



# ***FINANCE AND ADMINISTRATION COMMITTEE***

**Members present:**

Mr SW Davies MP (Chair)  
Dr B Flegg MP  
Mr R Gulley MP  
Mrs FK Ostapovitch MP  
Mr CW Pitt MP  
Mr MA Stewart MP

**Staff present:**

Ms D Jeffrey (Research Director)  
Dr M Lilith (Principal Research Officer)  
Ms L Whelan (Executive Assistant)

## **PUBLIC BRIEFING—INQUIRY INTO THE QUEENSLAND PLAN BILL**

### **TRANSCRIPT OF PROCEEDINGS**

**WEDNESDAY, 10 SEPTEMBER 2014**

**Brisbane**

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### Committee met at 9.16 am

**CHAIR:** I declare the public departmental briefing on the Finance and Administration Committee's inquiry into the Queensland Plan Bill open. I am Steve Davies, chair of the committee and member for Capalaba. The other members of the committee are: Mr Curtis Pitt MP, deputy chair and member for Mulgrave; Dr Bruce Flegg MP, member for Moggill; Mr Reg Gulley MP, member for Murrumba; Mrs Freya Ostapovitch, member for Stretton; and Mr Mark Stewart MP, member for Sunnybank. Mrs Liz Cunningham is also coming, but she is running a little bit late.

The purpose of this hearing is to receive information from the department about the bill, which was referred to the committee on 26 August 2014. This hearing is a formal proceeding of parliament and is subject to the Legislative Assembly's standing rules and orders. The committee will not require evidence to be given under oath, but I remind you that intentionally misleading the committee is a serious offence.

Thank you for your attendance here today. The committee appreciates your assistance. You have previously been given a copy of the instructions to witnesses, so I will take those as read. Hansard will be recording the proceedings and you will be provided with a transcript. The hearing will also be broadcast. Could I also remind witnesses to speak into the microphones.

I remind all those in attendance today that these proceedings are similar to parliament to the extent that the public cannot participate in proceedings. In this regard I remind members of the public that under the standing orders the public may be admitted to, or excluded from, the hearing at the discretion of the committee.

I remind the committee members that officers are here to provide factual or technical information; they are not here to give opinions about the merits or otherwise of the policy behind the bill or alternative approaches. Any questions about government or opposition policy that the bill seeks to implement should be directed to the responsible minister or shadow minister or left to debate on the floor of the House. Could I also request that mobile phones be turned off or switched to silent, and I remind you that no calls are to be taken in the hearing room.

**NEALE, Ms Natasha, Director, Queensland Plan, Department of the Premier and Cabinet**

**WARD, Dr Gary, Executive Director, Queensland Plan, Department of the Premier and Cabinet**

**CHAIR:** Dr Ward, I invite you to make an opening address.

**Dr Ward:** I would like to make an opening statement, following which we would be happy to take questions from the committee.

The Queensland Plan Bill 2014 enshrines in legislation the Queensland Plan, Queenslanders' 30-year vision. The Queensland government has developed the Queensland Plan to address the community's desire for a long-term approach to state planning that goes beyond electoral cycles. The bill provides for the development, reporting and updating of the Queensland Plan and provides guidance about the plan's purpose and principles. The principles that underpin the plan include that it is long-term, visionary, strategic, community driven, bipartisan, measurable and based on joint implementation. The bill also provides an implementation framework for the plan, including the development of the Queensland government's response, local government alignment to the plan's strategic direction and establishment of the Queensland Plan Ambassadors Council, a group of eminent Queenslanders who will promote awareness and advocate for implementation of the plan within the community, business and industry.

The Queensland government's response will outline the state government's approach and contribution to implementing the Queensland Plan. Public authorities, Queensland government departments and statutory bodies will be required to ensure that their policies, programs and services are consistent with the strategic direction of the Queensland government's response to the Queensland Plan.

In preparing their corporate plans local governments will be required to have regard to the plan's strategic direction, and their annual reports will need to include a statement about actions relating to the plan. The bill also provides that a whole-of-state progress report on implementation of the plan for each financial year, prepared in consultation with the ambassadors council, is to be tabled by the Premier in the Legislative Assembly by 30 November in the following financial year.

The bill has been developed in consultation with all state government departments and several key stakeholders including local governments and the Queensland Council of Social Service as well as business and industry representatives including the Property Council of Australia, the Queensland Resources Council, the Queensland Tourism Industry Council and the Chamber of Commerce and Industry Queensland. Targeted consultation was also undertaken with the Local Government Association of Queensland, selected regional organisations of councils and specific local governments including the Brisbane City Council and several regional councils.

While consultation revealed general support for the plan, some concerns arose about the practical operation of the bill's reporting provisions, particularly where local governments' annual reports may be unavailable in time for consideration by the Premier's annual progress report. To address this issue, rather than increasing the regulatory burden administrative steps will be taken to directly gather the necessary information from councils.

Finally, Chair, I would like the committee to note that, unlike me, someone who has only recently been associated with the plan, my colleague Ms Natasha Neale has worked with this project since its inception and is therefore far better placed than I am to answer whatever questions the committee may have. We are now happy to take questions and provide more detail.

**CHAIR:** Thank you, Dr Ward.

**Mr PITT:** Good morning, Dr Ward and Ms Neale. Thanks very much for being here. I just wanted to jump straight to the issue of costs. In the previous budget allocation that I have for 2013-14, it was looking at the four years going forward. It says that in 2013-14 there is \$115,000 allocated and in 2014-15 there is \$118,000—I am happy to table this for you, by the way, if that is a helpful reference—in 2015-16 there is \$120,000 and then in 2016-17 there is \$1.341 million. That adds up to \$1.695 million and the budget allocated seems to be \$4.6 million. I am just curious as to how these numbers are adding up in terms of what has been spent to date and what is going to be spent. Is \$4.6 million the total allocation for this or has more been allocated? Seeing some of the quite prolific advertising around the plan, it is a bit confusing to know how much has been spent on advertising versus community consultation versus other aspects. Could you give us as much of a complete breakdown as you could in terms of how the costs apportioned to this Queensland Plan have been allocated and spent?

**Ms Neale:** Yes. In part I can explain the \$4.6 million and how certain components have been spent. As far as what that includes in terms of specific details of breakdowns of exact years, I do not have that information in front of me so I would need to take that component on notice.

The \$4.6 million encompassed a range of activities associated with the development of the Queensland Plan. In terms of what that encompassed, there were summits held in Mackay and Brisbane in 2013. It also included the community engagement phase activities, so that included promotional activities and advertising. It included the compilation of the communities' feedback and the report associated with that feedback. It included the printing of the Queensland Plan working draft that was released on 8 December last year, and it also included the consultation phase that was held in conjunction with that working draft and the report that was associated with the communities' feedback. It included online discussion forums that were held over a week in February of this year—we called them 'web jams'—and it also included an independent review group. There was a review group convened to review the communities' feedback, and that was through an expression-of-interest process from Brisbane summit delegates. That was held in early April, so it included that.

The expenditure to May 2014 has been \$3,677,985, and of the \$4.6 million that leaves remaining funds of \$922,015. Those remaining funds will be used to support the ambassadors council and reporting and future activities.

**Mr PITT:** Just so I am clear, we are talking about the \$4.6 million being a figure starting from the 2012-13 year and going forward to the 2016-17 year, so that includes all of those activities? So it will be a total spend of \$4.6 million up to 2016-17?

**Ms Neale:** That is my understanding, but that is what I would like to confirm later.

**Mr PITT:** That is fine. I appreciate you can take that on notice. The other question just relates to the issue of cost. Given that some of the strategies may be impacted by external factors such as funding from the Commonwealth, could you outline whether changes in Commonwealth funding or Commonwealth legislation will have any effect on the outcomes of the Queensland Plan, noting in this year's federal budget, for example, there was a change of around \$80 billion in terms of allocations to the states for health and education. Have those things been factored into the Queensland Plan or have there been contingencies put forward?

**Ms Neale:** In terms of changes to Commonwealth funding and legislation, they may well have an impact on the Queensland Plan, but the precise nature of that impact would depend on what the change was to be. The Premier has written to the Prime Minister noting the launch of the Queensland Plan and encouraging a stronger state and federal partnership in delivering the plan.

**CHAIR:** Dr Ward, in your opening statement you mentioned that councils may struggle with reporting and you talked about administrative steps. What sort of steps would those be? What sort of things are you proposing there to help them be able to report earlier so that the Premier has that information at his fingertips?

**Dr Ward:** In discussions with councils to date—and I will get Ms Neale to confirm this—what we have agreed with councils is that they will supply to us separately, as part of their reporting leading up to their annual reports, the elements that are required for our reporting purposes. They will supply that information to us separately but prior to the publication of their reports so that we have it to hand when we prepare our reports.

**Ms Neale:** Yes, that is correct.

**Mr GULLEY:** What is the scope of the reports you are generating and what is the purpose of the reporting?

**Ms Neale:** In terms of the whole-of-state annual progress report?

**Mr GULLEY:** Yes.

**Ms Neale:** The bill requires that the Premier table an annual report in the Legislative Assembly by 30 November, and that would include actions to implement the Queensland Plan. It would look at the activities of public authorities, it would look at the actions undertaken by local governments, it would look at actions by the community, business and industry and at ambassadors council activities et cetera. It would also provide an update on progress towards the targets that are listed in the current plan. There are a number of measures associated with each target and it would provide further detail there.

**Mr GULLEY:** Will you be reporting against the criteria set at Mackay and in Brisbane?

**Ms Neale:** It would be reporting on the content of the current Queensland Plan that was released on 31 July.

**Dr FLEGG:** I have expressed to you privately some of my reservations, which you would have received. In perhaps more general terms, if you take the overall plan, obviously it will only be effective if there are measures to implement it at the local level in various communities. Otherwise it becomes a kind of motherhood statement. How do you see the plan being able to drive those actions at a local community level? The needs of each community are quite different if they are intent on meeting those objectives. If you take my own community as an example, obviously transport is top of the list. If you are disabled, basically you cannot live in parts of the electorate. If you are a student without a driver's licence, you cannot live in parts of the electorate. How do you ensure at the local level that the individual initiatives those communities need actually achieve the goals set out in the plan?

**Ms Neale:** The provisions for local government require their corporate planning processes to have regard for the Queensland Plan and to look at the directions that the Queensland Plan sets, albeit over a long term and being of an aspirational nature. To date, we have had examples of some local governments already taking the initiative in this respect. For example, Whitsunday 2020 has produced a corporate plan which outlines the specific local needs for their region. They have included goals at their local level, but then it outlines how each of those goals aligns to the Queensland Plan. The same type of activity has also happened for the Rockhampton Regional Council—they had a document titled *Rockhampton Region ... We Can!*—and Livingstone Shire Council had a similar approach. There has been an acknowledgement of the scope of opportunity that the Queensland Plan provides. We are also aware of other sectors and organisations that are looking at aligning as well. For example, the Property Council of Australia released a document

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called *Building a Prosperous Queensland*. They, too, have started to align. Collectively, these contributions and alignments to the Queensland Plan will help deliver that long-term objective over time.

**CHAIR:** Ms Neale, are the documents you mentioned available online? How would we get our hands on them?

**Ms Neale:** Yes, they are available online, but we can provide them to the committee if that would be helpful.

**Mr PITT:** Before we move on, you used the word 'aspirational' to talk about the plan. It is terrific to see that there are peak bodies or local authorities coming into line or having regard for the plan already, before legislation is even put through the House.

**Ms Neale:** Yes.

**Mr PITT:** That begs the question: was legislation necessary? Given that the plan, as you said, is aspirational, what impacts does it have for those local authorities to deliver the plan? Are some of those constraints going to be, I guess, too much of a burden on some of those local authorities? Previous plans have also been aspirational but have not required legislation. In terms of the delivery, the question is: is this a bit of a carrot-versus-stick scenario? Can you talk me through the rationale for legislating, because I am still not clear as to why that is required.

**Ms Neale:** The Premier made public announcements that the plan would be enshrined in legislation throughout 2013. In the community engagement process for developing the Queensland Plan, Queenslanders expressed a desire to have a long-term approach to state planning that went beyond electoral cycles. They also provided feedback about greater involvement in planning and decisions that affect local communities and the state as a whole.

**Mr PITT:** Sorry to interrupt, but I understand that sort of background. I understand that the Premier made those statements. What advice did the Department of the Premier and Cabinet provide to the Premier or to the cabinet to say that you actually need to legislate, because you can still have regard for long-term planning without legislation? I was concerned to see what advice the department provided, or has it just been driven by the Premier's statement alone?

**Ms Neale:** The decision to legislate was a policy decision of government.

**Mr PITT:** Okay.

**Mr STEWART:** Could you outline what exactly is the role of government ministers within the bill?

**Ms Neale:** Clause 9 talks to that. It outlines that ministers who have a responsibility for one of the key areas identified in the plan would have a role in promoting awareness of the Queensland Plan to the community, business and industry. It would also require them to make the community and business aware of that key area, what it included and also the targets that were associated with it.

**Mr STEWART:** Would there be a requirement for any additional legislation within each department for that?

**Ms Neale:** No.

**CHAIR:** Can you explain more about the ambassadors council—how long its members will be appointed for and how it will engage with the community and implement the Queensland Plan's goals and decisions?

**Ms Neale:** In terms of the community engagement process that was used to develop the plan, there was a high level of public participation. The ambassadors council is to continue that strong community connection to implementing the plan. Clause 20, regarding the ambassadors council, includes its functions about promoting awareness and advocating for the implementation of the plan within business, industry and community, and also to provide advice to the Premier on matters relating to implementation of the plan. Exactly how this will take place would be a matter for the council and the ambassadors in terms of each representing a different sector of the community, a different region and so forth, and being able to advocate with their networks in different ways. Clause 34 identifies that the council would meet at least twice a year. Their appointment is for up to five years. The ambassadors council would also be involved in the review of the Queensland Plan. The bill provides for a five-yearly review process and in the Premier's review of that he or she would consult with the ambassadors council.

**CHAIR:** Thank you very much.

**Dr FLEGG:** I wanted to go back to the point that Curtis made. I am not sure if this is a question or a comment. If it were not enshrined in legislation, it seems to me that it is not unusual to have legislation that would require reporting to be done by a certain date, at a certain frequency and so forth. I find it a bit hard to understand how, without enshrining that in legislation, the whole process would work, because basically it would be just a promise on the never-never if there were no actual deadlines, if there was no requirement to provide information, if there was no structured requirement required by regulation or legislation of some sort. I think that might be more of a statement, Curtis. Maybe you could comment on that?

**Ms Neale:** In terms of the legislation, having a single bill does provide that clear direction around the importance of a long-term vision for the community. It also provides, I guess, greater accessibility and transparency to the broad number of people who are involved in the process of contributing to the development of a Queensland Plan and that it would be taken forward and implemented in future.

**Dr FLEGG:** So it would have the effect that future governments of either side who had greater or lesser levels of commitment, rather than just letting it slip, could be still required to show how progress is being made?

**Ms Neale:** Yes.

**Mrs OSTAPOVITCH:** Can you explain to me a little bit about the stakeholders of the Queensland Plan? What was some of the feedback that we received from the stakeholders about the bill?

**Ms Neale:** As Dr Ward mentioned, we consulted with local government. We consulted with the Local Government Association of Queensland, Brisbane City Council, Central Highlands Regional Council, Rockhampton Regional Council, Whitsunday Regional Council, the Central-Western Queensland Remote Area Planning and Development Board and the Far North Queensland Regional Organisation of Councils. Local governments were broadly supportive of the bill. The Rockhampton Regional Council noted that the Queensland Plan provides a real opportunity for regional development with a long-term focus. I have mentioned the Whitsunday 2020 corporate plan. They indicated that they would be able to provide the information required in terms of reporting earlier than required under the proposed bill. The LGAQ sought some clarity on the operation of clause 21, which relates to where the Premier may give the ambassadors council direction. They queried whether that direction related to the council's performance of its functions or whether it was more broadly on other matters. We updated the wording in the bill to reflect that suggestion, just to give complete clarity in that respect.

**CHAIR:** How was that wording fleshed out?

**Ms Neale:** Clause 21 states, under 'Premier may give directions'—

The Premier may give the ambassadors council directions in relation to the performance of its functions.

The words 'performance of its functions' were added. Clause 21(2) states—

The ambassadors council must perform its functions subject to ...

So the words 'perform its functions' were inserted.

**Mr PITT:** This is probably a bit of a technical question that relates to clause 28. We are talking about the ambassadors council. Clause 28 states that the Premier may terminate the appointment of a member of the ambassadors council only if the Premier is satisfied that the member has been guilty of misconduct or is incapable of performing the member's duties. Specifically on the idea that the person has been found guilty of misconduct, 'misconduct' has been removed from the CCC Act in favour of a definition of 'corruption'. The dictionary in the bill does not define 'misconduct'. I was curious to see what the definition of 'misconduct' would be for the ambassadors council in terms of relying on terminating appointments and that sort of thing.

**Ms Neale:** Sure. I would need to take that question on notice.

**Mr PITT:** Thank you. I realise it is a specific question.

**Ms Neale:** Thank you.

**Mr STEWART:** What do you consider to be the measured outcomes in the plan and who would monitor those measurements?

**Ms Neale:** The current version of the Queensland Plan has nine foundation areas and each foundation area has targets. There are 20 targets in total and they have associated measures. Each of those measures has a demonstrated baseline or an intention to develop a baseline. Those measures would be the outcomes that we would measure against in terms of implementing the plan. The Department of the Premier and Cabinet would be responsible for monitoring them.

**Mrs OSTAPOVITCH:** Did we ask how long the ambassadors will be appointed for?

**CHAIR:** Up to five years.

**Mr GULLEY:** Continuing on with the ambassadors council, I note clause 20 and that one of the main purposes of the act is to establish the council to advocate for the implementation of the Queensland Plan. Who will the ambassadors be advocating to? Is it just to the Premier or is it to other departments? Is it to ministers? Is it to other organisations like Tourism and Events Queensland? Is it to the federal bodies? What is the mechanism to advocate and to whom are they advocating and what is the strength of their advocating?

**Ms Neale:** I will just get that clause in front of me. In terms of whom they advocate to, it is broadly the community, business and industry. So each ambassador would have their own networks and touch points, if you like, in terms of both professional and personal networks with whom they would raise awareness about the plan and encourage its implementation for organisations to have regard to it and to be aware of it and what it means to them and how they might contribute. It would be a different approach I would suspect for each particular ambassador. Collectively they would cover a broad range of stakeholders across the state.

**Mr PITT:** In a submission that came from the Brisbane City Council which talked about the term 'responsibility', they indicated that the term 'responsibility' could be interpreted as a possible legal obligation on all parties to deliver the Queensland Plan. Could you clarify what is meant by the wording of this section? Has the DPC considered this issue in its entirety?

**Ms Neale:** Yes, we have considered the issue. The intention was that the Queensland Plan delivery is the collective responsibility across all sectors of the community, and this principle was designed to reflect that approach. We note that schedule 1, which is where that principle 7 is contained, refers to clause 5(3), and that is specifically about developing the plan. Therefore, it is our understanding that the joint responsibility principle does not create a legal obligation for local government.

**CHAIR:** Just going back to the question regarding the councils reporting back, how do you think that will affect some of the smaller councils? The reporting could be a little bit onerous for them. Do you see that or is there some leeway given to smaller councils in terms of the reporting mechanisms?

**Ms Neale:** In terms of those reporting requirements, to the extent possible we have tried to tap into existing processes. So they are required to provide a corporate plan. They are required to annually report on that corporate plan. So they would have regard to the Queensland Plan as part of that corporate planning process. We would hope that that would be a minimal additional burden. In terms of the testing of that approach with a variety of local governments, they seem to support that approach, tapping into an existing mechanism.

**CHAIR:** And particularly the smaller councils?

**Ms Neale:** Yes.

**Mr PITT:** Chair, I am not sure if you are mainly referring to the reporting requirements in your question?

**CHAIR:** Yes.

**Mr PITT:** I would like to take that one step further and talk about those smaller councils and regional councils who, in order to deliver what is in the Queensland Plan—and they will try to deliver on an agreed outcome because it is legislated—may require additional resourcing and funding. Has there been any thought given to what additional resourcing may be required for some of those councils? That was the first part of the question. The other is that there will be particular local issues that affect communities, some of which may actually directly contradict a stated goal in the Queensland Plan. How is that reconciled?

**Ms Neale:** In relation to the first part of your question, that would be a matter of policy consideration by the government. In terms of the second part of your question, the bill in clause 11 asks that local governments have regard to the Queensland Plan in their corporate plan. So as part of that process they would determine how the Queensland Plan could best be taken forward in their community.

**Mr PITT:** But they can equally disregard the Queensland Plan. Is that correct?

**Ms Neale:** They would choose how they had regard to it within their local community.

**Mr PITT:** So they could comply with all or none.

**CHAIR:** Or some aspects of it.

**Ms Neale:** Or some aspects of it, yes. They would make that indication in their corporate plan, yes.

**Mrs OSTAPOVITCH:** Following on from that, if there were any conflicting demands by state and local levels of government, how would you deal with those conflicts?

**Ms Neale:** In terms of the implementation of the Queensland Plan, the current version of the plan has indicated that, while there was agreement on a lot of areas of where we would like Queensland to go in the future, there was strong agreement that there were different ways in which those goals might be achieved. So it would be a matter of future consultation and discussion as part of the normal process of government engagement between levels of government and with the community.

**Mr PITT:** My question again is probably in two parts. Who considers whether the local governments have complied with the requirements set out in the Queensland Plan? How is this consideration managed? Not all legislation requires penalties but there could be a question I guess relating to local governments, but not only to local governments, of what happens if a local authority does not deliver as per the agreed corporate plan, because this Queensland Plan is legislated? Similarly, when you start talking about ministers and chief executives, what happens in that sense if they fail to meet the requirements under the plan? I am assuming there are no penalties involved. I just thought I would ask the question. It seems to be absent from the bill. I am sure that is deliberate but I wanted to ask that question.

**Ms Neale:** There are no penalties. In terms of the bill setting out requirements for local government, that forms part of the corporate planning and annual reporting requirements which are in the Local Government Act and regulation. So those arrangements would apply. Sorry, could you repeat the second part of your question?

**Mr PITT:** The second part of the question related to the penalties.

**Ms Neale:** So there are not any proposed.

**Mr PITT:** Just so I am clear: we are legislating for the Queensland Plan, but if people do not comply with the Queensland Plan what mechanism will be used to try to enforce it? It comes back to my original question about the need for legislation versus not having legislation. Usually the purpose of legislation is to have compliance. But, if people do not comply, what sanctions or penalties will be placed on them? Is it going to be a policy decision of government to not provide funding? Again, there are no penalties in this bill. From a purely legislative sense, I am unclear as to the need for the legislation.

**Dr Ward:** As Ms Neale has pointed out, there are no sanctions or penalties built into the legislation. I guess it gets back to that issue of advocacy. We would think that ministers would be out there advocating in their local communities; likewise with the members of the ambassadors council. They would be out there in the communities representing their local communities and talking through the issues. There is certainly no intention that anyone or councils are penalised as a result of, if you like, noncompliance. As Ms Neale pointed out, it is more that councils will 'have regard to', but there is not a stick at the end of that statement.

**Mr PITT:** I just want to go back to the fact that this is not the first aspirational plan of its kind. We have seen the Towards Q2 plan that was in effect previously. Notwithstanding all of the important public feedback and consultation that occurred in developing the concepts and themes for the plan, were there any sections of the previous plan, which had also gone through a similar process to gauge public opinion and public input, that could have been altered or modified to build on the existing arrangement as opposed to scrapping everything and starting again, perhaps ending up with something quite similar but potentially with some targets that were not necessarily reached previously or some targets that were not even included in the new plan because they have not been deemed to be a priority under this new arrangement? I just think there may be some sections like education, health and particularly environment that, from my reading of the current plan, are not in line with the previous plan. I find that to be quite interesting. Sorry it is half a statement to hear about the previous plan but also a question of what sections of the previous plan could have been altered or modified potentially to bring forward a new improved version, if you like, if that was the ultimate aim of what this bill and the plan is trying to achieve?

**Ms Neale:** The process to develop the Queensland Plan was a policy decision of government and it encompassed broad community engagement and a long-term time frame and it was also established as a community vision, not a government plan per se.



**Mr PITT:** Following on from that, has anyone done a side-by-side comparison of Towards Q2 or the Queensland Plan to see just how similar the aspirational plans are or were?

**Ms Neale:** No. I personally have not.

**Mr PITT:** Just from a public policy perspective it is a question, I think, that may warrant some attention, because, again, there is quite an amount of money spent on the process. I participated in the process. I thought it was a good process. But at the same time, if the answers were sitting in front of us and we needed to improve on something that was existing, from a purely public policy perspective I think that is a question that deserves some attention, as I say.

**CHAIR:** Thank you, Mr Pitt. My final question is with regard to the ambassadors. Firstly, how do they get appointed? What is the process? Who are these people or what qualifications will they have? What administrative support will there be for the ambassadors council? How will the remuneration or allowances that will be paid to them be determined? Is it a full-time position for some people and a part-time position for others? Can you flesh out some of the nuts and bolts of the ambassadors council?

**Ms Neale:** Sure. The ambassadors are appointed by the Premier. There are clauses in the bill that outline the criteria upon which the selection of the ambassadors is to be made. So they are to represent the community, business or industry and regional Queensland. To be appointed you would need to reflect one or more of those criteria and also have the ability to promote the Queensland Plan as a long-term vision for Queensland. They are required to meet at least twice a year. They may voluntarily choose to meet more regularly than that. It would be a part-time arrangement. The administrative support for the ambassadors council is provided by the Department of the Premier and Cabinet. The council themselves will work to define what their exact activities and priorities are over the course of their term.

**CHAIR:** What about remuneration?

**Ms Neale:** To cover that, the intention is that any of the reasonable expenses that are associated with the discharge of their duties as ambassadors would be reimbursed and that in terms of specific remuneration, as a general rule, members of advisory government bodies are not remunerated. However, we would assess that and make recommendations on a case-by-case basis as needed.

**CHAIR:** Are there any further questions?

**Mr GULLEY:** That was a very good question. Thank you, Chairman. For the ambassadors, in terms of allowances and fair remuneration, are there any KPIs or measurement of the performance of ambassadors? Will there be a process to ensure the ambassadors are undertaking their duties to their fullest capacity?

**Ms Neale:** There are no specific KPIs listed. They do need to provide minutes of their meetings and they would participate in the annual progress report process.

**CHAIR:** This is a bit of a hypothetical, but what will they do? What would you envision an ambassador to be doing? So, if we have an ambassador representing the Country Women's Association, what would she be doing on a day-to-day basis or a month-to-month basis?

**Ms Neale:** It would be raising awareness for those people who might not have come across the plan or understand how it relates to their community or to their work et cetera. So it would be building that understanding of where the plan has come from and what it hopes to achieve. In terms of the CWA example, it might be to reflect the goals in the Queensland Plan that relate to increasing community connection or to support intergenerational connections as well or to reflect how some of the community elders et cetera can pass on knowledge or it might be an opportunity for people to connect in different ways or to find new opportunities about different businesses and so forth.

In terms of the advocacy, it also might be, for example, if there was someone who had a small business background and had noticed in their particular network or region et cetera that there were some issues surrounding small business, that might be something they could bring to the council for discussion about how collectively they might be able to help further that discussion or provide solutions to issues and so forth.

**Mrs OSTAPOVITCH:** So they would basically come together and brainstorm, I would think, and mind map—those sorts of things. They would discuss how they are going to implement or promote the Queensland Plan amongst the community. Would that be right?

**Ms Neale:** Yes.

**CHAIR:** Do you foresee any further legislation being required going forward with the plan at all?

**Ms Neale:** No.

**CHAIR:** Fantastic. There being no further questions, we will now conclude this public departmental briefing. If members require any further information, we will contact you. Thank you for your attendance. I know you are both busy people. We thank you for the information that you have provided us today. I declare this briefing closed. Is it the wish of the committee that evidence given here before it be authorised by publication pursuant to section 50(2)(a) of the Parliament of Queensland Act 2001? There being no objection, it is so authorised.

**Committee adjourned at 10.03 am**