
From: Nikolai Nehring
Sent: Wednesday, 10 July 2019 3:39 PM
To: Robert Setter
Subject: RE: review of and advice on letter engagement from KPNG please for assessment of Office of CG

Hi Rob,

I have reviewed the letter and the general content is fine; however as the PSC is commissioning the review on behalf of Office of the Coordinator General, can we ask KPMG to address the letter to you and reference the Public Service Commission with PSC ABN (73 289 606 743).

Also, I note that the use of the deliverable is restricted to certain purposes (with no alternation) This is fairly common where the report will be branded and potentially published, but is something to be aware of.

Kind regards

Nikolai



**Queensland
Government**

Nikolai Nehring
Senior Advisor, Governance and Procurement
Governance and Business Services
Public Service Commission

P 07 3003 2843

E nikolai.nehring@psc.qld.gov.au W psc.qld.gov.au

Level 27, 1 William Street, Brisbane QLD 4000



From: Robert Setter <Robert.Setter@psc.qld.gov.au>
Sent: Thursday, 4 July 2019 4:56 PM
To: Nikolai Nehring <Nikolai.Nehring@psc.qld.gov.au>
Subject: review of and advice on letter engagement from KPNG please for assessment of Office of CG

Thanks
Rob



Robert Setter
Commission Chief Executive
Public Service Commission

P 07 3003 2810
E robert.setter@psc.qld.gov.au W psc.qld.gov.au
Level 27, 1 William Street, Brisbane QLD 4000



Released under RTI - PSC

From: Nikolai Nehring
Sent: Thursday, 11 July 2019 9:25 AM
To: Robert Setter
Subject: RE: KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG

Hi Rob,

The administrative corrections I requested have been applied and the letter includes the elements we would usually include in a contract for this type of work, so this version is ok to sign from my perspective.

As I mentioned in my previous advice, there are certain restrictions on the use of the deliverable that will need to be observed (i.e. not altering or providing to a third party without permission); however this can be managed through effective communication if/when the report is provided to the OCG to implement recommendations.

Kind regards



**Queensland
Government**

Nikolai

Nikolai Nehring
Senior Advisor, Governance and Procurement
Governance and Business Services
Public Service Commission

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Level 27, 1 William Street, Brisbane QLD 4000



From: Robert Setter <Robert.Setter@psc.qld.gov.au>
Sent: Thursday, 11 July 2019 8:54 AM
To: Nikolai Nehring <Nikolai.Nehring@psc.qld.gov.au>
Subject: FW: KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG

Nikolai

For review and advice please

Thanks

Rob



**Queensland
Government**

Robert Setter
Commission Chief Executive
Public Service Commission

P 07 3003 2810

E robert.setter@psc.qld.gov.au W psc.qld.gov.au
Level 27, 1 William Street, Brisbane QLD 4000



From: Harradine, Dan [REDACTED]
Sent: Wednesday, 10 July 2019 6:08 PM
To: Robert Setter <Robert.Setter@psc.qld.gov.au>
Cc: Low, Paul [REDACTED]
Subject: KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG

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

KPMG
Riparian Plaza
71 Eagle Street
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Fax +61 7 3233 3100
Mob [REDACTED]
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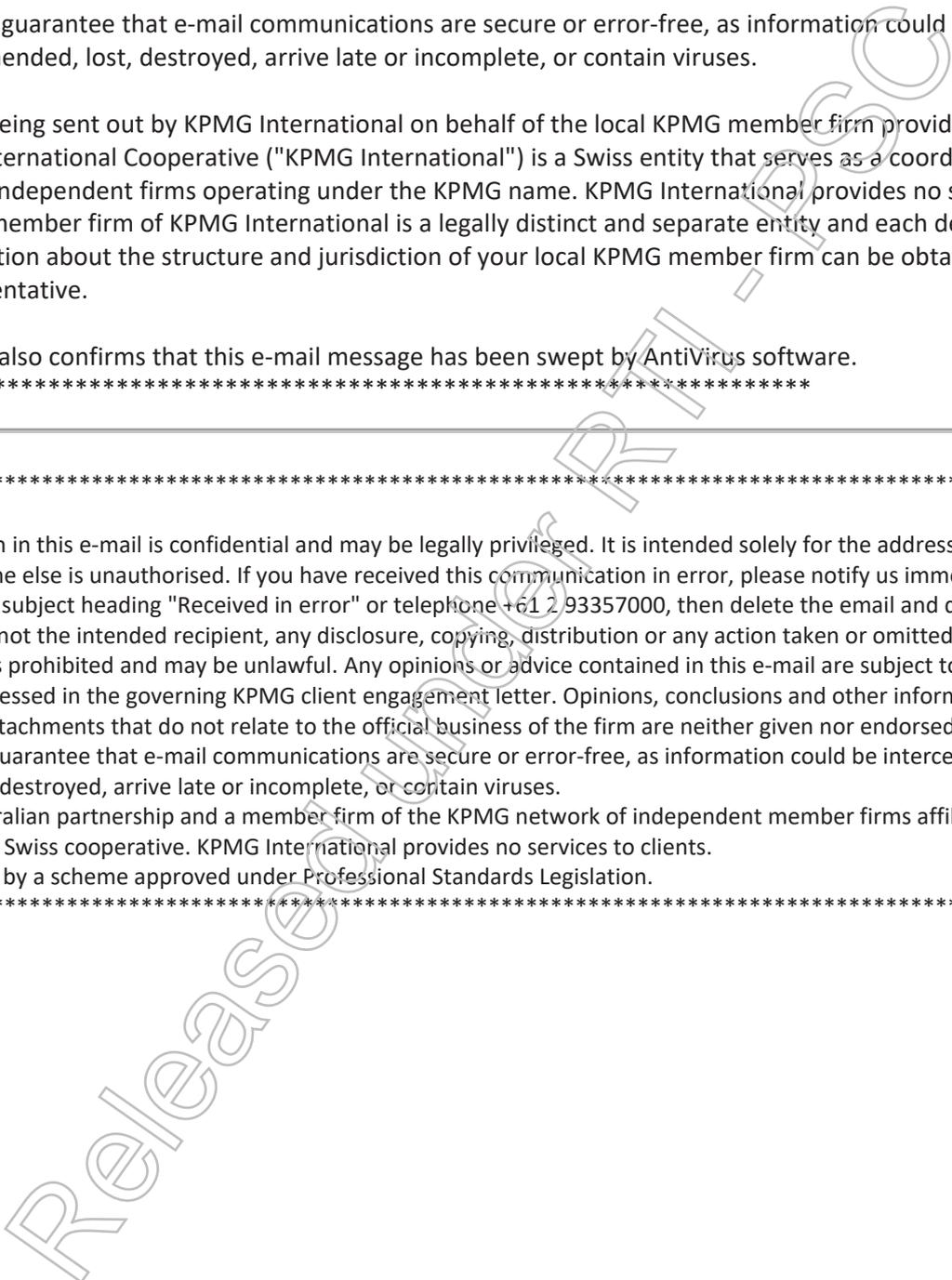
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From: Robert Setter
Sent: Thursday, 11 July 2019 8:54 AM
To: Nikolai Nehring
Subject: FW: KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG
Attachments: KPMG Engagement Letter - Final - 10 July 2019.pdf

Nikolai
For review and advice please
Thanks
Rob



Robert Setter
Commission Chief Executive
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P 07 3003 2810
E robert.setter@psc.qld.gov.au W psc.qld.gov.au
Level 27, 1 William Street, Brisbane QLD 4000



From: Harradine, Dan [REDACTED]
Sent: Wednesday, 10 July 2019 6:08 PM
To: Robert Setter <Robert.Setter@psc.qld.gov.au>
Cc: Low, Paul [REDACTED]
Subject: KPMG Proposal - Advice regarding options to strengthen governance and business model for the OCG

Hi Rob,

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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**).

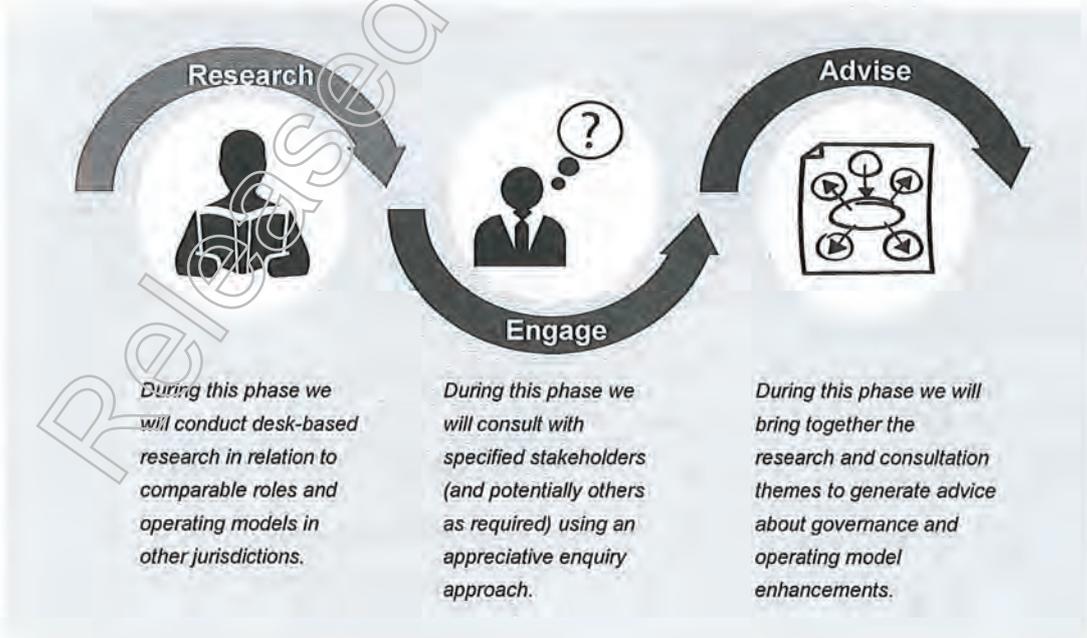
We note that the Scope explicitly excludes the following:

- 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>Primary Objective</p> <p>Confirm key parameters for engagement delivery.</p> | <p>Output</p> <ul style="list-style-type: none"> Brief project work plan. |
| <p>Key activities</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"> Engagement context and purpose, including endorsed Terms of Reference; Engagement scope; Approach to consultation and confirmation of initial stakeholders for engagement; Availability of any internally-held information to inform desktop research and analysis; and Timing of Steering Committee meetings and other logistics. <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>Primary Objective</p> <ul style="list-style-type: none"> Research, consider and analyse similar roles and functions in Queensland and other jurisdictions, including how they are governed and supported through a business model. | <p>Output</p> <ul style="list-style-type: none"> Summary of similar roles, characteristics, roles, governance arrangements and business models, where information is publicly available. |
| <p>Key activities</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"> Relevant parts of the <i>State Development and Public Works Organisation Act 1971</i>; Similar legislation in other Australian jurisdictions; Any prior reviews of the CG/OCG made available to the project or which are published and available for consideration; The Governance and Accountability Review of DSD executives (prepared by KPMG in 2017); | |

- 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 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>Primary Objective</p> <p>Engage with senior executives across the Queensland Public Service to collate evidence to inform the advice.</p> | <p>Outputs</p> <ul style="list-style-type: none"> Summary of key themes from stakeholder consultation activities. |
| <p>Key activities</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"> The current CG and key senior executive staff of the OCG (at the Assistant CG level), which will be held early in the process; 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 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. <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"> Barry Broe, Coordinator-General Assistant CG, Coordinated Project Delivery Assistant CG, State Development Areas Assistant CG, Land Acquisition and Project Delivery | <ul style="list-style-type: none"> Effectiveness of current governance and business model arrangements to enable acquittal of the CG role and associated statutory functions. Current formal accountabilities of the role. Scope/role description of the CG role. The advantages and limitations of: <ul style="list-style-type: none"> The current business model; The powers granted to the CG under the Act that impact on capacity to secure resources to discharge accountabilities; Formal interfaces with other Departments; and Formal interfaces with DSDMiP. |

| Stakeholder Group Two: Directors-General of Interacting Departments | |
|--|---|
| Proposed Stakeholders | Lines of Enquiry |
| <ul style="list-style-type: none"> James Purtill, DG Department of Natural Resources, Mines and Energy Jaimie Merrick, DG Department of Environment and Science Damien Walker, DG Department of Innovation, Tourism Industry Development and the Commonwealth Games | <ul style="list-style-type: none"> 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. 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). |
| <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"> Michael McKee, DDG Business, Commercial and Performance Craig Whip, A/DDG Investment Facilitation and Partnerships Any additional key stakeholders identified as a result of engagement with groups one, two and three | <ul style="list-style-type: none"> 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. 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). |



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.

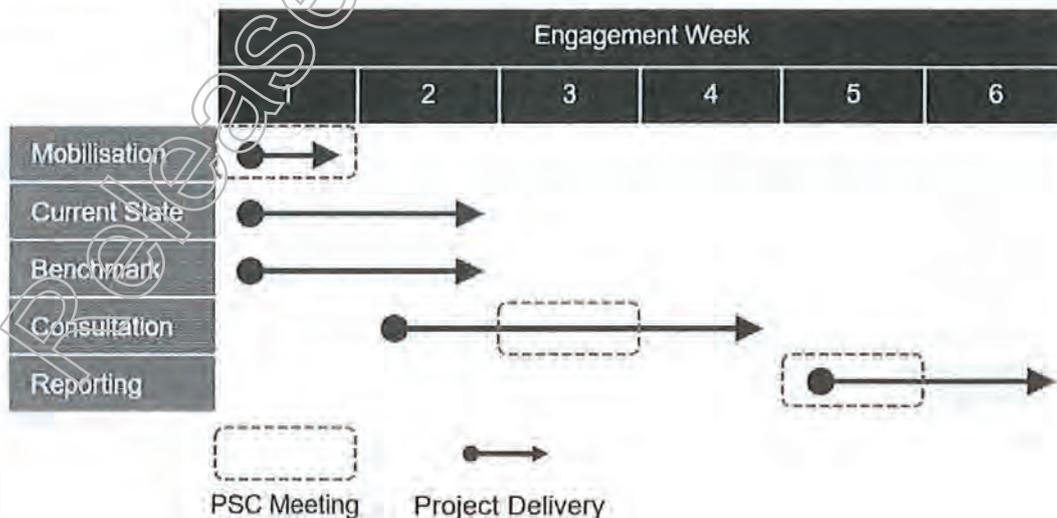
3.1. KPMG branded deliverable

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>Paul Low <i>National Lead Partner, Infrastructure, Government & 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>Dan Harradine <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>James Mathews <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') | 3 | 3 | 31 | 61 | \$27,147 |
| 2: Consultation | 22.5 | 22.5 | 22.5 | 22.5 | \$32,717 |
| 3: Advise | 15 | 15 | 30 | 45 | \$33,800 |
| Total Fee | | | | | \$93,664 |

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:



*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 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 Qld 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 Gurniu, 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.

From: Robert Setter
Sent: Tuesday, 2 July 2019 10:43 AM
To: Nikolai Nehring
Cc: Megan Barry
Subject: Independent assessment, Office of the Co-Ordinator General CONFIDENTIAL
Attachments: Barry Broe letter to Rachel Hunter re review.pdf; Invitation to provide assessment services CONFIDENTIAL ; Draft TOR for independent assessment to enhance the role of the Coordinator General. CONFIDENTIAL

Nikolai

I attach two documents in relation to the appointment of KPMG to undertake an expert, independent assessment of the governance and operating model of the Office of the Co-ordinator General. This work will inform the regularisation of the recruitment and appointment of the Coordinator General when the current appointees contract ends in November. He has indicated he will apply as part of a open-merit appointment process.

The letters to the DG DPC provide the background to the assessment; I expect a letter of engagement from KPMG by COB Thursday 4 July 2019.

I have selected KPMG because:

- Their national infrastructure lead is Paul Low who is:
 - o a Queensland-based partner, who has previously been responsible for major infrastructure projects across government including with the CoG office
 - o works across jurisdictions and nationally on major infrastructure projects involving offices with similar functions to the Queensland CoG
- He has agreed to be one of two KPMG assessment leads, along with Dan Harradine, who is Lead Partner, Government with KPMG and has worked both within and with the Queensland government on major projects over several years.

Please establish a project file and provide advice on due diligence as the project progresses.

Thank you

Rob



**Queensland
Government**

Robert Setter
Commission Chief Executive
Public Service Commission

P 07 3003 2810
E robert.setter@psc.qld.gov.au W psc.qld.gov.au
Level 27, 1 William Street, Brisbane QLD 4000





Public Service Commission

Please quote: TF/19/6569

26 June 2019

Rachel Hunter
Acting Director General
Department of Premier and Cabinet
Level 40, 1 William Street
BRISBANE QLD 4000

Dear Rachel

The Co-Ordinator General has advised me that the Minister for State Development, Manufacturing, Infrastructure and Planning wishes to ensure that future appointments of the Co-Ordinator General (CoG) are consistent with this government's commitment to open-merit appointment of executives. Mr Broe is the only member of the government's Leadership Board who has not been open-merit assessed. His contract ends on 13 November 2019.

Mr Broe further advised that he has an interest in continuing in the position.

I advised Mr Broe that I would be strongly recommending an independent review of the governance and current operating model for the Office of the Co-Ordinator General (OCG) to inform the Minister and the incoming CoG.

My experience over the last four years is that current arrangements present a lack of clarity and therefore a risk to the effective and efficient operation of the office and the portfolio department given:

- The staff who support the Co-Ordinator General are the responsibility of the Director-General DSDMIP, yet with performance accountability to the Co-Ordinator General
- The Co-Ordinator General has no Role Description for the position, nor contract of employment with terms and conditions consistent with all Commissioners and Directors-General (fellow members of the Leadership Board).

The review would therefore result in recommendations for consideration by the Minister, through the Director-General, DSDMIP, to assure clarity regarding the CoG role. It would also assess the governance and the operating model of the OCG, noting the imperative to maintain the powers and integrity of the independence and statutory functions of the office.

The review would inform the development of a Role Description for the position, and future employment terms for the Co-Ordinator General.

I would expect to be in a position to provide the Minister with review findings in approximately six (6) weeks.

Yours sincerely



Robert Setter
Commission Chief Executive

Level 27, 1 William Street Brisbane
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Queensland 4002 Australia
Telephone +61 7 3003 2800
Facsimile +61 7 3224 2635
Website www.psc.qld.gov.au

ABN 73 289 606 743

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

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Level 27, 1 William Street, Brisbane QLD 4000



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 RTI - PSC

From: Robert Setter
Sent: Monday, 1 July 2019 5:13 PM
To: Rachel Hunter
Cc: Toni Power (DSDMIP)
Subject: Draft TOR for independent assessment to enhance the role of the Coordinator General. CONFIDENTIAL
Attachments: ToR Review of the OCG - Draft 3rs_.docx

Rachel
Cc Toni

I have previously written to the A/DG Premier and Cabinet previously recommending it is timely to undertake an independent expert assessment of the role and governance of the Office of the Coordinator General. This email relates.

The Co-Ordinator General is a member of the Leadership Board. As such I believe it important that appointment arrangements (including detailed role description; and terms and conditions of employment) should be regularised and consistent with contemporary human resource practice as is the case with all other members of the Leadership Board.

I am recommending an independent expert assessment, as the Co-Ordinator General is not appointed under the Public Service Act 2008, but rather under the State Development and Public Works Organisation Act 1971. Specialist technical assessment would therefore be in order to ensure the integrity of the independence and statutory responsibilities of the role and the office are understood and recognised.

I have drafted a **Terms of Reference** for such an assessment for your consideration, as you are both recommended to join a Steering Committee to oversee the project.

I welcome your consideration and advice as appropriate.

I have advised the Co-Ordinator General of my intention to recommend this review, and would proceed to discuss the TOR with him once finalised.

Rob



Robert Setter
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Public Service Commission
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Level 27, 1 William Street, Brisbane QLD 4000



DRAFT ONLY

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

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Released under RTI - PSC

From: Nikolai Nehring
Sent: Tuesday, 2 July 2019 4:01 PM
To: Robert Setter
Cc: Megan Barry
Subject: RE: Independent assessment, Office of the Co-Ordinator General CONFIDENTIAL

Good afternoon Rob,

I confirm that the direct engagement of KPMG under QGP0050-18 complies with PSC internal procurement policy and guidelines. Your rationale in selecting KPMG to undertake this work based on the lead consultants' relevant experience and demonstrated knowledge of the functions of the Queensland CoG and comparable organisations is sound. KPMG also satisfies the 'buy local' requirements of the Queensland Procurement Policy as they support a Queensland workforce. Further, I suggest that seeking additional quotes would increase the risk that the confidentiality of this critical project may be compromised.

The letter of engagement will need to reference the terms and conditions of QGP0050-18 to ensure contractual arrangements align with the Standing Offer Arrangement (SOA). I'm happy to review the letter of engagement once you receive it and it may be appropriate to attach a schedule outlining operational details such as payment milestones and agreed dates for delivery of reports etc, if they are not already covered by the letter.

Kind regards



**Queensland
Government**

Nikolai

Nikolai Nehring
Senior Advisor, Governance and Procurement
Governance and Business Services
Public Service Commission

P 07 3003 2843

E nikolai.nehring@psc.qld.gov.au W psc.qld.gov.au

Level 27, 1 William Street, Brisbane QLD 4000



From: Robert Setter <Robert.Setter@psc.qld.gov.au>
Sent: Tuesday, 2 July 2019 10:43 AM
To: Nikolai Nehring <Nikolai.Nehring@psc.qld.gov.au>
Cc: Megan Barry <megan.barry@psc.qld.gov.au>
Subject: Independent assessment, Office of the Co-Ordinator General CONFIDENTIAL

Nikolai

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Thank you

Rob



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Robert Setter

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E robert.setter@psc.qld.gov.au W psc.qld.gov.au

Level 27, 1 William Street, Brisbane QLD 4000



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

P 07 3003 2810
E robert.setter@psc.qld.gov.au W psc.qld.gov.au
Level 27, 1 William Street, Brisbane QLD 4000

Released under RTI - PSC



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*