Minister to which the SDPWO Act is assigned through the Administrative Arrangements Orders, the role's responsibilities as a key executive within that portfolio are enhanced. This occurs through an explicit focus on specific priorities set out in the framework (nominally suggested to align to the DQMIP Strategic Plan at present, with alignment to priority industry sectors).</p>	<p>The CG remains a statutory appointment with independent decision-making powers. However, established through a formal position description akin to that of an agency Director-General, the role is required to support whole-of-government priorities (such as Advancing Queensland Priorities (AQPs)). In this context, the CG would be tasked to collaborate with Queensland Government AQP leads to use the role/powers to facilitate whole-of-government outcomes.</p>	<p>The role is combined with the role of Director-General and Coordinator-General position. The position is primarily that of a Director-General, but the individual is also conferred the statutory appointment to the role of the CG and subsequently has independent decision-making powers available. These could be exercised either by the CG or through a more formalised delegation arrangement with a Deputy Coordinator-General (or via some other delegation mechanism).</p>
<b>Accountability</b>	Minister (solely)	Minister (for decision-making) and Minister or Director-General, DSDMIP (for broader elements of the position description or framework for specific focus areas)	Minister (for decision-making) and Director-General, Department of the Premier and Cabinet as delegate of the Premier (for other aspects of the role, as aligned to other Directors-General performance agreement processes).	Minister (for decision-making) and Director-General, Department of the Premier and Cabinet as delegate of the Premier (for other aspects of the role, as aligned to other Directors-General performance agreement processes).
<b>Role focus</b>	<ul style="list-style-type: none"> <li>Subject to the individual in the role.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations, only.</li> </ul>	<ul style="list-style-type: none"> <li>Bound by an agency framework and/or position description/performance agreement.</li> <li>Part of executive leadership team in the agency in which the role was administratively 'housed' (currently DSDMIP).</li> <li>Integrated into agency priorities and would support facilitation of major initiatives aligned to agreed framework.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Full alignment to the broader responsibilities of other DGs.</li> <li>Part of Leadership Board.</li> <li>Full performance agreement in place, aligned to PSC process for other Chief Executives.</li> <li>Integrated into whole-of-government priorities and would support facilitation across government.</li> <li>Deliver on statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Full alignment to the broader responsibilities of other DGs.</li> <li>Part of Leadership Board.</li> <li>Performance Agreement process would be the same as other Chief Executives.</li> <li>Role has clear priority to act as 'agent of the State' with DG responsibilities first and use of CG powers and independent decision-making occurring to support and deliver statutory responsibilities for administering the SDPWO Act and other legislative obligations.</li> </ul>
<b>CG role is combined with the role of Director-General</b>	CG role is supported by governance arrangements that are aligned to whole-of-government responsibilities	CG role is supported by governance arrangements that inform 'specific focus areas' to which priorities should be directed	CG role is supported by governance arrangements that are aligned to whole-of-government responsibilities	CG role is combined with the role of Director-General



# Advice to enhance the governance and business model supporting the Coordinator-General

## Advice on enhancements to business model supporting the CG role

	Option 1	Option 2	Option 3	Option 4
<b>Description</b>	<p>Do nothing (ACGs and staff within the OCG continue to be staff of the Department with a potentially confused alignment of priorities, effectively the 'current state')</p> <p>ACGs and staff within the OCG continue to be staff of the agency with which the CG is aligned through the Administrative Arrangements Orders (at present, DSDMIP) and formally remain staff of that Department. Those staff within the OCG are subject to the direction of the CG, and therefore the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements remains.</p>	<p>Almost akin to the informal arrangements that are currently in place, a formalised arrangement is recognised whereby ACGs have joint reporting responsibilities. ACGs would therefore have a direct reporting line to both the relevant agency (DSDMIP at present) and the CG, and OCG staff would continue to report to line managers with recognition that they are members of the relevant agency (currently DSDMIP).</p>	<p>DSDMIP staff (or staff from other agencies, if necessary) are formally seconded to the OCG, which operates as a separate operating unit/division of the relevant agency (presently DSDMIP). Direct accountability for seconded staff lies with the CG for the period of the secondment (this could also be further strengthened through a dual pen arrangement as per option 2).</p>	<p>Formal secondment into the OCG</p> <p>Separate OCG is established</p> <p>A formal, separate OCG is created, with all OCG staff directly accountable to the CG. Under this model, through the creation of a separate organisational unit (as opposed to an operating unit/division of a relevant agency), the OCG would likely be considered a 'public service office' in its own right and legislative amendments would likely be required.</p>
<b>Accountability for staff within the OCG</b>	DG of relevant 'host' agency (currently DSDMIP)	DG and CG through dual pen arrangement	CG (whilst staff are on secondment)	CG
<b>Potential positives associated with this approach</b>	<ul style="list-style-type: none"> <li>No disruption or change to current operating arrangements would occur.</li> <li>Legislative amendments are not required.</li> </ul>	<ul style="list-style-type: none"> <li>ACGs within the OCG have the benefit of a 'dual pen' arrangement, allowing for broader certainty and 'cross-referencing' of activities (Departmental processes apply, CG direction exists for work being carried out to fulfil the CG's duties under the SDPWO Act).</li> <li>ACGs and OCG staff are integrated with the Department.</li> <li>Legislative amendments are not required.</li> </ul>	<ul style="list-style-type: none"> <li>OCG resourcing is flexible, and can be managed with peaks and troughs of project workload.</li> <li>Seconded have a clearly defined period of work within the OCG.</li> <li>Legislative amendments are not likely to be required.</li> <li>Creates greater transparency about management accountability under the PSA.</li> </ul>	<ul style="list-style-type: none"> <li>The model establishes a clearly defined and independent OCG.</li> <li>OCG resourcing is clearly defined.</li> <li>Creates greater transparency about management accountability under the PSA.</li> </ul>
<b>Potential negatives associated with this approach</b>	<ul style="list-style-type: none"> <li>There remains the potential for confusion and/or misalignment of priorities, outcomes and performance management arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>ACGs (and potentially broader staff, although this is to a lesser extent) have a lack of clarity regarding reporting lines.</li> <li>Confusion regarding key decision-maker, when conflicts in opinion arise (particularly if related to corporate or 'broader' activities) beyond fulfilling SDPWO Act-related activities.</li> <li>There may remain a lack of clarity for non-SES staff (assuming dual pen arrangements only apply to SES staff).</li> </ul>	<ul style="list-style-type: none"> <li>Workforce of the OCG is reliant on applications of secondees.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a separate OCG entity creates an artificial silo and inhibits collaboration.</li> <li>Staff morale may suffer due to isolation of independent OCG entity of a smaller scale than the Department.</li> <li>Legislative amendments would likely be necessary.</li> </ul>

## Advice to enhance the governance and business model supporting the Coordinator-General

# Concluding Observations

The focus and functions of the CG have evolved since the establishment of the role under the SDPWO Act. It is reasonable to expect that the interpretation of the CG role is largely driven based on the direction and priorities of the government of the day. However, the extent to which an individual exercises their 'independence' within this context will shape the practical application of the CG's role. This has been observed over the decades since the CG's inception, with the position moving across multiple Departments and being adapted to reflect the priorities and focus of the individual in the role.

The changing role and accountabilities of the CG over time also reflect shifts in Queensland's regional, economic and sectoral mix, the global mobility of capital, increased private sector investment and the heightened expectations of stakeholders for transparent and balanced decision-making. The agility of the role to meet these changing needs and opportunities with the significant powers and influence at its disposal is truly unique in a national context.

Throughout the consultations for this engagement, Queensland Government stakeholders have highlighted the potential for the role to continue to adapt and evolve in line with contemporary needs and opportunities. In particular, stakeholders identified the opportunity for the role to engage more collaboratively with the wider policy agenda of the Government to drive consistent economic, social and environmental outcomes. This would involve a process of co-ordination, brokering and using instruments more widely to facilitate outcomes through engagement across the State Government and potentially other tiers of government and the private sector. Stakeholders have also made a number of suggestions to enhance the focus of the role to drive good governance outcomes within the CG/OCG to deliver further value for Queenslanders. Critically, all of these adaptations would be consistent with the SDPWO Act objective for the role to support all the tasks necessary for the 'proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State'.

Based on the current state assessment and consultation, four options have been identified for consideration to enhance the governance associated with the CG role and the business model supporting the CG role. Each of these options progress along a spectrum from effectively 'no change' to the current arrangements, through to what may be considered significant and/or fundamental change. In each case, the options put forward to build off the strengths of the current role and maintain the integrity and independence of the statutory functions of the CG. None of these options fetter the independence of the CG, and all of them draw upon the legislative powers granted to the CG through the SDPWO Act.

While consultation feedback suggests that stakeholder expectations to reshape the role are high, there is also a recognition that the CG operates within the priorities set by the government of the day. Any decisions taken to enhance the governance and business model for the CG will frame the Position Description and the attributes, experience, perspectives and performance framework associated with the role and its holder.



# APPENDICES

Released under RTI - PSC



# Appendix A: Desktop-based analysis Background & Method

## Objective

A desktop-based analysis was conducted to explore how other Australian jurisdictions acquit the powers and responsibilities of the Queensland CG, where a similar role exists and information was publically available.

The following activities were undertaken:

- Identification the accountabilities of other comparable Australian jurisdiction;
- Identification of metrics (qualitative or quantitative) that have been previously used (formally or informally) to measure the activity of the role in other comparable Australian jurisdictions; and
- Current lines of reporting or governance for other comparable Australian jurisdictions, that have been established to enable and support the function of an OCG to facilitate the execution of the responsibilities of the CG.

## Method

The activity reviewed documents provided by DSDMIP or publically available resources. The findings in this report are drawn from the evidence sources outlined below:

- *State Development and Public Works Organisation Act 1971*;
- Governance and Accountability Review of DSD executives (KPMG 2017);
- Public Service Commission Recruitment and Selection Directive; and
- Publically available information related to the success factors of precincts, annual reports or strategies of existing precincts.

## Structure

This desktop analysis and overview of comparable Australian jurisdictions is comprised of the following key components:

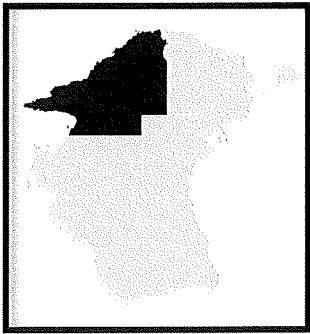
- Jurisdictional analysis of CG Roles – investigates the CG role of jurisdictions across Australia, outlining the purpose, governance, metrics and accountabilities of the role;
- Review of similar structures in Queensland (specifically, Economic Development Queensland); and
- Summary of Desktop Analysis – summarises the findings from the desktop-based analysis, outlining the key differentiators of the Queensland CG model.

The desktop-based analysis outlines the key characteristics of CG models across Australia. These characteristics support in identifying the unique nature of the Queensland CG role and will inform the wider Governance and Business Model review.

## Appendix A: Desktop-based analysis

# Overview of the Queensland CG Role

### State-wide Accountability and Decision-Making & Legislative Power



#### Purpose

The role of the CG is to coordinate and facilitate the development and planning of public and semi-public works cross the state. The role includes all the tasks necessary for the proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the state.

#### Current CG & Department

Barry Broe, *Coordinator General*, Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP)

#### Term

Incumbent (7 years)  
Historically – 1 to 3 years

#### Governance

While the OCG has State-wide remit as an independent body, the CG reports to the Minister for State Development. The CG is supported by three assistant Coordinator-General's in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each Assistant CG is supported by a number of Directors. The organisation chart is outlined below.

#### Metrics

As part of the DSDMIP Service Delivery Statements, there are two specific service standards pertaining to the OCG. There are an efficiency measure, and an effectiveness measure. This is made publicly available as part of the Budget Papers. Additionally, the CG has undertaken a Performance Assessments and committed to a Performance Agreement in line with PSC standards. These outline the responsibilities and expected outcomes of the CG for the Financial Year.

#### Coordinator General Power, Roles & Responsibilities

Under the SDPWO Act, the GG has wide-ranging powers to plan, deliver, and coordinate large-scale infrastructure projects with the additional responsibilities of ensuring environmental impacts are properly managed. Ultimately, the role of the CG is to promote economic, and social development in Queensland.

Under S10 of the SDPWO Act, the CG as the ability to "secure the proper planning, preparation, execution, coordination, control and enforcement of a program of works, planned developments, and environmental coordination for the State and for areas over which the State claims jurisdiction". These powers include:

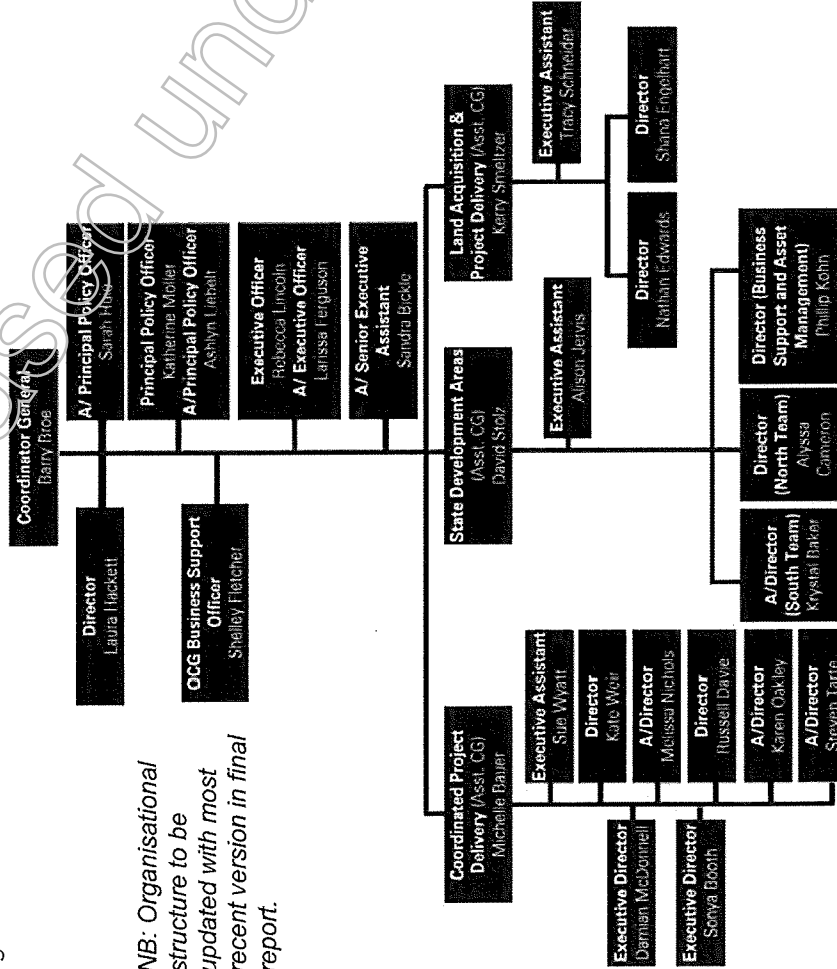
- Management of major infrastructure projects;
- Declaration of a project to be a "coordinated project", and the coordination of the EIS evaluation process;
- Implementation and management of State Development Areas;
- Coordination and regulation of a program of works;
- Management and implementation of land acquisition,
- Land acquisition, and land-access rights management; and
- Utilisation of prescribed project powers to ensure timely decision making by local and state government agencies.

## Appendix A: Desktop-based analysis

# Overview of the Queensland OCG & Governance Model

### Governance structure

The CG is supported by three assistant CGs in implementing three of the CG's core roles – Coordinated Project Delivery, State Development Areas, and Land Acquisition and Project Delivery. Each Assistant CG is supported by a number of Directors. The organisation chart is outlined below.



Source: OCG, June 2018

### Insights

#### Staffing

- Currently the OCG relies upon staffing from DSDMIP with no formal agreement in place for the use, or sharing of resources, between the CG and DG of DSDMIP, and the Projects CE and DG of DSDMIP.
- Resourcing discussions occur informally with the DG, and in the past, a formal agreement regarding resourcing was not required.
- Under the act, the CG can appoint any person to assist the CG in the exercise of their functions or powers. Historically, the CG has had no formal agreement in place with the Department for the 80 staff that report to him (including recruitment, adequacy, direction of these staff, and accountability for their actions).

#### Powers

- The CG has a number of wide ranging powers, which, in recent years have been largely mobilised in the energy and resources sector.
- #### Accountability

- Despite two lines in the SDS, there is very little in terms of either quantitative or qualitative metrics to measure the effectiveness or efficiency of the office.
- Similarly, the length of term has been varied amongst CGs.
- The CG has a number of wide ranging powers, which, in recent years have been largely mobilised in the energy and resources sector.



## Appendix A: Desktop-based analysis

# Overview of the New South Wales CG Role

### Department Specific Decision-Making Power & Accountability



#### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

#### Current CGs & Departments

- Gary Barnes - *Coordinator General for Regions, Industry, Agriculture and Resources*, Department of Planning, Industry and Environment (DPIE)
- Anissa Levy - *Coordinator-General for Environment, Energy and Science*, DPIE
- Marg Prendergast – *Transport Coordinator General*, Transport for NSW

#### Term

No fixed term lengths  
Historically 1-3 years.

#### Governance

Despite each CG having varied mandates, from delivering policies, initiatives, and strategies, to overseeing and coordinating significant projects, the CG reports to the Director General, or equivalent, of the relevant department. Though no clear governance structure is available, it appears the CG is supported by Departmental resources. The roles are created through Departmental administrative powers rather than through legislation, and are therefore governed ultimately by the Minister for the specific Department.

#### Metrics

There does not appear to be any specific metrics for the role of CG in NSW.

#### Coordinator General Power, Roles & Responsibilities

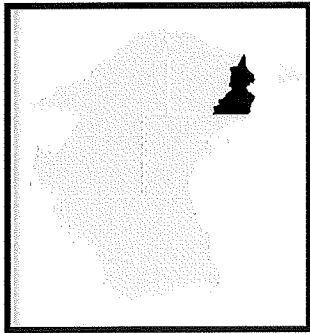
The role of the CG in NSW varies significantly, and is dependent upon the priorities of the Government at the time, and the roles of the Department. Historically, these roles have been temporary, project or issue specific, coordination roles. A brief summary of the current roles and responsibilities is outlined below:

- **Coordinator General for Transport:** To lead the coordination and planning for real-time management of the transport network and traffic.
- **Coordinator General for Environment, Energy and Science:** To deliver policies, initiatives and strategies, on climate change, renewable energy, energy security, environmental sustainability, waste management and conservation. This is in addition to overseeing the Environment Protection Authority and NSW Resources Regulator.
- **Coordinator General for Regions, Industry, Agriculture, and Resources:** To oversee the work of a departmental group and lead a range of special projects. These roles allow for approval and oversight of designated permits, with oversight by the Department's Director-General or equivalent. The role is largely an advisory, and coordination role, with decision-making powers not granted by legislation. The responsibilities are determined by the Government of the day with oversight and final decision-making powers ultimately lying with the Minister, and the Director General (or equivalent).

## Appendix A: Desktop-based analysis

# Overview of the Victoria CG Role

### Department Specific Decision-Making Power & Accountability



#### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

#### Current CGs & Departments

- Nil

#### Term

No fixed term lengths  
Historically 1-3 years.

#### Governance

Though no clear governance structure is available, it appears the CG is supported by Departmental resources, and reports to the Director-General or equivalent for the Department. The roles are created through Departmental administrative powers rather than through legislation, and are therefore governed ultimately by the Minister for the specific Department.

#### Metrics

There does not appear to be any specific metrics for the role of CG in Victoria.

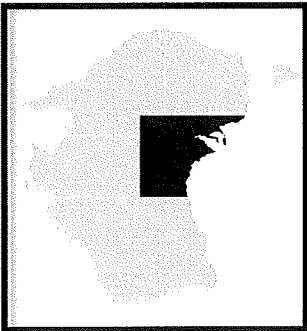
#### Coordinator General Power, Roles & Responsibilities

The role of the CG in Victoria is dependent upon Government priorities, and Departmental functions. The roles have historically been temporary, often with alignment to government terms. The roles have also focussed on a project, or issue, and have largely been treated as a coordination role. In recent years, the role of CG has been dissolved in a MOG change and lead to the creation of a Government Authority. Historically, these roles have largely been advisory, with any decision-making powers not granted by legislation. The responsibilities are determined by the Government of the day with oversight and final decision-making powers ultimately lying with the Minister, and the Director General (or equivalent).

## Appendix A: Desktop-based analysis

# Overview of the South Australia CG Role

### State-wide Accountability (No Power)



#### Purpose

The CG role is State-wide, reporting to Cabinet, with the accountability to case manage and advise on major projects, rather than have decision-making or legislative power to execute approvals.

#### Current CGs & Departments

- Jim Hallion, *Office of the State Coordinator General*, Department of Planning, Transport and Infrastructure (PTI)

#### Term

No fixed term lengths. Incumbent has been appointed for 5 years.

### Governance

Though no clear governance structure is available, it appears the CG is supported by Departmental resources from the Department of Planning, Transport and Infrastructure. The State CG then reports directly to the Minister, independent of the Department. The *Development Regulations 2008* also indicate that one or more Assistant State CG's may be appointed. It is expected the Assistant State CG may act as the State CG in times when the CG is absent, unable to act, or the role is vacant. Additionally, the Assistant State CG may perform functions, or exercise powers of the CG delegated from the State CG.

### Metrics

There does not appear to be any specific metrics for the role of CG in SA.

### Coordinator General Power, Roles & Responsibilities

At a high level, the State CG's role has been defined as to "drive investment, cut red tape, and create jobs". The State CG is appointed by the governor for the purposes of the administration of the Renewing our Streets and Suburbs Stimulus Program (ROSASS) and to perform any other functions or exercise any other powers conferred on the State CG under these regulations. The powers of the State CG are derived from *Development Regulations 2008*, however, these powers are largely case-management powers. Further, these powers can allow for the expedition of decision making in some instances; however, do not provide the CG with the power to make a decision.

The State CG has two clearly defined remits - the first, managing the development assessment process for the Government's ROSASS Program, and the second being case management services to investment proposals as defined in Schedule 10, Clause 20 of the *Development Regulations 2008*. The role of the CG in the ROSASS program is to manage the development and assessment process for the program, with the Department of Planning, Transport, and Infrastructure providing technical support to Renewal SA in the delivery of the program, with applications reviewed by the State CG receiving a streamlined assessment process from the Minister. Similarly, under the *Regulation*, the State CG has a case-management role, having the power to assign applications to the State Commission Assessment Panel (SCAP) after considering the application against a range of economic criteria, for further decision making.



# Appendix A: Desktop-based analysis Overview of the Tasmania CG Role

## State-wide Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, however the role is one of case management and advisory rather than legislative or decision-making power to execute on coordinated projects within the jurisdiction that Government Department.

### Current CGs & Departments

- John Perry, *Office of the State Coordinator General*, Department of State Growth

### Term

No fixed term lengths.

### Governance

The Office of the CG was created through administrative powers in 2014. The Office reports directly to the Minister for State Growth and the State Growth Cabinet Committee. The Office has Head of Agency status, however, is supported by the Department financially. The office has a number of directors assisting the CG in carrying out the roles and responsibilities of the Office.

### Metrics

Investment facilitation target of \$340m for the Office of the Coordinator-General published in Budget Paper 2 of the 2019-20 State Budget (with historical actuals).

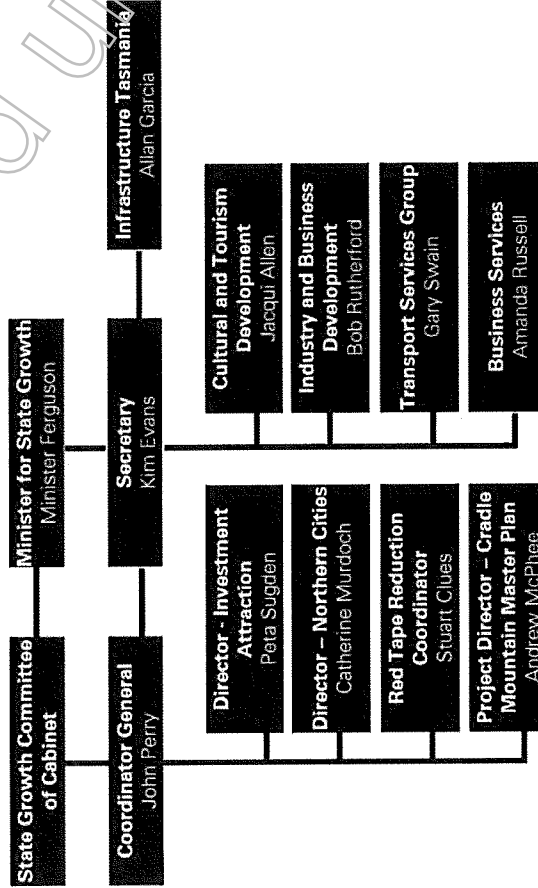
### Coordinator General Power, Roles & Responsibilities

- The Office of the CG operates at the direction of the Minister, and acts as the primary point of access to government for investors, with a mandate to attract, and secure investment for major development projects in Tasmania and maximise contribution to economic growth. The Minister for State Growth, and the Cabinet Committee direct the CG and the supporting office in terms of their roles and responsibilities. The OCG largely plays a case-management role, co-ordination and advisory across four key areas:
- Major projects:** The OCG provides case-management for identified projects (against a set of criteria) of significant economic benefit, or strategic importance to the State. As a subset of these, Projects of State Significance are considered major development proposals that have State-wide effects and are assessed under the *State Policies and Projects Act 1993* as requiring additional approval from Parliament prior to their assessment and approval. The OCG assists projects through the approval process.
  - Northern Cities Major Development:** The OCG assists in the delivery of the \$90m Northern Cities Major Development Initiative by managing the timing, and nature of investments in the region to ensure the delivery of maximum benefits.
  - Unsolicited Proposals:** The OCG acts as the point-of-contact for unsolicited proposals (private investment of \$10m or more), and undertakes a preliminary review, before calling an assessment panel to review the proposal and provide a recommendation to Cabinet. Successful applicants will be supported by the OCG.
  - Red Tape Reduction Coordinator:** Based in the OCG, the Coordinator has a focus on the identification, promotion, attraction, and facilitation of investments.

# Appendix A: Desktop-based analysis Overview of the Tasmania OCG & Governance Model

## Governance structure

The CG and the supporting office is administratively located as part of the Department of State Growth, however it has Head of Agency status and reports directly to the Minister for State Growth, as well as the State Growth Cabinet Committee. The CG is supported in delivering its priorities by two directors, a coordinator, and a project director. The Department of State Growth supports the Office financially.



## Staffing

The Office is staffed independently of the Department, however, appears to draw upon Department resources as required.

## Powers

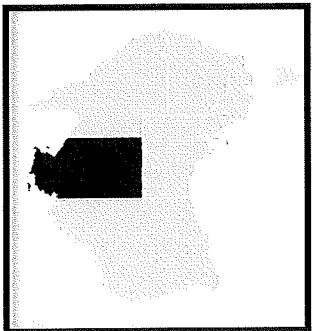
- The powers in Tasmania are not based in legislation, and the Office can be created, or disbanded at the decision of the Minister or Government as a whole.
- The role is appointed by the Minister, and reports to the Minister.
- The Office has case-management and facilitation powers, rather than approval powers.

## Accountability

- The Office is held accountable to metrics in the Service Delivery Statement for the Department. This is specific to the office, rather than to the Department as a whole.
- Further it is accountable to the Minister and Cabinet Committee.

# Appendix A: Desktop-based analysis Overview of the NT CG Role

## Department Specific Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, however the role is one of case management and advisory rather than legislative or decision-making power to execute on coordinated projects within the jurisdiction that Government Department.

### Current CGs & Departments

- No current CG

### Term

No fixed term lengths.

### Governance

The Office of the CG was created through administrative powers and worked with a Territory-wide committee, as well as working with national counterparts. The CG reported directly to the Minister responsible for the work being undertaken. The CG was supported by an OCG, however there were no clear governance arrangements to support this role.

### Metrics

No publicly available metrics.

### Coordinator General Power, Roles & Responsibilities

The CG role in the Northern Territory was one of a coordination and case-management. The role of the CG was collaborative, with a goal to oversee, monitor, assess, and advise across government on a particular issue. The CG worked closely with relevant federal and state counterparts in delivering the work commissioned. This work included ensuring consistency of services across the Territory, improving the coordination and development of services and facilities, developing reforms to the delivery of services and facilities, and working towards nationally set targets. The role also sought to implement and progress steps identified in national, and territory policy.

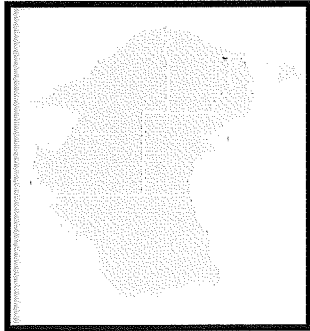
### Insights

- The CG role was a collaborative role to oversee, monitor and advise, over the course of a two year term. It aligned to a NT Committee, and the Commonwealth CG roles. The role had a primary contact with the relevant Minister.
- After three years (out of four) of the role, it was dissolved as a function of the Department. It appears the role was supported by an OCG, however, there are no clear governance arrangements to support the role.
- There does not appear to be a legislative basis for this role.



# Overview of the ACT CG Role

## Department Specific Power & Accountability (No Power)



### Purpose

The CG role is specific to certain Departments within Government, with decision-making power and accountability to execute projects within the jurisdiction of that Government Department, subject to approval of the Director-General or Secretary of the Department. The role is then dissolved when the services were no longer required.

### Current CGs & Departments

- Jo Wood, *Coordinator General for Family Safety, Community Services Directorate*
- Dr Elizabeth Moore, *Coordinator General for the Office for Mental Health and Wellbeing, Health Directorate*

### Term

No fixed term lengths.

### Governance

Despite each CG having different areas of specialisation, both roles focus on working with colleagues in other branches, to deliver a whole-of-government service improvement. This is in addition to working closely with relevant stakeholders. No legislative change was required to establish the office. Both CGs report directly to the Director-General, and the Minister for the relevant directorates, and draws upon support from the substantive department.

### Metrics

No publicly available metrics were identified.

### Coordinator General Power, Roles & Responsibilities

The role of the CG in NSW varies significantly, and is dependent upon the priorities of the Government and Department in which the role is located. Historically, these roles have been temporary, project or issue specific, coordination roles. A brief summary of the current roles and responsibilities is outlined below:

- **Coordinator General for Family Safety:** To drive cultural change, lead reform, and provide accountability for the whole-of-government effort to improve the ACT's response to family and domestic violence and sexual assault in partnership with the community. This is done through engagement across government, and the community sector to ensure reforms reflect the experience of those who need them. This is supported by a team within the Directorate.
- **Coordinator General for the Office of Mental Health and Wellbeing:** The coordination of a holistic approach to mental health and suicide prevention services through a process of collaboration and co-design with relevant stakeholders across the government and private sectors. The CG also provides oversight for the delivery of mental health services across the Territory. The office has the authority to conduct reviews and produce reports as necessary, or at the request of the Minister. These roles allow for approval and oversight of designated permits, with oversight by the Directorate's Director-General or equivalent. The role is largely an advisory, and coordination role, with decision-making powers not granted by legislation.

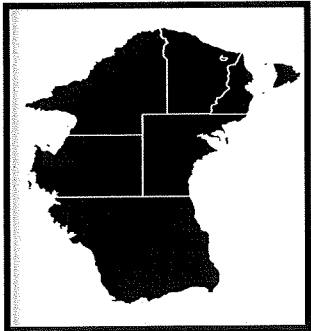
### Insights

The CG role is funded by the relevant Department (or Directorate), and has authority to oversee the provision of services specific to their Office. There does not appear to be a legislative basis for this role. With the role being highly dependent upon the priorities of the Government.

# Appendix A: Desktop-based analysis

## Overview of the Commonwealth CG Role

### Nation Wide Accountability (No Power)



#### Purpose

The CG role is nation wide reporting to Cabinet, with the accountability to case manage and advise on major projects, rather than have decision-making or legislative power to execute approvals.

#### Current CGs & Departments

- No current CG.

#### Term

No fixed term lengths.

#### Governance

The CG role was established by the Prime Minister, as the head of a Taskforce. The taskforce had a defined terms of reference for its establishment which guided the work undertaken and advice provided. The CG reported to the Prime Minister, and worked closely with other cabinet members. The CG was supported by a taskforce of cross-departmental staff. The role and the taskforce disbanded at the decision of Cabinet. Further, any actions undertaken are carried out in line with normal Government decision making and accountability principles, including that Cabinet will set government policy.

#### Metrics

No publicly available metrics.

#### Coordinator General Power, Roles & Responsibilities

The CG operates at the direction of the Prime Minister, with powers outlined in a publicised terms of reference. It included the following activities:

- Ensure economic activity is maintained;
- Engage with key stakeholders thorough clear, effective, and visible communication;
- Provide advice to the Commonwealth Government on risks and options for consideration;
- Coordinate a response to the national issue;
- Provide regular updates with the Prime Minister and other relevant Ministers;
- Provide the Commonwealth Government with a developed strategy paper;
- Ensure that the above is carried out in line with normal Government decision making.

# Overview of Economic Development Queensland

Though there are no directly-comparable roles in other Australian jurisdictions, there is a somewhat similar set of powers that are established and exist in Queensland – being the role of Economic Development Queensland (EDQ). EDQ is the Queensland's Government's specialist land use planning and property development unit, working with local governments, industry and the community to identify growth opportunities. The statutory body is granted powers under the *Economic Development Act 2012* that are comparable to the land acquisition powers granted to the CG. The main differentiator between the arrangements that exist are the establishment of a Board under the *Economic Development Act 2012* that is tasked with advising the Minister for EDQ, rather than a single individual (in the case of the CG).

### The accountabilities of EDQ

EDQ has a number of core accountabilities and responsibilities as established through the *Economic Development Act 2012*, as set out below.

- **Plan for development:** EDQ engages with local governments to identify areas that need fast-track development, these are called Priority Development Areas (PDAs). PDAs plan for development that provides employment, housing, commercial and social opportunities.
- **Assess development applications:** Once a PDA is declared EDQ may undertake the assessment of development applications within a PDA.
- **Develop infrastructure:** EDQ works with local governments and the private sector to identify and then facilitate development of infrastructure.
- **Develop urban areas:** EDQ's urban projects aim to add value to local areas, by redeveloping underutilised government-owned land and taking it to market, to facilitate private industry development.

- **Develop residential areas:** EDQ undertakes a range of regional and residential projects to assist communities to better utilise land. They partner with industry to bring new, affordable land to market, for community purchase and use.
- **Develop industrial areas:** EDQ develops, sells and leases industrial real estate throughout Queensland. The industrial portfolio covers approximately 20,000 hectares of land including fully developed estates and undeveloped parcels.
- **Develop commercial areas:** EDQ works with state government agencies and our partners to develop land in mixed use urban renewal precincts, including commercial, education and innovation precincts.

### Governance Structure

The *Economic Development Act 2012* sets out the establishment of an Economic Development Board with the functions to:

- Advise and make recommendations to the Minister for EDQ about how EDQ can give effect to the main purpose of the Act;
- Monitor and report to the Minister for EDQ about the performance of EDQs functions or exercise of EDQs powers by entities to whom the functions or powers are delegated;
- Ensure EDQ adopts best practice corporate governance and financial management and accountability arrangements; and
- Perform the functions and exercise powers of the Minister for EDQ delegated to the Board under the Act.



# Appendix A: Desktop-based analysis

## Summary of Desktop Analysis

### Summary

There are four distinct CG models in Australia, which encompass a combination of powers, accountabilities, and functions. There are a few distinct characteristics which are largely consistent across these models which include the following:

- Taking on a case-management role for specific projects or programs, regardless as to whether this is State or Department focussed;
- Acting as an advisor to either the relevant Minister, Cabinet, or Director-General (or equivalent) on specific projects, programs, or issues; and
- A lack of fixed term for the role.

Except for Queensland, there has been no legislative basis for the establishment of the role of CG. As a result of this, Queensland is the only State with legislative enacted powers for the CG. With this in mind, the State-wide remit of the CG and the extent of the powers make the position unique in an Australian context.

In the development of the role, it was anticipated that the role encompassed all powers to plan and deliver the program of works in Queensland. Historically CG's in Queensland (with these powers), had also held Director General roles. This has not been the case in Queensland for a number of years (since 2011). Similarly, since the period of its establishment, the powers and responsibilities of the OGC have had some minor changes.

The Queensland CG role wields a significant number of powers that are not comparable to any other non-ministerial officeholder in the country. This unique position makes it difficult to compare the responsibilities, and outcomes of the same title across the nation.

This review presents an opportunity to further investigate the governance and business model in place to support the CG role, ensuring there is appropriate support in place to enable effective execution of the CG's role.

### The Findings

The document review identified a number of key characteristics that underpin the CG role, the findings associated with these characteristics are represented below.

<b>Remit of Power</b>	The CG role is defined by their remit of power, such as specific to projects within a State Government Department or granted at a State-wide level for major projects.
<b>Role &amp; Responsibilities</b>	The CG role and responsibilities vary considerably with the level of power granted, for example the Queensland CG role is unique in the legislative power granted from the Act. Other jurisdictions have advisory focused roles and some local decision making power.
<b>Performance Metrics</b>	The CG role does not usually appear to be underpinned by a fixed term length. It was found that as a CG is appointed their contract term is usually negotiated based on current requirements.
<b>Business Model</b>	The CG performance metrics are closely linked to the role and responsibility of the CG in addition to their specific ties to certain Government Departments. It was found that very few CGs have published metrics.
<b>Governance Model</b>	The CG role is commonly supported by Department resources, with either dedicated ACG's or DGs within the Department. The reporting lines differ depending on the CG's remit of power, however most commonly the CG will report to the relevant minister.  The CG governance models vary by jurisdiction, the key differentiator being whether the OGC is independent or embedded within the Department.

# Appendix B: Consultation Guide

## Consultation Guide

### Consultation Guide

Engagement activities with stakeholders were designed to focus on three areas:

- The Role of the Coordinator General
- The Business Model of the Office of the Coordinator-General
- The Governance of the Office of the Coordinator-General

The full list of questions provided to stakeholders is listed below.

#### 1. Role of the Coordinator-General

**PURPOSE:** To understand the breadth of responsibilities that are currently attributable to the role of the Coordinator-General (CG) and that should be reflected in a formal position description.

- 1.1 A summary of the role, powers and responsibilities of the CG are set out in the internal Queensland Government document that has been provided to KPMG (Attachment One). What are your reflections on the scope of this document?
- 1.2 What key metrics (qualitative or quantitative) have previously been used (formally or informally) to measure that activities undertaken by the CG in Queensland?
- 1.3 Do you believe the role of the CG is sufficiently empowered to discharge the accountabilities of the role? If not, what enhancements could be made?
- 1.4 What changes (if any) would you make to the role and responsibilities of the CG to better enable it to deliver on the social, economic or environmental priorities for the State?
- 1.5 Noting that the CG is an independent statutory office holder, what accountabilities does the role have? Do you believe there are any enhancements needed to clarify or strengthen these accountabilities?

- 1.6 How does the role of CG currently interface with representatives (viz, executives) within the Department of State Development, Manufacturing, Infrastructure and Planning? Do you believe this could be enhanced? If so, how?

- 1.7 How effective are the interfaces between the role and other Directors-General and/or senior executives across the public service? Could this be improved?  
(For example, with regard to the monitoring or implementation of conditions set by CG; in strategic partnerships to deliver key whole-of-government priorities; or in other areas where cross-sector collaboration may be beneficial or, alternatively, where more defined boundaries would enhance the CG's operations).

#### 2. The Business Model of the Office of the Coordinator-General

**PURPOSE:** To understand the nature of the business model that supports the operation of the Office of the CG and the extent to which there are opportunities to strengthen and improve this model.

- 2.1 KPMG has been provided with an organisational chart for the Office of the CG, as at June 2018 (Attachment Two). Is this current? Do you believe any enhancements are required to support the CG to deliver the role's responsibilities and/or the broader social, economic and environmental priorities of the State?
- 2.2 Are there any issues or difficulties that arise as a result of the current business model of the Office of the CG? If so, what are they? What improvements would assist in addressing them?
- 2.3 Are there additional technical capabilities that you believe are required to be added to the business model to ensure its effective operation?

## Appendix B: Consultation Guide

# Consultation Guide

### 2. The Business Model of the Office of the Coordinator-General

- 2.4 Is the current business model the most effective way of structuring the Office of the CG? If so, why is that the case? If not, why not? In particular, we are interested to understand the extent to which the business model considers:
- Technical responsibilities;
  - Thematic responsibilities;
  - Geographic distribution of responsibilities; and
  - Any other factors.
- 2.5 What are the key interfaces that exist between the Office of the CG and other Federal, State and/or Local Government agencies? Do these allow sufficient access to the technical expertise, resources and/or other information required to support the operations of the CG? If not, how could this be enhanced?
- 2.6 How are the powers, accountabilities and responsibilities of the CG supported across the three Assistant Coordinators-General? Are enhancements required to the way in which the Office of the CG operates?
- 2.7 Noting that the CG has a legislatively defined remit, does the business model provide sufficient support for the role to recruit and/or direct resourcing to execute its responsibilities?
- 2.8 How is funding for the Office of the CG currently administered? Are there any additional sources of funding you can access that might enhance the Office of the CG's operations?

### 3. The Governance of the Office of the Coordinator-General

PURPOSE: To understand the governance arrangements (both formal and informal) that enable the delivery of the functions and powers of the Office of the CG and the extent to which there are opportunities to strengthen and improve this model.

- 3.1 What formal governance structures are currently in place to support the delivery of the functions and powers of the CG?
- 3.2 Are there any informal governance arrangements that have been put in place or 'evolved' that also support these functions? What are they?
- 3.3 Are the current governance arrangements (formal or informal) effective in supporting the CG role and its associated statutory functions? If not, what opportunities exist to strengthen the governance arrangements that are in place?
- 3.4 Beyond the Office of the CG, what governance arrangements exist to guide interfaces between the Office of the CG and other key stakeholders (for example, Departments within the Queensland Government or Local Governments)?
- 3.5 Principles of 'good governance' reflect the holistic nature of leadership, decision-making and performance management. Examples of these principles include:
- An established vision, purpose and strategy for an organisation;
  - A clear cultural and ethical tone is set for the organisation;
  - An organisation has the appropriate skills, expertise, experience and background to deliver its strategic priorities;
  - Risk is managed and internal controls are in place;
  - Communications with stakeholders occur in a regular and timely manner;
  - Functions are delegated appropriately and transparently; and
  - Performance is regularly assessed.
- Are the principles 'good governance' demonstrated within the Office of the CG? Are there any elements that need to be strengthened?



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## Appendix D: Glossary

# Glossary

Acronym	Definition	Acronym	Definition
ACG	Assistant Coordinator-General	EDQ	Economic Development Queensland
AICD	Australian Institute of Company Directors	EIS	Environmental Impact Statement
AQP	Advancing Queensland Priorities	OCG	Office of Coordinator-General
CG	Coordinator-General	PDA	Priority Development Area
DDG	Deputy Director-General	PSA	Public Service Act 2008
DES	Department of Environment and Science	PSC	Public Service Commission
DG	Director-General	QAO	Queensland Audit Office
DITID	Department of Innovation, Tourism Industry Development and the Cwth Games	SDA	State Development Area
DNRME	Department of Natural Resources, Mines and Energy	SDPWO Act	State Development and Public Works Organisation Act 1971
DPC	Department of the Premier and Cabinet	WFO	Working For Queensland (Employee Opinion Survey)
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning		





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