

The Honourable Anna Bligh  
Premier of Queensland  
PO Box 15185  
City East  
Queensland 4002

13 May 2008

Dear Premier

I would like to take this opportunity to thank you for your time in Mumbai. I am pleased to be able to provide you with a copy of the Price Waterhouse Coopers report into UCG that you asked for. It is a report that I believe you should find the time to read as it has very serious and positive implications for UCG and Queensland.

The key findings of this report are:

- There are over 1m PJ of gas currently available in Australia from UCG and an additional 1.3m PJ estimated to be available.

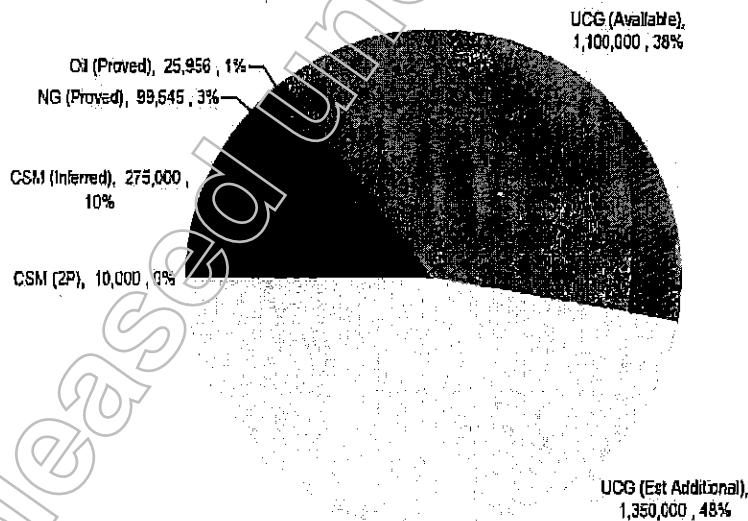


Figure 4.6: Australia Resource Mix with Available and Estimated UCG and Inferred CSM, but Excluding Coal (PJ) <sup>3, 20, 58, 82</sup>

Linc Energy Ltd

AMP Place,  
Level 7, 10 Eagle Street,  
Brisbane, QLD, Australia, 4000

GPO Box 1315,  
Brisbane, QLD, Australia, 4001

P +61 7 3229 0800

F +61 7 3229 6800

E [linc@lincenergy.com.au](mailto:linc@lincenergy.com.au)

Australia's Leader in Clean Coal Technology

[www.lincenergy.com.au](http://www.lincenergy.com.au)

- There is over 5 million PJ of resource for gas in the United States, 2.2 million PJ in China, and 1.9 million PJ available for UCG in India

Estimated Product Resource for UCG - Available plus Estimated Additional

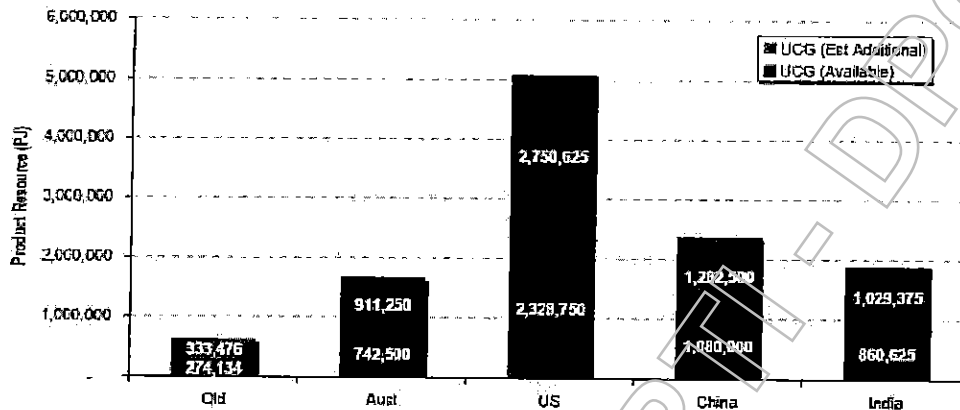


Figure 4.7: Available and Estimated UCG Product Resource 31. 68. 78. 82

- The US Lawrence Livermore National Laboratory has estimated variously; that recoverable reserves could be increased by at least 300% to 400% and that 1.6 trillion tons of unmineable coal in the US may be recoverable with UCG. The World Energy Council's 2007 Survey on Energy Resources estimates that 45% of Australia's proven in place reserves, or 44 billion tonnes, is available for extraction by UCG.
- Applying this same proportion to Queensland's measured plus inferred sources of thermal coal, suggests that there are possibly 16 billion tonnes that may be available for UCG in Queensland.
- On a resource value basis the UCG industry is more than a 2 Trillion dollar industry.

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**Estimated Queensland Resource Value**

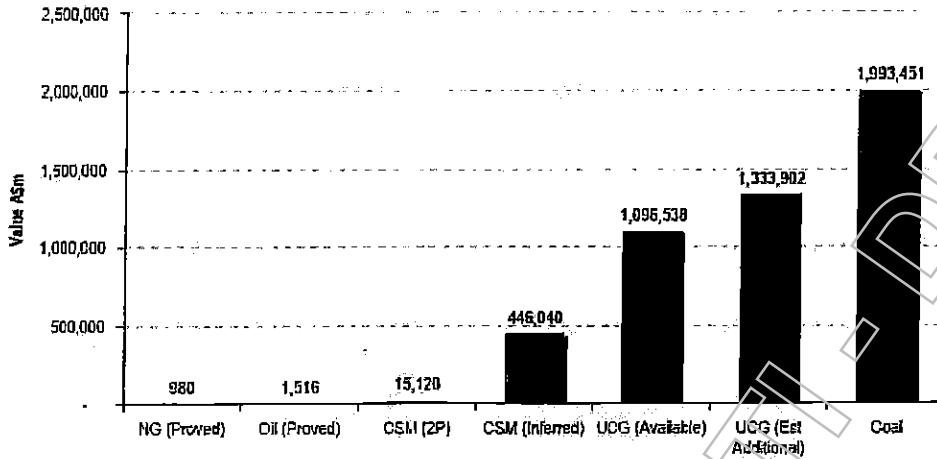


Figure 4.8: Estimated Queensland Relative Resource Values <sup>31, 56, 78, 82</sup>

- It is estimated that there is potentially 406,000 PJ of proven in place coal with a value of over \$1,000 billion as syngas and an additional 494,000 PJ of unmineable resource of similar value available for UCG in Queensland.

**Estimated Product Value for UCG - Available plus Estimated Additional**

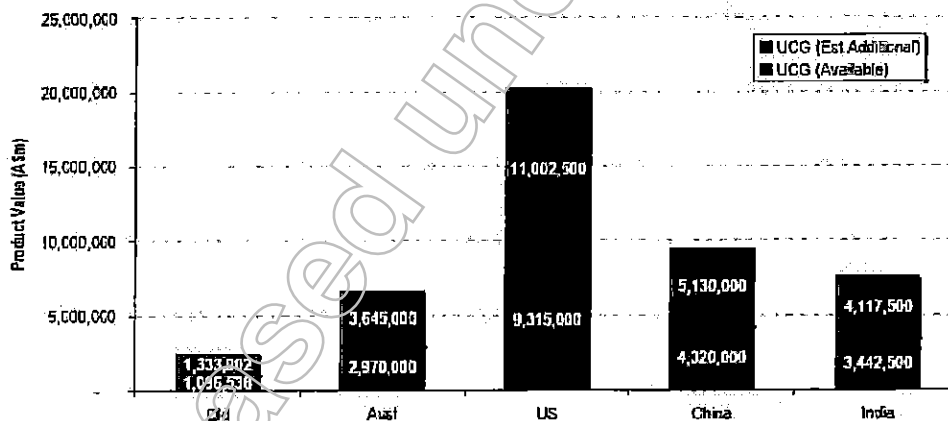


Figure 4.9: Available and Estimated UCG Product Value <sup>31, 56, 78, 82</sup>

- A UCG industry (without evaluating downstream product) producing syngas equivalent to 10% of the current Queensland coal production could potentially contribute close to \$600m per annum to the Queensland economy and over \$160m per annum in royalties.

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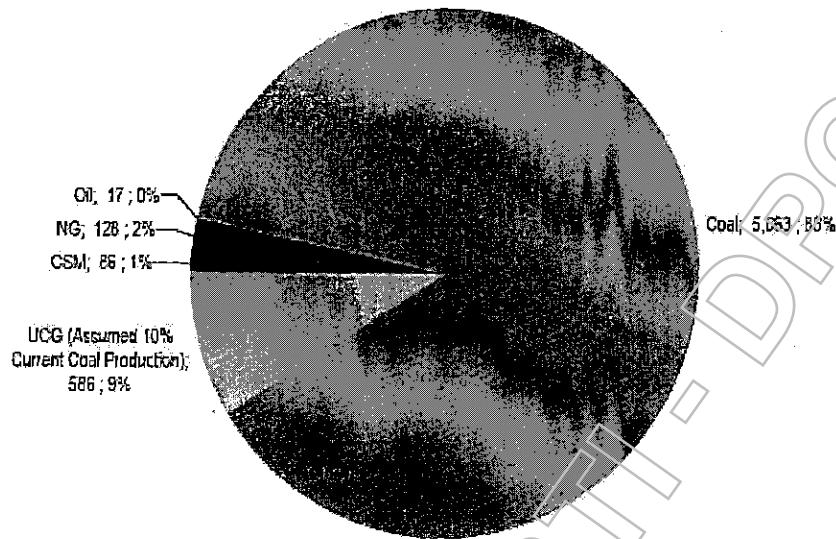


Figure 4.10: Illustrative Queensland Relative Annual Production Volumes (PJ) <sup>B.17</sup>

- Syngas is a versatile product that can be utilised in efficient power generation, transformed into synthetic natural gas or liquid fuels, or used as chemical.
- UCG-IGCC could potentially provide all of the benefits of IGCC power generation, but with no coal mining and no surface gasification plant required.
- UCG potentially has a built in capacity for carbon sequestration.
- The major environmental benefits compared to traditional coal utilisation include significant reductions in: SO<sub>x</sub>, NO<sub>x</sub>, heavy metals, and particulate matter; solid waste; and surface footprint.

It has been our belief that the UCG industry is one that is not fully understood by the Government from both a value proposition and the export potential. We are disappointed that this is the case, but hope educating will go a long way to better understanding.

As a company we are going from strength to strength. We are in the Deloitte's top 20 companies in Queensland, we are 150<sup>th</sup> on the ASX on market cap and now employ more than 80 people in Queensland, with a large number of them living in rural Queensland. We look forward to growing and providing many more jobs to Queenslanders.

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ABN 60 076 167 045

Finally, this industry has huge potential to provide cheap gas for power, diesel fuels from coal, and a range of chemical products. I propose that Linc Energy be given the opportunity to do a formal presentation to yourself and any other interested ministers on Linc Energy, UCG and the international potential for UCG.

If you have any questions about the report or where we are at in relation to Chinchilla, please do not hesitate to contact me. I look forward to speaking with you about the possibility of a presentation by Linc Energy in the near future.

Kind Regards,

A handwritten signature in black ink, appearing to read "JP".

Justyn Peters  
General Manager, Government and Environmental Affairs  
Linc Energy Ltd  
Ph: 07 3229 0800  
Email: [jdp@lincenergy.com.au](mailto:jdp@lincenergy.com.au)

Released under RTI - DIS

Linc Energy Ltd  
AMP Place,  
Level 7, 10 Eagle Street,  
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GPO Box 1315,  
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**Linc Energy Limited**

**Underground Coal Gasification**

**Industry Review and an Assessment of the  
Potential of UCG and UCG Value Added  
Products**

May 2008

Released under RTI/DPC

P8432



Ken Smith  
Director General  
Department of Premier & Cabinet  
Po Box 15185  
City East QLD 4002

13 May 2008

Digitised?	YES	NO
If digitised, this is now an ELECTRONIC DOCUMENT Enter ALL DATA IN TRIM		
15 MAY 2008	Date Received in DPC	
Document No:	08/1658	
File No:		
Tracking Folder No:	TF/08/965	

Re: Price Waterhouse Coopers UCG report

Dear Ken

I am pleased to be able to provide you with a copy of a report released by Price Waterhouse Coopers on UCG (Underground Coal Gasification). I have taken the liberty of summarised many of the key findings, but recommend that you review the whole document.

The key findings of this report are:

- There are over 1m PJ of gas currently available in Australia from UCG and an additional 1.3m PJ estimated to be available.

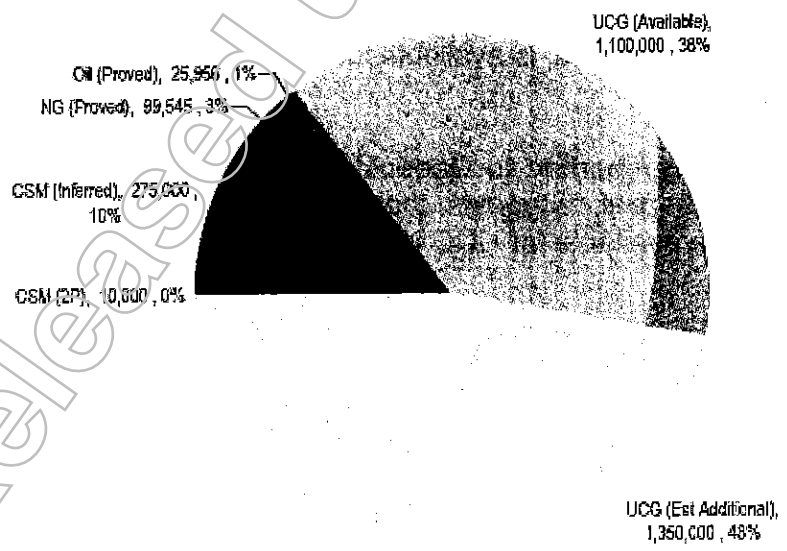


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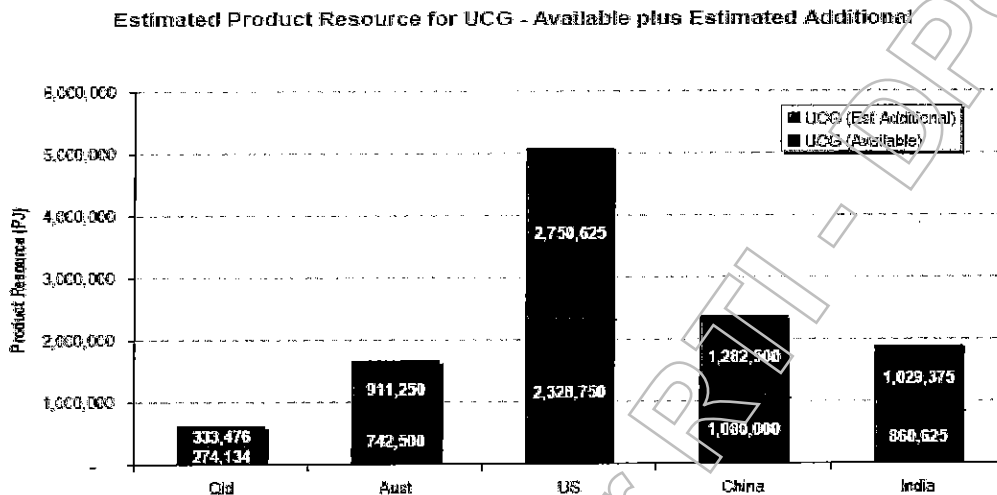


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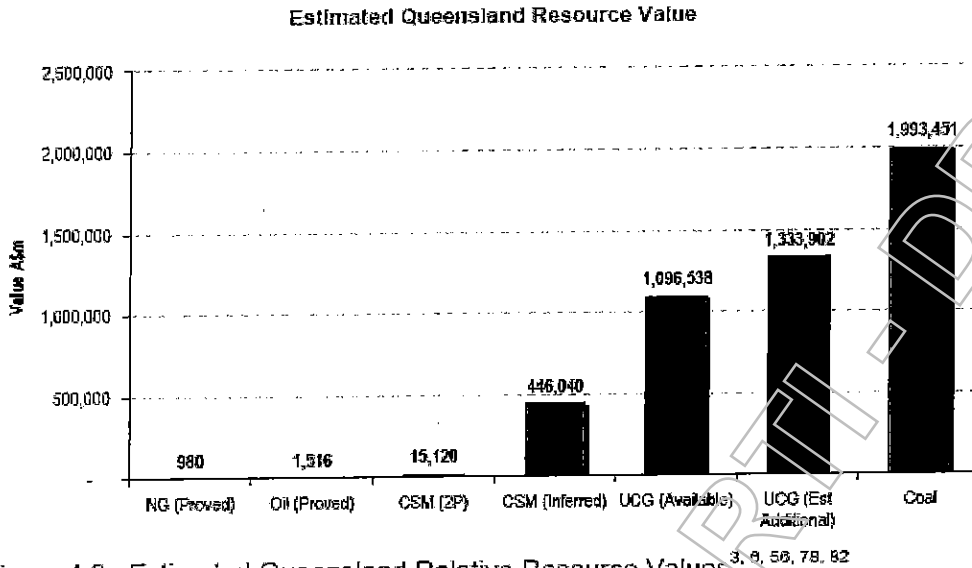


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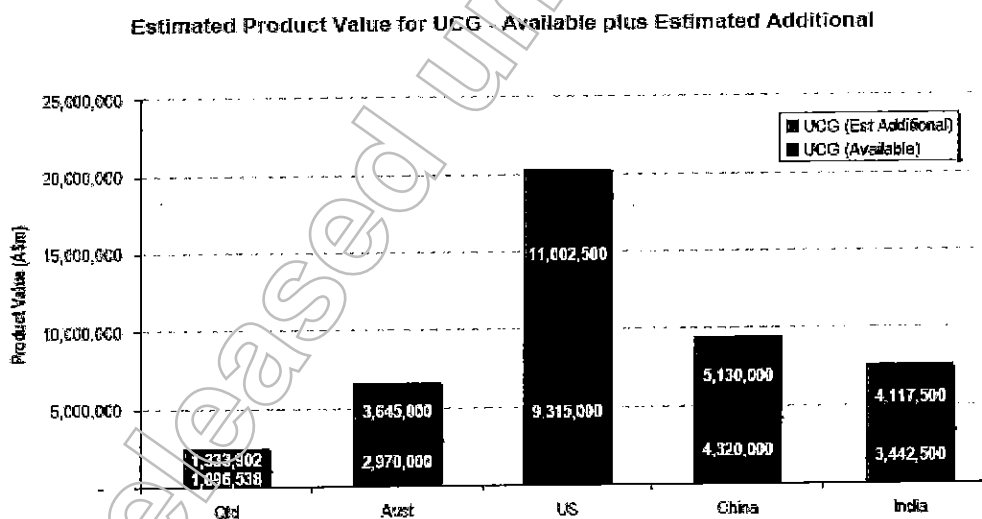


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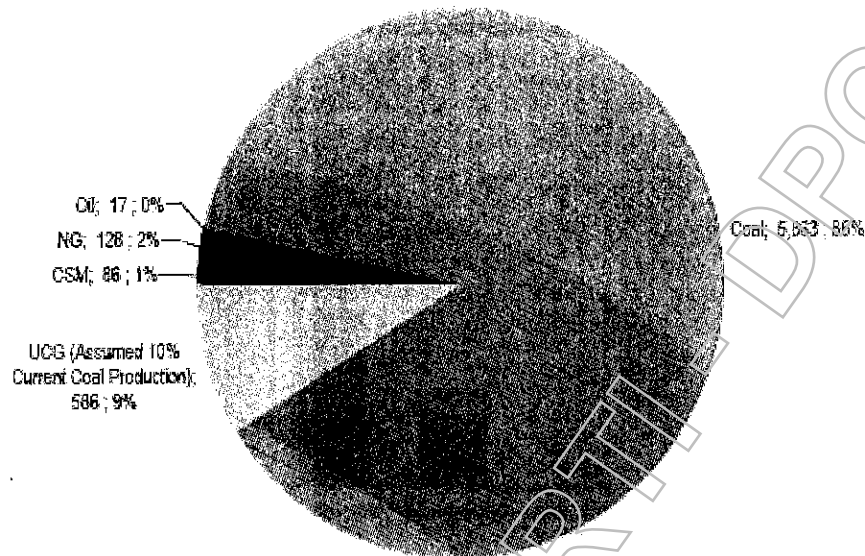


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- UCG potentially has a built in capacity for carbon sequestration.
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It has been our belief that the UCG industry is one that is not fully understood by the Government from both a value proposition and the export potential. We are disappointed that this is the case, but hope educating will go a long way to Linc Energy Ltd better understanding.

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Finally, this industry has huge potential to provide cheap gas for power, diesel fuels from coal, and a range of chemical products. I propose that Linc Energy be given the opportunity to meet with your department and do a formal presentation on Linc Energy, the UCG process, and the huge potential and benefits for Queensland with this industry.

If you have any questions about the report or where we are at in relation to Chinchilla, please do not hesitate to contact me. I look forward to speaking with you about the possibility of a presentation by Linc Energy in the near future.

Kind Regards,



Justyn Peters  
General Manager, Government and Environmental Affairs  
Linc Energy Ltd  
Ph: 07 3229 0800  
Email: [jdp@lincenergy.com.au](mailto:jdp@lincenergy.com.au)

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GPO Box 1315,  
Brisbane, QLD, Australia, 4001

18432



# Queensland Government

Department of  
**Mines and Energy**

Your Ref:  
Our Ref: DG/08/01289

15 APR 2008

Mr Ken Smith  
Director-General  
Department of the Premier and Cabinet  
PO Box 15185  
CITY EAST QLD 4002

Department of the Premier and Cabinet	
Date Rec'd in Work Area 17/4/08	Action Officer K. SMITH
Tracking No. 180961	Mail No. 1588121
Folio ID 15/4/08.59	File No.

Dear Mr <sup>Ken</sup> Smith

I am writing to you in relation to the issue of the emerging underground coal gasification (UCG) industry in Queensland and to formally request that your agency work with this department to achieve a cohesive approach to this industry across Government.

This emerging industry involves a process whereby a 'feedstock' of organic matter in sedimentary beds, such as coal or oil shale, is heated or burned in-situ to produce a mixture of gases and liquids that are extracted and collected at the surface through drill holes. The resulting gas, called Syngas, may be used as feedstock for a Coal to Liquids processing plant to produce diesel and jet fuels.

Whilst this is an emerging industry in Queensland, it is one which is gaining momentum. The need for a sound policy position is critical as the UCG industry is creating a sense of uncertainty and risk for coal and coal seam gas producers in terms of security of tenure and capital investment. A recent deputation to the Honourable Anna Bligh MP, Premier of Queensland, by a gas industry proponent has led to this agency being required to provide a Ministerial response by early April 2008 on how Queensland should approach this new industry and its potential impact on existing industries.

This department, as steward of the State's mineral resources, is urgently developing a policy to manage the impact of UCG and potential resource conflicts. However current knowledge about the technical, commercial and environmental viability of an UCG industry in a Queensland setting, based on overseas operations, is not sufficiently reliable to inform current policy decision making. The technology has been used in a number of countries including the United States of America and the former Union of Soviet Socialist Republics and has been demonstrated by Linc Energy Ltd at pilot scale near Chinchilla. To date, there has been no commercial production.

Department of Mines and Energy  
PO Box 15216  
City East  
Queensland 4002 Australia  
Telephone +61 7 3898 0375  
Facsimile +61 7 3238 3088  
Website [www.dme.qld.gov.au](http://www.dme.qld.gov.au)  
ABN 98 628 485 885

I am proposing that this department with the assistance and expertise of officers within the following agencies, work collaboratively to develop and implement a strategy that will lead to Government being constructively informed about the future viability of an UCG industry in Queensland:

- Department of the Premier and Cabinet
- Queensland Treasury
- Department of Infrastructure and Planning
- Environmental Protection Agency
- Department of Natural Resources and Water
- Department of Tourism, Regional Development and Industry

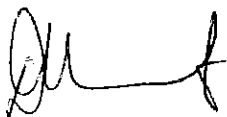
As a consequence of the Premier's request, meetings have been held in recent weeks with officers from several of the above agencies.

As a result of those meetings the broad principles of a draft strategy have been developed, and is attached for your information. Please note that the finer details of the draft strategy are being developed in discussion with relevant agencies. In the interim, written confirmation of whether your agency agrees 'in principle' with the proposed strategy, together with any comments would be appreciated as soon as possible.

I hope that with the support of your agency, a sound and robust approach to the UCG industry will be achieved that will see the State optimising the use of its resources in a safe and sustainable way.

I look forward to hearing from you in the very near future. Should you have any further enquiries, please contact Sharron Arnold of the Department of Mines and Energy on telephone 323 71516 or s.73 WMTN.

Yours sincerely



**DAN HUNT**  
Director General

Enc

## ATTACHMENT 1

**DME, in consultation with relevant agencies has prepared a draft strategy to deal with UCG issues. As a draft, it is not Government Policy.**

### **DRAFT STRATEGY APPROACH**

#### **Aim of strategy**

##### **To enable Government:**

- to best position itself in order to become sufficiently informed about the technical and commercial viability of a UCG industry in Queensland;
- to determine whether a UCG industry fits into the State's current and future energy mix;
- to reach a whole of Government policy position as a result of the participation of relevant agencies;
- to seize the agenda and provide a sound framework in which our resource industries can operate in the most environmentally and economically sustainable way;
- to work in an inclusive and transparent way with relevant industry players and representative bodies; and
- to have transitional arrangements in place until the compatibility of an UCG industry is understood.

#### **Proposed Strategy**

##### **Engagement of an independent body to report to Government**

- Engage an independent consultancy such as Acil Tasman or McLennan Magasanik and Associates to provide a report to Government on the:
  - commercial and technical viability of an UCG industry in Queensland and its likely downstream energy production potential and impact;
  - social/environmental/economic impacts of the industry;
  - comparative analysis with other competitive resource utilisation.
- DME will be the lead agency in developing the Terms of Reference for the report but will consult with other agencies.
- Develop an approved time frame for test results, industry participation, inter-governmental agency participation and completion of report.
- Submit the report to Cabinet for a Government decision on the potential future of this industry in Queensland.

##### **Interdepartmental Working Group (IWG)**

- Establish an inter-departmental working group with representatives from the following Departments to work collaboratively throughout the proposed process. DME will chair the meetings at Director-General level with Deputy Director-General/Executive Director alternates:
  - Mines and Energy ;
  - Infrastructure and Planning;
  - Tourism, Regional Development and Industry;
  - Environmental Protection Agency;
  - Natural Resources and Water;
  - Treasury; and
  - Premier and Cabinet.

Proposed stakeholder groups to provide input to the consultancy

- IWG
- Industry Representative Bodies: QRC, APPEA, Gas Council
- CSG Industry: QGC, Origin, Santos, Arrow, Sunshine
- Coal Industry
- Petroleum Industry
- UCG Industry: Carbon Energy, Linc, Cougar

#### **Agreement with current UCG proponents to secure trial data**

- Establish an agreement with the three current UCG proponents, Linc Energy Pty Ltd, Carbon Energy Pty Ltd and Cougar Pty Ltd to the effect that these companies will work with the Queensland Government and the nominated consultancy in the preparation of the report to Government. (Legal advice will be sought on the most effective way to achieve this).
- Having reached an agreement with the companies, the nominated consultancy can utilise existing and forthcoming trial burn data.

#### **Tenure Management**

- Place a moratorium on the grant of any further tenures for UCG burns until Government has a firm position on this industry.
- The moratorium on the grant of any further tenure will be in place for a 3 year period.
- Place a moratorium on the ability of existing tenure holders to carry out UCG burns until Government has a firm position on this industry.
- The moratorium on the ability of existing tenure holders to carry out UCG burns will be in place for a 3 year period.
- To implement these moratoriums, legislative/regulatory/policy options are to be determined.
- The management and possible future progression of current tenures granted to UCG proponents will be the subject of legal advice to determine available options.

#### **Funding**

- It is envisaged that a minimum of \$350k will be required for the consultancy.
- Source of funds is yet to be decided.

For reply please quote: 158812/NL01/ECP  
Your reference: DG/08/01289

20 MAY 2008

Mr Dan Hunt  
Director-General  
Department of Mines and Energy  
PO Box 15216  
CITY EAST Q 4002

Dear Mr Hunt

Thank you for your letter of 15 April 2008 concerning the emerging underground coal gasification (UCG) industry in Queensland.

I support in principle your proposed strategic approach for developing a UCG policy for this state, including the need to fully research relevant technical and policy issues and consider the broader context of Queensland's current and future energy needs.

I also recognise it may be necessary to implement an interim policy for UCG, such as the proposed moratorium on the issue of production tenures, while a more comprehensive and long term policy is being developed.

Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Yours sincerely

ORIGINAL SIGNED BY  
DIRECTOR-GENERAL

Ken Smith  
Director-General



**DRAFT**

**ADDRESS**

*presented by*

**ANNA BLIGH MP  
PREMIER OF QUEENSLAND**

*at*

**A QUEENSLAND GOVERNMENT RECEPTION FOR BUSINESS LEADERS**

*on*

**Tuesday, April 15, 2008.  
5.30PM, Parliament House, Brisbane**

Released under RTI - DPC

Acknowledgments

To be provided by Bronwyn Davies from Protocol.

Released under RTI - DPC

Ladies and gentlemen, as you will know, I have just returned from leading my first overseas trade and investment mission as Premier of Queensland.

I can scarcely exaggerate the importance of international trade and investment to this state; it accounts for almost 25 per cent of gross state product and one in five jobs overall depends on our export industries, a figure that rises to one job in four in regional Queensland.

Our economic growth rate was forecast at 5.25 per cent for the current year to June 30 by Queensland Treasury, compared with predicted national average growth of 4.25 per cent.

My advisers expect economic growth to continue and to be relatively unaffected by the U.S. sub-prime fall out.

Our returns on investment will be affected by the collapse and the ensuing credit crunch, but that's unlikely to impact on our productivity.

Strong private and public investment and continued strong export performance, particularly to the countries I've just visited, will underpin both economic and employment growth.

My government has a vital role in ensuring that our international trade and investment links remain strong.

It's important that our major trade and investment partners know that they are not just welcome in Queensland, but that the state government will do all that it can to ensure they come to Queensland.

It's the responsibility of the Premier and senior ministers in relevant portfolios to spread that message, and there's no more effective way to do so than by reassuring our partners on their home ground.

And, make no mistake, it's not a responsibility that we can afford to ignore – the world is a fiercely competitive place, becoming more so by the year as communications and transport technologies continue to evolve.

That's part of the job of ensuring that our trade and investment links are maintained at the highest level. The other task is also crucial – ensuring that our infrastructure is capable of meeting the demands placed upon it by increased volumes of trade.

I addressed all of these issues on the mission I've just completed to China, Japan and India, three of our largest customers who account for more than 40 per cent of the state's merchandise exports.

Trade and investment must be seen in the context of the great issues facing the world, and perhaps the greatest we face is climate change.

As the world's largest exporter of seaborne coal, Queensland has a particular interest in reducing or eliminating emissions from coal-fired power stations, the world's largest source of greenhouse gases.

Queensland's world-class research into climate change and how to mitigate its effects through such initiatives as clean coal technology was high on the list of matters discussed at private meetings and at Queensland Government receptions.

We collaborate in such research with organisations based in these countries and we constantly expand the range of our collaborations – I witnessed the signings of Memorandums of Understanding in each of the countries I visited, MOUs that cover education, hospitality, foreign investment, health – the list goes on.

There may be issues of particular interest and concern to our partners that have to be dealt with – one has been a questioning of our ability to provide the infrastructure needed to cope with rapidly growing international demand for Queensland coal.

Our ability to supply was also disrupted early in the year by floods in the Bowen Basin.

I was able to assure vitally important Japanese coal customers, five major steel makers, that we were moving rapidly to ensure that infrastructure was one of our highest priorities, as outlined in our \$15 billion coal action plan.

I was also able to assure them that the industry had weathered the unusually widespread flooding well.

In China, we progressed a potential \$3 billion investment in bauxite and alumina refining on Cape York with government and industry.

In India, we examined opportunities for Queensland companies to become involved in supplying services and infrastructure for the 2010 Commonwealth Games, to be held in New Delhi.

Members of tonight's audience who accompanied the mission in whole or in part will tell you that such overseas journeys and meetings can be gruelling.

Government has a responsibility to the people of Queensland to ensure that the time and money spent on them is deployed to the greatest effect.

I believe that the mission just concluded achieved those objectives and I am sure that bilateral trade with those great Asian partners will grow as a result, as will mutual investment and job creation.

Thank you very much.

**DRAFT****ADDRESS***presented by***ANNA BLIGH MP  
PREMIER OF QUEENSLAND***at***A QUEENSLAND GOVERNMENT RECEPTION***on***Tuesday, April 1, 2008.  
6.30PM, China World Hotel, Beijing**

Released under RTI - DPC

Distinguished guests, ladies and gentlemen, I'm delighted to welcome you here tonight on behalf of the government and people of Queensland.

This is my first official overseas mission as the first woman to occupy the premiership of my great state, so this, my first Queensland Government reception, is a special occasion for me.

Queensland has increasingly important links with China, in trade, investment and cultural and sporting exchanges.

That's not surprising, given that China is one of the world's most rapidly growing economic superpowers.

You'll be seeing quite an influx of Queenslanders here in Beijing in August, both as members of the Australian Olympic Games team of about 475 athletes, as support staff and as spectators.

Queensland will be the only Australian state or territory to set up an office in Beijing from the beginning of May to August, the lead up to and during the games.

The office will be available to Queensland Government agencies and companies for trade and investment activities during those four months.

This initiative will supplement the ties that both our competitors and our other visitors will strengthen during the games, and lead to further visits and exchanges in both tourism, trade and culture.

Those links go back to Queensland's first days as a colony and perhaps beyond.

But it was the gold rushes that began in Queensland 150 years ago that led to the first substantial Chinese migration to my state and, while most of the prospectors found little if any gold, many stayed on and made a great contribution to our economic development.

There was much to be done. Queensland occupies more than 1.7 million square kilometres of Australia's landmass of 7.6 million square kilometres.

China is one of only a handful of larger countries in terms of landmass, occupying more than 9.6 million square kilometres of the globe.

Queensland has a population of about 4.2 million of Australia's 21 million people, minute compared to the population of China, but in world trade, as in world sport, we punch well above our weight.

The state's population is concentrated on the east coast but settlements are to be found even in remote locations, because many of our rich mineral deposits lie in regions far from our major towns and cities.

As our friends here in China know very well, Queensland has abundant reserves of coal and is the world's largest seaborne exporter of that commodity. Other world class resources include deposits of bauxite, silver, lead, zinc and magnesium.

Queensland's mineral resources are in strong demand in China and comprise the major component of our merchandise exports to this country, exports that have risen in value from \$438.5 million in 1996-97 to more than \$2.73 billion in 2006-07. In 2006-07 we exported goods worth a further \$322 million to Hong Kong.

The growth in our trade has been far from one way. Over the same decade, Queensland's imports from China have jumped from \$347 million to \$2.96 billion.

The largest single foreign investment in Queensland, a \$3 billion bauxite-alumina project, is being considered by China's Chalco and my government welcomes such interest in Queensland and its resources.

Our political situation is stable and, while governments come and go, fiscal and economic policy tends to remain unchanged.

For instance, in Queensland we've had almost two unbroken decades of balanced budgets and, for all of that time, our international credit rating has been an unchallenged Triple A. The Australian government has the same credit rating.

We won't be changing Queensland's long tradition of budget surpluses and we won't be doing anything to jeopardise that international credit rating.

The Queensland economy has grown at a faster rate than Australia as a whole for twelve successive years and we expect growth of 5.25 per cent in the current year to June 30, compared with 4.25 per cent for the nation as a whole.

Of course economic uncertainties have arisen in recent months, like the sub-prime crisis and slowing United States economic growth rates, but with our trade concentrated heavily in Asia we believe we're well-placed to meet any challenges that might arise on those fronts.

Unemployment in Queensland is historically very low at 3.4 per cent, lower than the Australian average.

That's created a challenge – like many other parts of the world, we face a shortage of highly skilled workers in some fundamental service industries like health and in the mining and construction industries.

My government is addressing that issue in both the short and the long term – by recruiting skilled workers from the rest of Australia and from overseas, and through a fundamental restructure of our education system.

As anyone who has worked in Queensland or invested in the state will be aware, our costs of living and doing business are among the lowest in the Asia-Pacific – and you get all that with a wonderful climate and pristine natural beauty thrown in!

We've also worked very hard in the last decade to diversify the state's economic base, with success.

We've created a substantial aviation and aerospace industry which provides training facilities of the highest standard, and Cathay Pacific has been one airline to send staff to Queensland for training in many aspects of that industry.

Our reputation as a first-class education provider grows by the day and China ranks as one of our principal sources of international students.

Similarly, our tourism industry is attracting more and more visitors from China to Queensland's beaches, ancient forests, coral reefs and the outback.

Chinese visitors to my state now are among the most important contributors to our \$3.7 billion a year international tourist industry.

This mission included signing a memorandum of understanding between my government and China's Ministry of Science and Technology through which we can enhance our collaborations in many different fields, from health and medical research to climate change and cleaner energy. That's not an exhaustive list.

I'll be signing Queensland's eighth Memorandum of Agreed Cooperation with Shanghai, a long and happy association that's been mutually beneficial in promoting trade and investment and cooperation in many fields.

Through meetings with other ministries and senior government and business leaders, I'll be doing all in my power to deepen and strengthen ties between China and Queensland.

'Thank you for your attendance tonight. Long may our relationship prosper!



**DRAFT**

**ADDRESS**

*presented by*

**ANNA BLIGH MP  
PREMIER OF QUEENSLAND**

*at*

**A LUNCHEON HOSTED BY THE QUEENSLAND GOVERNMENT FOR  
JAPANESE STEEL COMPANIES.**

*on*

**Friday, April 4, 2008.**

**12 Noon, La Rochelle, Shibuya Cross Tower 32F, 2-15-1 Shibuya, Shibuya-Ku,  
Tokyo**

Released under RTI - DPC

## Acknowledgments

Tooru Obata, Director, Nippon Steel Corporation

Yoshihide Fujii, Vice-President, Raw Materials Purchasing, Materials and Machinery Purchasing, JFE Steel Corporation

Hironobu Yoshida, Executive Officer, Raw Materials Purchasing, Iron and Steel Sector, Kobe Steel Ltd

Hiroshi Takahashi, Executive Officer, General Manager, Purchasing Department, Nisshin Steel Corporation

Released under RTI - DPC

Distinguished guests, I am delighted that you have been able to join us today on this, my first official trade and investment mission abroad as the first woman to be Premier of Queensland.

I am as well aware as any of my male predecessors of the immense role the Japanese steel industry has played in the economic development of my state for almost 50 years, for it was in 1959 that the first Queensland coal was shipped to Japan.

The five companies represented here today bought coal worth \$3.8 billion in the financial year to June 30, 2007, or 10.7 per cent of Queensland's total merchandise export earnings for that year.

The world coal export market is facing a shortfall in supply which has sent prices soaring, particularly for coking coal, as a result of the flooding of central Queensland coal mines earlier this year.

I can assure you that the Queensland industry has weathered the event well, despite the possibility of short-term delays in supply.

I know that the Japanese steel industry has some concerns about bottlenecks in the state's coal supply chains, particularly the Goonyella chain which connects Bowen Basin coal mines to Hay Point and Dalrymple Bay coal terminals.

My government is doing everything possible to resolve those issues through the development and implementation of a comprehensive Coal Infrastructure Program of Actions.

Since a Japanese steel industry delegation visited Queensland last December, respected Queensland business leader Mr Ross Dunning has been appointed Coordinator of the Goonyella Coal Chain.

In addition, Queensland Rail has completed an order for significant new rolling stock and more rolling stock will arrive this year, enabling both Hay Point and Dalrymple Bay to reach full capacity.

I've also announced a \$400 million upgrade to the coal railway network that will lift the network's capacity to supply Hay Point and Dalrymple Bay by 38 million tonnes a year to 130 million tonnes by 2010.

Work is beginning this month.

I should stress that, while the recent heavy rainfall over the coalfields is not unprecedented in this part of Queensland, its widespread and simultaneous nature was not typical.

Most affected mines were back in production within days, but some may have their production cut for a few months as dewatering and clean-up operations continue.

We expect, however, that production for the current financial year to June 30 will come close to the 235 million tonnes run of mine coal produced in the year to June 30, 2007, because new mines are coming into operation.

For all parties involved in Queensland's coal export industry – the coal miners, buyers like yourselves, and my government – reliability of supply is fundamentally important, particularly since demand is expected to continue to rise sharply.

Government's role is to provide the infrastructure required to move to the ports and then ship to our overseas customers at a rate that could, in the next 20 years, rise to 350 million tonnes a year.

That's why we prepared a \$15 billion coal infrastructure program in 2005. In March this year, we released a \$5.4 billion plan for coal transport infrastructure which would almost double the capacity of our export terminals by 2015.

In conclusion, let me say that my government welcomes input from stakeholders like yourselves into determining future developments in the industry and I am sure that the next 50 years of our relationship will be as fruitful and mutually beneficial as the last 49 years have been.

Thank you very much.

Released under RTI-DIC

**DRAFT**

**ADDRESS**

*presented by*

**ANNA BLIGH MP  
PREMIER OF QUEENSLAND**

*at*

**A QUEENSLAND GOVERNMENT RECEPTION**

*on*

**Friday, April 4, 2008.**

**6PM, Kujaku Nishi-no-ma, Imperial Hotel, Chiyoda-ku, Tokyo.**

Distinguished guests, ladies and gentlemen, I'm delighted to welcome you all to this reception on my first trade and investment mission as Premier of Queensland.

I'm sure most of you will remember my predecessor, Peter Beattie, who tirelessly promoted Queensland's investment attractions and trading opportunities all over the world. I will be doing so as well, with no less enthusiasm.

No country is more important to Queensland as a trading partner than Japan. Few match Japan as a source of foreign investment in my state.

Indeed, the growth of our great export industries – coal, sugar, cattle and beef – stems, to a very large extent, on Japan's enormous economic growth and demand for our products in the 1960s and 1970s.

That's true of very important export industries in other states of Australia – iron ore and natural gas from Western Australia and uranium from the Northern Territory and South Australia, just to mention a couple.

Forty years ago Japan began to take the United Kingdom's place as our most important trading partner. It's a position Japan has never relinquished and which was cemented by the Basic Treaty of Friendship and Cooperation between Australia and Japan, signed in 1976.

The links go back much further than that. In 1896 Japan established its first consulate in Australia in the north Queensland city of Townsville, to help the 4,000 or so of its nationals who were employed principally in the sugar and pearling industries in north Queensland and in Torres Strait.

The first recorded group of Japanese to visit Australia was an acrobatic troupe, which toured the country in 1873-75, performing exotic shows to appreciative locals. One local was so appreciative that she fell in love with a member of the troupe who married her, became naturalised and stayed in Australia.

But it was really not until the 1960s that relations between our two countries, and between Queensland and Japan, began to blossom.

How they have blossomed!

In the year to June 30, 2007, Queensland sold goods worth more than \$9.2 billion to Japan. Our next largest export destination was the European Community, 26 countries, which purchased merchandise worth \$5.4 billion.

Japan is our second largest source of imports, worth \$3.25 billion in that same year and only surpassed by imports worth almost \$4 billion from the United States.

Our international tourism industry, which earned the state \$3.7 billion in the year to September 30, 2007, owes its origins to the foresight and investment capital of entrepreneurs from both Japan and Queensland.

Japan remains our second largest source of international tourists, an important source of international students, and partners in research and development covering a myriad of fields.

Japan has very large investments in Queensland – in the tourism industry, in coal, in beef cattle.

It is hard to imagine what Queensland would be like today if we had not enjoyed a long and harmonious relationship with Japan.

Many opportunities beckon. We both have very strong motives to develop clean fuel technologies and we have great opportunities to work together to build those knowledge-intensive industries that will be the main drivers of job creation and investment for decades to come.

Discoveries in biotechnology will create some of those industries. Queensland, as one of the mega-diverse regions of earth, certainly has the raw materials to work on.

We also have world-class researchers and facilities and we encourage international collaborations in research and development.

In the last few days I have met senior Japanese government officials and business leaders to discuss further trade and investment opportunities arising in Queensland – like clean coal technology, a proposed LNG plant which would export some of its product to Japanese customers and a \$100 million investment by Iwasaki in new tourist facilities on Queensland's central coast.

I've held meetings with old business friends like Mr Akihiko Tembo of Idemitsu, with senior executives of Japan Airlines (should they be mentioned? I know they're in some strife) and with senior representatives of major Japanese steel companies.

I've even met the Iron Chef!

I'm pleased to be able to announce today that the Central Research Institute of Electric Power Industry of Japan (CRIEPI) and the University of Queensland (UQ) have agreed to a Memorandum of Understanding to join forces in developing Hot Dry Rock geothermal technology.

Both parties bring world-class knowledge and expertise to this venture, which could ultimately include construction and operation of a Hot Dry Rock power plant.

Another important Memorandum of Understanding has been signed by UniQuest, owned by UQ, and Nihon Superior Co to improve the company's lead free solder technology.

The partners will also promote this environmentally friendly product to the world market.

I'm sure neither party will forget that, for now and for the foreseeable future, Queensland's natural resources are by far the most important of my state's export industries to Japan.

However, Queensland has been successfully broadening its economic base, particularly in the last decade.

We have a thriving aviation and aerospace industry, a very significant marine industry that's export-oriented, a growing biotechnology industry and world-class medical and health care sectors.

As an example of the cutting edge medical research being undertaken in Queensland, one of our most distinguished scientists, Professor Ian Frazer, led the team that developed the world's first vaccine against cervical cancer.

This cancer kills 250,000 women each year. Provided it can be distributed world wide at an affordable price, Professor Frazer's Gardasil vaccine could wipe out cervical cancer altogether.

There are many opportunities for expanded trade and investment between Japan and Queensland – creating a biofuels industry, for instance, based on sugar cane is one of them.

On a different note, there is growing international interest in the Indigenous art of Australia, art with roots so ancient that no other living tradition in the world can match it.

The Queensland Government enthusiastically helps our Indigenous artists to promote their culture as well as their paintings and so, in May this year, a group of 12 artists and performers will visit Japan, supported by my government.

They'll spend most of the second half of May in northern Japan, performing traditional dances and holding workshops. I commend them to you.

In conclusion, consider Queensland as a place well known to many of you which welcomes cultural diversity and investment from abroad.

We have a highly skilled workforce, a wonderful climate, plentiful energy at competitive world prices, a stable, democratic system of government and an effective, impartial judicial structure.

We have world-class infrastructure, we're in much the same time zone as Japan and we have excellent transport and communications links.

There's every reason to explore the possibilities – and so, whether as tourists or potential investors and traders, I urge you to get to know Queensland, the Smart State of Australia.



**QUEENSLAND TRANSPORT  
TRADE QUEENSLAND  
GENERAL BRIEFING NOTE**

TN130658

**TO GENERAL MANAGER**

-P 20118 1E0-3

**SUBJECT** *Review of processes related to the Honourable  
the Premier's trade mission to China, Japan and  
India April 2008*

DOC/11/63690

**SUMMARY**

This memorandum is to advise that Trade Queensland has identified elements of the planning processes related to the Honourable the Premier's recent trade mission to China, Japan and India that may be streamlined in order to improve efficiencies. Notwithstanding these, the mission delivered considerable outcomes for the Government, and the business delegates are positive about the mission and their expectations are high that leads generated will convert to business over time. The following issues will be discussed in greater detail during the proposed mission de-brief.

**BACKGROUND**

The Honourable the Premier expressed some specific concerns over some logistical arrangements in her recent trade mission to China, Japan and India. The mission program covered three countries which were geographically some distance apart, requiring considerable international travel and hours in an aircraft, and the India program specifically suffered from some last minute meeting time and date changes that were out of Trade Queensland's control.

Trade Queensland has a number of pre-existing processes in place that have been developed through experience in managing Ministerial missions (refer to attachment A). It is recognised however that there are opportunities to continually fine tune those arrangements. Consequently, Trade Queensland has identified some areas that can be improved so that these issues can be mitigated in future missions.

Notwithstanding those internal operational and process concerns, the members of the business delegation have expressed their appreciation and support for the mission, and are pleased with the performance of the Queensland Government and with their initial outcomes.

**ISSUES**

Planning and Communication

Under the current process a large number of representatives (sometimes in excess of 20) from various Departments and/or Divisions meet regularly with the Premier's representatives to discuss the itinerary. In the early stages of program development this is excessive and may have led to duplication of effort, mixed communication channels and some possible misunderstandings.

Suggestion:

In the developmental stages, the planning group to be limited to one or two senior representatives of the Premier, and one representative from each Protocol Queensland, International Collaborations and the Premier's Correspondence Unit. It is recommended that because Trade Queensland is the central point of coordination for Ministerial missions, there is minimum mandatory attendance from Trade Queensland by the General Manager and the Mission Coordinator. Other relevant officers from across Government or external allies can be included on a needs basis once the program has taken greater substance.

Process/mission management

The process of managing Ministerial missions is complex and constantly changing. A central point of coordination is needed to manage the dynamic environment and ensure the accuracy and timeliness of the advice provided.

Suggestion:

Reiterate that Trade Queensland, specifically the Mission Coordinator, is the recognised central point of coordination and that all information, advice and requests into and out of the Premier's office related to program content be fed through that unit for dissemination and follow-up. Protocol Queensland to remain the central point for logistical arrangements.

Reporting

In order for accurate reporting on follow-up actions and potential outcomes from the mission to occur, detailed notes must be taken during each meeting so that adequate feedback is provided. Therefore an officer must be assigned to that task and be fully aware of this obligation. To date this has not been managed as effectively as it could have been.

Suggestion:

A representative from Trade Queensland be present in all meetings to monitor key discussions and commitments, and note follow-up actions and outcomes. In markets where Trade Queensland is represented with an overseas office, the Trade Commissioner should ensure that a locally based officer is tasked with that function. In other markets, a Queensland based Trade Queensland officer could accompany the delegation to provide this function. The assigned officer will also confirm all meeting details including attendees, messages for thank you letters and an address database.

CONSULTATION

Protocol Queensland

RECOMMENDATION

It is recommended you:

- Note the suggestions regarding process improvements for missions; and
- Agree to their implementation.

GENERAL MANAGER'S COMMENTS

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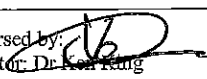


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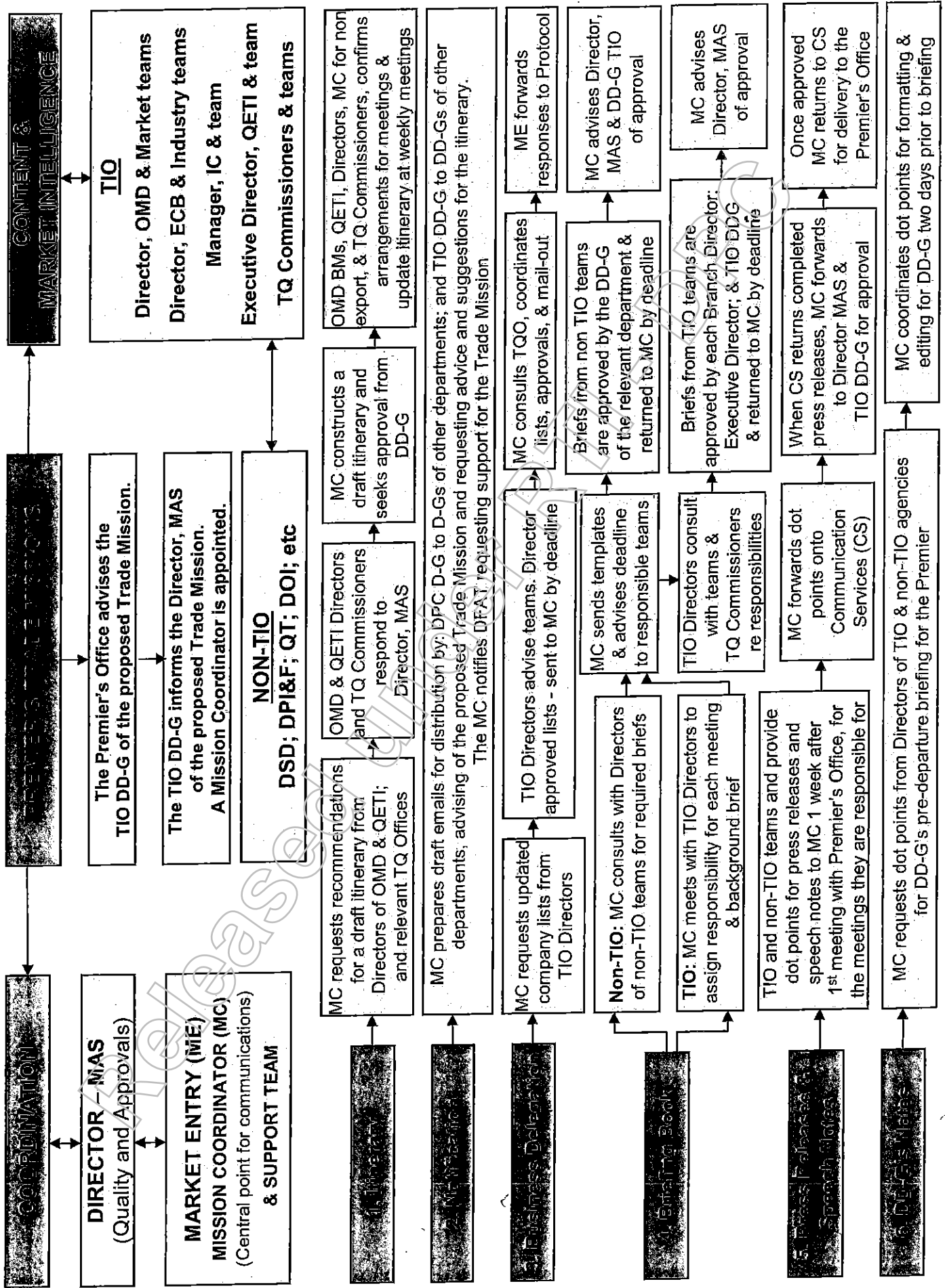
NOTED or APPROVED / NOT APPROVED

Rob Whiddon  
General Manager

Action Officer:   
 Name: Bruce Gatz  
 Branch/Division: Mission Planning and  
 Coordination  
 Trade Queensland  
 Tel: 3224 4023  
 Date: 17 April 2008

Endorsed by:   
 Director: Dr. Alan King  
 Strategy  
 Trade Queensland  
 Tel: 3225 1106  
 Date: 18/4/08

RESPONSIBILITIES FOR PREMIER'S TRADE MISSIONS



# Responsibilities for the Premier's Trade Missions

## Overview

Market Entry (ME) is responsible for the **coordination** of the Premier's Trade Missions and is the central point of all communication.

Other teams including Overseas Market Development (OMD), Trade Queensland (TQ) offices, Export Capability Branch (ECB), International Collaborations (IC), Queensland Education and Training International (QETI) and other Government Departments are responsible for the provision of **content** and **market intelligence** for the Premier's Trade Missions.

Jointly this includes: the Itinerary, Notification, Business Delegation, Briefing Book, Press Releases, Speech Notes and DD-G's Notes.

## The Process

The Director of Market Strategy (MAS) is informed by the TIO DD-G of a proposed Trade Mission and a Mission Coordinator (MC) is agreed.

### 1. Itinerary

- The MC notifies the OMD Director and relevant TQ Commissioners requesting recommendations for a draft itinerary within a specific timeframe. All responses are to be channelled through the MC.
- Each recommendation needs to include an announceable and a paragraph substantiating the Premier's involvement.
- Recommendations are returned through the Director MAS to the MC.
- The MC constructs a draft itinerary and seeks approval from the DD-G.
- The MC/OMD Director/OMD BMs agree on responsibilities for each meeting, appointment and briefing note.
- Responsible teams (OMD and QETI for export related meetings; and TQ offices, IC and outside teams for non-export related meetings) confirm meetings, finalise arrangements and update itinerary at weekly meetings.
- The MC and OMD BM report on overall itinerary at weekly meetings.

### 2. Notification

- The MC drafts emails for distribution by:
  - The DPC D-G to D-Gs of other Government Departments
  - The TIO DD-G to DD-Gs of other Government Departmentsadvising of the proposed Trade Mission and requesting advice and suggestions for the itinerary.
- The MC notifies DFAT of the proposed Trade Mission and requests support.

### 3. Business Delegation

- The MC requests correct company lists from TIO Directors.
- TIO Directors advise their teams who consult with TQ offices for input.
- TIO Directors approve final lists prior to returning to MC within specified timeframes.
- ME collates the lists, consults with TQO and prepares a letter of invitation.
- ME organises for lists and letter to be approved by the DD-G and the Office of the Premier (OTP).
- Once approved, ME prepares the letters and sends to the OTP for signing.
- Letters are returned to ME who prepares them for posting.
- Responses received by ME are forwarded to Protocol.
- Responses updated on Phoenix by ME.

### 4. Briefing Book

#### TIO

- The MC consults with TIO Directors and TQ Commissioners to assign responsibility and timeframe for each meeting and background brief.

- The MC sends the brief templates and timeframe to TIO Directors and TQ Commissioners.
- Each TIO Director and TQ Commissioner approves their team's briefs and seeks approval through the normal channels (e.g. → ED → DD-G).
- Briefs are then returned to the MC for formatting and inclusion in the mock up.

#### Non TIO

- The MC consults with Directors of non-TIO teams for required briefs.
- The MC sends the brief templates and timeframe to Directors of non-TIO teams.
- DD-Gs from other teams (non-TIO) approve briefs from their teams and return them to the MC within agreed timelines. The TIO DD-G does not approve these briefs.
- ME formats the briefs and prepares the mock up book for approval by the TIO DD-G.

#### **5. Press Releases and Speech Notes**

- MC requests dot points from TIO Directors (export related) and TQ Commissioners and Directors of non-TIO teams (non-export related).
- Teams provide dot points for press releases and speech notes for each announceable to MC through their Director, one week after the first meeting with the Premier's Office, for meetings they are responsible for.
- MC forwards dot points onto Communication Services (CS).
- CS returns written press releases to MC.
- MC forwards to Director MAS & TIO DD-G for approval.
- Once approved MC returns press releases to CS for delivery to the Premier's Office.

#### **6. DD-G's Notes**

- MC requests dot points through TIO Directors and non-TIO teams.
- Responsible teams provide dot points to MC through their Director for the TIO DD-G's pre-departure briefing for the Premier one week before the meeting.
- ME formats dot points and MC provides to TIO DD-G two days before the briefing.

Released under RTI/DPS

## Outbound Missions Methodology

### Key General Points

- There must only be ONE coordinator. There will be many people delegated to undertake activities, but having only ONE coordinator is critical.
- Sorry to be blunt, but the Directors MUST allow the coordinator to coordinate and keep out of the “nuts and bolts” activities unless asked to by the coordinator. The Directors, in particular Director MAS, are most useful in checking briefs, for advice etc
- The coordinator must keep on top of the email avalanche which happens on a daily basis. Time management is critical...handle each email only once. You must keep all your emails and print them out for the central file.
- Coordinator needs to establish the mission team within Market Entry early. I suggest the following with each role being undertaken by a SEPARATE person:
  - Coordinator – mission management and Itinerary
  - Briefing Book – responsible for creation of the briefing book including sourcing generic briefing material
  - Business Delegation and Announcements – responsible for gathering material to pass through to the Premier's Office via the proper channels.
  - Meeting Briefs and Dr Beattie's program – responsible for Dr Beattie's program and Dr Beattie's “briefing book” and pulling the briefs together with liaison with Business Managers and QGTIO Commissioners.
- Consideration could be given to seconding non-Market Entry staff onto mission teams to broaden the knowledge base of this process across the Division
- Coordinator needs to brief the DDG and the Director MAS on progress on a regular basis (suggest twice per week)

### Roles and Responsibilities

#### Mission coordinator

- First point of contact
- Point of contact for the Premier's Office (or through the DDG on to the coordinator)
- Liaises with DFAT Brisbane
- Liaises with Protocol Queensland and International Collaborations (if required)
- Manages itinerary

- Manages the mission team and supervises all activities
- Ensure the coordination meetings with the Premier's Office occur weekly and then twice weekly in the last 2/3 weeks before departure. Core membership of this group should include:
  - Mission coordinator (CHAIR)
  - Relevant business manager (s)
  - Premier's Office (as senior as possible)
  - Premier's speech writing unit
  - Protocol Queensland
  - International Collaborations (if a MOU is involved and/or the visit is the US)
- After each coordination meeting, update the itinerary and email it to all stakeholders within the Queensland Government. This includes the DDG, the relevant QGTIOs, all members of the Coordination group and any other person from other agencies involved in the mission.
- Gathers suggestions in response to the letters to potential business delegates and responds to the suggestions on behalf of the DDG
- Attends the briefings of the Premier and the Business Delegation

#### **Briefing Book coordinator**

- Creates book template as early as practical. Populates template with generic information (eg DFAT Country page; contact details for QGTIOs and Embassies)
- Creates a meeting brief shell (from the template) and populates with date, time and attendee details and forwards to the brief writer (mostly the relevant Business Manager or QGTIO)
- Sources (through the coordinator and the DDG) relevant generic briefing material (eg Smart State Strategy, SEQ Infrastructure Plan)
- Liaises with the printer
- Has Microsoft Long Document skills to pull the briefing book together 24 hours before printing

#### **Business Delegates and Announcements coordinator**

- Liaises with Business Managers to identify list of potential announcements
- Liaises with Business Managers to create the data base of companies and organisations to be invited to become business delegation members
- **(NOTE)** Protocol Queensland prepares the business delegation itinerary based on the main itinerary
- Gathers the information and collates in pot point form information on each announcement (information in announcements MUST mirror what is in the briefs)

- Creates a spreadsheet to map the progress of each announcement
- Sends dot points to the Premier's Office (via the coordinator or the DDG) for moulding into a release
- Checks draft releases with the companies and the DDG for accuracy
- Sends final approved releases (via the coordinator or the DDG) to the Premier's Office

#### **Meeting Briefs and Dr Beattie's Program coordinator (s)**

- Liaise with the brief writers to pull the material together. Provide assistance with research on specific points.
- Liaise with briefing book coordinator to ensure that timelines are being achieved.
- Through the Mission Coordinator seek advice on Dr Beattie's needs.
- Research the meetings being organised for Dr Beattie and create a "brief" for each meeting. Note that this briefing only contains background information (usually internet searches) and CVs

#### **Step by Step**

#### **Preliminary Phase (advice has been received that a Mission is to occur along with dates and destinations)**

- Coordinator identified. Coordinator is taken off any other project he/she is undertaking. Coordinator recommends the mission team
- Coordinator clarifies mission specific parameters with the DDG. Could include confidential destinations or meetings. Determine whether a business delegation is to accompany the Premier. Determine the DDG's specific requirements (coordinator)
- Relevant Business Managers and QGTIOs are confidentially advised (coordinator)
- DFAT Regional Director in Queensland is confidentially advised via email with a request for a contact point at each Embassy/High Commission (coordinator)
- Make contact with Protocol Queensland (will already know if it's a Premier's mission) and advise International Collaborations (coordinator)
- Ensure that a central records file is created for this mission and it resides with the briefing book coordinator (briefing book coordinator)
- Seek a first draft itinerary from the relevant Business Managers. Ask the Business Managers to liaise with the relevant QGTIO (coordinator)
- Seek a list of relevant Queensland companies from the Business Managers and the QGTIOs (coordinator)



- Contact International Collaborations seeking country brief information for the briefing book. Give them a deadline which allows plenty of time for inclusion in the briefing book as they normally don't meet the agreed deadline (briefing book coordinator)
- Ensure that weekly coordination meetings with the Premier's Office or Minister's Office have commenced (coordinator)
- Check with the Premier's office as to how they want the process for the creation of media releases managed (coordinator or DDG).

### Second Phase (up until the final 2/3 weeks before departure)

- Each week prepare an updated itinerary. Keep the earlier versions and ensure each updated version is dated and numbered. Make sure that the changes from the previous week's version are **bolded** (coordinator)
- Clarify as early as possible the Official Party make-up
- Ensure that the meetings are appropriate - high level and can generate an media statement (coordinator)
- Identify general information needs for the briefing book. (Examples in recent briefing books include summaries of the Smart State Strategy, the SEQ Infrastructure Plan, Queensland's coal industry, clean coal technology, Queensland's tourism industry, Queensland's capabilities in transport infrastructure provision and the Aurukun project.) (coordinator)
- Draft emails from the DDG to the relevant agency head or Executive Director seeking a summary. There is no set format for this material. Ensure that the requested deadline gives plenty of time for the material to be included in the briefing book (coordinator)
- Pull together the shell of the briefing book (briefing book coordinator)
- Organise for a briefing note shell for each meeting to be created from the template (my experience is that over 80% of meetings and events identified after the first couple of weeks of preparation survive through to the final itinerary) and organise for general but relevant background material to be added to each brief. Then discuss with the Business Managers how they want to handle the preparation of the meeting briefs (briefing book coordinator and meeting briefs coordinator)
- Letters to potential business delegates are despatched and responses processed promptly
- Gather and process information for the media releases
- Seek advice from the Premier's Office on Dr Beattie's involvement (coordinator)
- Work with the Speech Unit to identify events where speeches are required

### Third Phase (the final 3 weeks before departure)

- Watch your deadlines closely (everybody)
- Expenditure briefs need to be in the system (Director International Operations for QGTIOs) and/or Director OMD (where there is no QGTIO)
- Leave enough time for review of the draft meeting briefs by the Director MAS and the DDG (everybody)
- Obtain a date, time and location for the DDG to brief the Premier and for the business delegation briefing (separate events). Pass these details through to the DDG as early as possible (coordinator).
- Ensure the DDG is briefed on each meeting prior to these briefings (coordinator).
- Organise through Corporate Communications for a PDF file of the briefing book cover to be produced and on hand for the draft briefing book (briefing book coordinator).
- Identify, through the coordination meetings and as early as possible, any needs for brochures and/or other promotional material (there is a large range of brochures, CD ROMS, booklets and DVDs across Government) to be handed out at meetings or events such as Queensland receptions.
- Aim to produce a first draft of the briefing book 10 days to 2 weeks prior to departure. Supply a copy to the Premier's Office to assist in the media release drafting process. Spend time reading through the entire briefing book identifying editorial and content changes (I recommend this be done over a weekend – too hard to do at work due to all the other calls on your time). Seek advice from the DDG as to whether she wants to read the book again.
- Seek advice from the Premier's Office as to the timing of the Premier's briefing and the Premier's preference – this will determine whether the final briefing book needs to be available for the briefing (coordinator)
- Give 24-48 hours notice to the Printer that the book is coming. (The print shop in Mary Street is open 24 hours and knows our requirements).
- After the book is sent to the printer, walk down to the Print shop (with the briefing book coordinator) to check that the book is printing correctly. It is strongly recommended that you email a Word version of the briefing book to the printers so any changes can be made on the spot. Once the book is okay, order about 20-25 copies depending on the size of the Official Party and allowing for a copy for the central files, for Market Entry's library and for the collection held by the Manager Market Entry.
- Ensure that the book is printed and distributed 2 working days before departure. Number each copy and ensure recipients sign for their copy.
- Ensure that the final Word version of the briefing book is password protected.
- Once the briefing book is printed, any further updates are the responsibility of the in-market staff travelling with the Premier (usually the QGTIO Commissioner). Stress that once in market, if there are any variances between the briefing book and the pocket itinerary, the pocket itinerary is to be followed.

- Finalise as many media statements as possible

#### **Fourth Phase (after Departure)**

- Brief the Manager Strategy and Coordination on the mission as this area is responsible for collating feedback from business delegates participating in the mission.
- Finalise any outstanding media statements
- Ensure that all team members print out their emails (don't print out duplicate emails – there will be hundreds of them without duplicates).
- Email a Word version of the final briefing book to the Premier's Office so the report for Parliament can be prepared. Ensure that the password protection has been removed on this copy.
- Most importantly – celebrate your success!

Stephen Biggs

14 November 2006