

## Elisa Terry

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**From:** Hans Geffert  
**Sent:** Thursday, 12 April 2018 4:24 PM  
**To:** Matthew Rigby  
**Cc:** Elisa Terry; Romila Prasad  
**Subject:** RE: Lord Marland PBN (and attachments)

Great, thanks Matt. We'll keep progressing through the approval chain.

Regards, Hans



**Hans Geffert**  
Economic Policy  
Department of the Premier and Cabinet

P 07 3003 9325 M [REDACTED]  
Level 30, 1WS, Brisbane Qld 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

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**From:** Matthew Rigby  
**Sent:** Thursday, 12 April 2018 4:21 PM  
**To:** Hans Geffert <hans.geffert@premiers.qld.gov.au>  
**Cc:** Elisa Terry <elisa.terry@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Subject:** RE: Lord Marland PBN (and attachments)

Hi Hans,

Tess has approved this content.

Thanks Matt



**Matthew Rigby**  
Executive Director  
Integrated Communications and Protocol  
Department of the Premier and Cabinet

P: 07 3003 9101 M: [REDACTED]  
E: [matthew.rigby@premiers.qld.gov.au](mailto:matthew.rigby@premiers.qld.gov.au)  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

---

**From:** Hans Geffert  
**Sent:** Thursday, 12 April 2018 4:01 PM  
**To:** Matthew Rigby <[matthew.rigby@premiers.qld.gov.au](mailto:matthew.rigby@premiers.qld.gov.au)>  
**Cc:** Elisa Terry <[elisa.terry@premiers.qld.gov.au](mailto:elisa.terry@premiers.qld.gov.au)>  
**Subject:** Lord Marland PBN (and attachments)

Hi Matt,

As discussed, please find attached electronic copy of the PBN and attachments (reply letter to Lord M, previous correspondence from Lord M, and Media Statement).

Please let us know if you have any comment.

I've allocated the TF to Elisa Terry for review.

Regards, Hans



**Hans Geffert**  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9325 M [REDACTED]  
Level 30, 1WS, Brisbane Qld 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

Released under RTI - DPC

**PREMIER'S BRIEFING NOTE**  
*Strategy and Engagement*

Tracking Folder No. TF/18/2002  
Document No. DOC/18/39789

To: **THE PREMIER**  
Date: **19 MAR 2018**  
Subject: **Invitation to the Commonwealth Business Forum – 16 to 18 April 2018 in London**

Approved / Not Approved / Noted  
Premier / CoS.....  
Date .....  
Date Action Required by: .....  
Requested by: .....  
(if appropriate)

**• RECOMMENDATION**

It is recommended that you **note** on 8 February 2018, Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) wrote inviting you to attend the Commonwealth Business Forum (the Forum) from 16 to 18 April 2018 in London, coinciding with Commonwealth Heads of Government Meeting (CHOGM) (**Attachment 1**).

**• KEY ISSUES**

- The Forum is the first to be held as part of a CHOGM program, bringing together Heads of Government, Ministers, and leading businesses including small and medium enterprises from around the globe. Approximately 1100 delegates from 80 countries are expected to attend.
- Specific opportunities should you attend the Forum include:
  - o Tuesday 17 April – invitation by The Rt Hon Patricia Scotland QC (Baroness Scotland) to attend the Women's Forum that has a theme of 'An Empowered Future for Women and Girls'.
  - o Wednesday 18 April – official speaking opportunity in the morning to address the Forum's audience highlighting trade and investment opportunities in Queensland.
  - o Wednesday 18 April (12 noon to 7.30 pm) – official invitation to attend the Malaria 'No More London Summit', noting:
    - the Summit aims to secure pledges from high profile people to support the fight against malaria
    - high profile guests expected to attend include the Honourable Malcolm Turnbull MP, Prime Minister of Australia; possibly members of the Royal family; Sir Richard Branson; Bill and I and David Beckham as lead campaigner
    - Griffith University Gold Coast Campus research on an anti-malaria vaccine.
  - o Opportunity to facilitate high level business companies attending the Forum. Queenslanders attending are Everledger, Literacy Planet and L
- Registration to attend the Forum closes on Friday
- CWEIC are the organisers of the Forum. Queenslanders have taken out a membership of CWEIC which means invitations that you have received.
- Advice received is that Councillor Tom Tate, Mayor of City of Gold Coast confirmed to attend the Forum and speak on the Gold Coast 2018 Commonwealth Games experience.

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**PREMIER'S BRIEFING NOTE**  
*Strategy and Engagement*

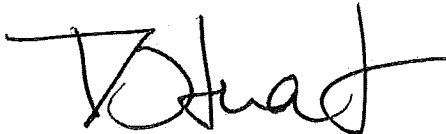
Tracking Folder No. TF/18/2002  
Document No. DOC/18/39789

• **CONSULTATION**

- Trade and Investment Queensland (TIQ), Europe Office in London.

• **BACKGROUND**

- Linda Apelt, Agent-General and Queensland Trade and Investment Commissioner has registered to attend the Forum.
- TIQ Europe Office in London will facilitate your visit program, should you accept Lord Marland's invitation.



Dave Stewart  
Director-General

Comments (Premier or DG)

Released under RTI - DPC

**PREMIER'S BRIEFING NOTE**  
*Strategy and Engagement*

Tracking Folder No. TF/18/2002

Document No. DOC/18/39789

**To: THE PREMIER**  
**Date:**  
**Subject: Invitation to the Commonwealth Business Forum – 16 to 18 April 2018 in London**

**Approved / Not Approved / Noted**

Premier / CoS.....

Date ...../...../.....

Date Action Required by: ...../...../.....

Requested by: .....  
(if appropriate)

• **RECOMMENDATION**

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• **KEY ISSUES**

- The Forum is the first to be held as part of a CHOGM program, bringing together Heads of Government, Ministers, and leading businesses including small and medium enterprises from around the globe. Approximately 1100 delegates from 80 countries are expected to attend.
- Specific opportunities should you attend the Forum include:
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    - the Summit aims to secure pledges from high profile people to support the fight against malaria
    - high profile guests expected to attend include the Honourable Malcolm Turnbull MP, Prime Minister of Australia; possibly members of the Royal family; Sir Richard Branson; Bill and Melinda Gates as principal sponsors; and David Beckham as lead campaign celebrity.
    - Griffith University Gold Coast Campus has undertaken ground-breaking research on an anti-malaria vaccine.
  - Opportunity to facilitate high level business matching for Queensland companies attending the Forum. Queensland businesses already registered to attend are Everledger, Literacy Planet and Life Sciences Queensland
- Registration to attend the Forum closes on Friday 23 March.
- CWEIC are the organisers of the Forum. Queensland is the only Australian state to have taken out a membership of CWEIC which means other states do not get the invitations that you have received.
- Advice received is that Councillor Tom Tate, Mayor of City of Gold Coast is confirmed to attend the Forum and speak on the Gold Coast 2018 Commonwealth Games experience.

**PREMIER'S BRIEFING NOTE**  
*Strategy and Engagement*

Tracking Folder No. TF/18/2002  
Document No. DOC/18/39789

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- Trade and Investment Queensland (TIQ), Europe Office in London.

• **BACKGROUND**

- Linda Apelt, Agent-General and Queensland Trade and Investment Commissioner has registered to attend the Forum.
- TIQ Europe Office in London will facilitate your visit program, should you accept Lord Marland's invitation.

**Comments** (Premier or DG)

Dave Stewart  
**Director-General**

Released under RTI - DPC

## Susan Lucas

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**From:** Sarah Lakes  
**Sent:** Tuesday, 13 February 2018 9:12 AM  
**To:** The Premier  
**Subject:** INVITATION / FW: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM  
**Attachments:** Anastacia Palaszczuk.pdf; CBF Programme 05.02.18.pdf  
**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**From:** David Russo  
**Sent:** Monday, 12 February 2018 5:24 PM  
**To:** Sarah Lakes <sarah.lakes@premiers.qld.gov.au>  
**Subject:** FW: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Hello Sarah

Could Lord Marland's letter please be registered and sent to PO please.

Regards



### David Russo

A/Director – Protocol Queensland  
**Strategic Engagement and Protocol**  
Department of the Premier and Cabinet

P +61 7 3003 9250 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Linda Apelt [<mailto:Linda.Apelt@tiq.qld.gov.au>]  
**Sent:** Friday, 9 February 2018 8:52 PM  
**To:** David Russo <[David.Russo@premiers.qld.gov.au](mailto:David.Russo@premiers.qld.gov.au)>  
**Cc:** Dave Stewart <[\[REDACTED\]@premiers.qld.gov.au](mailto:[REDACTED]@premiers.qld.gov.au)>; Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>; Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>; Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>  
**Subject:** FW: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Hi David,

Please see copy of formal invitation which has been sent to the Premier from Lord Marland.

I have not responded to John re the specific questions he has, as I thought I first needed an indication of whether or not the Premier would be accepting the invitation to attend the Business Forum and speak. If the Premier does agree to attend we could work with the Commonwealth Secretariat to provide the Premier with other opportunities to speak etc.

Can you please let me know as soon as you know whether or not it is likely that the Premier will attend the Summit.

Kind regards

Linda

Linda Apelt

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe and Sub-Saharan Africa

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

Telephone: +44 20 7420 8760

Mobile: [REDACTED]



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[tiq.qld.gov.au](http://tiq.qld.gov.au)



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AUSTRALIA'S **GOLD COAST.**

Queensland Government  
Australia

**From:** John Pemberton-Pigott [mailto:[REDACTED]@cweic.org]

**Sent:** 08 February 2018 18:38

**To:** Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)>

**Cc:** Richard Burge <[\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org)>; Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>; Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>

**Subject:** RE: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Dear Linda

Please see attached a formal invitation to the Premier.

I would be grateful if you could advise on my questions below.

Best regards

John

.....  
**John Pemberton-Pigott**

Director of Programmes

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: [REDACTED] | Email: [REDACTED]@cweic.org |

Web: [www.cweic.org](http://www.cweic.org) | Twitter: [@CWEICOfficial](https://twitter.com/CWEICOfficial)





LONDON  
16-18 APRIL 2018

COMMONWEALTH  
Enterprise and Investment Council

**From:** John Pemberton-Pigott  
**Sent:** 02 February 2018 18:06  
**To:** Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)>  
**Cc:** Richard Burge <[\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org)>; Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>; Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>  
**Subject:** RE: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Many thanks Linda. Will do

My plans is to create 15-20 minutes on the Wednesday where we can celebrate the success of the Games – probably either at the start of the day at 10 or at 1.

Does this make sense? Would the Premier and the Mayor be willing to share a platform in that regard?

We would also be very grateful if you were able to push for a response on the CommonwealthFirst proposal. I am hoping that there is appetite to do something we can work out a more detailed proposal and costing.

Finally I had a good call with Etihad this afternoon. Many thanks to Warren for chasing the relationship.

Best regards

John

.....  
**John Pemberton-Pigott**  
Director of Programmes

**Commonwealth Enterprise & Investment Council**  
Marlborough House | Pall Mall | London | SW1Y 5HX | UK  
DL: [\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org) | Email: [\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org) |  
Web: [www.cweic.org](http://www.cweic.org) | Twitter: [@CWEICOfficial](https://twitter.com/CWEICOfficial)



LONDON  
16-18 APRIL 2018

COMMONWEALTH  
Enterprise and Investment Council

**From:** Linda Apelt [<mailto:Linda.Apelt@tiq.qld.gov.au>]  
**Sent:** 02 February 2018 17:43  
**To:** John Pemberton-Pigott <[\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org)>  
**Cc:** Richard Burge <[\[REDACTED\]@cweic.org](mailto:[REDACTED]@cweic.org)>; Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>; Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>  
**Subject:** Re: Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Hi John

Yes I think a formal invitation with an outline of the role the Premier might have at the Business Forum would be good.

Best wishes

Linda

Sent from my iPhone

On 2 Feb 2018, at 17:12, John Pemberton-Pigott <[redacted]@cweic.org> wrote:

Dear Linda,

Thank you for your email.

I have attached the email we sent to the Premier's office last month flagging that we would like to involve the Premier in the Business Forum.

We can send a formal invitation if helpful – but keen to identify a suitable speaking slot along with Mayor Tate

I assume that Wednesday is the earliest that the Premier will be able to join us

Best regards

John

.....  
**John Pemberton-Pigott**  
Director of Programmes

**Commonwealth Enterprise & Investment Council**  
Marlborough House | Pall Mall | London | SW1Y 5HX | UK  
DL: [redacted] | Email: [redacted]@cweic.org |  
Web: [www.cweic.org](http://www.cweic.org) | Twitter: @CWEICOfficial

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**From:** Linda Apelt [<mailto:Linda.Apelt@tiq.qld.gov.au>]  
**Sent:** 02 February 2018 15:52  
**To:** Richard Burge <[redacted]@cweic.org>  
**Cc:** John Pemberton-Pigott <[redacted]@cweic.org>; Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>;  
Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>  
**Subject:** Letter Inviting the Premier of Queensland to attend the Business Forum during CHOGM

Hi Richard,

I hope you are well.

I refer to our recent telephone discussion re the Chairman of CWEIC issuing the Premier of Queensland with a letter of invitation to attend the Business Forum during CHOGM.

I thought I would also let you know I have had discussions with the Secretary General of the Commonwealth Secretariat who was keen for the Premier of Queensland to also participate in the Women's Forum during the Summit.

Feel free to call me if you have any questions re the letter of invitation to the Queensland Premier.

Since our conversation

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe and Sub-Saharan Africa

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

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[tiq.qld.gov.au](http://tiq.qld.gov.au)

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## From the Chairman

8 February 2018

Ms Anastacia Palaszczuk  
Premier of Queensland  
Department of the Premier and the Cabinet  
Queensland Government  
PO Box 15185  
City East QLD 4002  
Australia

Dear Premier,

### **Commonwealth Business Forum 2018, 16-18 April 2018, City of London**

I have the pleasure to invite you to be a speaker at the 11<sup>th</sup> Commonwealth Business Forum (CBF), which will take place in London on 16-18 April 2018 in conjunction with the Commonwealth Heads of Government Meeting (CHOGM).

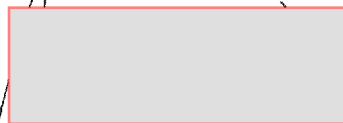
The Forum is a truly global event, bringing together Heads of Government, Ministers, and senior business leaders from around the world. It will provide a valuable opportunity for high level dialogue on trade and investment between business and government leaders from across the Commonwealth and beyond. Organised by the Commonwealth Enterprise and Investment Council, working with the UK Government and in partnership with the City of London, it will be a unique gathering of global leaders. The event will be held across three iconic London venues: the Guildhall, Mansion House and the QEII Conference Centre. I attach a draft of the programme for your interest.

The theme of this year's Forum will be "*Delivering a Prosperous Commonwealth for All*". This will be an opportunity to identify areas in which the Commonwealth can help its member countries to access modern financial services, harness technology and innovation, attract inward investment, and to improve sustainable business practices, particularly through public-private sector collaboration.

We would like to invite you to speak on Wednesday 18<sup>th</sup> April at the Guildhall. We are happy to discuss your participation at specific sessions further with your office.

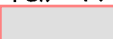
I hope that the Commonwealth Business Forum will provide an opportunity for you to contribute to this vibrant and diverse conversation on a global stage. I am very much looking forward to meeting with you at the Commonwealth Games, and wish you good luck with your final preparations.

Yours sincerely,



**Lord Marland of Odstock**

Direct Tel: +44 (0) 20 7104 6189

E-mail: @cweic.org



**Monday 16<sup>th</sup> April 2018**

The Guildhall, City of London

**Day One**

The Future of Trade

<b>0800</b>	<b>Registration</b>	
<b>1000</b>	<b>Delivering a Prosperous Commonwealth for All</b> <i>How can we strengthen the Commonwealth Advantage?</i>	<i>Opening Session</i>
<b>1100</b>	<b>Refreshments</b>	
<b>1130</b>	<b>Global Economic Outlook: Trade, Growth and The Commonwealth</b> <i>Where is the global economy heading? How can the Commonwealth lead the world in catalysing growth and championing free and fairer trade?</i>	<i>Inaugural Plenary</i>
<b>1300</b>	<b>Luncheon</b>	
<b>1400</b>	<b>Business of Trust</b> <i>How do we restore public confidence in business?</i>	<i>Keynote address followed by panel</i>
	<b>Developing the Digital Economy: Disruption, Big Data and A.I.</b> <i>How can Commonwealth businesses keep ahead and engaged in an era of rapid technological innovation?</i>	<i>Invitation only Roundtable</i>
<b>1530</b>	<b>Refreshments</b>	
<b>1600</b>	<b>Trade without Frontiers: Technology for Trade Facilitation</b> <i>Is borderless, frictionless trade possible with the technology now available? Is it desirable?</i>	<i>Keynote address followed by panel</i>
	<b>Economic and Climate Volatility: Innovation and Resilience for Island States</b> <i>How can the agility, adaptability and innovation of small states be maximised?</i>	<i>Invitation only Roundtable</i>



**Monday 16<sup>th</sup> April 2018**

Queen Elizabeth II Conference Centre, Westminster

**Day One**

Welcome to the United Kingdom

**1700**

**Investing in the UK**

*What makes the UK an attractive place to trade and invest? What are the opportunities?*

*Project Showcase*

**1800**

**Joint Forums Reception "Welcome to the UK"**

*Reception*

**Tuesday 17<sup>th</sup> April 2018**

Queen Elizabeth II Conference Centre, Westminster

**Day Two**

Joint Forums Day

**0930**

**The World We Want to See; The People We Want to Be**

*What should the Commonwealth of the future look like, and what should it be doing? How can the Commonwealth help deliver the SDGs?*

*All Forums Plenary*

**1100**

**Refreshments**

**1130**

**The Future of Work: Skilling Tomorrow's Economy**

*What should we be preparing our young people for? Can technology create the opportunity for more liberal and truly inclusive employment?*

*Keynote address followed by panel*

**Next Generation Impact Entrepreneurs Forum**

*How can we empower entrepreneurs and inspire the next generation to create the social and economic change we need?*

*Invitation only Roundtable in partnership with Youth Forum*

**New Models of Healthcare**

*What innovative products from across the Commonwealth can help deliver 21<sup>st</sup> Century healthcare?*

**Maritime Industry**

*Is port infrastructure keeping pace with trade demands? Will embracing digitisation future proof the industry?*

*Industry Insight*

**1300**

**Luncheon**



1400

**Connecting Commonwealth Cities**

*Are cities now more relevant than countries in driving trade and investment?*

Keynote address followed by panel

**SME Trade Forum**

*What can we do to encourage SMEs to trade and invest confidently across the Commonwealth?*

Invitation only Roundtable

**Energy Transition**

*Have we reached peak-oil? Is the future of energy delivery off-grid?*

**Food and Agriculture**

*Can we make food production more efficient and more sustainable?*

Industry Insight

**Diversity and Women's Economic Empowerment**

*What are the opportunities presented by global trade and how can we ensure women can utilise such benefits to grow their businesses?*

Hosted by Commonwealth Women's Forum

1530

**Refreshments**

1600

**Science and Business: From Innovation to Incorporation**

*By working together can the Commonwealth increase the conversion of innovative ideas into profitable enterprises?*

Keynote address followed by panel

**What Works With Business to Achieve Inclusive Economic Empowerment?**

Invitation only Roundtable in partnership with the Commonwealth Women's Forum

**Business of Sport and Entertainment**

*Can we harness the commercial power of sport and entertainment without bringing out the worst of business?*

**Fashion and Textiles**

*Can the industry help countries move up the value chain without compromising on standards or jobs?*

Industry Insight

1800

**Creative Commonwealth Reception**

Reception



Tuesday 17<sup>th</sup> April 2018

The Mansion House, City of London (by invitation only)

Day Two

Building the Future

0930

**Innovation in Infrastructure: Building Economic Growth**

Keynote address followed by panel

*There is a huge infrastructure deficit, infrastructure investment creates jobs and growth, but the lack of investment continues. What are the blockages? What is the best way to pay for infrastructure?*

**Global Capital, Local Currency**

Invitation only Roundtable

*How can Commonwealth states raise finance on global capital markets in the currency that suits them best?*

1100

**Refreshments**

1130

**Investing in Infrastructure: Success Stories and Opportunities**

Panel Session

*What makes a project bankable and what are the lessons learnt from successful projects? What are the live opportunities?*

**Financial Regulation: Working Together to Address De-Risking**

Invitation only Roundtable

*How can governments, businesses and regulators work together to balance financial inclusion with financial crime risk? What is the solution for the decline in correspondent banking?*

**Green Finance: Returns with Responsibility**

Invitation only Roundtable

*What are the financial and environmental advantages of investing in sustainable development? Is Green Finance now mainstream?*

1300

**Luncheon**

1400

**Financial and Professional Services: Driving Growth in The Real Economy**

Keynote address followed by panel

*How do international financial centres best support financial inclusion and the development of the real economy? Can Commonwealth IFCs work together to create growth?*

1500

**Fintech and Innovation in Financial Services**

Keynote address followed by panel

*What will the future of financial services look like? Will this give an opportunity for developing countries to leapfrog?*





**Commonwealth CEOs Forum**

*What are the opportunities to further remove barriers to business?*

Invitation only  
Roundtable

1600

**Refreshments**

1615

**Insurance for Development: Mitigating Risk and Building Resilience**

*Can insurance play a greater role in building resilience, and supporting long term economic development?*

Keynote address  
followed by panel

**Philanthropy Roundtable**

*How can individuals and corporate philanthropists maximise their impact?*

Invitation only  
Roundtable

**Wednesday 18<sup>th</sup> April 2018**

The Guildhall, City of London

**Day Three**

Leading the Future

TBC

**Cybersecurity Roundtable**

*Where are businesses most vulnerable to cybersecurity risks, and how can we address the threat of cyber-attacks across the Commonwealth?*

Invitation only  
Roundtable

1000

**Investing for the Next Generation**

*How can investors and political leaders better use their influence to encourage decision making for long term social and economic good?*

Keynote address  
followed by panel

**Island Leaders Roundtable**

*Can island countries stand out from the crowd?*

Invitation only  
Roundtable

1100

**Delivering the SDGs: Aligning Business, Society and Governments**

*How do we move from billions to trillions to help fund the SDGs? Mainstreaming SDGs into Business Delivery.*

Keynote address  
followed by panel

**Africa Leaders Roundtable**

*Is the Africa growth story still alive and well?*

Invitation only  
Roundtable

1200

**Making Business Easier Between Commonwealth Countries**



**COMMONWEALTH  
BUSINESS FORUM**

**LONDON, UNITED KINGDOM  
16-18 April 2018**

**COMMONWEALTH**  
*Enterprise and Investment Council*



*How can government and business leadership work together to reduce bureaucracy and delays across borders and between countries?*

*Keynote address followed by panel*

**Asia Leaders Roundtable**

*Can Asia keep growing?*

*Invitation only Roundtable*

**1300**

**Advancing Intra-Commonwealth Trade and Investment**

*Where do we go from here?*

*Concluding Session*

**TBC**

**Heads of Government Roundtable with senior business leaders**

*Invitation only Roundtable*

Released under RTI - DPC

**PREMIER'S MEETING BRIEF**

Tracking Folder No. TF/17/16249  
 Document No. DOC/17/207348

<b>To:</b>	<b>THE PREMIER</b>	Noted:  .....  Date:...../...../.....
<b>Date of briefing:</b>		
<b>For meeting with:</b>	Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC)	
<b>For meeting on:</b>	Wednesday 20 December 2017	

**• RECOMMENDATION**

It is recommended that you **note** the following information for your meeting. Lord Marland's bio at **Attachment 1**, and your talking points and question and answers at **Attachments 2** and **3**.

**• KEY ISSUES**

- The Queensland Government, through the Queensland Trade and Investment London Office, entered into a strategic partnership with CWEIC in March 2017. Queensland is the first government entity in Australia to do so.
- As part of the strategic partnership, CWEIC is supporting the development of the program for Trade 2018 to promote the business opportunities available in Queensland and on the Gold Coast, before, during and after the 2018 Gold Coast Commonwealth Games.
- The primary objective of the meeting is to encourage CWEIC and their extensive networks to participate in the Trade 2018 Games Time Trade and Investment program (Trade 2018 program). The current Trade 2018 program is at **Attachment 4**.
- CWEIC is also seeking sponsorship for three years from the Queensland Government and/or the Gold Coast City Council to fund the expansion of their Commonwealth First network into the Australian market and have provided a proposal to the Queensland Government. This would provide selected small and medium enterprises with training, mentoring and business development support to help them win business in high-growth Commonwealth markets. The expansion proposal is at **Attachment 5**.
- Lord Marland will also be meeting with representatives from Trade and Investment Queensland and the Gold Coast City Council to discuss the proposal.
- CWEIC may also look to explore opportunities for Queensland to support the Commonwealth Business Forum, being held in conjunction with the Commonwealth Heads of Government Meeting on 16–18 April 2018 in London.

**• CONSULTATION**

- Trade and Investment Queensland and the Department of Innovation, Tourism Industry Development and the Commonwealth Games

**• BACKGROUND**

- You met with Lord Marland at the Atlantic Partnership Breakfast during your March 2017 London Trade Mission. CWEIC's Chief Executive, Mr Richard Burge, met with the Honourable Curtis Pitt MP in September 2017 in his former capacity as Treasurer and Minister for Trade and Investment to support the development of Trade 2018 and discuss the possibility of replicating the Commonwealth First program.

**Comments** (Premier or DG)

Dave Stewart  
 Director-General

## Susan Lucas

---

**From:** DCLO Admin <dcloadmin@premiers.qld.gov.au>  
**Sent:** Friday, 15 December 2017 2:41 PM  
**To:** Elisa Terry  
**Cc:** @IMO Policy; Brief Premier; Glenys Jenkin; DCLO Admin; Julia Sheedy; Tina Culpo; Hayley Lockyer  
**Subject:** URGENT EXTERNAL MEETING BRIEF - Premier meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council on 20 December 2017  
**Attachments:** Meeting request - Lord Marland of Odstock's visit - Wednesday 20 Decembe... (390 KB)  
**Importance:** High

Hi Elisa

The PO has requested a brief, talking points, Q&As and a departmental representative for the Premier's meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council on 20 December 2017 at midday. Refer to the attached email for further information.

Can your team please prepare the brief, talking points and Q&As?

ECU – can you please register this request, allocate it to Economic Policy and add it to the watch list.

Katie - Is the DG available to attend this meeting or if not, can an alternative please be arranged?

The PO has requested all info by **10am TUESDAY 19 DECEMBER 2017**, which means all documents will need to be in the ODG **as soon as possible**.

Thank you  
Kylie



**Queensland**  
Government

### Kylie Balint

Customer Liaison Officer, Departmental and Customer Liaison Office  
**Office of the Director-General**  
Department of the Premier and Cabinet

---

P 07 3003 9225  
Level 40, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Mary-Anne Munro [mailto:Mary-Anne.Munro@ministerial.qld.gov.au]  
**Sent:** Friday, 15 December 2017 2:11 PM  
**To:** DCLO Admin <dcloadmin@premiers.qld.gov.au>  
**Subject:** URGENT REQUEST Material Required from the Department  
**Importance:** High

Hi Team

The Premier will be meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) on Wednesday 20 December 2017 at 12noon. Refer to attached email from the Office of the Commonwealth Games.

Please organise for the department to prepare the following material for the Premier's consideration:

- Briefing Note including Background information
- Speech
- Draft media release
- Talking points
- Q & A's
- Run Sheet
- VIP Guest List
- Departmental Representative
- Biographies

The relevant Advisor for any queries regarding content of the materials is: **IAN HUTCHEON**

Could we please have the documentation in our office by **MID-MORNING TUESDAY 19 DECEMBER 2017.**

Full complement of the requested materials need to be emailed to the relevant Advisor and CC:

[REDACTED]@ministerial.qld.gov.au

Speech notes to be emailed to me, Advisor and with cc: [REDACTED]@ministerial.qld.gov.au

Kind regards

Mary-Anne



**Mary-Anne Munro**

Executive Assistant to the Premier

**Office of the Hon. Anastacia Palaszczuk MP**

Premier of Queensland and Minister for the Arts

P 07 3719 7014 M [REDACTED]

1 William Street Brisbane QLD 4000

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## Susan Lucas

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**From:** PENG Jenny <Jenny.Peng@dtesb.qld.gov.au>  
**Sent:** Wednesday, 13 December 2017 3:32 PM  
**To:** Mary-Anne Munro  
**Subject:** Meeting request - Lord Marland of Odstock's visit - Wednesday 20 December 2017  
**Attachments:** Lord Marland Bio 2016.pdf; Lord\_marland.jpg; Overview of aims and objectives of Lord Marland's visit provided by CWEIC.docx

Hi Mary-Anne,

My colleague Steve has passed on your email to me regarding a meeting request for next week. My apologies for the late notice of request as we were waiting to come out of caretaker mode.

Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) will be visiting Queensland next week. The Premier has met Lord Marland in March this year for the Queen's Baton Relay activation in London.

Would you please be able to advise if the Premier is available for a meeting during any of below time to meet with Lord Marland on Wednesday 20 December?

- 12pm – 1:15pm
- 2:15pm – 3:45pm

The CWEIC was established in July 2014 with the support of the Commonwealth Secretariat. The CWEIC is a not-for-profit organisation that focuses on Enterprise, Investment and Trade across Commonwealth nations.

The purpose of Lord Marland's visit is to:

- provide an opportunity to take forward the CWEIC strategy and vision for extending its Commonwealth First network across the wider Commonwealth
- support the extension of trade and investment ties
- identify how to place Queensland (and Australia) as central to this vision
- further develop linkages with *Trade 2018's Games Time* business program.

I have attached Lord Marland's bio and an overview of aims and objectives of Lord Marland's visit.

I look forward to hearing from you and please feel free to contact me if any queries. Thank you.

Kind regards,

**Jenny Peng**

Senior Protocol and Visits Coordinator, Protocol Visits

Office of the Commonwealth Games

Department of Tourism, Major Events, Small Business and the Commonwealth Games

P: +61 7 33335359 | E: [jenny.peng@dtesb.qld.gov.au](mailto:jenny.peng@dtesb.qld.gov.au)

Level 7 | 63 George Street | Brisbane QLD 4000 | PO Box 15168 | City East QLD 4002



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## Overview of aims and objectives of Lord Marland's visit provided by CWEIC

Lord Marland was the founding Chairman of the Commonwealth Enterprise and Investment Council in July 2014. A role that he took up having served as a Minister in the UK Government.

The Queensland Government became a Strategic Partner of CWEIC earlier this year as a result of the Commonwealth Games. The first Government entity in Australia to do so.

Queensland actively participated at the first Commonwealth Trade Ministers Meeting in London in March 2017. The meeting was attended by the Premier as it coincided with the launch of the Commonwealth Games Baton Relay., and Lord Marland had a fruitful bilateral meeting, He has subsequently met the State Treasurer, but as yet not visited Queensland. Lord Marland's visit in December coincides with other engagements in the region, including The Test Match in Melbourne, and visits to Malaysia and Singapore.

As part of the Strategic Partnership CWEIC is committed to support the development of the Trade 2018 programme and Lord Marland will lead a delegation of our CommonwealthFirst Export Champions, and other key stakeholders, to participate in the activities planned at this time. This will be an opportunity for him to meet with key players in the State and those working on the Trade 2018 programme and to understand how best CWEIC can contribute to the success of the programme.

Richard Burge, CWEICs Chief Executive, visited Queensland in September to support the development of Trade 2018 and to initiate conversations about the possibility of establishing a CWEIC office and replicating the CommonwealthFirst programme in Australia. CWEIC has subsequently identified Gold Coast based individuals, including CommonwealthFirst Mentor and former Gold Coast entrepreneur in residence, David Hulston, who they plan to work with to establish CommonwealthFirst Australia.

Establishing CommonwealthFirst Australia (or Queensland) will require seed funding from Government as well as corporate support (the UK programme is funded by Royal Mail)

This year CWEIC has appointed Country Directors in Malaysia and Nigeria and is planning to make additional appointments before next years Heads of Government Meeting.

## **Lord Marland of Odstock**

Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council and Enterprise and Investment Company Ltd. In December 2015, he was awarded the Order of Merit of Malta.

He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014.

He was Minister for the Department of Energy and Climate Change from 2010 – 2012 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business.

He has founded or led the acquisitions of several companies including:

Janspeed Ltd, Hunter Boot Ltd, Insurance Capital Partners, Jubilee Insurance Ltd, Wisden Cricketer Ltd, Tricouni Brand Ltd, Ecoworld Management and Advisory Services (UK) Ltd and Digital Shopping Channel Ltd.

He is Chairman of Tickets for Troops and the Churchill International Society, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and The Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

Released Under RTI

## Talking Points

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### **Meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council**

Premier's Boardroom

12.00pm, Wednesday 20 December 2017

- My Government plans to harness the potential of the Gold Coast Commonwealth Games to build a lasting legacy of new trade, investment and business opportunities for Queensland.
- In this regard, Queensland is proud to be the first government entity in Australia to become a strategic partner of the Commonwealth Enterprise and Investment Council.
- The opportunities for trade and business within the Commonwealth are significant and your contribution to promoting investment and the role of the private sector across the 52 member countries is commendable.

#### *Commonwealth Enterprise and Investment Council's engagement in the Trade 2018 Games program*

- We are looking forward to the Commonwealth Enterprise and Investment Council's engagement in the Trade 2018 program.
- I understand that you will be encouraging the participation of your extensive international networks in the program, and I thank you for your contribution to making this program a success.
- Queensland and the Gold Coast are set to shine on the world stage as we prepare to host the Commonwealth Games right here on the Gold Coast in April next year.
- I am confident that Trade 2018 will deliver long-term economic outcomes for Queensland and showcasing Queensland through the Commonwealth Games will help to create jobs and growth for all Queenslanders, now and for the future.
- The Commonwealth's 2 billion people make up 30 per cent of the world's population and constitute about a fifth of the Gross Domestic Product.

## Talking Points

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- Intra-Commonwealth trade, which was estimated to be worth \$525 billion in 2015, is projected to surpass \$1 trillion by 2020.

### *Commonwealth First expansion in Queensland*

- I understand that you are working with Trade and Investment Queensland on the expansion of your Commonwealth First program in Queensland.
- I also understand that you are engaging with the Gold Coast City Council on this expansion.
- I trust this work is progressing well, and the Council has agreed to two appointments to progress the expansion, including Mr Rick Anstey and Mr David Hulston.

Released under RTI/DPS

## Questions and Answers

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### **Meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council**

Premier's Boardroom

12.00pm, Wednesday 20 December 2017

#### **What is Trade 2018?**

- Trade 2018 is the Gold Coast 2018 Commonwealth Games Trade and Investment Program developed by the Queensland Government in partnership with the Gold Coast City Council.
- The program will strengthen Queensland's trade and investment ties across the Commonwealth and boost the international business profile of both the Gold Coast City and Queensland.
- Trade 2018 will deliver:
  - focused activity in key Commonwealth markets via business receptions and investor briefings run concurrently with the Queen's Baton Relay
  - targeted inbound and outbound trade and investment missions
  - an extensive Games Time Trade and Investment business hosting program.
- Through these activities, the focus is on promoting the business opportunities available in Queensland and the Gold Coast and inviting government and business leaders to join the extensive Trade 2018 Games Time Trade and Investment Program.

#### **What is being delivered through Trade 2018?**

- The Trade 2018 Program will build on opportunities before, during and after the Commonwealth Games, and so far, the Program has delivered good results.

## Questions and Answers

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- To date, the Program has included:
  - Visits to India, Malaysia and Singapore, in line with the Queen's Baton Relay, to showcase our great State from a tourism perspective and to target priority international buyers and investors for future opportunities.
  - Hosting a delegation from China's Torch High Technology Industry Development Centre to showcase Queensland's investment opportunities.
  - Engaging with the CEO of the Commonwealth Enterprise and Investment Council.
  - Participating in the Australian bio-energy and bio-products Symposium, covering themes of commercialising opportunities across the bio-economy, with a focus on the tropics. The conference provided the Trade 2018 team with an opportunity to promote the linked opportunities around Trade 2018 Games Time Trade and Investment Program.

### Who will be involved in Trade 2018?

- Trade 2018 has invited trade and investment bodies, business leaders and investors from the UK, Canada, India, Malaysia and Singapore to join us to participate in the exciting program of events.
- Guests will include global and national business CEOs and senior leaders, VIPs and dignitaries, leading domestic and international media, academics, youth entrepreneurs, government officials, trade organisations and Chambers of Commerce.

## Questions and Answers

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### **What benefits will the Commonwealth Games provide to the Gold Coast and the rest of Queensland?**

- The Commonwealth Games will be the largest sporting event Australia will see this decade and the biggest sporting spectacular the Gold Coast has ever seen.
- As the first regional Australian city to ever host a Commonwealth Games, the Gold Coast will celebrate a great Games in a great city leaving wonderful memories and lasting benefits for all.
- The Games, however, is about much more than providing the best competition for athletes and the best event for spectators. It is about making a difference for Queenslanders.
- Realising lasting benefits from hosting the Games will be achieved by government, business, communities and individuals working closely together and embracing opportunities.
- The Queensland Government, in collaboration with the City of Gold Coast and the Commonwealth Games partners, has developed the Embracing our Games legacy program.
- The legacy program is built around three interconnected themes, namely, our economy, our lifestyle and our community.
- These themes will focus our efforts on a range of activities so that we embrace the opportunity ahead of us and realise a lasting benefit for the Gold Coast and Queensland.

# Lead. Inspire. Expand.

This program is subject to confirmation and change without notice.

Some events are by invitation only.

For the most current schedule of events visit:

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

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## and Television ers Roundtable

is Gold Coast, an  
nally renowned film  
on and ideal location to  
your next film production.

COAST

## Entrepreneur Investor Exchange

entpreneurs and  
s from across the globe  
o exchange expert  
ge and start-up ideas,  
investments and new  
ans

COMMONWEALTH HOUSE

APRIL

3-5

2018

APRIL

3-16

2018

the backdrop on the Gold Coast 2018 Commonwealth Games, participants will be challenged to consider how we might engage more effectively with the promise of sport to maximise opportunities for all.

The event will include the 3rd Commonwealth Debate on Sport and Sustainable Development which will feature two teams of experts debating the premise that investment in sport in the Commonwealth 'pays for itself'.

COMMONWEALTH HOUSE

APRIL

6

2018



COMMONWEALTH HOUSE

APRIL

9

2018

## Health Site Visit Program

Site visit program that will take delegates to visit key Queensland capabilities in the Health sector.

BRISBANE

APRIL

12

2018

## Investing in Queensland Agribusiness

An exclusive event for invited institutional investors to be introduced to Queensland as a destination to invest in agribusiness. The program will consist of intimate business discussions with high-profile global capital investors.

BRISBANE



## Queensland Aged Care

Innovative Queensland care present their capabilities a care provision to key international investors, partners and Governments.

BRISBANE

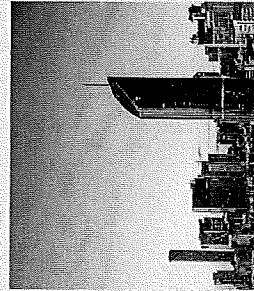
Register your interest in the Trade 2018 Games Time Trade and Investment site-visit program to explore a range of capabilities and opportunities available.

APRIL

SNOW  
VISIT

## Trade 2018 Brisbane Event City Site Visit Program

The focus (which is not an exclusive focus) being the Trade 2018 priority sectors of Health and Knowledge (including the Bio-economy), International Education and Training and Queensland's Food and Agribusiness capabilities. Please register



# CommonwealthFirst

*A world champion in SME support*

## A Commonwealth Games Legacy

The Commonwealth is a market comprising 52 English-speaking countries with a combined population of 2.2 billion – at least 60% under the age of 30 – and a combined GDP in excess of US\$10 trillion.

The Commonwealth Factor, with its shared language, complementary legal systems and business practices, helps make trade on average 19% cheaper between member countries according to recent research by the Commonwealth Secretariat. By 2020 Commonwealth trade is expected to double to US\$1 trillion.

Based on the successful CommonwealthFirst Export Champion program in the U.K. supporting SMEs to trade and invest across the Commonwealth, the **CommonwealthFirst Australia** program will develop a similar, tailored program for **Queensland SMEs**.

*“CommonwealthFirst is an enormous step forward in helping us to achieve our mission of helping Governments and the private sector to understand and utilise the Commonwealth network.”*

**– Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council**

**Aim:** To be a conduit for:

- Queensland growth business seeking export opportunities to trade;
- Growth Companies seeking exposure and investment; and,
- Investment into the State from across the Commonwealth.

This program would build on the strategic partnership agreed between the Queensland Government and CWEIC in March and the Roundtable event in Singapore that proposed the establishment of a CAYE-Asia Pacific Hub in Queensland.

Commonwealth Enterprise and Investment Council has agreed to appoint David Hulston and Rick Anstey (bio's attached) to lead the establishment of CommonwealthFirst (CWF) in Queensland. They will be responsible for the selection and mentoring of the CommonwealthFirst Export Champions and the introduction of inward investment delegations from the Commonwealth. Through their extensive networks further country and technical experts will be appointed as mentors.

## CommonwealthFirst Australia

CWF will select 10-15 **Queensland Export Champions** to be announced as part of **Trade 2018**. These companies would be selected in advance to ensure they have the opportunity to participate in Trade 2018 events and potentially attend the Commonwealth Heads of Government Meeting and Business Forum in London.

It is envisaged that CWF could operate from a dedicated Commonwealth House in the Gold Coast Health and Knowledge Precinct. Commonwealth House would be a physical location for the development of Commonwealth related legacy projects emanating from the Commonwealth Games.

Over the next three years up to 100 leading SMEs will be selected to become CommonwealthFirst Export Champions. Through intensive training, mentoring, trade missions and business development support, Export Champions will be supported in their quest to win new business in the fast growing Commonwealth markets. Their success will be showcased as an encouragement to the wider business community to make greater use of the Commonwealth network.

The CWF will require sponsorship for 3 years from State Government and/or Gold Coast City Council. The Team will seek Corporate Sponsorship and beyond year 3 it is envisaged that CFF will no longer require funding support from Government as a sponsorship and membership model takes over.

This funding will enable marketing and delivery of the CommonwealthFirst Export Champion program, lead missions to Commonwealth markets and host inward investment missions from other CommonwealthFirst programs.

## CommonwealthFirst Australia



**David Hulston** is an experienced Non-Executive Director, business mentor and technology strategist. He is Co-Founder and Investor Director of Indycube Ventures and investor in many early-stage startups.

An accountant and an intellectual property industry veteran, David has more than 30 years international business experience. He has carried out finance and management roles in Australia, the U.K., South East Asia, USA, Japan and South Korea.

In 1998, David was a founder-director of a £3.3 million Management Buy-out from EMI plc. In 2000, this business was floated on the London Stock Exchange with a market capitalization of £330 million. He founded and developed QED Intellectual Property, an intellectual property licensing and management service business with offices in the UK, Japan and the USA.

David is a supporter of the startup communities in Wales and Australia, dividing his time between both locations. In December 2014, David was the Lord Mayor's Visiting Entrepreneur in Brisbane, Australia. He is a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), an early member of the Commonwealth Partnership for Technology Management, mentor to Commonwealth Enterprise and Investment Council Export Champions and a regular speaker at technology conferences and judge at pitching contests.

## CommonwealthFirst Australia



**Rick Anstey** has a career which spans over 40 years, initially from the U.K, entering the emerging information technology and telecommunications industry in 1971, moving to Australia in 1976, establishing his own group of companies in 1983 and subsequently transitioning his activities in 1996 into Venture Capital and Corporate Advisory roles to encourage and develop promising Australian Innovation.

Rick has worked closely with Federal, State and Local Government's in Australia to commercialise Australian Innovation and provide support for economic development initiatives.

Rick's initial move into early stage venture capital in 1996 was precipitated by work with the Queensland Government's FIG program (Financing IT growth) – a Smart State initiative. This gave Rick a profile within the sector and empathy that came from his own experiences with establishing, building and exiting Australian Technology Companies.

Rick co-founded the iQFunds and inQbator brands in 1999 with Dr Laurie Hammond, and through these vehicles alone has invested in 26 companies, that have, in total, attracted over \$200 Million in follow-on funds.

Rick manages his time between the requirements of his portfolio companies, various community support programs and his public and private company Directorships.

Rick is a member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management, a member of the Australian Venture Capital Association and a Board member at the Australian Centre of Excellence for Entrepreneurship (ACE) at Queensland University of Technology (QUT). He is also a past member of the Queensland Government's Communication and Information Advisory Board, which advised the Government's Minister of Innovation and Information Economy.

## Elisa Terry

---

**From:** Ross Buchanan  
**Sent:** Monday, 18 December 2017 4:12 PM  
**To:** Elisa Terry; Kate Nicholson; Kaitlyn Stutz  
**Subject:** FW: Lord Marland briefing - Premier Note and Material  
**Attachments:** 2018 Commonwealth Games Trade and Investment Program att 2.pdf; BRIEF Premier BN Att 6 LM Bio.pdf; BRIEF Premier BN att 5 LM to Premier letter.pdf; BRIEF Premier BN LM program att 4.pdf; Premier BN Attachment 4 Commonwealth First att 3.pdf; 3278117 BRIEF v2 PremiersMeetingBriefTemplateLMCWEIC20.docx; CWEIC Premier Briefing.docx

**Importance:** High



Queensland  
Government

**Ross Buchanan**  
Executive Director  
Economic Policy  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** PETERSEN Kerry [mailto:Kerry.Petersen@dtesb.qld.gov.au]  
**Sent:** Monday, December 18, 2017 4:05 PM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>; WARD Lisa <Lisa.Ward@dtesb.qld.gov.au>; THATCHER Daniel <Daniel.Thatcher@dtesb.qld.gov.au>; HANEL Yasmahne <Yasmahne.Hanel@dtesb.qld.gov.au>; 'jacqueleen.brown@tiq.qld.gov.au' <jacqueleen.brown@tiq.qld.gov.au>; Damien Walker (DTEsb) <damien.walker@dtesb.qld.gov.au>; 'Ashanthi Jayasekera' <Ashanthi.Jayasekera@ministerial.qld.gov.au>  
**Subject:** FW: Lord Marland briefing - Premier Note and Material  
**Importance:** High

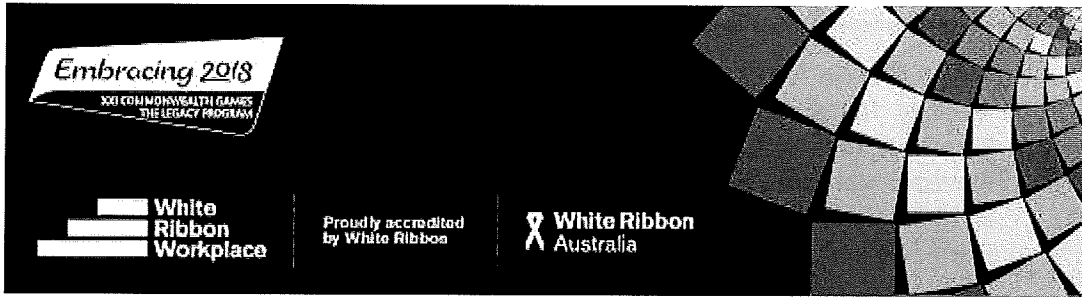
Virginia  
See attached briefs and information for the Lord Marland visit.

I understand TIQ will now add any additional information and place in correct TIQ template.

I will follow up with a phone call.

Kerry

**Kerry Petersen**  
Deputy Director-General  
Office of the Commonwealth Games  
Department of Innovation, Tourism Industry Development and the Commonwealth Games  
P: 07 3338 9395 | E: [kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au) | M: [REDACTED]



**From:** WARD Lisa  
**Sent:** Monday, 18 December 2017 3:32 PM  
**To:** PETERSEN Kerry <Kerry.Petersen@dtesb.qld.gov.au>  
**Cc:** HANEL Yasmahne <Yasmahne.Hanel@dtesb.qld.gov.au>; THATCHER Daniel <Daniel.Thatcher@dtesb.qld.gov.au>; JARRETT Courtney <Courtney.Jarrett@dtesb.qld.gov.au>  
**Subject:** FW: Lord Marland briefing - Premier  
**Importance:** High

Hi Kerry

See attached Premier's brief for Lord Marland's visit for you to please review and pass onto TIQ.

Thanks  
Lisa

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## MEETING BRIEFING NOTE

DATE: Wednesday 20 December 2017

**MEETING WITH:** Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC)

**PURPOSE OF MEETING:** To:

- Confirm the nature, composition and duration of CWEIC's delegation for the *Trade 2018* Games Time trade and investment program, maximising CWEIC's international networks to realise additional delegations from CWIECs wider Commonwealth organisations;
- Build on the strategic partnership between Queensland and CWEIC that was launched when the Premier attended the inaugural Commonwealth Trade Ministers Meeting on 10 March 2017. This was ahead of the launch of the *Trade 2018* Program at the Queensland London Reception (Australia House: 14 March 2017) and the Queen's Baton Relay Launch ceremony (Buckingham Palace: 13 March 2017).
- CWEIC are seeking to take forward the proposed expansion of their Commonwealth First network and to explore the opportunities for Queensland to support the Commonwealth Business Forum, being held in conjunction with the Commonwealth Heads of Government Meeting (CHOGM) from 16 – 18 April 2018.

**ARRIVAL TIME:** 11:55

**DEPARTURE TIME:** 12:30

**LOCATION OF MEETING:** Premier's Boardroom, Level 40, 1 William Street

**ON ARRIVAL:** The Office of the Commonwealth Games will escort Lord Marland from the previous meeting to the meeting with the Premier

**PREMIER OFFICE ATTENDEES:** Mr Dave Stewart (Director General, Department of Premier and Cabinet) and Mr Ian Hutcheon, Principal Policy Advisor

**DEPARTMENTAL OFFICIALS:** Nil

**MEETING ATTENDEES:** Lord Marland

**DRESS:** Business

**SPEECH/ADDRESS:** No

**MEDIA IN ATTENDANCE:** No

**GIFT:** No

**PHOTOGRAPER:** No

**NOTES/OTHER:**

**INFORMATION ATTACHED:**

Ministerial Briefing Note

Attachment 1: An overview of the *Trade 2018* Games Time trade and investment business program

Attachment 2: A copy of Lord Marland's letter to Premier Palaszczuk

Attachment 3: A copy of Lord Marland's visit program

Attachment 4: A copy of CWEIC's Commonwealth First; Australia – Queensland proposal

Attachment 5: A copy of Lord Marland's bio





Released under RTI - DPC

The Hon Ms Anastacia Palaszczuk  
Premier of Queensland  
Queensland Government  
PO Box 15185  
City East  
Queensland 4002  
Australia

*Dear Anastacia (if I may)*

26 April 2017

## Commonwealth Enterprise and Investment Council partnership with Queensland

It was a pleasure to meet you in London last month and I am so pleased that the launch of the Queen's Baton Relay was such a success. Thank you for your support for the inaugural Commonwealth Trade Ministers Meeting. We are also delighted that Queensland has become a strategic partner of the Commonwealth Enterprise and Investment Council.

I enclose our interim report on the Trade Ministers Meeting and we look forward to developing a number of the excellent of the excellent proposals that were made at the six roundtable sessions in the run up to the important Heads of Government Meeting in London next year, and the Games. Our priorities will include:

- The appointment of a Commonwealth Trade Ambassador to gauge the trade and investment priorities of member countries and to scope the potential for the development of a "Commonwealth Trade and Investment Accord" which would underpin the development of trade and investment agreements between member countries.
- Identifying opportunities to improve the business environment in member countries and strengthening public-private dialogue. We will also champion the full implementation of the WTO Trade Facilitation Agreement by encouraging greater collaboration with the private sector and peer to peer learning at national, regional and international levels.
- Exploring the contribution the Commonwealth can make to the deployment of technologies for trade, including the development of paperless trade and collaboration on ecommerce. We will be looking at the possibility of developing an ecommerce legislative toolkit to encourage greater cooperation between Commonwealth countries.
- Strengthening connections between SMEs and entrepreneurs across the Commonwealth. This will include the expansion of our CommonwealthFirst SME Export programme across member countries, as well as continued support for the development of the Commonwealth Alliance of Young Entrepreneurs and initiatives to support female economic empowerment including the ITCs "SheTrades" programme.
- Financial services will continue to be important to our work. In particular we will focus on restoring correspondent banking links with the support of our strategic partners and opportunities in the insurance sector.
- Ensuring Commonwealth trade ministers meet on a regular basis. Initially we propose that trade ministers meet on a biennial basis in advance of the meeting of Heads of Government. This will ensure momentum is maintained.

We would welcome further feedback from you and any guidance on the areas that you would like to see us take forward.

We are very much looking forward to working with your Government to deliver a fantastic business programme as an intrinsic part of the Commonwealth Games, and we plan to come to Queensland as early as possible to discuss arrangements further.

We hope this will be a springboard for us to establish an office or representation in Australia, perhaps in Queensland, and we also plan to bring a delegation of our Commonwealth Export Champions to Australia to coincide with the Games. We will also encourage many other delegations from across the Commonwealth.

We also hope that you will be able to join us in London for the Commonwealth Business Forum which will follow on immediately from the close of the Games next April.

We look forward to working closely with Ken Smith's successor who will have a difficult act to follow. Ken has been a fantastic representative for Queensland and we have very much enjoyed working with him over the years.

Please let us know if there are any other areas where we might be assistance to you or your Government.

*It was so good to see you in London  
to the games*

**Lord Marland of Odstock  
Chairman**

Direct Tel: +44 (0) 20 7104 6189

E-mail: [redacted]@cweic.org

*with warmest best wishes*

[redacted signature box]

CC: Ken Smith, Agent-General for Queensland

*[Handwritten signature]*

# CommonwealthFirst

*A world champion in SME support*

## A Commonwealth Games Legacy

The Commonwealth is a market comprising 52 English-speaking countries with a combined population of 2.2 billion – at least 60% under the age of 30 – and a combined GDP in excess of US\$10 trillion.

The Commonwealth Factor, with its shared language, complementary legal systems and business practices, helps make trade on average 19% cheaper between member countries according to recent research by the Commonwealth Secretariat. By 2020 Commonwealth trade is expected to double to US\$1 trillion.

Based on the successful CommonwealthFirst Export Champion program in the U.K. supporting SMEs to trade and invest across the Commonwealth, the **CommonwealthFirst Australia** program will develop a similar, tailored program for **Queensland SMEs**.

*“CommonwealthFirst is an enormous step forward in helping us to achieve our mission of helping Governments and the private sector to understand and utilise the Commonwealth network.”*

**– Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council**

**Aim:** To be a conduit for:

- Queensland growth business seeking export opportunities to trade;
- Growth Companies seeking exposure and investment; and,
- Investment into the State from across the Commonwealth.

This program would build on the strategic partnership agreed between the Queensland Government and CWEIC in March and the Roundtable event in Singapore that proposed the establishment of a CAYE-Asia Pacific Hub in Queensland.

Commonwealth Enterprise and Investment Council has agreed to appoint David Hulston and Rick Anstey (bio's attached) to lead the establishment of CommonwealthFirst (CWF) in Queensland. They will be responsible for the selection and mentoring of the CommonwealthFirst Export Champions and the introduction of inward investment delegations from the Commonwealth. Through their extensive networks further country and technical experts will be appointed as mentors.

## CommonwealthFirst Australia

CWF will select 10-15 **Queensland Export Champions** to be announced as part of **Trade 2018**. These companies would be selected in advance to ensure they have the opportunity to participate in Trade 2018 events and potentially attend the Commonwealth Heads of Government Meeting and Business Forum in London.

It is envisaged that CWF could operate from a dedicated Commonwealth House in the Gold Coast Health and Knowledge Precinct. Commonwealth House would be a physical location for the development of Commonwealth related legacy projects emanating from the Commonwealth Games.

Over the next three years up to 100 leading SMEs will be selected to become CommonwealthFirst Export Champions. Through intensive training, mentoring, trade missions and business development support, Export Champions will be supported in their quest to win new business in the fast growing Commonwealth markets. Their success will be showcased as an encouragement to the wider business community to make greater use of the Commonwealth network.

The CWF will require sponsorship for 3 years from State Government and/or Gold Coast City Council. The Team will seek Corporate Sponsorship and beyond year 3 it is envisaged that CFF will no longer require funding support from Government as a sponsorship and membership model takes over.

This funding will enable marketing and delivery of the CommonwealthFirst Export Champion program, lead missions to Commonwealth markets and host inward investment missions from other CommonwealthFirst programs.

## CommonwealthFirst Australia



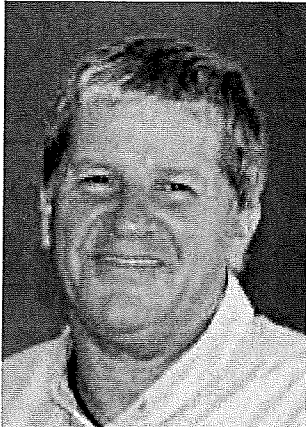
**David Hulston** is an experienced Non-Executive Director, business mentor and technology strategist. He is Co-Founder and Investor Director of Indycube Ventures and investor in many early-stage startups.

An accountant and an intellectual property industry veteran, David has more than 30 years international business experience. He has carried out finance and management roles in Australia, the U.K., South East Asia, USA, Japan and South Korea.

In 1998, David was a founder-director of a £3.3 million Management Buy-out from EMI plc. In 2000, this business was floated on the London Stock Exchange with a market capitalization of £330 million. He founded and developed QED Intellectual Property, an intellectual property licensing and management service business with offices in the UK, Japan and the USA.

David is a supporter of the startup communities in Wales and Australia, dividing his time between both locations. In December 2014, David was the Lord Mayor's Visiting Entrepreneur in Brisbane, Australia. He is a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), an early member of the Commonwealth Partnership for Technology Management, mentor to Commonwealth Enterprise and Investment Council Export Champions and a regular speaker at technology conferences and judge at pitching contests.

## CommonwealthFirst Australia



**Rick Anstey** has a career which spans over 40 years, initially from the U.K, entering the emerging information technology and telecommunications industry in 1971, moving to Australia in 1976, establishing his own group of companies in 1983 and subsequently transitioning his activities in 1996 into Venture Capital and Corporate Advisory roles to encourage and develop promising Australian Innovation.

Rick has worked closely with Federal, State and Local Government's in Australia to commercialise Australian Innovation and provide support for economic development initiatives.

Rick's initial move into early stage venture capital in 1996 was precipitated by work with the Queensland Government's FIG program (Financing IT growth) – a Smart State initiative. This gave Rick a profile within the sector and empathy that came from his own experiences with establishing, building and exiting Australian Technology Companies.

Rick co-founded the iQFunds and inQbator brands in 1999 with Dr Laurie Hammond, and through these vehicles alone has invested in 26 companies, that have, in total, attracted over \$200 Million in follow-on funds.

Rick manages his time between the requirements of his portfolio companies, various community support programs and his public and private company Directorships.

Rick is a member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management, a member of the Australian Venture Capital Association and a Board member at the Australian Centre of Excellence for Entrepreneurship (ACE) at Queensland University of Technology (QUT). He is also a past member of the Queensland Government's Communication and Information Advisory Board, which advised the Government's Minister of Innovation and Information Economy.

## **Lord Marland of Odstock**

Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council and Enterprise and Investment Company Ltd. In December 2015, he was awarded the Order of Merit of Malta.

He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014.

He was Minister for the Department of Energy and Climate Change from 2010 – 2012 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business.

He has founded or led the acquisitions of several companies including:

Janspeed Ltd, Hunter Boot Ltd, Insurance Capital Partners, Jubilee Insurance Ltd, Wisden Cricketer Ltd, Tricouni Brand Ltd, Ecoworld Management and Advisory Services (UK) Ltd and Digital Shopping Channel Ltd.

He is Chairman of Tickets for Troops and the Churchill International Society, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and The Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

Released under the  
Official Information Act



## Draft Program for Visit to Queensland by – Lord Marland of Odstock

**Lord (Jonathan Peter) Marland of Odstock**  
**Wednesday 20 and Thursday 21 December 2017**

Times	Engagement Details	Notes
<b><u>Wednesday 20 December 2017</u></b>		
10:00 AM – 10:30 AM	Meeting with the Governor of Queensland His Excellency The Honourable Paul De Jersey AC Government House 168 Fernberg Road Paddington, QLD 4064 Met by: Donna Rideout, Executive Officer <ul style="list-style-type: none"> <li>• Attendee: Ms Kerry Petersen, Deputy Director-General, Office of the Commonwealth Games (OCG)</li> </ul>	<b>Confirmed</b> Contact person: Donna Rideout Phone: +61 7 3858 5710
10:45 AM	Arrive at 1 William St, Brisbane Drop off point: front of the building Met by: Vonny Effendy, Executive Assistant Meet Dan Thatcher, Program Manager, Industry Engagement, OCG	Collect pre-arranged visitor pass and proceed to meeting room Contact person: Vonny Effendy Phone: <span style="border: 1px solid black; display: inline-block; width: 100px; height: 15px;"></span> Dan Thatcher, M: <span style="border: 1px solid black; display: inline-block; width: 100px; height: 15px;"></span>

Released Under RIPA



<p>11:00 AM – 12:00 PM</p>	<p>Meeting with Department of Innovation, Tourism Industry Development and the Commonwealth Games, Trade and Investment Queensland, Queensland Treasury and Department of Science, Information Technology and Innovation</p> <ul style="list-style-type: none"> <li>• Mr Damien Walker, Director-General, Department of Innovation, Tourism Industry Development and the Commonwealth Games</li> <li>• Ms Kerry Petersen, Deputy Director-General, OCG</li> <li>• Ms Virginia Greville, Chief Executive Officer, Trade and Investment Queensland</li> <li>• Ms Marcia Hoffmann, Deputy Chief Executive Officer, Corporate Queensland Operations Division, Trade and Investment Queensland</li> <li>• Mr Warwick Agnew, Deputy Under Treasurer, Queensland Treasury</li> <li>• Mr Paul Martyn, Deputy Director-General, Strategy and Innovation, Department of Science, Information Technology and Innovation</li> </ul> <p>Meeting One (room) Level 41 1 William St, Brisbane</p>	<p><b>Confirmed</b></p>
<p>12:00 PM – 12:30 PM</p>	<p>Meeting with the Premier and Minister for Trade The Honourable Anastacia Palaszczuk Premier's Boardroom Level 40 1 William Street Brisbane</p> <ul style="list-style-type: none"> <li>• Mr Dave Stewart, Director-General, Department of Premier and Cabinet</li> <li>• Mr Ian Hutcheon, Principal Policy Advisor</li> </ul>	<p><b>Confirmed</b></p> <p>Contact person: Madison Cann Phone: +61 7 3719 7040</p>
<p>12:30 – 1:15</p>	<p>Lunch</p>	
<p>1:15 PM</p>	<p>Depart for City Hall</p>	<p>Contact person: Jenny Peng Mobile: <input type="text"/></p>
<p>1:25 PM</p>	<p>Arrive at City Hall Arrival point: Main entrance of City Hall (outside the front doors) Met by Karen Spillane, Senior Civic Events Officer, Brisbane City Council</p>	<p>Contact person: Karen Spillane Mobile: <input type="text"/></p>



1:30 PM – 2:00 PM	Meeting with Brisbane City Council The Right Honourable, the Lord Mayor of Brisbane, Councillor Graham Quirk Lord Mayor of Brisbane Lord Mayor's Lounge Level 1 City Hall King George Square	<b>Confirmed</b>
2:05 PM- 3:00 PM	Meeting with Ms Tan See Leng, Mr Raymond Huang, Commonwealth Alliance of Youth Entrepreneurs (CAYE) and Leanne Kemp, Founder of Everledger	<b>Venue TBC</b>
3:30 PM – 4:00 PM	Meeting with Mr Mario Pennisi, Chief Executive Officer, Life Sciences Queensland Ltd. The Precinct 315 Brunswick St Fortitude Valley, QLD 4006	<b>Confirmed</b> Contact person: Mario Pennisi Mobile: <input type="text"/>
4:00 PM – 4:15 PM	Introduction of the Precinct Mr Steven Wilson Chief Operating Officer, Office of the Chief Entrepreneur The Precinct 315 Brunswick St Fortitude Valley, QLD 4006	<b>Confirmed</b> Contact person: Rebecca Lawrence Mobile: <input type="text"/>
4:15 PM – 5:30 PM	Networking Event with Other Entrepreneurs (residents) Martin Talvari and/or Murray Galbraith Myriad Festival (confirmed) Other attendees <b>TBC</b> by Rebecca Lawrence The Precinct 315 Brunswick St Fortitude Valley, QLD 4006	<b>Confirmed</b>
<b><u>21 December 2017</u></b>		
8:30 AM	Depart for Chambers Building, 135 Bundall Road, Surfers Paradise	
9:45 AM	Arrive at Chambers Building Drop off point: Main Entrance of the building Met by: Katrina Metcalfe	Contact person: Katrina Metcalfe Mobile: <input type="text"/>



10:00 AM – 10:45 AM	Meeting with Mayor City of Gold Coast His Worship the Mayor of the City of Gold Coast, Councillor Tom Tate Mayoral Lounge Council Chambers Building 135 Bundall Road, Surfers Paradise	<b>Confirmed</b>  Contact person: Katrina Metcalfe Mobile: [REDACTED]
10:45 AM	Depart for Gold Coast Health and Knowledge Precinct (GCHKP)	
11:00 AM	Arrive at GCHKP Drop off point: Leneen Forde Chancellery Building (G34) Met by: Di Dixon, Project Director, GCHKP at the front entrance of the Leneen Forde Chancellery Building	Contact person: Di Dixon Mobile: [REDACTED]
11:15 AM – 12:00 PM	GCHKP Site-Visit and Presentation from Ms Di Dixon Meeting room 2.12 G34 Leneen Forde Chancellery Building (G34)	<b>Confirmed</b>
12:00 PM – 1:00 PM	Lunch Meeting with Griffith University, Embracing 2018 and GCHKP <ul style="list-style-type: none"> <li>• Professor Ned Pankhurst Senior Deputy Vice Chancellor Griffith University</li> <li>• The Hon Rob Borbidge AC Chair of the Embracing 2018 Advisory Committee</li> <li>• Ms Di Dixon Project Director, GCHKP</li> </ul> G's Restaurant and Bar (Griffith University)	<b>Confirmed</b> Accompanied by <ul style="list-style-type: none"> <li>• Raymond Huang and Tan See Leng</li> </ul>
1:00 PM	Depart for City of Gold Coast office, 9 Holden Place, Bundall	
1:15 PM	Arrive at City of Gold Coast office, 9 Holden Place, Bundall Met by: TBA	Contact person: TBA Mobile: TBA



1:30 PM – 2:00 PM	Meeting with Bond University Professor Baden U'Ren Assistant Professor of Entrepreneurship Director, Bond Business Commercialisation Centre, Bond Business School Meeting Room E1.2 Waterside East (East side tower) City of Gold Coast office 9 Holden Place, Bundall	<b>Confirmed</b>
2:00 PM – 2:30 PM	Meeting with Rick Anstey Meeting Room E1.2 Waterside East (East side tower) City of Gold Coast office 9 Holden Place, Bundall	<b>Confirmed</b>
2:30 PM - 3:30 PM	Meeting with Key City of Gold Coast Entrepreneurs <ul style="list-style-type: none"> <li>• Karina Wolvey, Literacy Planet</li> <li>• Sharon Hunneybell, General Manager, Community and Export Development, Opmantek</li> <li>• Tammy Simpson, Operations Manager, Grace Love Lace</li> <li>• Evolve Skateboard (TBC)</li> <li>• Craig Ford, Coordinator Export and Export Adviser, TradeStart Gold Coast</li> </ul> Boardroom E2.2 Waterside East (East side tower) City of Gold Coast office 9 Holden Place, Bundall	<b>Confirmed</b>
3:30 PM	Depart for Brisbane	Driver's Mobile: TBC
5:00 PM	Arrive at Brisbane CBD	Estimated arrival time

– CONFIDENTIAL –

*Draft Program as at 18 December 2017*



## Susan Lucas

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**From:** Ross Buchanan  
**Sent:** Monday, 18 December 2017 4:31 PM  
**To:** Leah Rogash  
**Subject:** FW: Lord Marland briefing - Premier Note and Material  
**Attachments:** 2018 Commonwealth Games Trade and Investment Program att 2.pdf; BRIEF Premier BN Att 6 LM Bio.pdf; BRIEF Premier BN att 5 LM to Premier letter.pdf; BRIEF Premier BN LM program att 4.pdf; Premier BN Attachment 4 Commonwealth First att 3.pdf; 3278117 BRIEF v2 PremiersMeetingBriefTemplateLMCWEIC20.docx; CWEIC Premier Briefing.docx

**Importance:** High

Popped over to see you but will discuss tomorrow when you are in. Basically lots of confusion which we are now getting on top of, but this is an area that is going to add 100% greater workload to Economic if it proceeds the way this one has.

Regards

Ross



Queensland  
Government

**Ross Buchanan**

Executive Director  
Economic Policy  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** PETERSEN Kerry [mailto:Kerry.Petersen@dtesb.qld.gov.au]  
**Sent:** Monday, December 18, 2017 4:05 PM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>; WARD Lisa <Lisa.Ward@dtesb.qld.gov.au>; THATCHER Daniel <Daniel.Thatcher@dtesb.qld.gov.au>; HANEL Yasmahne <Yasmahne.Hanel@dtesb.qld.gov.au>; 'jacqueleen.brown@tiq.qld.gov.au' <jacqueleen.brown@tiq.qld.gov.au>; Damien Walker (DTEB) <damien.walker@dtesb.qld.gov.au>; 'Ashanthi Jayasekera' <Ashanthi.Jayasekera@ministerial.qld.gov.au>  
**Subject:** FW: Lord Marland briefing - Premier Note and Material  
**Importance:** High

Virginia

See attached briefs and information for the Lord Marland visit.

I understand TIQ will now add any additional information and place in correct TIQ template.

I will follow up with a phone call.

Kerry

**Kerry Petersen**

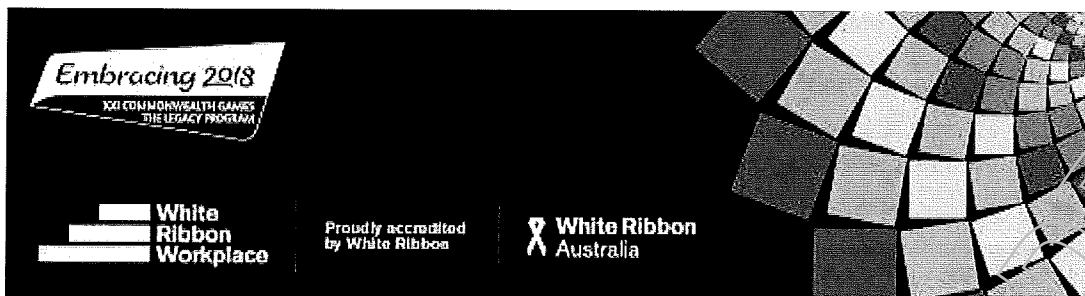
Deputy Director-General

Office of the Commonwealth Games

Department of Innovation, Tourism Industry Development and the Commonwealth Games

P: 07 3338 9395 | E: [kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au) | M: [REDACTED]

Level 9 | 63 George St | Brisbane QLD 4000 | PO Box 15168 | City East QLD 4002



**From:** WARD Lisa

**Sent:** Monday, 18 December 2017 3:32 PM

**To:** PETERSEN Kerry <[Kerry.Petersen@dtesb.qld.gov.au](mailto:Kerry.Petersen@dtesb.qld.gov.au)>

**Cc:** HANEL Yasmahne <[Yasmahne.Hanel@dtesb.qld.gov.au](mailto:Yasmahne.Hanel@dtesb.qld.gov.au)>; THATCHER Daniel <[Daniel.Thatcher@dtesb.qld.gov.au](mailto:Daniel.Thatcher@dtesb.qld.gov.au)>; JARRETT Courtney <[Courtney.Jarrett@dtesb.qld.gov.au](mailto:Courtney.Jarrett@dtesb.qld.gov.au)>

**Subject:** FW: Lord Marland briefing - Premier

**Importance:** High

Hi Kerry

See attached Premier's brief for Lord Marland's visit for you to please review and pass onto TIQ.

Thanks

Lisa

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The information in this email together with any attachments is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. There is no waiver of any confidentiality/privilege by your inadvertent receipt of this material.

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Released Under RTI - DPC





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<p>1:15 PM</p>	<p>Depart for City Hall</p>	<p>Contact person: Jenny Peng Mobile: <input type="text"/></p>
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1:00 PM	Depart for City of Gold Coast office, 9 Holden Place, Bundall	
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2:00 PM – 2:30 PM	Meeting with Rick Anstey Meeting Room E1.2 Waterside East (East side tower) City of Gold Coast office 9 Holden Place, Bundall	<b>Confirmed</b>
2:30 PM - 3:30 PM	Meeting with Key City of Gold Coast Entrepreneurs <ul style="list-style-type: none"> <li>• Karina Wolvey, Literacy Planet</li> <li>• Sharon Hunneybell, General Manager, Community and Export Development, Opmantek</li> <li>• Tammy Simpson, Operations Manager, Grace Love Lace</li> <li>• Evolve Skateboard (TBC)</li> <li>• Craig Ford, Coordinator Export and Export Adviser, TradeStart Gold Coast</li> </ul> Boardroom E2.2 Waterside East (East side tower) City of Gold Coast office 9 Holden Place, Bundall	<b>Confirmed</b>
3:30 PM	Depart for Brisbane	Driver's Mobile: TBC
5:00 PM	Arrive at Brisbane CBD	Estimated arrival time

– CONFIDENTIAL –

*Draft Program as at 18 December 2017*



TO: THE PREMIER

SUBJECT: Meeting with Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council:

**TIMEFRAME**

- To support the meeting with Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council on Wednesday 20 December 2017.

**RECOMMENDATION**

- Premier seeks Lord Marland's commitment to a *Trade 2018 Games Time Trade and Investment* program delegation that fully utilises CWEIC's wider Commonwealth networks.

**BACKGROUND**

- The primary objective for the Queensland Government is to cement the nature, composition and duration of CWEIC's delegation for the *Trade 2018 Games Time Trade and Investment* program. An overview of the *Trade 2018* program is at **Attachment 2**. This includes ensuring that CWEIC are actively encouraging delegations from across CWEIC's wider Commonwealth networks.
- CWEIC are seeking to take forward the proposed expansion of their Commonwealth First network into the Australian market and have provided a proposal to the Queensland Government (**Attachment 3**).
- CWEIC and are also seeking to explore the opportunities for Queensland to support the Commonwealth Business Forum, being held in conjunction with the Commonwealth Heads of Government Meeting (CHOGM) from 16 – 18 April 2018.
- Attachment 4** provides an overview of the visit program for Lord Marland, Chairman of CWEIC for 19 and 20 December 2017.

**Discussion Points**

- Trade 2018* is the extensive Trade and Investment Program that is designed to strengthen trade and investment ties across the Commonwealth and also boost Queensland's international business profile.
- Trade 2018* is led by the Queensland Government in partnership with the City of Gold Coast (CGC) and is supported by the Australian Government.
- Trade 2018* culminates with an exciting and innovative Games Time business program that will be hosted at Commonwealth House, a purpose built venue in Broadbeach. Commonwealth House will officially open from 3 April to 15 April 2018, with featured programming to run between 3 and 6 April 2018.
- The Queensland Government, through the Queensland Trade and Investment London Office, entered into a strategic partnership with CWEIC in March 2017. This was prior to the Premier's participation in the inaugural Commonwealth Trade Minister's Meeting and the launch of *Trade 2018* in London as part of the activations to mark the launch of the international Queen's Baton Relay (**Attachment 5**).
- The visit of Lord Marland follows on from the visit of CWEIC's CEO, Richard Burge (in September 2017), facilitated by the Queensland Government.

**CURRENT ISSUES**

- The Office of the Commonwealth Games are working (in partnership with Trade and Investment Queensland) to agree the CWEIC *Trade 2018 Games Time* delegation.
- CWEIC have been advised that any progression of the Commonwealth First proposal is through Trade and Investment Queensland.

**CONSIDERATIONS**

- CWEIC was established in 2015 to lead the development of a Commonwealth trade agenda, has responsibility for Commonwealth Trade Minister's Meetings and the Commonwealth Business Forum, and delivers the CommonwealthFirst initiative.

<p><b>Author</b>                  Name: Dan Thatcher                  Position: Program Manager                  Tel No: 3333 5360                  Date: 18/12/2017</p>	<p><b>Cleared by</b>                  Name:                  Position:                  Tel No:                  Date:</p>	<p><b>Cleared by</b>                  Name:                  Position: [DDG]                  Tel No:                  Date:</p>	<p><b>Recommended:</b>                  Name:                  DG, [Insert Dept]                  Tel No:                  Date:</p>
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- Commonwealth First was established in partnership with the UK Government. CommonwealthFirst involves the identification of a cohort of 100 high-growth potential SMEs through a stringent application process. Identified SMEs are designated 'Export Champions' and offered facilitation to support their future growth;
- The Governor met with Mr David Hulston as part of the *Trade 2018* Singapore international activation. Mr Hulston attended the Queensland Investment Roundtable (26 October 2017) and the Queensland and Commonwealth Alliance of Youth Entrepreneurs – Asia: Roundtable (27 October 2017).
- *Trade 2018* engaged with CWEIC: Malaysia through Mr Tony Collinridge (OBE) as part of its *Trade 2018* international activation. OCG continues to work with Mr Collinridge about a Games' Time delegation from CWEIC Malaysia. The visit of Lord Marland provides an opportunity to consider the potential for delegations from across the wider CWEIC Commonwealth networks.
- The Gold Coast 2018 Commonwealth Games is immediately followed by Commonwealth Heads of Government Meeting (CHOGM) in London on 16 – 18 April 2018. CHOGM also includes a business program through the Commonwealth Business Forum which is delivered by CWEIC. CWEIC are currently finalising the program and are also in the process of delegate attraction for the Commonwealth Business Forum.

**ATTACHMENTS**

- Attachment 1: Premier's Meeting briefing note
- Attachment 2: An overview of the Trade 2018 Games Time trade and investment business program
- Attachment 3: A copy of CWEIC's Commonwealth First; Australia – Queensland proposal
- Attachment 4: A copy of Lord Marland's visit program
- Attachment 5: A copy of Lord Marland's letter to Premier Palaszczuk
- Attachment 6 : A copy of Lord Marland's bio

<b>Endorsed Comments:</b> ..... / / ..... / /		
<b>Approved Comments:</b> ..... / / <b>ANNASTACIA PALASZCZUK</b> <b>Premier</b>	<b>Not Approved</b>	<b>Noted</b> ..... / / <b>Dave Stewart</b> <b>Director-General</b> <b>Department of the Premier and Cabinet</b>

<b>Author</b> Name: Dan Thatcher Position: Program Manager Tel No: 3333 5360 Date: 18/12/2017	<b>Cleared by</b> Name: Position: Tel No: Date:	<b>Cleared by</b> Name: Position: [DDG] Tel No: Date:	<b>Recommended:</b> Name: DG, [Insert Dept] Tel No: Date:
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## **Lord Marland of Odstock**

Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council and Enterprise and Investment Company Ltd. In December 2015, he was awarded the Order of Merit of Malta.

He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014.

He was Minister for the Department of Energy and Climate Change from 2010 – 2012 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business.

He has founded or led the acquisitions of several companies including:

Janspeed Ltd, Hunter Boot Ltd, Insurance Capital Partners, Jubilee Insurance Ltd, Wisden Cricketer Ltd, Tricouni Brand Ltd, Ecoworld Management and Advisory Services (UK) Ltd and Digital Shopping Channel Ltd.

He is Chairman of Tickets for Troops and the Churchill International Society, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and The Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

Released under the  
Official Information Act

# CommonwealthFirst

*A world champion in SME support*

## A Commonwealth Games Legacy

The Commonwealth is a market comprising 52 English-speaking countries with a combined population of 2.2 billion – at least 60% under the age of 30 – and a combined GDP in excess of US\$10 trillion.

The Commonwealth Factor, with its shared language, complementary legal systems and business practices, helps make trade on average 19% cheaper between member countries according to recent research by the Commonwealth Secretariat. By 2020 Commonwealth trade is expected to double to US\$1 trillion.

Based on the successful CommonwealthFirst Export Champion program in the U.K. supporting SMEs to trade and invest across the Commonwealth, the **CommonwealthFirst Australia** program will develop a similar, tailored program for **Queensland SMEs**.

*“CommonwealthFirst is an enormous step forward in helping us to achieve our mission of helping Governments and the private sector to understand and utilise the Commonwealth network.”*

**– Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council**

**Aim:** To be a conduit for:

- Queensland growth business seeking export opportunities to trade;
- Growth Companies seeking exposure and investment; and,
- Investment into the State from across the Commonwealth.

This program would build on the strategic partnership agreed between the Queensland Government and CWEIC in March and the Roundtable event in Singapore that proposed the establishment of a CAYE-Asia Pacific Hub in Queensland.

Commonwealth Enterprise and Investment Council has agreed to appoint David Hulston and Rick Anstey (bio's attached) to lead the establishment of CommonwealthFirst (CWF) in Queensland. They will be responsible for the selection and mentoring of the CommonwealthFirst Export Champions and the introduction of inward investment delegations from the Commonwealth. Through their extensive networks further country and technical experts will be appointed as mentors.



## CommonwealthFirst Australia

CWF will select 10-15 **Queensland Export Champions** to be announced as part of **Trade 2018**. These companies would be selected in advance to ensure they have the opportunity to participate in Trade 2018 events and potentially attend the Commonwealth Heads of Government Meeting and Business Forum in London.

It is envisaged that CWF could operate from a dedicated Commonwealth House in the Gold Coast Health and Knowledge Precinct. Commonwealth House would be a physical location for the development of Commonwealth related legacy projects emanating from the Commonwealth Games.

Over the next three years up to 100 leading SMEs will be selected to become CommonwealthFirst Export Champions. Through intensive training, mentoring, trade missions and business development support, Export Champions will be supported in their quest to win new business in the fast growing Commonwealth markets. Their success will be showcased as an encouragement to the wider business community to make greater use of the Commonwealth network.

The CWF will require sponsorship for 3 years from State Government and/or Gold Coast City Council. The Team will seek Corporate Sponsorship and beyond year 3 it is envisaged that CFF will no longer require funding support from Government as a sponsorship and membership model takes over.

This funding will enable marketing and delivery of the CommonwealthFirst Export Champion program, lead missions to Commonwealth markets and host inward investment missions from other CommonwealthFirst programs.

## CommonwealthFirst Australia



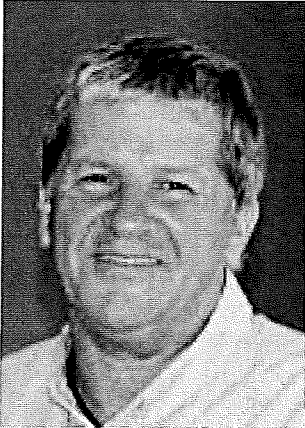
**David Hulston** is an experienced Non-Executive Director, business mentor and technology strategist. He is Co-Founder and Investor Director of Indycube Ventures and investor in many early-stage startups.

An accountant and an intellectual property industry veteran, David has more than 30 years international business experience. He has carried out finance and management roles in Australia, the U.K., South East Asia, USA, Japan and South Korea.

In 1998, David was a founder-director of a £3.3 million Management Buy-out from EMI plc. In 2000, this business was floated on the London Stock Exchange with a market capitalization of £330 million. He founded and developed QED Intellectual Property, an intellectual property licensing and management service business with offices in the UK, Japan and the USA.

David is a supporter of the startup communities in Wales and Australia, dividing his time between both locations. In December 2014, David was the Lord Mayor's Visiting Entrepreneur in Brisbane, Australia. He is a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), an early member of the Commonwealth Partnership for Technology Management, mentor to Commonwealth Enterprise and Investment Council Export Champions and a regular speaker at technology conferences and judge at pitching contests.

## CommonwealthFirst Australia



**Rick Anstey** has a career which spans over 40 years, initially from the U.K, entering the emerging information technology and telecommunications industry in 1971, moving to Australia in 1976, establishing his own group of companies in 1983 and subsequently transitioning his activities in 1996 into Venture Capital and Corporate Advisory roles to encourage and develop promising Australian Innovation.

Rick has worked closely with Federal, State and Local Government's in Australia to commercialise Australian Innovation and provide support for economic development initiatives.

Rick's initial move into early stage venture capital in 1996 was precipitated by work with the Queensland Government's FIG program (Financing IT growth) – a Smart State initiative. This gave Rick a profile within the sector and empathy that came from his own experiences with establishing, building and exiting Australian Technology Companies.

Rick co-founded the iQFunds and inQbator brands in 1999 with Dr Laurie Hammond, and through these vehicles alone has invested in 26 companies, that have, in total, attracted over \$200 Million in follow-on funds.

Rick manages his time between the requirements of his portfolio companies, various community support programs and his public and private company Directorships.

Rick is a member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management, a member of the Australian Venture Capital Association and a Board member at the Australian Centre of Excellence for Entrepreneurship (ACE) at Queensland University of Technology (QUT). He is also a past member of the Queensland Government's Communication and Information Advisory Board, which advised the Government's Minister of Innovation and Information Economy.

The Hon Ms Anastacia Palaszczuk  
Premier of Queensland  
Queensland Government  
PO Box 15185  
City East  
Queensland 4002  
Australia

*Dear Anastacia (if I may)*

26 April 2017

## Commonwealth Enterprise and Investment Council partnership with Queensland

It was a pleasure to meet you in London last month and I am so pleased that the launch of the Queen's Baton Relay was such a success. Thank you for your support for the inaugural Commonwealth Trade Ministers Meeting. We are also delighted that Queensland has become a strategic partner of the Commonwealth Enterprise and Investment Council.

I enclose our interim report on the Trade Ministers Meeting and we look forward to developing a number of the excellent proposals that were made at the six roundtable sessions in the run up to the important Heads of Government Meeting in London next year, and the Games. Our priorities will include:

- The appointment of a Commonwealth Trade Ambassador to gauge the trade and investment priorities of member countries and to scope the potential for the development of a "Commonwealth Trade and Investment Accord" which would underpin the development of trade and investment agreements between member countries.
- Identifying opportunities to improve the business environment in member countries and strengthening public-private dialogue. We will also champion the full implementation of the WTO Trade Facilitation Agreement by encouraging greater collaboration with the private sector and peer to peer learning at national, regional and international levels.
- Exploring the contribution the Commonwealth can make to the deployment of technologies for trade, including the development of paperless trade and collaboration on ecommerce. We will be looking at the possibility of developing an ecommerce legislative toolkit to encourage greater cooperation between Commonwealth countries.
- Strengthening connections between SMEs and entrepreneurs across the Commonwealth. This will include the expansion of our CommonwealthFirst SME Export programme across member countries, as well as continued support for the development of the Commonwealth Alliance of Young Entrepreneurs and initiatives to support female economic empowerment including the ITCs "SheTrades" programme.
- Financial services will continue to be important to our work. In particular we will focus on restoring correspondent banking links with the support of our strategic partners and opportunities in the insurance sector.
- Ensuring Commonwealth trade ministers meet on a regular basis. Initially we propose that trade ministers meet on a biennial basis in advance of the meeting of Heads of Government. This will ensure momentum is maintained.

We would welcome further feedback from you and any guidance on the areas that you would like to see us take forward.

We are very much looking forward to working with your Government to deliver a fantastic business programme as an intrinsic part of the Commonwealth Games, and we plan to come to Queensland as early as possible to discuss arrangements further.

We hope this will be a springboard for us to establish an office or representation in Australia, perhaps in Queensland, and we also plan to bring a delegation of our Commonwealth Export Champions to Australia to coincide with the Games. We will also encourage many other delegations from across the Commonwealth.

We also hope that you will be able to join us in London for the Commonwealth Business Forum which will follow on immediately from the close of the Games next April.

We look forward to working closely with Ken Smith's successor who will have a difficult act to follow. Ken has been a fantastic representative for Queensland and we have very much enjoyed working with him over the years.

Please let us know if there are any other areas where we might be assistance to you or your Government.

*It was so good to see you in London  
to the games*

**Lord Marland of Odstock  
Chairman**

Direct Tel: +44 (0) 20 7104 6189

E-mail: [redacted]@cweic.org

*With warmest best wishes*

[redacted signature box]

CC: Ken Smith, Agent-General for Queensland

*[Handwritten flourish]*



## MEETING BRIEFING NOTE

DATE: Wednesday 20 December 2017

**MEETING WITH:** Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC)

**PURPOSE OF MEETING: To:**

- Confirm the nature, composition and duration of CWEIC's delegation for the *Trade 2018* Games Time trade and investment program, maximising CWEIC's international networks to realise additional delegations from CWEICs wider Commonwealth organisations;
- Build on the strategic partnership between Queensland and CWEIC that was launched when the Premier attended the inaugural Commonwealth Trade Ministers Meeting on 10 March 2017. This was ahead of the launch of the *Trade 2018* Program at the Queensland London Reception (Australia House: 14 March 2017) and the Queen's Baton Relay Launch ceremony (Buckingham Palace: 13 March 2017).
- CWEIC are seeking to take forward the proposed expansion of their Commonwealth First network and to explore the opportunities for Queensland to support the Commonwealth Business Forum, being held in conjunction with the Commonwealth Heads of Government Meeting (CHOGM) from 16 – 18 April 2018.

**ARRIVAL TIME:** 11:55

**DEPARTURE TIME:** 12:30

**LOCATION OF MEETING:** Premier's Boardroom, Level 40, 1 William Street

**ON ARRIVAL:** The Office of the Commonwealth Games will escort Lord Marland from the previous meeting to the meeting with the Premier

**PREMIER OFFICE ATTENDEES:** Mr Dave Stewart (Director General, Department of Premier and Cabinet) and Mr Ian Hutcheon, Principal Policy Advisor

**DEPARTMENTAL OFFICIALS:** Nil

**MEETING ATTENDEES:** Lord Marland

**DRESS:** Business

**SPEECH/ADDRESS:** No

**MEDIA IN ATTENDANCE:** No

**GIFT:** No

**PHOTOGRAPER:** No

**NOTES/OTHER:**

**INFORMATION ATTACHED:**

Ministerial Briefing Note

Attachment 1: An overview of the *Trade 2018* Games Time trade and investment business program

Attachment 2: A copy of Lord Marland's letter to Premier Palaszczuk

Attachment 3: A copy of Lord Marland's visit program

Attachment 4: A copy of CWEIC's Commonwealth First; Australia – Queensland proposal

Attachment 5: A copy of Lord Marland's bio



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## Susan Lucas

---

**From:** Elizabeth Dickens <Elizabeth.Dickens@dsdmip.qld.gov.au>  
**Sent:** Wednesday, 28 March 2018 8:51 AM  
**To:** Ross Buchanan  
**Subject:** FW: Meeting

Hi Ross

I've been in touch with your office about scheduling a meeting with Lord Marland today.

Stephanie Challen from our Minister's office has asked that we invite you to the meeting, subject to your availability, as you are involved in a request for Queensland Government funding that Lord Marland is involved with.

I'd appreciate confirmation of your availability to attend.

Thanks, Liz



**Queensland**  
Government

Liz Dickens  
Executive Director  
**Office of the Director-General**  
Department of State Development,  
Manufacturing, Infrastructure and Planning  
P 07 3452 7032 M [REDACTED]  
Level 36, 1 William Street, Brisbane QLD 4000  
PO Box 15009, City East QLD 4002  
[www.dsdmip.qld.gov.au](http://www.dsdmip.qld.gov.au)

**From:** Stephanie Challen [mailto:Stephanie.Challen@ministerial.qld.gov.au]  
**Sent:** Wednesday, 28 March 2018 8:37 AM  
**To:** Elizabeth Dickens <Elizabeth.Dickens@dsdmip.qld.gov.au>  
**Subject:** Fwd: Meeting

Sent from my iPhone

Begin forwarded message:

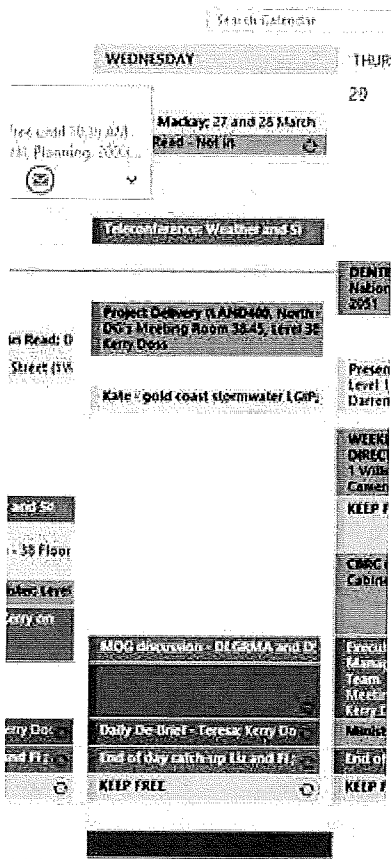
**From:** Kerry Doss <Kerry.Doss@dsdmip.qld.gov.au>  
**Date:** 28 March 2018 at 8:26:39 am AEST  
**To:** Stephanie Challen <Stephanie.Challen@ministerial.qld.gov.au>, "Colin Cassidy" <Colin.Cassidy@dsdmip.qld.gov.au>  
**Subject:** RE: Meeting

My diary is reasonably free today – see below. Let me know.

Regards

KD





**Kerry Doss**

Acting Director-General  
Department of State Development,  
Manufacturing, Infrastructure and Planning

P 07 3452 7909 M [REDACTED]  
E [kerry.doss@dilgp.qld.gov.au](mailto:kerry.doss@dilgp.qld.gov.au)  
Level 38, 1 William Street, Brisbane QLD 4000  
PO Box 15009, City East QLD 4002  
[www.dsdmip.qld.gov.au](http://www.dsdmip.qld.gov.au)

**From:** Stephanie Challen [<mailto:Stephanie.Challen@ministerial.qld.gov.au>]  
**Sent:** Wednesday, 28 March 2018 7:50 AM  
**To:** Kerry Doss <[Kerry.Doss@dsdmip.qld.gov.au](mailto:Kerry.Doss@dsdmip.qld.gov.au)>; Colin Cassidy <[Colin.Cassidy@dsdmip.qld.gov.au](mailto:Colin.Cassidy@dsdmip.qld.gov.au)>  
**Subject:** Fwd: Meeting

Morning Kerry and Colin

Lord Marland would like to meet us today. The Minister is in the Whitsundays so unavailable.

Any chance you both might have 45 mins free?

I will invite TIQ peeps too.

Thanks  
Steph

Sent from my iPhone

Begin forwarded message:

**From:** Lord Marland <[REDACTED]@cweic.org>  
**Date:** 28 March 2018 at 7:35:09 am AEST  
**To:** Stephanie Challen <Stephanie.Challen@ministerial.qld.gov.au>  
**Cc:** Tess Bishop <tess.bishop@premiers.qld.gov.au>, John Pemberton-Pigott <[REDACTED]@cweic.org>, Kathryn David <[REDACTED]@cweic.org>  
**Subject:** Re: Meeting

Just tried to call you my no is [REDACTED]

Sent from my iPhone

On 28 Mar 2018, at 07:22, Stephanie Challen <Stephanie.Challen@ministerial.qld.gov.au> wrote:

Good morning Lord Marland

I hope you are enjoying your visit. We are very proud to be holding the Commonwealth Games and glad you could join us.

We are also looking forward to our prospective trip to the UK.

Unfortunately the Minister is traveling in the north of our State today but I will liaise with your team to see if we can accommodate a meeting early next week. I know that might be challenging.

Alternatively, if there is an opportunity for myself and our Deputy Director General to meet and work with your team today it would be much appreciated.

My mobile number is [REDACTED]

Many kind regards  
Stephanie

Sent from my iPhone

On 28 Mar 2018, at 6:26 am, Lord Marland <[REDACTED]@cweic.org> wrote:

Thank you

I am available today at a drop of a hat as it was an unscheduled visit to Brisbane but otherwise not available until Sunday

I have copied my team with whom Stephanie can coordinate

All best

Sent from my iPhone

On 28 Mar 2018, at 00:19, Tess Bishop <tess.bishop@premiers.qld.gov.au> wrote:

Dear Lord Marland

Welcome to Queensland! We are very excited to be hosting the Commonwealth Games and thank you for joining us for this special occasion.

I'm pleased to confirm the Honourable Cameron Dick Minister for State Development, Manufacturing, Infrastructure and Planning will be travelling to London as the Premier's representative at the Commonwealth Enterprise and Investment Council.

I'd like to take this opportunity to introduce you to Ms Stephanie Challen who will be accompanying the Minister on this trade mission. Stephanie is the Minister's Senior Advisor.

I understand you might be able to meet with the Minister this week and we are very happy to see if a time can be arranged that suits schedules.

If I can be of any further assistance please let me know.

Kind regards

**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and  
Cabinet

P 07 3003 9182 M   
Level 29, 1 William Street, Brisbane  
QLD 4000  
PO Box 15185, City East, QLD 4002

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## Elisa Terry

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**From:** Hans Geffert  
**Sent:** Thursday, 10 May 2018 10:08 AM  
**To:** Andrea Cornwell  
**Cc:** Elisa Terry  
**Subject:** CWF vs TIQ Trade and Investment services

Hi Andrea,

Regarding Lord Marland's CommonwealthFirst (CWF) Queensland proposal, the concept put forward to the Qld Government included:

- Training and mentoring, including from leading UK exporters, country and technical experts
- Trade missions to Commonwealth markets
- Access to networks and introductions
- Profiling and branding opportunities
- Assistance from the UK Government, Trade Associations, Chambers of Commerce and suppliers
- Access to web-based advice and support

While the proposal is focussed on boosting intra-Commonwealth trade and investment, there would be a level of overlap on trade and investment services already offered by TIQ, which covers not just Commonwealth countries:

- Assessing capability and readiness to export
- Researching and locating market intelligence on industry sector and geo-markets
- Providing advice and assistance around market entry, pricing, logistics, marketing and other aspects of doing business in overseas markets
- Identification of targeted partners, trade opportunities, visits to market
- In-bound, out-bound and virtual trade missions and participation in international trade exhibitions
- Networking opportunities, including with export advisors, market specialist, and potential investors
- Seminars and workshops, providing export training and information on global markets
- TIQ's website also provides information for exporters on the basics of exporting
- In-country TIQ offices offering coverage in a range of Commonwealth markets like India, Singapore, Malaysia, Canada, the UK, and in Sub-Saharan Africa.

TIQ would also have the capacity to link businesses to trade and investment services/initiatives offered by the Australia Government (eg, DFAT, Austrade, EFIC), as well as similar government organisations in other countries, and to industry and trade associations, and chambers of commerce.

Through the Trade and Investment Strategy, TIQ is also delivering or progressing implementing of a range of new initiatives including:

- Establishing an emerging international business leaders program
- Establishing industry-led trade international trade missions
- Establishing international business advisory circle to mentor Queensland SMEs
- Providing cross-border e-commerce training
- Providing international market reports
- Providing export and investment training for SME's
- Providing Queensland showcase events in international markets

Wider trade and investment functions across agencies (eg, DSDMIP, DAF, Health, DNRME, TEQ, Arts Q, Screen Q) also provide an opportunity to link Queensland businesses with global opportunities or to facilitate in-bound investment.

Regards, Hans



**Hans Geffert**  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9325 M [REDACTED]  
Level 30, 1WS, Brisbane Qld 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

Released under RTI - DPC

## Elisa Terry

---

**From:** Andrea Cornwell  
**Sent:** Thursday, 12 April 2018 11:42 AM  
**To:** Elisa Terry  
**Cc:** Hans Geffert; Romila Prasad; Matthew Rigby  
**Subject:** Lord Marland

Hi Elisa

I've just had a text from Tess saying the Lord Marland project will be funded three ways between DSD, TIQ & DPC.

Andrea

m:

Released under RTI - DPC



## Elisa Terry

---

**From:** Andrea Cornwell  
**Sent:** Wednesday, 21 March 2018 5:15 PM  
**To:** Hans Geffert; Elisa Terry; Romila Prasad  
**Cc:** Ross Buchanan  
**Subject:** RE: CWEIC and Lord Marland

OK – thanks.

Kind regards,  
Andrea

### Andrea Cornwell

Director  
Strategic Policy  
**Strategy and Engagement**  
Department of the Premier and Cabinet

P 07 3003 9326 M   
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



**Queensland**  
Government

**From:** Hans Geffert  
**Sent:** Wednesday, March 21, 2018 4:54 PM  
**To:** Andrea Cornwell <andrea.cornwell@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** RE: CWEIC and Lord Marland

Hi Andrea,

As discussed with Elisa earlier, given where the brief is at this stage and that the additional information probably won't add a great deal to the reply letter, we won't pull it back.

I have added comments to TRIM in any case.

Regards, Hans

**From:** Andrea Cornwell  
**Sent:** Wednesday, 21 March 2018 4:38 PM  
**To:** Hans Geffert <hans.geffert@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** RE: CWEIC and Lord Marland

Hi Hans

Where did we get to on this one? I don't object to pulling back to include the update, as long as we can get it back up and into PO ASAP.

Kind regards,

Andrea

**Andrea Cornwell**

Director  
Strategic Policy  
**Strategy and Engagement**  
Department of the Premier and Cabinet

P 07 3003 9326 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



**Queensland**  
Government

**From:** Hans Geffert  
**Sent:** Tuesday, March 20, 2018 7:02 PM  
**To:** Elisa Terry <[elisa.terry@premiers.qld.gov.au](mailto:elisa.terry@premiers.qld.gov.au)>; Romila Prasad <[romila.prasad@premiers.qld.gov.au](mailto:romila.prasad@premiers.qld.gov.au)>; Andrea Cornwell <[andrea.cornwell@premiers.qld.gov.au](mailto:andrea.cornwell@premiers.qld.gov.au)>  
**Cc:** Ross Buchanan <[ross.buchanan@premiers.qld.gov.au](mailto:ross.buchanan@premiers.qld.gov.au)>  
**Subject:** FW: CWEIC and Lord Marland

Hi,

Please note email below that TIQ is in the process of renewing the Qld Govt's membership with Commonwealth Enterprise and Investment Commission (CWEIC), which was initially established in early 2017 to promote the Commonwealth Games and Trade 2018 event.

As you know, Lord Marland, Chair of CWEIC, recently wrote to the Premier seeking sponsorship of a Commonwealth First Australia program in Queensland and proposal to launch the program during Trade 2018. A PBN and reply letter (TF/18/2375) has progressed to the ODG and I understand it is currently being held by the DG.

In light of this new development and the current status of the PBN and reply letter, it might be worth pulling these back to update on the partnership renewal. Please let me know if you have any concerns with this approach.

Regards, Hans



**Queensland**  
Government

**Hans Geffert**  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9325 M [REDACTED]  
Level 30, 1WS, Brisbane Qld 4000  
PO Box 15185, City East, QLD 4002

**7**  
Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** Toni Brownie [<mailto:Toni.Brownie@tiq.qld.gov.au>]  
**Sent:** Tuesday, 20 March 2018 6:01 PM  
**To:** Hans Geffert <[hans.geffert@premiers.qld.gov.au](mailto:hans.geffert@premiers.qld.gov.au)>  
**Cc:** Leonie Kawamoto <[Leonie.Kawamoto@tiq.qld.gov.au](mailto:Leonie.Kawamoto@tiq.qld.gov.au)>  
**Subject:** CWEIC and Lord Marland

Hi Hans

TIQ is in the process of renewing the Queensland Government's membership with CWEIC, at a cost of 10,000 pounds (approximately A\$17,800). As discussed you may wish to include this in the response letter to the CWIEC proposal.

I would suggest something along the following lines (in bold):

*"I appreciate your commitment to supporting Queensland businesses seeking to export, and to promoting investment opportunities in Queensland — a commitment that is shared by the Queensland Government through our strategic partnership developed in the lead up to the 2018 Commonwealth Games on the Gold Coast. **The Queensland Government is pleased to have renewed this partnership and 2018 membership with CWIEC.**"*

As background context:

- In early 2017, at the recommendation of former Agent-General, Ken Smith, the Queensland Government signed a one-year agreement to become members of CWEIC (referred to as a strategic partnership). The membership fee was paid by the Office of the Commonwealth Games (OCG), under agreement that future membership would be the responsibility of TIQ.
- As a result of the CWEIC membership, the Premier was invited to attend the Commonwealth Trade Ministers meeting in March 2017 and addressed the attendees to promote the Commonwealth Games and Trade 2018, and Queensland as a trade and investment partner. This provided significant exposure for Queensland and generated a lot of media.
- Through the CWEIC membership, the Premier has also been invited to attend the Commonwealth Business Forum, which takes place in London from 16 to 18 April 2018.
- CWEIC has committed to send a delegation of approximately 20 members to the 2018 Commonwealth Games to participate in the Trade 2018 program. TIQ's Europe office and the OCG have worked with CWEIC over the past year. The CEO and Chairman of CWEIC have separately visited Queensland (in September and December 2017) to discuss opportunities around Trade 2018.
- An invoice for renewal of the Queensland Government's membership was sent to TIQ's Europe office and is now due.
- Renewing membership of CWIEC aims to build on the work undertaken by OCG in the lead up to the Commonwealth Games and provides ongoing access to CWEIC (and Lord Marland's) networks both in UK and other major Commonwealth markets, particularly in markets where TIQ does not have a presence.

Please let me know if you need any further information.

Kind regards  
Toni Brownie

**Toni Brownie**  
General Manager  
International Operations  
Trade and Investment Queensland

Tel: + 61 7 3514 3142 (direct line)  
Mobile:   
[toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au)

[www.tiq.qld.gov.au](http://www.tiq.qld.gov.au)

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Released under RTI - DPC

## Elisa Terry

---

**From:** Hans Geffert  
**Sent:** Thursday, 1 March 2018 2:46 PM  
**To:** Ben Gordon; Elisa Terry  
**Subject:** RE: Lord Marland

Hi,

Further to my last:

From Office of the Commonwealth Games (in DITID):

- OCG funded the strategic partnership with CWEIC in 2017. The partnership was a 1-year commitment, sunseting after the CG2018.
- The partnership sets out specific scope of work to support trade and investment outcomes. It also notes that additional activities could be developed under partnership, and which would be costed and agreed on a case by case basis. One activity identified as an example was to partner with the Qld Government to establish a CWF program in Australia.
- OCG not aware of Government committing to a partnership to develop a CWF program in Queensland or that CWEIC will launch a program during Trade 2018.
- Lord M will be attending Trade 2018, hosting a Cth business delegation to Trade 2018 (3-6 April). Lord M will present as a panel member at the Commonwealth Business Advantages and Opportunities session on 4 April. A further CWEIC rep will present as part of the Global Entrepreneur and Investor Exchange session on 5 April.

From TIQ:

- Establishment of an export hub in Queensland as a legacy to GC2018 was something discussed at previous meetings with Lord M, and that Trade 2018 event would be opportunity to test the appetite for a this.
- TIQ was not aware of any commitment being made by Government for the CWF Program, particularly by way financial sponsorship.
- TIQ noted that the CWF program in the UK is funded through corporate sponsorship, and that a CWF Queensland program also envisioned corporate sponsorship.
- TIQ recognise, however, the potential benefit of fostering stronger relationships with CWEIC to leverage their connections.
- TIQ can't confirm outcomes of Lord M's meeting with Premier in Dec 17, as they did not attend.

I've noted the above in TRIM and made a few minor changes to the PBN to reflect. No changes proposed to the reply letter.

HG

**From:** Hans Geffert  
**Sent:** Thursday, 1 March 2018 11:33 AM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Subject:** RE: Lord Marland

Ben,

No problem with your tinkering.

I'm running to ground with TIQ's GM Int'l Ops the impact of not sponsoring the event.

Spoke to David Russo (Protocol) this morning and he mentioned that PO is still considering the Premier's attendance at the Commonwealth Business Forum – this is despite PO note in TRIM requesting that an apology letter be sent. Understand there may have been some emails last night. David happy for us to progress separate letters.

Regards, Hans

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:41 PM  
**To:** Elisa Terry <[elisa.terry@premiers.qld.gov.au](mailto:elisa.terry@premiers.qld.gov.au)>; Hans Geffert <[hans.geffert@premiers.qld.gov.au](mailto:hans.geffert@premiers.qld.gov.au)>  
**Subject:** Lord Marland

Hi all

I had a tinker with the PBN – added the TIQ bits as an attachment for context etc. Check it out in trim – happy to take advice/be told no.

Questions I have:

- how do we know CWF will be launched at the Games? Is its launch contingent on us sponsoring it? Any views on risk of embarrassment if we don't sponsor (be called out/obviously absent)? I think we need to close this loop (or tell me ive missed something obvious)
- I think we should combine the separate London invite in with this PBN and response – any issues with doing that (i.e. have we had direction not to do this)?

Let me know what you think.

Regards  
Ben



**Queensland**  
Government

**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

## Elisa Terry

---

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**Sent:** Thursday, 1 March 2018 11:33 AM  
**To:** Ben Gordon; Elisa Terry  
**Subject:** RE: Lord Marland

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**Sent:** Wednesday, 28 February 2018 8:41 PM  
**To:** Elisa Terry <elisa.terry@premiers.qld.gov.au>; Hans Geffert <hans.geffert@premiers.qld.gov.au>  
**Subject:** Lord Marland

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Let me know what you think.

Regards  
Ben



**Queensland**  
Government

**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
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Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

## Elisa Terry

---

**From:** Hans Geffert  
**Sent:** Wednesday, 28 February 2018 3:36 PM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland

FYI – in case this hasn't been provided to you yet.

H

**From:** Kathleen Collingwood [mailto:Kathleen.Collingwood@tiq.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 2:52 PM  
**To:** Hans Geffert <hans.geffert@premiers.qld.gov.au>  
**Subject:** FW: Lord Marland

---

**From:** Toni Brownie  
**Sent:** Wednesday, 28 February 2018 2:15 PM  
**To:** Ben Gordon; Tess Bishop; Virginia Greville  
**Cc:** Richard Watson  
**Subject:** RE: Lord Marland

Hi Ben

I have discussed with Virginia and provide the below comments as input to your brief.

TIQ has reviewed the CommonwealthFirst (CWF) Australia Proposal. From a TIQ perspective, the proposal lacks sufficient detail around the implementation of CWF Australia. Specific aspects for further consideration include:

- how CWEIC CWF would collaborate and work together with TIQ, the Office of Small Business and Advance Queensland, existing Queensland Government bodies which already provide a significant range of services to Queensland SMEs
- sustainability of the funding model given the reliance on Queensland Government for the first three years, seeking \$1.5 million in funding whereas the CWF model in the UK is based on corporate sponsorship, and was sponsored by Royal Mail and other private organisations.
- The proposed location at the Gold Coast Health and Knowledge Precinct, while a Commonwealth Games legacy, may not be the best location to provide support for Queensland SMEs.
- and assessment of the credentials of agents appointed by CWEIC to establish CWF

TIQ does however recognise there may be benefits in continuing to work with CWEIC to explore opportunities to leverage CWEIC's reach across Commonwealth nations particularly where there is no Queensland Government presence, such as New Zealand, Canada and linking with TIQ's overseas offices in other markets to work as allies.

If DPC wishes to progress this relationship, Trade and Investment Queensland (TIQ) recommends requesting a detailed proposal with itemised costings addressing the above considerations. Further deliberation on the merits and synergies of CWF must first be determined to ensure this does not overlap with existing services, which should include consultation with TIQ, other Queensland Government agencies listed below and industry bodies, before a decision can be made.

### Background

- 2016 – The City of Gold Coast (CoGC) entered a partnership with the Commonwealth Secretariat for the delivery of the Trade 2018 program, which included attraction of delegates to and hosting of events at Commonwealth House.
- late 2016/early 2017 - Former Agent-General Ken Smith recommended the Queensland Government partner with the Commonwealth Enterprise and Investment Council (CWEIC)
- Early 2017 – The Queensland Government signed a one-year agreement to become members of CWEIC, at a cost of 10,000 pounds, which was paid for by the Office of the Commonwealth Games (OCG), under agreement that future membership would be the responsibility of TIQ



- 9-10 March 2017 – The Premier was invited by CWEIC to attend the Commonwealth Trade Ministers Meeting and address the attendees, promoting Queensland as a trade and investment partner, Trade 2018 and the Commonwealth Games.
- 14 March 2017 - The Premier met with CWEIC and the Commonwealth Secretariat in London when visiting for the launch of the Queen's Baton Relay
- September 2017 – Former Queensland Treasurer met with Lord Marland of Odstock, Chairman of CWEIC, during a Queensland Treasury Corporation visit to London.
- September 2017 – Richard Burge, CEO of CWEIC, visited Queensland to discuss opportunities around Trade 2018
- December 2017 – Lord Marland of Odstock visited Queensland. His visit was facilitated by OCG, CoGC and TIQ.
- April 2018 – Lord Marland of Odstock is expected to lead a delegation of Commonwealth Export Champions to participate in the Trade 2018 program at the Commonwealth Games
- 16-18 April 2018 – The Premier has been invited to attend the Commonwealth Business Forum -

Overview of existing services provided by the Queensland Government

**TIQ** has a regional presence across the State and works in collaboration with other departments and units including State Development, the Office of Small Business and Advance Queensland to support SMEs with their export endeavours. TIQ's overseas office network supports Queensland businesses and SMEs with export facilitation. The *Advancing Trade and Investment Queensland Trade and Investment Strategy 2017-2022* includes a number of initiatives with a focus on SME development and regional Queensland businesses, which are predominantly SMEs. These include:

- The Developing Future Leaders Program – providing Queensland SMEs with funding and support to develop marketing strategies and explore export markets through co-locating with TIQ's overseas offices.
- International Business Advisory Circle – establishment of small niche groups to mentor Queensland SMEs with high growth potential
- Export and investment training for regional Queensland SMEs
- Provide cross-border e-commerce training for SMEs

**The Office of Small Business** is currently delivering the Advancing Small Business Queensland Strategy 2016-20 and is positioning the state for small business creation, growth and job generation through targeted programs and services

TIQ and the Office of Small Business both work in conjunction with Advance Queensland, to promote opportunities, including trade and investment opportunities, to SMEs and to foster entrepreneurship and innovation by SMEs.

**Advance Queensland** has numerous grants and support available to SMEs to provide support to new and existing businesses to accelerate growth, build digital capabilities, fast track ideas from concept to commercialisation and improve profitability and performance.

Kind regards

Toni

**Toni Brownie**

General Manager

International Operations

Trade and Investment Queensland

Tel: + 61 7 3514 3142 (direct line)

Mobile:

[toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au)

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AUSTRALIA'S **GOLD COAST.**

Queensland Government Australia

**From:** Ben Gordon [<mailto:Ben.Gordon@premiers.qld.gov.au>]  
**Sent:** Wednesday, 28 February 2018 9:10 AM  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>; Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
**Subject:** RE: Lord Marland

Hi all

My crew have been in touch with the PO about it and are aiming for a brief to go up today. So, yes please – would greatly appreciate TIQ's views to incorporate into the brief.

Regards  
Ben



Queensland  
Government

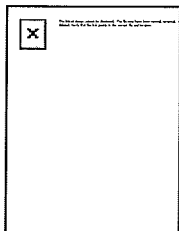
**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M   
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Tess Bishop  
**Sent:** Wednesday, 28 February 2018 8:49 AM  
**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Cc:** Ben Gordon <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
**Subject:** Re: Lord Marland

Yes to Ben. Thanks Virginia sounds excellent.

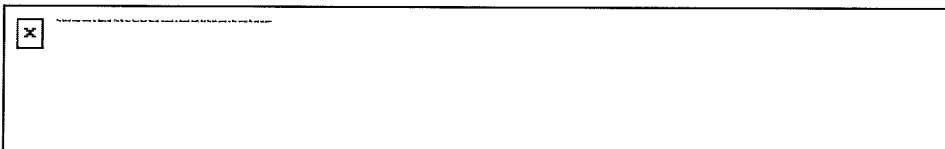
Kind regards



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 28 Feb 2018, at 8:43 am, Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)> wrote:

I have asked my International/Queensland Ops people to pull together some background info/analysis quickly and will get it to Ben (?) asap

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile:

<image002.png>

---

**From:** Virginia Greville  
**Sent:** Wednesday, 28 February 2018 8:31 AM  
**To:** 'Ben Gordon' <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[richard.watson@tiq.qld.gov.au](mailto:richard.watson@tiq.qld.gov.au)>  
**Subject:** RE: Lord Marland

Thanks for copying us in – as far as I know, no one has asked TIQ for input, or our opinion on this, but nevertheless I have expressed mine a couple of times! I think it is important to know where it is up to though, before the Games, so look forward to hearing an update

Regards

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile:

<image002.png>

**From:** Ben Gordon [mailto:Ben.Gordon@premiers.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 8:02 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Tess

This has not come through me yet, but I have asked the team about its status (my last recollection was that we were seeking further intel from TIQ). It may also have been sorted prior to Ross leaving. Either way, I will get back to you this morning.

Regards  
Ben

<image001.png> **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

---

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PO Box 15185, City East, QLD 4002

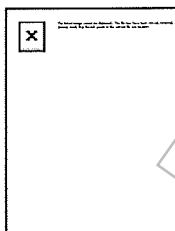
**From:** Tess Bishop  
**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland

Hi Ben

Sorry I meant to do this early today but ran out of time. Just checking if economic have briefed up on the Lord Marland proposal for \$1.5M?

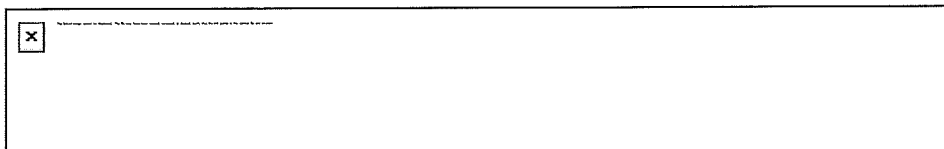
I've coped Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess

 **Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

---

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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## Elisa Terry

---

**From:** Elisa Terry  
**Sent:** Wednesday, 28 February 2018 9:00 AM  
**To:** Hans Geffert  
**Subject:** FW: Lord Marland

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:04 AM  
**To:** Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Subject:** FW: Lord Marland

Hi ET

This was the reason for my text this morning.

I also note there are some Marland related TFs in Trim that have not been assigned yet? There is also the email chain from Ross on 22/2.

If you could let me know what the go is, that would be super.

Thanks  
Ben



**Queensland**  
Government

**Ben Gordon**

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:02 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

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Regards  
Ben



**Ben Gordon**

A/Executive Director

**Economic Policy**

Department of the Premier and Cabinet

P 07 3003 9338 M [redacted]

Level 30, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

**From:** Tess Bishop

**Sent:** Tuesday, 27 February 2018 11:53 PM

**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>

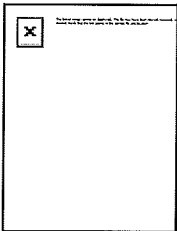
**Subject:** Lord Marland

Hi Ben

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I've coped Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess



**Tess Bishop**

Deputy Director-General

Strategy and Engagement

Department of the Premier and Cabinet

P 07 3003 9182 M [redacted]

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



## Elisa Terry

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 9:11 AM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland

Will flick anything on I receive – feel free to contact the below TIQ peeps directly if you would rather.

Thanks  
Ben



**Queensland**  
Government

**Ben Gordon**

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 9:10 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Toni Brownie <Toni.Brownie@tiq.qld.gov.au>; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi all

My crew have been in touch with the PO about it and are aiming for a brief to go up today. So, yes please – would greatly appreciate TIQ's views to incorporate into the brief.

Regards  
Ben



**Queensland**  
Government

**Ben Gordon**

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

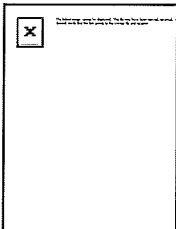
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Tess Bishop  
**Sent:** Wednesday, 28 February 2018 8:49 AM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Toni Brownie <Toni.Brownie@tiq.qld.gov.au>; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** Re: Lord Marland


Yes to Ben. Thanks Virginia sounds excellent.

Kind regards

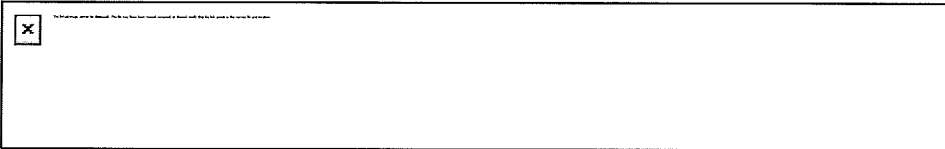




**Tess Bishop**  
Deputy Director-General  
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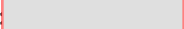


On 28 Feb 2018, at 8:43 am, Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)> wrote:

I have asked my International/Queensland Ops people to pull together some background info/analysis quickly and will get it to Ben (?) asap

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: 

<image002.png>

---

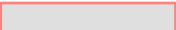
**From:** Virginia Greville  
**Sent:** Wednesday, 28 February 2018 8:31 AM  
**To:** 'Ben Gordon' <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[richard.watson@tiq.qld.gov.au](mailto:richard.watson@tiq.qld.gov.au)>  
**Subject:** RE: Lord Marland

Thanks for copying us in – as far as I know, no one has asked TIQ for input, or our opinion on this, but nevertheless I have expressed mine a couple of times! I think it is important to know where it is up to though, before the Games, so look forward to hearing an update

Regards

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: 

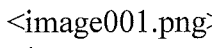

<image002.png>

**From:** Ben Gordon [mailto:Ben.Gordon@premiers.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 8:02 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Tess

This has not come through me yet, but I have asked the team about its status (my last recollection was that we were seeking further intel from TIQ). It may also have been sorted prior to Ross leaving. Either way, I will get back to you this morning.

Regards  
Ben

 **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
-----  
P 07 3003 9338 M   
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

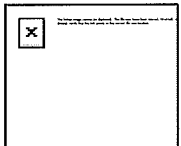
**From:** Tess Bishop  
**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland


Hi Ben

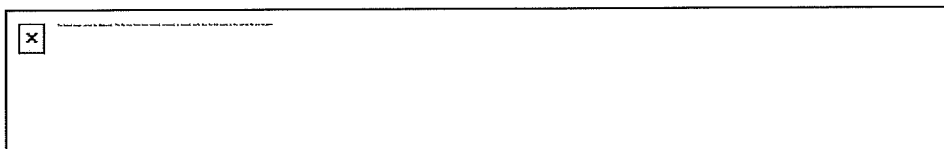
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I've copied Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess

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Strategy and Engagement  
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Released under RTI - Disclosure

## Elisa Terry

---

**From:** Elisa Terry  
**Sent:** Wednesday, 7 February 2018 4:47 PM  
**To:** Ross Buchanan; Tracey O'Meara  
**Cc:** Sharlene Larsen  
**Subject:** RE: Briefing the Premier

We put together the meeting brief for the meeting the Premier had with Lord Marland (in consultation with TIQ and Comm games investment area).

I can't see a follow-up letter from Lord Marland in the TRIM system so it might be still on its way to us (could be in the PO)

**From:** Ross Buchanan  
**Sent:** Wednesday, 7 February 2018 4:35 PM  
**To:** Tracey O'Meara <tracey.o'meara@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Cc:** Sharlene Larsen <Sharlene.Larsen@premiers.qld.gov.au>  
**Subject:** FW: Briefing the Premier

Know we assisted TIQ on a brief on this before TIQ was announced as reporting to Tess – does the email below ring a bell?

Thanks



**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Tess Bishop  
**Sent:** Wednesday, February 7, 2018 4:32 PM  
**To:** @Executive Correspondence Unit (DPC) <ExecutiveCorrespondenceUnitDPC@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** FW: Briefing the Premier

Hi ECU are you able to track down a copy of the letter from Lord Marland? If so can you please provide to Virginia and I?

Many thanks Tess

**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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PO Box 15185, City East, QLD 4002



**Queensland  
Government**



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**From:** Virginia Greville [mailto:Virginia.Greville@tiq.qld.gov.au]  
**Sent:** Wednesday, February 7, 2018 3:47 PM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Cc:** kerry.petersen@dtesb.qld.gov.au; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** RE: Briefing the Premier

Tess

I mentioned to Dave yesterday at the ELT the proposal Lord Marland is pushing for an 'Export Champions' project based on the Gold Coast, for which he is seeking \$1.5m over 3 years. Dave seemed to know a bit about it (probably because he was in the meeting that Lord M had with the Premier before Christmas). He suggested a brief to kill it off. I am happy to make a contribution to any brief about what we think of the idea – and we have reservations about any real value it could add - and OCG will no doubt have a view as well – but the letter was addressed to the Premier and I have not seen it officially. Toni Brownie (who now works for TIQ but came to us from the Gold Coast City Council) also knows about it and the two nominees to run it. Do you know where the letter went and who is working on it? And how does the consultation work – will whoever that is contact us for a TIQ view, or should we contact them?

VG

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: [REDACTED]



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endless opportunities

**TIQ** Trade & Investment  
Queensland  
AUSTRALIA



**From:** Tess Bishop [mailto:tess.bishop@premiers.qld.gov.au]  
**Sent:** Tuesday, 6 February 2018 5:41 PM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** RE: Briefing the Premier

And thank you for getting the brief up it is much appreciated.

**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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**Queensland**  
Government



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Australia's campaign to stop violence against women

**From:** Virginia Greville [mailto:Virginia.Greville@tiq.qld.gov.au]  
**Sent:** Tuesday, February 6, 2018 5:25 PM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Cc:** Marcia Hoffmann <Marcia.Hoffmann@tiq.qld.gov.au>  
**Subject:** RE: Briefing the Premier

Hi Tess

Just to follow up on your request below and the quick reference to it at the ELT. We have provided a brief (to Romila) exactly as you asked with attachments going to each of the 3 headings you articulated.

I did not know that the meeting was about what might come up in Parliament next week – and, while those issues below could arise, I probably would have structured the brief slightly differently if I had known, so I apologise if it is a bit unwieldy. And I sent it as a PDF because, given that it is stuff that is only about TIQ, it was hard to see how consultation would apply. We used the CEO template that Romila sent us before Christmas.

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Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
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Queensland  
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**From:** Tess Bishop [mailto:tess.bishop@premiers.qld.gov.au]  
**Sent:** Monday, 5 February 2018 8:12 PM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** Briefing the Premier

Hi Virginia

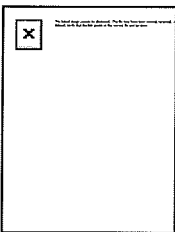
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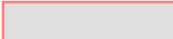
I believe it will just be kept to a small meeting group. Please give me a ring if you have any questions.

Thank you

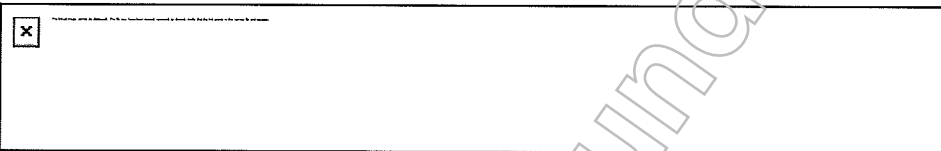


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Deputy Director-General  
Strategy and Engagement  
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**From:** Ross Buchanan  
**Sent:** Wednesday, 7 February 2018 5:01 PM  
**To:** Elisa Terry; Tracey O'Meara  
**Cc:** Sharlene Larsen  
**Subject:** RE: Briefing the Premier

Thanks Elisa

This letter should not be for us to deal with as TIQ now reports to Tess.. and given this is funding it relates more to Tess area as well. They will ask for help if they need it but if allocated ECU needs to allocate back to TIQ/Tess.

Regards



**Queensland**  
Government

**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet  
P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
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**Policy Division**  
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Strategy and Engagement  
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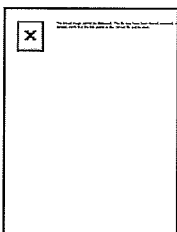
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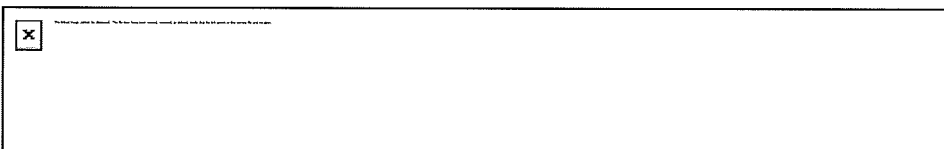
Thank you



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]

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Official Information Act 2009

## Susan Lucas

---

**From:** TRIM Notifications <TRIM.Admin@premiers.qld.gov.au>  
**Sent:** Thursday, 12 April 2018 4:23 PM  
**To:** Ross Buchanan  
**Subject:** TRIM Notification: TF/18/2375 - PBN LETTER from Lord Jonathan Marland of Odstock regarding a proposal to launch a CommonwealthFirst Queensland programme as part of the legacy of the Games.  
**Attachments:** 2700902.tr5

**PLEASE DO NOT REPLY TO THIS EMAIL** - it has been sent by the TRIM Administrator as a NOTIFICATION ONLY.

Elisa Terry has assigned the item TF/18/2375 - PBN LETTER from Lord Jonathan Marland of Odstock regarding a proposal to launch a CommonwealthFirst Queensland programme as part of the legacy of the Games. for your attention.

Please:

- Double click on the attachment to view the item in TRIM.  
If the record is **electronic** it may be opened and viewed directly from TRIM.  
If the record is **hard copy** it will be delivered to you shortly.
- Check the information in TRIM to see what action is required and how urgent it is.
- After undertaking the required action, assign the item on to the next relevant officer's **position** in TRIM.  
If you are unsure who to send it to please contact your Local Information Officer for assistance.

If you have any questions or need help, please contact the TRIM Help Desk:

Phone – 300 39100

Email – TRIM.Help@premiers.qld.gov.au

Regards,  
TRIM Administrator

Sent from Dataset - TRIM Production

## Susan Lucas

---

**From:** Andrea Cornwell  
**Sent:** Wednesday, 21 March 2018 5:15 PM  
**To:** Hans Geffert; Elisa Terry; Romila Prasad  
**Cc:** Ross Buchanan  
**Subject:** RE: CWEIC and Lord Marland

OK – thanks.

Kind regards,  
Andrea

### Andrea Cornwell

Director  
Strategic Policy  
**Strategy and Engagement**  
Department of the Premier and Cabinet

P 07 3003 9326 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Queensland  
Government

**From:** Hans Geffert  
**Sent:** Wednesday, March 21, 2018 4:54 PM  
**To:** Andrea Cornwell <andrea.cornwell@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** RE: CWEIC and Lord Marland

Hi Andrea,

As discussed with Elisa earlier, given where the brief is at this stage and that the additional information probably won't add a great deal to the reply letter, we won't pull it back.

I have added comments to TRIM in any case.

Regards, Hans

**From:** Andrea Cornwell  
**Sent:** Wednesday, 21 March 2018 4:38 PM  
**To:** Hans Geffert <hans.geffert@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** RE: CWEIC and Lord Marland

Hi Hans

Where did we get to on this one? I don't object to pulling back to include the update, as long as we can get it back up and into PO ASAP.

Kind regards,

Andrea

**Andrea Cornwell**

Director  
Strategic Policy  
**Strategy and Engagement**  
Department of the Premier and Cabinet

P 07 3003 9326 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



**Queensland**  
Government

**From:** Hans Geffert  
**Sent:** Tuesday, March 20, 2018 7:02 PM  
**To:** Elisa Terry <[elisa.terry@premiers.qld.gov.au](mailto:elisa.terry@premiers.qld.gov.au)>; Romila Prasad <[romila.prasad@premiers.qld.gov.au](mailto:romila.prasad@premiers.qld.gov.au)>; Andrea Cornwell <[andrea.cornwell@premiers.qld.gov.au](mailto:andrea.cornwell@premiers.qld.gov.au)>  
**Cc:** Ross Buchanan <[ross.buchanan@premiers.qld.gov.au](mailto:ross.buchanan@premiers.qld.gov.au)>  
**Subject:** FW: CWEIC and Lord Marland

Hi,

Please note email below that TIQ is in the process of renewing the Qld Govt's membership with Commonwealth Enterprise and Investment Commission (CWEIC), which was initially established in early 2017 to promote the Commonwealth Games and Trade 2018 event.

As you know, Lord Marland, Chair of CWEIC, recently wrote to the Premier seeking sponsorship of a CommonwealthFirst Australia program in Queensland and proposal to launch the program during Trade 2018. A PBN and reply letter (TF/18/2375) has progressed to the ODG and I understand it is currently being held by the DG.

In light of this new development and the current status of the PBN and reply letter, it might be worth pulling these back to update on the partnership renewal. Please let me know if you have any concerns with this approach.

Regards, Hans



**Queensland**  
Government

**Hans Geffert**  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9325 M [REDACTED]  
Level 30, 1WS, Brisbane Qld 4000  
PO Box 15185, City East, QLD 4002

**Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women**

**From:** Toni Brownie [<mailto:Toni.Brownie@tiq.qld.gov.au>]  
**Sent:** Tuesday, 20 March 2018 6:01 PM  
**To:** Hans Geffert <[hans.geffert@premiers.qld.gov.au](mailto:hans.geffert@premiers.qld.gov.au)>  
**Cc:** Leonie Kawamoto <[Leonie.Kawamoto@tiq.qld.gov.au](mailto:Leonie.Kawamoto@tiq.qld.gov.au)>  
**Subject:** CWEIC and Lord Marland

Hi Hans

TIQ is in the process of renewing the Queensland Government's membership with CWEIC, at a cost of 10,000 pounds (approximately A\$17,800). As discussed you may wish to include this in the response letter to the CWIEC proposal.

I would suggest something along the following lines (in bold):

*"I appreciate your commitment to supporting Queensland businesses seeking to export, and to promoting investment opportunities in Queensland — a commitment that is shared by the Queensland Government through our strategic partnership developed in the lead up to the 2018 Commonwealth Games on the Gold Coast. **The Queensland Government is pleased to have renewed this partnership and 2018 membership with CWIEC.**"*

As background context:

- In early 2017, at the recommendation of former Agent-General, Ken Smith, the Queensland Government signed a one-year agreement to become members of CWEIC (referred to as a strategic partnership). The membership fee was paid by the Office of the Commonwealth Games (OCG), under agreement that future membership would be the responsibility of TIQ.
- As a result of the CWEIC membership, the Premier was invited to attend the Commonwealth Trade Ministers meeting in March 2017 and addressed the attendees to promote the Commonwealth Games and Trade 2018, and Queensland as a trade and investment partner. This provided significant exposure for Queensland and generated a lot of media.
- Through the CWEIC membership, the Premier has also been invited to attend the Commonwealth Business Forum, which takes place in London from 16 to 18 April 2018.
- CWEIC has committed to send a delegation of approximately 20 members to the 2018 Commonwealth Games to participate in the Trade 2018 program. TIQ's Europe office and the OCG have worked with CWEIC over the past year. The CEO and Chairman of CWEIC have separately visited Queensland (in September and December 2017) to discuss opportunities around Trade 2018.
- An invoice for renewal of the Queensland Government's membership was sent to TIQ's Europe office and is now due.
- Renewing membership of CWIEC aims to build on the work undertaken by OCG in the lead up to the Commonwealth Games and provides ongoing access to CWEIC (and Lord Marland's) networks both in UK and other major Commonwealth markets, particularly in markets where TIQ does not have a presence.

Please let me know if you need any further information.

Kind regards  
Toni Brownie

**Toni Brownie**  
General Manager  
International Operations  
Trade and Investment Queensland

Tel: + 61 7 3514 3142 (direct line)  
Mobile:   
[toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au)

[www.tiq.qld.gov.au](http://www.tiq.qld.gov.au)



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**Susan Lucas**

---

**From:** David Russo  
**Sent:** Thursday, 22 February 2018 4:54 PM  
**To:** Rebecca McGarrity  
**Cc:** Ross Buchanan  
**Subject:** RE: Briefing the Premier

Hi Rebecca

As discussed.

Regards



**David Russo**  
A/Director – Protocol Queensland  
**Strategic Engagement and Protocol**  
Department of the Premier and Cabinet

P +61 7 3003 9250 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ross Buchanan  
**Sent:** Thursday, 22 February 2018 4:51 PM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; David Russo <David.Russo@premiers.qld.gov.au>  
**Cc:** Romila Prasad <romila.prasad@premiers.qld.gov.au>; Ben Gordon <Ben.Gordon@premiers.qld.gov.au>  
**Subject:** RE: Briefing the Premier

Hi Tess

Not aware of this one other than what I heard Virginia say at the meeting with DG and DDG's etc and recall that she said was going to do a brief to deal this one. Happy to help as required, so maybe check with TIQ first as we do not know the background of this \$1.5 million project (other than again ages ago we were asked to do a brief re Lord Marland at the last minute re a visit). We are not across the details below though so TIQ would need to advise. I am on leave tonight so please let Ben know and he can follow up/assist.

Thanks

Ross



**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Tess Bishop

**Sent:** Thursday, February 22, 2018 4:44 PM

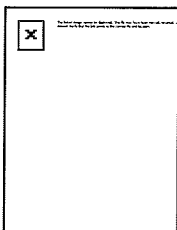
**To:** David Russo <David.Russo@premiers.qld.gov.au>

**Cc:** Romila Prasad <romila.prasad@premiers.qld.gov.au>; Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Ross Buchanan <ross.buchanan@premiers.qld.gov.au>

**Subject:** Re: Briefing the Premier

Hi Ross and Ben just checking economic policy are handling this?

Thank you



**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

**P 07 3003 9182 M**

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 22 Feb 2018, at 2:47 pm, Julia Sheedy <julia.sheedy@premiers.qld.gov.au> wrote:

Hi Tess,

Sorry am just catching up on my emails. I understand this is the Commonwealth First program, as per email attached.

We have not written back to Lord Marland yet, so would need a brief and response is my understanding.

Thanks,  
Julia

**From:** Tess Bishop

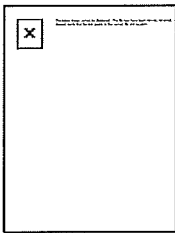
**Sent:** Wednesday, 21 February 2018 9:32 PM

**To:** Julia Sheedy <julia.sheedy@premiers.qld.gov.au>; Romila Prasad <romila.prasad@premiers.qld.gov.au>


**Cc:** David Russo <David.Russo@premiers.qld.gov.au>

**Subject:** Fwd: Briefing the Premier

Sorry I'm not up to speed with this one??



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M 

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Begin forwarded message:

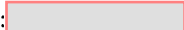
**From:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Date:** 7 February 2018 at 3:46:36 pm AEST  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** "kerry.petersen@dtesb.qld.gov.au" <[kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au)>, Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
**Subject:** RE: Briefing the Premier

Tess

I mentioned to Dave yesterday at the ELT the proposal Lord Marland is pushing for an 'Export Champions' project based on the Gold Coast, for which he is seeking \$1.5m over 3 years. Dave seemed to know a bit about it (probably because he was in the meeting that Lord M had with the Premier before Christmas). He suggested a brief to kill it off. I am happy to make a contribution to any brief about what we think of the idea – and we have reservations about any real value it could add - and OCG will no doubt have a view as well – but the letter was addressed to the Premier and I have not seen it officially. Toni Brownie (who now works for TIQ but came to us from the Gold Coast City Council) also knows about it and the two nominees to run it. Do you know where the letter went and who is working on it? And how does the consultation work – will whoever that is contact us for a TIQ view, or should we contact them?

VG

Virginia Greville  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: 

<image003.png>

**From:** Tess Bishop [<mailto:tess.bishop@premiers.qld.gov.au>]  
**Sent:** Tuesday, 6 February 2018 5:41 PM  
**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Subject:** RE: Briefing the Premier

And thank you for getting the brief up it is much appreciated.

<image004.png> **Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

<image005.jpg>

**From:** Virginia Greville [<mailto:Virginia.Greville@tiq.qld.gov.au>]

**Sent:** Tuesday, February 6, 2018 5:25 PM

**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>

**Cc:** Marcia Hoffmann <[Marcia.Hoffmann@tiq.qld.gov.au](mailto:Marcia.Hoffmann@tiq.qld.gov.au)>

**Subject:** RE: Briefing the Premier

Hi Tess

Just to follow up on your request below and the quick reference to it at the ELT. We have provided a brief (to Romila) exactly as you asked with attachments going to each of the 3 headings you articulated.

I did not know that the meeting was about what might come up in Parliament next week – and, while those issues below could arise, I probably would have structured the brief slightly differently if I had known, so I apologise if it is a bit unwieldy. And I sent it as a PDF because, given that it is stuff that is only about TIQ, it was hard to see how consultation would apply. We used the CEO template that Romila sent us before Christmas.

We have of course separately been asked for our list of PPQs, which we submitted the other day. Most of them are existing issues with a couple of new ones – again, we can provide the briefs quickly if necessary but so far we have been following whatever instructions have come our way. And of course, all of the likely (or even possible) hot topics are covered in the incoming government brief – which I now realise absolutely no one reads!! Sad but true

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: [REDACTED]

<image003.png>

**From:** Tess Bishop [<mailto:tess.bishop@premiers.qld.gov.au>]

**Sent:** Monday, 5 February 2018 8:12 PM

**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>

**Subject:** Briefing the Premier

Hi Virginia

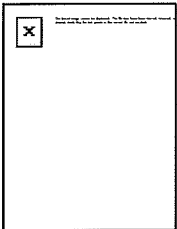
After speaking with the Premier's Office I've flown back from Canberra for our meeting with the Premier on Wednesday.

In advance of the meeting the Premier will require a written brief which:-

1. provides an overview on TIQ including budget
2. update on the strategy implementation
3. overview on key investment opportunities and how to approach these (this may include ideas on where we require the Premier to go as Minister for Trade)

I believe it will just be kept to a small meeting group. Please give me a ring if you have any questions.

Thank you



**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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<mime-attachment>

Released under RTI - BIC

## Susan Lucas

---

**From:** Elisa Terry  
**Sent:** Wednesday, 7 February 2018 5:09 PM  
**To:** Ross Buchanan; Tracey O'Meara  
**Cc:** Sharlene Larsen  
**Subject:** RE: Briefing the Premier

Ok no problem – Hans and I met with Romila today so we have a fairly good understanding of who's doing what and we are going to meet regularly

**From:** Ross Buchanan  
**Sent:** Wednesday, 7 February 2018 5:01 PM  
**To:** Elisa Terry <elisa.terry@premiers.qld.gov.au>; Tracey O'Meara <tracey.o'meara@premiers.qld.gov.au>  
**Cc:** Sharlene Larsen <Sharlene.Larsen@premiers.qld.gov.au>  
**Subject:** RE: Briefing the Premier

Thanks Elisa

This letter should not be for us to deal with as TIQ now reports to Tess, and given this is funding it relates more to Tess area as well. They will ask for help if they need it but if allocated ECU needs to allocate back to TIQ/Tess.

Regards



**Queensland**  
Government

**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Elisa Terry  
**Sent:** Wednesday, February 7, 2018 4:47 PM  
**To:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>; Tracey O'Meara <tracey.o'meara@premiers.qld.gov.au>  
**Cc:** Sharlene Larsen <Sharlene.Larsen@premiers.qld.gov.au>  
**Subject:** RE: Briefing the Premier

We put together the meeting brief for the meeting the Premier had with Lord Marland (in consultation with TIQ and Comm games investment area).

I can't see a follow-up letter from Lord Marland in the TRIM system so it might be still on its way to us (could be in the PO)

**From:** Ross Buchanan  
**Sent:** Wednesday, 7 February 2018 4:35 PM  
**To:** Tracey O'Meara <tracey.o'meara@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Cc:** Sharlene Larsen <Sharlene.Larsen@premiers.qld.gov.au>  
**Subject:** FW: Briefing the Premier



Know we assisted TIQ on a brief on this before TIQ was announced as reporting to Tess – does the email below ring a bell?

Thanks



**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet  
P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Tess Bishop  
**Sent:** Wednesday, February 7, 2018 4:32 PM  
**To:** @Executive Correspondence Unit (DPC) <[ExecutiveCorrespondenceUnitDPC@premiers.qld.gov.au](mailto:ExecutiveCorrespondenceUnitDPC@premiers.qld.gov.au)>  
**Cc:** Ross Buchanan <[ross.buchanan@premiers.qld.gov.au](mailto:ross.buchanan@premiers.qld.gov.au)>  
**Subject:** FW: Briefing the Premier

Hi ECU are you able to track down a copy of the letter from Lord Marland? If so can you please provide to Virginia and I?

Many thanks Tess

**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet  
P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Virginia Greville [<mailto:Virginia.Greville@tiq.qld.gov.au>]  
**Sent:** Wednesday, February 7, 2018 3:47 PM  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** [kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au); Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
**Subject:** RE: Briefing the Premier

Tess

I mentioned to Dave yesterday at the ELT the proposal Lord Marland is pushing for an 'Export Champions' project based on the Gold Coast, for which he is seeking \$1.5m over 3 years. Dave seemed to know a bit about it (probably because he was in the meeting that Lord M had with the Premier before Christmas). He suggested a brief to kill it

off. I am happy to make a contribution to any brief about what we think of the idea – and we have reservations about any real value it could add - and OCG will no doubt have a view as well – but the letter was addressed to the Premier and I have not seen it officially. Toni Brownie (who now works for TIQ but came to us from the Gold Coast City Council) also knows about it and the two nominees to run it. Do you know where the letter went and who is working on it? And how does the consultation work – will whoever that is contact us for a TIQ view, or should we contact them?

VG

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001

Mobile:



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and the world's opportunity

**TIQ** Trade & Investment Queensland AUSTRALIA



**From:** Tess Bishop [mailto:tess.bishop@premiers.qld.gov.au]

**Sent:** Tuesday, 6 February 2018 5:41 PM

**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>

**Subject:** RE: Briefing the Premier

And thank you for getting the brief up it is much appreciated.

**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



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Government



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**From:** Virginia Greville [mailto:Virginia.Greville@tiq.qld.gov.au]

**Sent:** Tuesday, February 6, 2018 5:25 PM

**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>

**Cc:** Marcia Hoffmann <Marcia.Hoffmann@tiq.qld.gov.au>

**Subject:** RE: Briefing the Premier

Hi Tess

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Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: [REDACTED]



**From:** Tess Bishop [mailto:tess.bishop@premiers.qld.gov.au]  
**Sent:** Monday, 5 February 2018 8:12 PM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** Briefing the Premier

Hi Virginia

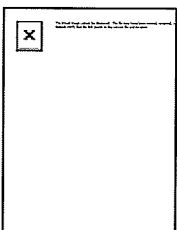
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Thank you



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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PO Box 15185, City East, QLD 4002



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## Susan Lucas

---

**From:** Tess Bishop  
**Sent:** Wednesday, 7 February 2018 4:32 PM  
**To:** @Executive Correspondence Unit (DPC)  
**Cc:** Ross Buchanan  
**Subject:** FW: Briefing the Premier

Hi ECU are you able to track down a copy of the letter from Lord Marland? If so can you please provide to Virginia and I?

Many thanks Tess

### Tess Bishop

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Queensland  
Government



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Australia's campaign to stop violence against women

**From:** Virginia Greville [mailto:Virginia.Greville@tiq.qld.gov.au]  
**Sent:** Wednesday, February 7, 2018 3:47 PM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Cc:** kerry.petersen@dtesb.qld.gov.au; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
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VG

Virginia Greville  
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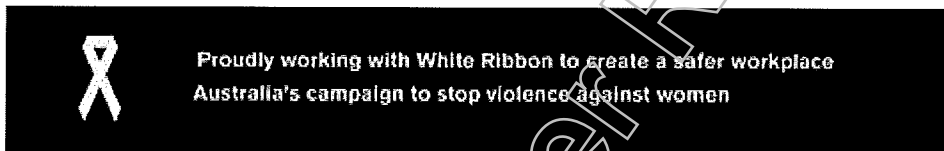
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And thank you for getting the brief up it is much appreciated.

**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
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P 07 3003 9182 M [REDACTED]  
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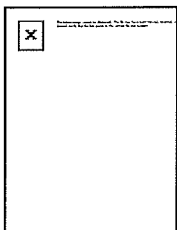
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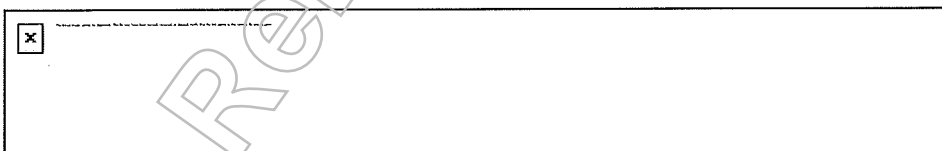


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Released under RTI



## Susan Lucas

---

**From:** Elisa Terry  
**Sent:** Wednesday, 7 February 2018 4:47 PM  
**To:** Ross Buchanan; Tracey O'Meara  
**Cc:** Sharlene Larsen  
**Subject:** RE: Briefing the Premier

We put together the meeting brief for the meeting the Premier had with Lord Marland (in consultation with TIQ and Comm games investment area).

I can't see a follow-up letter from Lord Marland in the TRIM system so it might be still on its way to us (could be in the PO)

**From:** Ross Buchanan  
**Sent:** Wednesday, 7 February 2018 4:35 PM  
**To:** Tracey O'Meara <tracey.o'meara@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Cc:** Sharlene Larsen <Sharlene.Larsen@premiers.qld.gov.au>  
**Subject:** FW: Briefing the Premier

Know we assisted TIQ on a brief on this before TIQ was announced as reporting to Tess – does the email below ring a bell?

Thanks



Queensland  
Government

**Ross Buchanan**  
A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** Tess Bishop  
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**To:** @Executive Correspondence Unit (DPC) <ExecutiveCorrespondenceUnitDPC@premiers.qld.gov.au>  
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**Sent:** Wednesday, February 7, 2018 3:47 PM  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
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**Queensland**  
AUSTRALIA

**TIQ** Trade & Investment Queensland AUSTRALIA



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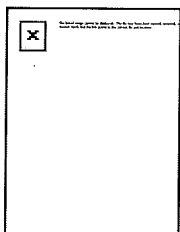
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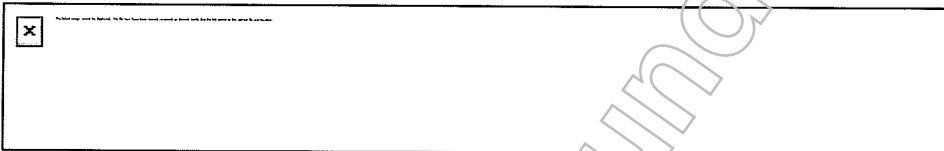
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Released under RTI - DPC

## Elisa Terry

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 3:11 PM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland



**Queensland**  
Government

### Ben Gordon

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Toni Brownie [mailto:Toni.Brownie@tiq.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 2:15 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Ben

I have discussed with Virginia and provide the below comments as input to your brief.

TIQ has reviewed the CommonwealthFirst (CWF) Australia Proposal. From a TIQ perspective, the proposal lacks sufficient detail around the implementation of CWF Australia. Specific aspects for further consideration include:

- how CWEIC CWF would collaborate and work together with TIQ, the Office of Small Business and Advance Queensland, existing Queensland Government bodies which already provide a significant range of services to Queensland SMEs
- sustainability of the funding model given the reliance on Queensland Government for the first three years, seeking \$1.5 million in funding whereas the CWF model in the UK is based on corporate sponsorship, and was sponsored by Royal Mail and other private organisations.
- The proposed location at the Gold Coast Health and Knowledge Precinct, while a Commonwealth Games legacy, may not be the best location to provide support for Queensland SMEs.
- and assessment of the credentials of agents appointed by CWEIC to establish CWF

TIQ does however recognise there may be benefits in continuing to work with CWEIC to explore opportunities to leverage CWEIC's reach across Commonwealth nations particularly where there is no Queensland Government presence, such as New Zealand, Canada and linking with TIQ's overseas offices in other markets to work as allies.

If DPC wishes to progress this relationship, Trade and Investment Queensland (TIQ) recommends requesting a detailed proposal with itemised costings addressing the above considerations. Further deliberation on the merits and synergies of CWF must first be determined to ensure this does not overlap with existing services, which should include consultation with TIQ, other Queensland Government agencies listed below and industry bodies, before a decision can be made.

#### Background

- 2016 – The City of Gold Coast (CoGC) entered a partnership with the Commonwealth Secretariat for the delivery of the Trade 2018 program, which included attraction of delegates to and hosting of events at Commonwealth House.
- late 2016/early 2017 - Former Agent-General Ken Smith recommended the Queensland Government partner with the Commonwealth Enterprise and Investment Council (CWEIC)

- Early 2017 – The Queensland Government signed a one-year agreement to become members of CWEIC, at a cost of 10,000 pounds, which was paid for by the Office of the Commonwealth Games (OCG), under agreement that future membership would be the responsibility of TIQ
- 9-10 March 2017 – The Premier was invited by CWEIC to attend the Commonwealth Trade Ministers Meeting and address the attendees, promoting Queensland as a trade and investment partner, Trade 2018 and the Commonwealth Games.
- 14 March 2017 - The Premier met with CWEIC and the Commonwealth Secretariat in London when visiting for the launch of the Queen's Baton Relay
- September 2017 – Former Queensland Treasurer met with Lord Marland of Odstock, Chairman of CWEIC, during a Queensland Treasury Corporation visit to London.
- September 2017 – Richard Burge, CEO of CWEIC, visited Queensland to discuss opportunities around Trade 2018
- December 2017 – Lord Marland of Odstock visited Queensland. His visit was facilitated by OCG, CoGC and TIQ.
- April 2018 – Lord Marland of Odstock is expected to lead a delegation of Commonwealth Export Champions to participate in the Trade 2018 program at the Commonwealth Games
- 16-18 April 2018 – The Premier has been invited to attend the Commonwealth Business Forum -

#### Overview of existing services provided by the Queensland Government

TIQ has a regional presence across the State and works in collaboration with other departments and units including State Development, the Office of Small Business and Advance Queensland to support SMEs with their export endeavours. TIQ's overseas office network supports Queensland businesses and SMEs with export facilitation. The *Advancing Trade and Investment Queensland Trade and Investment Strategy 2017-2022* includes a number of initiatives with a focus on SME development and regional Queensland businesses, which are predominantly SMEs. These include:

- The Developing Future Leaders Program – providing Queensland SMEs with funding and support to develop marketing strategies and explore export markets through co-locating with TIQ's overseas offices.
- International Business Advisory Circle – establishment of small niche groups to mentor Queensland SMEs with high growth potential
- Export and investment training for regional Queensland SMEs
- Provide cross-border e-commerce training for SMEs

**The Office of Small Business** is currently delivering the Advancing Small Business Queensland Strategy 2016-20 and is positioning the state for small business creation, growth and job generation through targeted programs and services

TIQ and the Office of Small Business both work in conjunction with Advance Queensland, to promote opportunities, including trade and investment opportunities, to SMEs and to foster entrepreneurship and innovation by SMEs.

**Advance Queensland** has numerous grants and support available to SMEs to provide support to new and existing businesses to accelerate growth, build digital capabilities, fast track ideas from concept to commercialisation and improve profitability and performance.

Kind regards

Toni

**Toni Brownie**

General Manager

International Operations

Trade and Investment Queensland

Tel: + 61 7 3514 3142 (direct line)

Mobile:

[toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au)

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**TIQ** Trade & Investment  
Queensland  
AUSTRALIA



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AUSTRALIA'S **GOLDCOAST.**

Queensland  
Government  
Australia

**From:** Ben Gordon [<mailto:Ben.Gordon@premiers.qld.gov.au>]

**Sent:** Wednesday, 28 February 2018 9:10 AM

**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>; Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>

**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>

**Subject:** RE: Lord Marland

Hi all

My crew have been in touch with the PO about it and are aiming for a brief to go up today. So, yes please – would greatly appreciate TIQ's views to incorporate into the brief.

Regards

Ben



Queensland  
Government

**Ben Gordon**

A/Executive Director

Economic Policy

Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]

Level 30, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

**From:** Tess Bishop

**Sent:** Wednesday, 28 February 2018 8:49 AM

**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>

**Cc:** Ben Gordon <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson

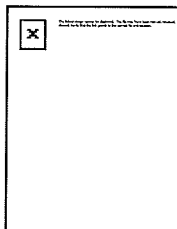


<[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>

**Subject:** Re: Lord Marland

Yes to Ben. Thanks Virginia sounds excellent.

Kind regards



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

**P** 07 3003 9182 **M**

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



On 28 Feb 2018, at 8:43 am, Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)> wrote:

I have asked my International/Queensland Ops people to pull together some background info/analysis quickly and will get it to Ben (?) asap

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001

Mobile:

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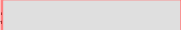
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**Subject:** RE: Lord Marland

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Virginia

**Virginia Greville**  
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Regards  
Ben

<image001.png> **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9338 M   
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

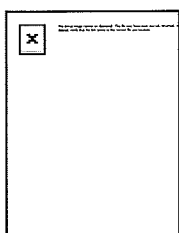
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**Subject:** Lord Marland

Hi Ben

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I've copied Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
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Released under the Official Information Act 2009

## Ben Gordon

---

**From:** Hans Geffert  
**Sent:** Thursday, 1 March 2018 2:46 PM  
**To:** Ben Gordon; Elisa Terry  
**Subject:** RE: Lord Marland

Hi,

Further to my last:

From Office of the Commonwealth Games (in DITID):

- OCG funded the strategic partnership with CWEIC in 2017. The partnership was a 1-year commitment, sunseting after the CG2018.
- The partnership sets out specific scope of work to support trade and investment outcomes. It also notes that additional activities could be developed under partnership, and which would be costed and agreed on a case by case basis. One activity identified as an example was to partner with the Qld Government to establish a CWF program in Australia.
- OCG not aware of Government committing to a partnership to develop a CWF program in Queensland or that CWEIC will launch a program during Trade 2018.
- Lord M will be attending Trade 2018, hosting a Cth business delegation to Trade 2018 (3-6 April). Lord M will present as a panel member at the Commonwealth Business Advantages and Opportunities session on 4 April. A further CWEIC rep will present as part of the Global Entrepreneur and Investor Exchange session on 5 April.

From TIQ:

- Establishment of an export hub in Queensland as a legacy to GC2018 was something discussed at previous meetings with Lord M, and that Trade 2018 event would be opportunity to test the appetite for a this.
- TIQ was not aware of any commitment being made by Government for the CWF Program, particularly by way financial sponsorship.
- TIQ noted that the CWF program in the UK is funded through corporate sponsorship, and that a CWF Queensland program also envisioned corporate sponsorship.
- TIQ recognise, however, the potential benefit of fostering stronger relationships with CWEIC to leverage their connections.
- TIQ can't confirm outcomes of Lord M's meeting with Premier in Dec 17, as they did not attend.

I've noted the above in TRIM and made a few minor changes to the PBN to reflect. No changes proposed to the reply letter.

HG

**From:** Hans Geffert  
**Sent:** Thursday, 1 March 2018 11:33 AM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Subject:** RE: Lord Marland

Ben,

No problem with your tinkering.

I'm running to ground with TIQ's GM Int'l Ops the impact of not sponsoring the event.

Spoke to David Russo (Protocol) this morning and he mentioned that PO is still considering the Premier's attendance at the Commonwealth Business Forum – this is despite PO note in TRIM requesting that an apology letter be sent. Understand there may have been some emails last night. David happy for us to progress separate letters.

Regards, Hans

**From:** Ben Gordon

**Sent:** Wednesday, 28 February 2018 8:41 PM

**To:** Elisa Terry <[elisa.terry@premiers.qld.gov.au](mailto:elisa.terry@premiers.qld.gov.au)>; Hans Geffert <[hans.geffert@premiers.qld.gov.au](mailto:hans.geffert@premiers.qld.gov.au)>

**Subject:** Lord Marland

Hi all

I had a tinker with the PBN – added the TIQ bits as an attachment for context etc. Check it out in trim – happy to take advice/be told no.

Questions I have:

- how do we know CWF will be launched at the Games? Is its launch contingent on us sponsoring it? Any views on risk of embarrassment if we don't sponsor (be called out/obviously absent)? I think we need to close this loop (or tell me ive missed something obvious)
- I think we should combine the separate London invite in with this PBN and response – any issues with doing that (i.e. have we had direction not to do this)?

Let me know what you think.

Regards

Ben



**Queensland**  
Government

**Ben Gordon**

A/Executive Director

**Economic Policy**

Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]

Level 30, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

## Ben Gordon

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:38 PM  
**To:** Tess Bishop  
**Subject:** RE: Lord Marland

No worries at all.

Regards  
Ben



**Queensland**  
Government

**Ben Gordon**

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
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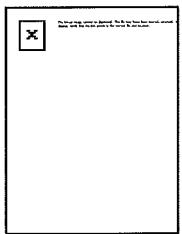
**From:** Tess Bishop  
**Sent:** Wednesday, 28 February 2018 8:36 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>  
**Subject:** Re: Lord Marland

Thank you Ben

I'm very happy to just know it's being progressed and I think combining is a good idea.

Thanks very much for wrapping this up.

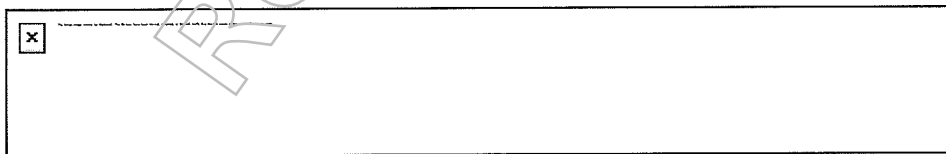
Sincerely much appreciated Tess



**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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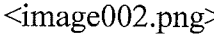
On 28 Feb 2018, at 8:23 pm, Ben Gordon <Ben.Gordon@premiers.qld.gov.au> wrote:

Hi Tess


I have a brief and response put together re \$1.5M proposal (essentially it's a no – duplicates TIQ programs), but just wanted to check a few things with you first:

- Would you like to see a copy/approve it or just happy to know it is progressing (sorry, I am not familiar with what process Ross may have been agreed around trade issues) – happy to do whatever you prefer.
- I have just noticed that a separate letter from Lord Marland exists seeking the Premier's attendance at one of his events in London. The PO has requested this be declined. I think combining these two issues into one brief and response seems reasonable. If you agree – happy to execute and send it all up however you wish.

Regards  
Ben

 **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

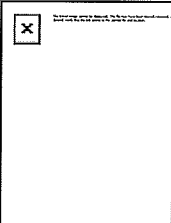
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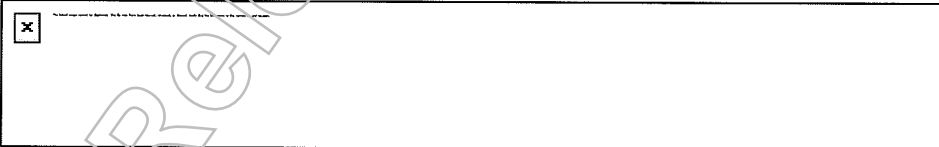
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Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
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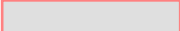


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**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[richard.watson@tiq.qld.gov.au](mailto:richard.watson@tiq.qld.gov.au)>  
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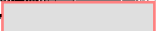
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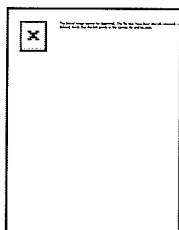
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## Ben Gordon

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:25 PM  
**To:** Toni Brownie; Tess Bishop; Virginia Greville  
**Cc:** Richard Watson  
**Subject:** RE: Lord Marland

Thanks Toni – great stuff. We have incorporated it into the brief.

Regards  
Ben



**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Toni Brownie [mailto:Toni.Brownie@tiq.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 2:15 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Ben

I have discussed with Virginia and provide the below comments as input to your brief.

TIQ has reviewed the CommonwealthFirst (CWF) Australia Proposal. From a TIQ perspective, the proposal lacks sufficient detail around the implementation of CWF Australia. Specific aspects for further consideration include:

- how CWEIC CWF would collaborate and work together with TIQ, the Office of Small Business and Advance Queensland, existing Queensland Government bodies which already provide a significant range of services to Queensland SMEs
- sustainability of the funding model given the reliance on Queensland Government for the first three years, seeking \$1.5 million in funding whereas the CWF model in the UK is based on corporate sponsorship, and was sponsored by Royal Mail and other private organisations.
- The proposed location at the Gold Coast Health and Knowledge Precinct, while a Commonwealth Games legacy, may not be the best location to provide support for Queensland SMEs.
- and assessment of the credentials of agents appointed by CWEIC to establish CWF

TIQ does however recognise there may be benefits in continuing to work with CWEIC to explore opportunities to leverage CWEIC's reach across Commonwealth nations particularly where there is no Queensland Government presence, such as New Zealand, Canada and linking with TIQ's overseas offices in other markets to work as allies.

If DPC wishes to progress this relationship, Trade and Investment Queensland (TIQ) recommends requesting a detailed proposal with itemised costings addressing the above considerations. Further deliberation on the merits and synergies of CWF must first be determined to ensure this does not overlap with existing services, which should include consultation with TIQ, other Queensland Government agencies listed below and industry bodies, before a decision can be made.

Background

- 2016 – The City of Gold Coast (CoGC) entered a partnership with the Commonwealth Secretariat for the delivery of the Trade 2018 program, which included attraction of delegates to and hosting of events at Commonwealth House.
- late 2016/early 2017 - Former Agent-General Ken Smith recommended the Queensland Government partner with the Commonwealth Enterprise and Investment Council (CWEIC)
- Early 2017 – The Queensland Government signed a one-year agreement to become members of CWEIC, at a cost of 10,000 pounds, which was paid for by the Office of the Commonwealth Games (OCG), under agreement that future membership would be the responsibility of TIQ
- 9-10 March 2017 – The Premier was invited by CWEIC to attend the Commonwealth Trade Ministers Meeting and address the attendees, promoting Queensland as a trade and investment partner, Trade 2018 and the Commonwealth Games.
- 14 March 2017 - The Premier met with CWEIC and the Commonwealth Secretariat in London when visiting for the launch of the Queen's Baton Relay
- September 2017 – Former Queensland Treasurer met with Lord Marland of Odstock, Chairman of CWEIC, during a Queensland Treasury Corporation visit to London.
- September 2017 – Richard Burge, CEO of CWEIC, visited Queensland to discuss opportunities around Trade 2018
- December 2017 – Lord Marland of Odstock visited Queensland. His visit was facilitated by OCG, CoGC and TIQ.
- April 2018 – Lord Marland of Odstock is expected to lead a delegation of Commonwealth Export Champions to participate in the Trade 2018 program at the Commonwealth Games
- 16-18 April 2018 – The Premier has been invited to attend the Commonwealth Business Forum -

Overview of existing services provided by the Queensland Government

TIQ has a regional presence across the State and works in collaboration with other departments and units including State Development, the Office of Small Business and Advance Queensland to support SMEs with their export endeavours. TIQ's overseas office network supports Queensland businesses and SMEs with export facilitation. The *Advancing Trade and Investment Queensland Trade and Investment Strategy 2017-2022* includes a number of initiatives with a focus on SME development and regional Queensland businesses, which are predominantly SMEs. These include:

- The Developing Future Leaders Program – providing Queensland SMEs with funding and support to develop marketing strategies and explore export markets through co-locating with TIQ's overseas offices.
- International Business Advisory Circle – establishment of small niche groups to mentor Queensland SMEs with high growth potential
- Export and investment training for regional Queensland SMEs
- Provide cross-border e-commerce training for SMEs

**The Office of Small Business** is currently delivering the Advancing Small Business Queensland Strategy 2016-20 and is positioning the state for small business creation, growth and job generation through targeted programs and services

TIQ and the Office of Small Business both work in conjunction with Advance Queensland, to promote opportunities, including trade and investment opportunities, to SMEs and to foster entrepreneurship and innovation by SMEs.

**Advance Queensland** has numerous grants and support available to SMEs to provide support to new and existing businesses to accelerate growth, build digital capabilities, fast track ideas from concept to commercialisation and improve profitability and performance.

Kind regards

Toni

**Toni Brownie**

General Manager

International Operations

Trade and Investment Queensland

Tel: + 61 7 3514 3142 (direct line)

Mobile:

[toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au)

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AUSTRALIA'S **GOLDCOAST.**

**From:** Ben Gordon [<mailto:Ben.Gordon@premiers.qld.gov.au>]

**Sent:** Wednesday, 28 February 2018 9:10 AM

**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>; Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>

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**Subject:** RE: Lord Marland

Hi all

My crew have been in touch with the PO about it and are aiming for a brief to go up today. So, yes please – would greatly appreciate TIQ's views to incorporate into the brief.

Regards

Ben



**Ben Gordon**

A/Executive Director

**Economic Policy**

Department of the Premier and Cabinet

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Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Tess Bishop

**Sent:** Wednesday, 28 February 2018 8:49 AM

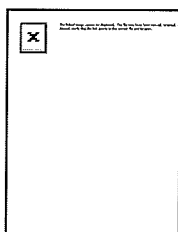
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**Subject:** Re: Lord Marland

Yes to Ben. Thanks Virginia sounds excellent.

Kind regards



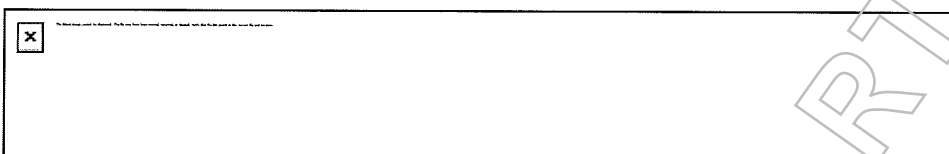
**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



On 28 Feb 2018, at 8:43 am, Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)> wrote:

I have asked my International/Queensland Ops people to pull together some background info/analysis quickly and will get it to Ben (?) asap

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001

Mobile:

<image002.png>

---

**From:** Virginia Greville

**Sent:** Wednesday, 28 February 2018 8:31 AM

**To:** 'Ben Gordon' <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>

**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[richard.watson@tiq.qld.gov.au](mailto:richard.watson@tiq.qld.gov.au)>

**Subject:** RE: Lord Marland

Thanks for copying us in – as far as I know, no one has asked TIQ for input, or our opinion on this, but nevertheless I have expressed mine a couple of times! I think it is important to know where it is up to though, before the Games, so look forward to hearing an update

Regards

Virginia

Virginia Greville  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001

Mobile: [REDACTED]

<image002.png>

**From:** Ben Gordon [mailto:Ben.Gordon@premiers.qld.gov.au]  
**Sent:** Wednesday, 28 February 2018 8:02 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Tess

This has not come through me yet, but I have asked the team about its status (my last recollection was that we were seeking further intel from TIQ). It may also have been sorted prior to Ross leaving. Either way, I will get back to you this morning.

Regards  
Ben

<image001.png> **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

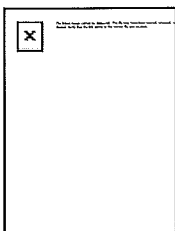
**From:** Tess Bishop  
**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland

Hi Ben

Sorry I meant to do this early today but ran out of time. Just checking if economic have briefed up on the Lord Marland proposal for \$1.5M?

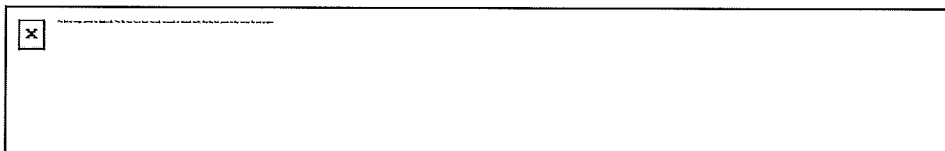
I've copied Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000



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Released under the  
Official Information Act 1982

## Ben Gordon

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 9:11 AM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland

Will flick anything on I receive – feel free to contact the below TIQ peeps directly if you would rather.

Thanks  
Ben



**Queensland**  
Government

### Ben Gordon

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

---

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 9:10 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Toni Brownie <Toni.Brownie@tiq.qld.gov.au>; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi all

My crew have been in touch with the PO about it and are aiming for a brief to go up today. So, yes please – would greatly appreciate TIQ's views to incorporate into the brief.

Regards  
Ben



**Queensland**  
Government

### Ben Gordon

A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

---

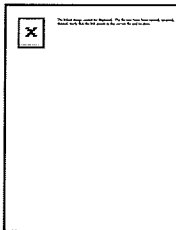
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Tess Bishop  
**Sent:** Wednesday, 28 February 2018 8:49 AM  
**To:** Virginia Greville <Virginia.Greville@tiq.qld.gov.au>  
**Cc:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Toni Brownie <Toni.Brownie@tiq.qld.gov.au>; Richard Watson <Richard.Watson@tiq.qld.gov.au>  
**Subject:** Re: Lord Marland


Yes to Ben. Thanks Virginia sounds excellent.

Kind regards

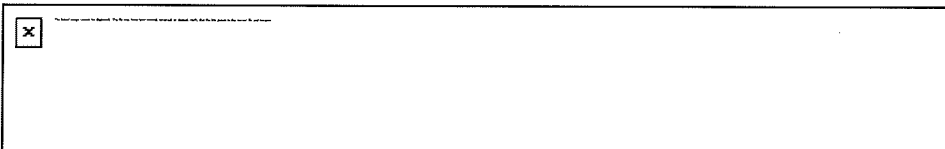




**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M 

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

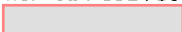


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I have asked my International/Queensland Ops people to pull together some background info/analysis quickly and will get it to Ben (?) asap

Virginia

**Virginia Greville**  
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Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile: 

<image002.png>


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**Sent:** Wednesday, 28 February 2018 8:31 AM  
**To:** 'Ben Gordon' <[Ben.Gordon@premiers.qld.gov.au](mailto:Ben.Gordon@premiers.qld.gov.au)>; Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** Toni Brownie <[Toni.Brownie@tiq.qld.gov.au](mailto:Toni.Brownie@tiq.qld.gov.au)>; Richard Watson <[richard.watson@tiq.qld.gov.au](mailto:richard.watson@tiq.qld.gov.au)>  
**Subject:** RE: Lord Marland

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**Virginia Greville**  
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Telephone: +61 7 3514 3001  
Mobile: 

<image002.png>

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Regards  
Ben

<image001.png> **Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

---

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

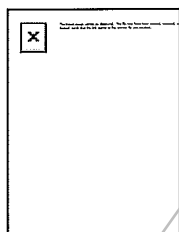
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**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland

Hi Ben

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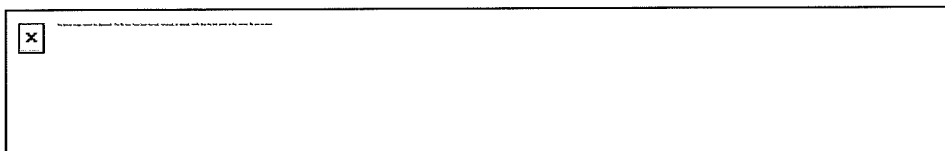
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Many thanks Tess



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
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Released under RTI - DPP

## Ben Gordon

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:04 AM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland

Hi ET

This was the reason for my text this morning.

I also note there are some Marland related TFs in Trim that have not been assigned yet? There is also the email chain from Ross on 22/2.

If you could let me know what the go is, that would be super.

Thanks  
Ben



**Queensland**  
Government

**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 8:02 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** RE: Lord Marland

Hi Tess

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Regards  
Ben



**Queensland**  
Government

**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet

P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

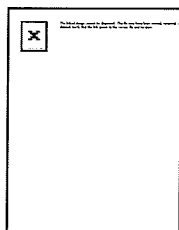
**From:** Tess Bishop  
**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland

Hi Ben

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I've coped Virginia in as this impacts on TIQ as well and I apologise for not getting back to her Virginia on this today as well.

Many thanks Tess



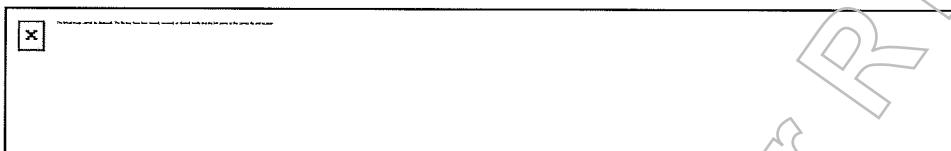
**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



Released under RTI - DPC

## Ben Gordon

---

**From:** Ben Gordon  
**Sent:** Wednesday, 28 February 2018 7:45 AM  
**To:** Elisa Terry  
**Subject:** FW: Lord Marland

Hi Elisa

Do you know the status of this one? My recollection was that you were awaiting info from TIQ to get a response together? All sorted?

Regards  
Ben



**Ben Gordon**  
A/Executive Director  
**Economic Policy**  
Department of the Premier and Cabinet  
P 07 3003 9338 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

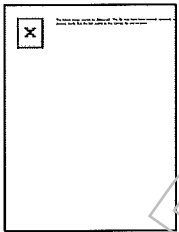
**From:** Tess Bishop  
**Sent:** Tuesday, 27 February 2018 11:53 PM  
**To:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Virginia Greville <virginia.greville@tiq.qld.gov.au>  
**Subject:** Lord Marland

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Many thanks Tess



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



## Ben Gordon

---

**From:** David Russo  
**Sent:** Thursday, 22 February 2018 5:18 PM  
**To:** Ross Buchanan; Rebecca McGarrity  
**Cc:** Ben Gordon; Elisa Terry  
**Subject:** RE: Briefing the Premier

Thanks Ross... happy holidays!

Regards



Queensland  
Government

### David Russo

A/Director – Protocol Queensland  
**Strategic Engagement and Protocol**  
Department of the Premier and Cabinet

P +61 7 3003 9250 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ross Buchanan  
**Sent:** Thursday, 22 February 2018 5:15 PM  
**To:** David Russo <David.Russo@premiers.qld.gov.au>; Rebecca McGarrity <rebecca.mcgarrity@premiers.qld.gov.au>  
**Cc:** Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Elisa Terry <elisa.terry@premiers.qld.gov.au>  
**Subject:** RE: Briefing the Premier

And Rebecca – spoke with Tess and Ben and Elisa will prepare once they find out more info from TIQ.  
Regards



Queensland  
Government

### Ross Buchanan

A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** David Russo  
**Sent:** Thursday, February 22, 2018 4:54 PM  
**To:** Rebecca McGarrity <rebecca.mcgarrity@premiers.qld.gov.au>  
**Cc:** Ross Buchanan <ross.buchanan@premiers.qld.gov.au>  
**Subject:** RE: Briefing the Premier

Hi Rebecca

As discussed.

Regards



**David Russo**

A/Director – Protocol Queensland  
**Strategic Engagement and Protocol**  
Department of the Premier and Cabinet

P +61 7 3003 9250 M [REDACTED]  
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Ross Buchanan

**Sent:** Thursday, 22 February 2018 4:51 PM

**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; David Russo <David.Russo@premiers.qld.gov.au>

**Cc:** Romila Prasad <romila.prasad@premiers.qld.gov.au>; Ben Gordon <Ben.Gordon@premiers.qld.gov.au>

**Subject:** RE: Briefing the Premier

Hi Tess

Not aware of this one other than what I heard Virginia say at the meeting with DG and DDG's etc and recall that she said was going to do a brief to deal this one. Happy to help as required, so maybe check with TIQ first as we do not know the background of this \$1.5 million project (other than again ages ago we were asked to do a brief re Lord Marland at the last minute re a visit). We are not across the details below though so TIQ would need to advise. I am on leave tonight so please let Ben know and he can follow up/assist.

Thanks

Ross



**Ross Buchanan**

A/ Deputy Director-General  
**Policy Division**  
Department of the Premier and Cabinet

P 07 3003 9337 M [REDACTED]  
Level 30, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Proudly working with White Ribbon to create a safer workplace  
Australia's campaign to stop violence against women

**From:** Tess Bishop

**Sent:** Thursday, February 22, 2018 4:44 PM

**To:** David Russo <David.Russo@premiers.qld.gov.au>

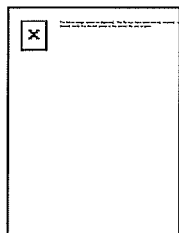
**Cc:** Romila Prasad <romila.prasad@premiers.qld.gov.au>; Ben Gordon <Ben.Gordon@premiers.qld.gov.au>; Ross Buchanan <ross.buchanan@premiers.qld.gov.au>

**Subject:** Re: Briefing the Premier

Hi Ross and Ben just checking economic policy are handling this?



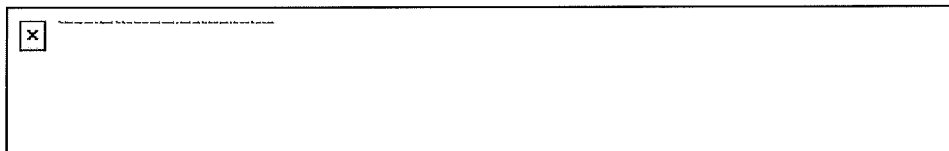
Thank you



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

**P 07 3003 9182 M** 

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 22 Feb 2018, at 2:47 pm, Julia Sheedy <[julia.sheedy@premiers.qld.gov.au](mailto:julia.sheedy@premiers.qld.gov.au)> wrote:

Hi Tess,

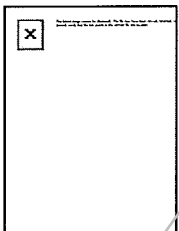
Sorry am just catching up on my emails. I understand this is the Commonwealth First program, as per email attached.

We have not written back to Lord Marland yet, so would need a brief and response is my understanding.

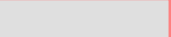
Thanks,  
Julia

**From:** Tess Bishop  
**Sent:** Wednesday, 21 February 2018 9:32 PM  
**To:** Julia Sheedy <[julia.sheedy@premiers.qld.gov.au](mailto:julia.sheedy@premiers.qld.gov.au)>; Romila Prasad <[romila.prasad@premiers.qld.gov.au](mailto:romila.prasad@premiers.qld.gov.au)>  
**Cc:** David Russo <[David.Russo@premiers.qld.gov.au](mailto:David.Russo@premiers.qld.gov.au)>  
**Subject:** Fwd: Briefing the Premier

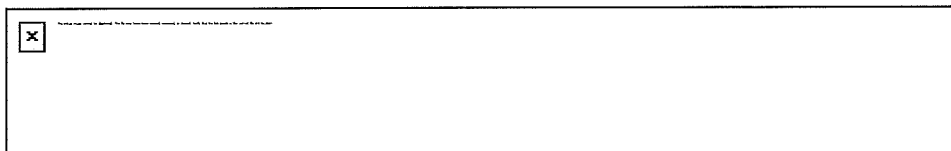
Sorry I'm not up to speed with this one??



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

**P 07 3003 9182 M** 

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Begin forwarded message:

**From:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Date:** 7 February 2018 at 3:46:36 pm AEST  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** "[kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au)" <[kerry.petersen@dtesb.qld.gov.au](mailto:kerry.petersen@dtesb.qld.gov.au)>, Richard Watson <[Richard.Watson@tiq.qld.gov.au](mailto:Richard.Watson@tiq.qld.gov.au)>  
**Subject:** RE: Briefing the Premier

Tess

I mentioned to Dave yesterday at the ELT the proposal Lord Marland is pushing for an 'Export Champions' project based on the Gold Coast, for which he is seeking \$1.5m over 3 years. Dave seemed to know a bit about it (probably because he was in the meeting that Lord M had with the Premier before Christmas). He suggested a brief to kill it off. I am happy to make a contribution to any brief about what we think of the idea – and we have reservations about any real value it could add - and OCG will no doubt have a view as well – but the letter was addressed to the Premier and I have not seen it officially. Toni Brownie (who now works for TIQ but came to us from the Gold Coast City Council) also knows about it and the two nominees to run it. Do you know where the letter went and who is working on it? And how does the consultation work – will whoever that is contact us for a TIQ view, or should we contact them?

VG

Virginia Greville  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001  
Mobile:

<image003.png>

**From:** Tess Bishop [<mailto:tess.bishop@premiers.qld.gov.au>]  
**Sent:** Tuesday, 6 February 2018 5:41 PM  
**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>  
**Subject:** RE: Briefing the Premier

And thank you for getting the brief up it is much appreciated.

<image004.png> **Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M   
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

<image005.jpg>

**From:** Virginia Greville [<mailto:Virginia.Greville@tiq.qld.gov.au>]  
**Sent:** Tuesday, February 6, 2018 5:25 PM  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>

**Cc:** Marcia Hoffmann <[Marcia.Hoffmann@tiq.qld.gov.au](mailto:Marcia.Hoffmann@tiq.qld.gov.au)>

**Subject:** RE: Briefing the Premier

Hi Tess

Just to follow up on your request below and the quick reference to it at the ELT. We have provided a brief (to Romila) exactly as you asked with attachments going to each of the 3 headings you articulated.

I did not know that the meeting was about what might come up in Parliament next week – and, while those issues below could arise, I probably would have structured the brief slightly differently if I had known, so I apologise if it is a bit unwieldy. And I sent it as a PDF because, given that it is stuff that is only about TIQ, it was hard to see how consultation would apply. We used the CEO template that Romila sent us before Christmas.

We have of course separately been asked for our list of PPQs, which we submitted the other day. Most of them are existing issues with a couple of new ones – again, we can provide the briefs quickly if necessary but so far we have been following whatever instructions have come our way. And of course, all of the likely (or even possible) hot topics are covered in the incoming government brief – which I now realise absolutely no one reads!! Sad but true

Virginia

**Virginia Greville**  
Chief Executive Officer  
Trade & Investment Queensland

Telephone: +61 7 3514 3001

Mobile:

<image003.png>

**From:** Tess Bishop [<mailto:tess.bishop@premiers.qld.gov.au>]

**Sent:** Monday, 5 February 2018 8:12 PM

**To:** Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)>

**Subject:** Briefing the Premier

Hi Virginia

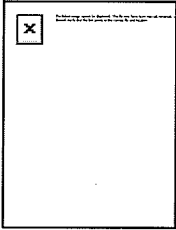
After speaking with the Premier's Office I've flown back from Canberra for our meeting with the Premier on Wednesday.

In advance of the meeting the Premier will require a written brief which:-

1. provides an overview on TIQ including budget
2. update on the strategy implementation
3. overview on key investment opportunities and how to approach these (this may include ideas on where we require the Premier to go as Minister for Trade)

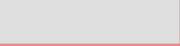
I believe it will just be kept to a small meeting group. Please give me a ring if you have any questions.

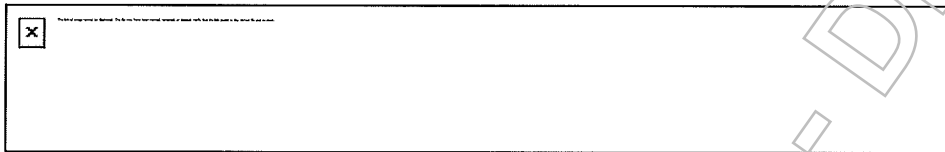
Thank you



**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M   
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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<mime-attachment>

## Meeting with Commonwealth Secretariat and Commonwealth Enterprise and Investment Council (CWEIC)

**Date:** Tuesday 14 March 2017

### Attendees:

<b>Right Honourable Patricia Scotland QC</b>	Commonwealth Secretary-General, Commonwealth Secretariat
<b>Ms Lolita Applewhaite</b>	Chief of Staff to the Secretary-General
<b>Mr Neil Ford</b>	Director, Strategic Communications and Commonwealth Brand
<b>Mr David Banks</b>	Public Affairs Advisor to the Secretary-General
<b>Lord Marland of Odstock</b>	Chairman, Commonwealth Enterprise and Investment Council (SWEIC)
<b>Mayor Tom Tate</b>	Mayor, Gold Coast City Council

### Purpose:

The Queensland Government has entered into individual partnerships with the Commonwealth Enterprise and Investment Council (CWEIC) and the Commonwealth Secretariat (with the City of Gold Coast) for the delivery of the Trade 2018 program, which includes attraction of delegates to and hosting of events at Commonwealth House (Attachment 1).

This meeting builds on the conversations from the Commonwealth Trade Ministers Meeting (9-10 March 2017) regarding the potential of the Gold Coast 2018 Commonwealth Games (GC2018) to support the new Commonwealth trade agenda.

Following the Commonwealth Trade Ministers Meeting, further discussion is required to identify how these partnerships will be operationalised in the lead up to and during the Games.

Additionally, the Commonwealth Secretariat may be interested in becoming a champion of the One Million Stars to End Violence program and this meeting provides an opportunity to discuss potential partnership opportunities.

### Trade 2018 Partnerships

- The Queensland Government has entered into a financial partnership with the CWEIC to support Queensland's trade and investment

interests including the delivery of the Trade 2018 program (Attachment 2).

- The City of the Gold Coast, Queensland Government and Commonwealth Secretariat have also separately agreed to partner on the delivery of the Trade 2018 program (Attachment 3).
- The partnerships are considered beneficial and complementary, but further clarification is required to identify how these partnerships will work together in practice.
- This in-part relates to the fact that the CWEIC is a new organisation and its specific role contrasted with the Commonwealth Secretariat in Commonwealth trade matters is still being defined.
- Discussions led by the Agent-General to date indicate that partnering with the Commonwealth Secretariat and CWEIC could involve:
  - promoting the Commonwealth House program as the Queens Baton Relay completes its international journey
  - collaborating on Games-time events at Commonwealth House related to the new Commonwealth trade agenda
  - supporting participation of influential public and private sector decision-makers in Commonwealth House activities.
- The Premier extended an invitation to Commonwealth Trade Ministers' delegates to a Ministerial-level trade and investment event on the Gold Coast at Games-time.
- If this meeting were to be held on an official basis, it would require the support of the CWEIC and Commonwealth Secretariat (and noting CHOGM is scheduled for the day after the GC2018 closing ceremony).

### **One Million Stars to End Violence**

- As part of the GC2018 arts and cultural program, the Queensland Government through the Office of the Commonwealth Games (OCG) is partnering with Brisbane-based artist, Maryann Talia Pau, who initiated a One Million Stars to End Violence project as a response to her observation of escalating violence in the community.
- The project aims to engage individuals, groups and communities across the world to join a global conversation about ending violence, by encouraging them to weave a star as a symbol of peace and solidarity.
- The project goal is to weave one million stars by 2018.

- It will culminate in a public art installation of one million hand woven stars gathered from across the world, at a location to be determined, for the duration of GC2018.
- The installation will be an inspirational demonstration of the Commonwealth Games Federation's vision of a peaceful, sustainable and prosperous global community and the Queensland Government's commitment to preventing domestic and family violence.
- The project aligns well with the Commonwealth Secretariat's 2017 theme 'A Peace-building Commonwealth' and the 'Peace in the home: Ending domestic violence together' initiative which was launched on International Women's Day on 8 March 2017.
- Over 200 official Star Weave Communities have been established across Australia and the world, each pledging to weave 10,000 stars by July 2017. Commonwealth member countries with Star Weave Communities are Australia, Samoa, Canada, Cook Islands, Nigeria, Malaysia, Kenya, Tonga, Fiji, New Zealand and Barbados.
- While there are currently no official Star Weave Communities in the United Kingdom, a number of groups are participating in the project in England including England Bristol Craft Group - Bristol, Highbury Studios - London, Squirrel and Tiffin - Manchester and Team England - London.

### **Organisation Snapshot:**

#### **The Commonwealth**

The Commonwealth is a voluntary association of 52 independent and equal sovereign states.

The Commonwealth is home to 2.4 billion people and includes both advanced economies and developing countries. Thirty of our members are small states, many of which are island nations.

Our shared values and principles are inscribed in the Commonwealth Charter.

Member countries are supported by a network of more than 80 intergovernmental, civil societies, cultural and professional organisations.

#### **The Commonwealth Secretariat**

The Commonwealth Secretariat provides guidance on policy making, technical assistance and advisory services to Commonwealth member countries. We support governments to help achieve sustainable, inclusive and equitable development.

Our work promotes democracy, rule of law, human rights, good governance and social and economic development. We are a voice for small states and a champion for youth empowerment.

Priority areas of work are agreed at Commonwealth Heads of Government Meetings, which occur every two years. The next summit is in the United Kingdom in 2018.

The Commonwealth Secretariat's structure is split into three areas: Political, Corporate and Economic and Social Development overseen by the Secretary-General's Office. We work in divisions, units and sections to achieve mandates set by Heads of Government.

**The Commonwealth Enterprise and Investment Council** was established in July 2014 with the support of the Commonwealth Secretariat, operating out of their offices.

CWEIC is a not-for-profit organisation, and will focus on:

1. Business Practices and Governance
2. Supporting SMEs to create trading opportunities in Commonwealth countries through Commonwealth First
3. Sustainability with particular reference to island states
4. Infrastructure, helping governments to find funding for major infrastructure programmes.
5. In addition, we will be advising governments on how to develop trade programmes throughout the Commonwealth and to attract inward investment.

The initial funding for CWEIC comes by way of a loan indirectly from the Chairman (details of which are available to all). It is an early commitment of CWEIC to repay that loan.

An advisory board chaired by Lord Marland is being established with board representation from across the Commonwealth and to date members include Phyllis Muscat (appointed by the government of Malta) and the Deputy Secretary-General (appointed by the Secretariat).

**Attachments:**

Attachment 1: Bios – Rt Hon Patricia Scotland and Lord Marland of Odstock

Attachment 2: Commonwealth House

Attachment 3: Proposal to Queensland Government to become Strategic Partners of the Commonwealth Enterprise and Investment Council



Attachment 4: Letter to the Commonwealth Secretary-General from Department of Tourism, Major Events, Small Business and the Commonwealth Games and the City of Gold Coast

**Contact:**

**Trade 2018 Partnerships**

Teresa Moore, Executive Director – Games Benefits, Office of the Commonwealth Games, Department of Tourism, Major Events, Small Business and Commonwealth Games

Tel: +61 7 3333 5498 | Mob: [REDACTED]

**One Million Stars to End Violence**

Gillian Gardiner, A/Executive Director – Portfolio Finance, Governance and the Arts, Office of the Commonwealth Games, Department of Tourism, Major Events, Small Business and Commonwealth Games

Tel: +61 7 3333 5143 | Mob: [REDACTED]

**Attachment 1**

**Bios of Key Attendees**



**Commonwealth Secretary-General Rt Hon Patricia Scotland (2016 - present)**

On 27 November 2015, in Malta, the Commonwealth Heads of Government appointed The Rt Hon Patricia Scotland QC of Dominica as the first woman and the sixth Commonwealth Secretary-General. She assumed office on 1 April, 2016.

## Profile

- Patricia Janet Scotland was born on the 19th August 1955 in Dominica.
- Moved to the UK with her family, growing up in east London.
- Trained as a lawyer and became the first black woman to be appointed a Queen's Counsel in 1991. At 35 she was also the youngest woman ever to be made a QC.
- The first black woman to be appointed Deputy High Court Judge, Recorder and Master of Middle Temple.
- Joined the House of Lords in 1997 as Baroness Scotland of Asthal going on to serve as a minister in the Foreign Office, Home Office and Lord Chancellor's Department.
- Undertook major reform of the criminal justice system, including the introduction of the Domestic Violence Crime and Victims Act.
- Appointed Attorney General in 2007 – the first woman to hold the post since it was created in 1315.
- Founded the Eliminate Domestic Violence Global Foundation in 2011.
- Appointed Prime Ministerial Trade Envoy to South Africa in 2012.
- Elected as the Alderman of Bishopsgate in the City of London in 2014.

Other offices include Chancellor of the University of Greenwich, Patron of the Corporate Alliance Against Domestic Violence, Patron of Lifeline (Trinidad & Tobago) and the Caribbean Science Foundation.



Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council. He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014.

He is the former Chairman of the Commonwealth Business Council and was Minister for the Department of Energy and Climate Change in 2010 and subsequently for the Department for Business, Innovation and Skills. Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business and also founded the Jubilee insurance company.

He led the acquisitions of

1. Janspeed Ltd (automotive engineering and manufacturing)
2. Hunter Boot Ltd

3. Insurance Capital Partners

4. Jubilee Insurance Ltd

5. WH Ireland Ltd (stockbroker)

6. Wisden Cricketer Ltd

7. and Tamara Mellon, LLC (fashion)

He is Chairman of Tickets for Troops and the Churchill Centre, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

Released under RTI - BPC

**COMMONWEALTH HOUSE**

**NOTE:**

- **PUBLIC REFERENCES TO PARTNERSHIPS WITH COMMONWEALTH SECRETARIAT AND THE COMMONWEALTH ENTERPRISE AND INVESTMENT COUNCIL (CWEIC) TO BE EMBARGOED UNTIL AFTER ANNOUNCEMENT AT THE COMMONWEALTH TRADE MINISTERS MEETING ON 9 MARCH 2017**
- **PUBLIC REFERENCES TO TRADE 2018 NEED TO BE EMBARGOED UNTIL AFTER THE PROGRAM LAUNCH AT THE QUEENSLAND RECEPTION ON 14 MARCH 2017**

**What:**

Commonwealth House will be a purpose-built temporary venue to inspire business and trade media partners to do business in Queensland with a uniquely Queensland and Gold Coast 'toes in the sand' experience during the Gold Coast 2018 Commonwealth Games.

It will be a hub for key decision makers, welcoming leaders from across the world to both experience the Gold Coast 2018 Commonwealth Games and have the opportunity to forge new relationships and partnerships to benefit Queensland.

Commonwealth House will feature events targeted to specific business sectors with internationally renowned global speakers and opportunities for business development. Industry round tables and site visits to highly qualified local businesses will also occur, providing opportunities for trade deals.

The Queensland Government is committed to make the most of the state's significant investment in the Gold Coast 2018 Commonwealth Games by driving economic opportunities for the state and Commonwealth House will play a key role.

**Where:**

Commonwealth House will be a temporary venue built on the beach at Kurrawa Terrace, Broadbeach, on the Gold Coast.

**Purpose:**

Commonwealth House will be an exclusive business space for business leaders and decision makers from across the world, showcasing Queensland's trade and investment opportunities.

It will open its doors during the Games so that they can see first-hand the kinds of outstanding business, trade and investment opportunities available in Queensland.

Commonwealth House will be an invitation only opportunity to establish strong partnerships and develop new global value chains across the Commonwealth.

**When is it open:**

Commonwealth House will officially open from 25 March to 15 April 2018, with featured programming to take place between the 2 to 6 April 2018.

**How to register interest:**

Interest can be registered via: [www.commonwealthhouse.com.au](http://www.commonwealthhouse.com.au)

Attendance is via prior invitation only.

**Pre-Games Opportunities:**

In addition to Games time programming, the Queensland Government, in partnership with the City of Gold Coast will be running an exciting program of inbound trade and investment delegations in the lead up to the Games as part of Trade2018 – the Gold Coast 2018 Commonwealth Games Trade and Investment Program.

This will be the first Commonwealth Games to encompass a trade and investment program on this scale, providing an opportunity for networking and relationship building alongside this celebration of sporting excellence.

Dates for inbound trade and investment delegations planned so far:

- Myriad Festival 2017 – Queensland Innovation and Investment Summit, Brisbane: 29 to 31 March 2017
- Sudirman Cup on the Gold Coast: 21 to 28 May 2017
- TropAg 2017 in Brisbane: 20 to 22 November 2017
- Additional events to be announced through 2017/2018.

To register interest in being part of these pre-Games trade and investment opportunities go to [www.embracing2018.com](http://www.embracing2018.com).

# COMMONWEALTH

*Enterprise and Investment Council*

## **Proposal to Queensland Government to become Strategic Partners of the Commonwealth Enterprise and Investment Council.**

The Commonwealth Enterprise and Investment Council (CWEIC) invites the Government of Queensland to become one of its **Institutional Strategic Partners**. This category of membership is by invitation only and open to regional Governments and institutions with a strong Commonwealth footprint whose support we believe would strengthen the CWEIC brand. In return, we provide a unique platform for the Queensland Government to engage and do business with Governments and the private sector across Commonwealth markets.

### **About CWEIC**

The CWEIC was established in July 2014 with the support of the Commonwealth Secretariat and member Governments. It is a not for profit membership organisation with a mandate from Commonwealth Heads of Government to promote trade, investment and the role of the private sector across the 52 member countries. The CWEIC has a small secretariat based at Marlborough House and The Guildhall in the City of London. For further information please visit [www.cweic.org](http://www.cweic.org).

### **Strategic Partnership**

In return for an annual fee of **£10,000** the CWEIC would provide the following principal benefits:

- Support for the strategic and commercial objectives of the Queensland Government through high-level introductions, referral of opportunities, public relations etc. Work that requires significant time or travel costs would be charged for additionally on a pre-agreed basis.
- Opportunity to appoint a nominee to the Advisory Board of the CWEIC to help shape the development of the organisation and its priorities.
- Invitations to participate in all CWEIC events and activities across the Commonwealth including the biennial Commonwealth Business Forum (CBF). CBF occurs alongside the Commonwealth Heads of Government Meeting (CHOGM), with the next instalment scheduled to take place in the UK in Spring 2018.
- Invitation to participate in the inaugural Commonwealth Trade Ministers Meeting on 9-10 March 2017. CWEIC was mandated to convene the Ministerial meeting by the Commonwealth Heads of Government during the 2015 CHOGM in Malta.

### **Additional Activities**

As a Strategic Partner, Queensland would have the opportunity to help CWEIC develop its work streams. The costs of undertaking such programmes would be agreed on a case by case basis.

# COMMONWEALTH

*Enterprise and Investment Council*

Examples of additional areas of activity could include:

- Development of business programme for the Gold Coast Commonwealth Games and Queens Baton Relay to be launched at the Commonwealth Trade Ministers Meeting
- Support for Trade and Investment Queensland across Commonwealth markets.
- We would also wish to partner with the Queensland Government to establish CommonwealthFirst Australia, which will encourage leading Australian SMEs to trade and invest in Commonwealth markets.

## Contact

For further information about this proposal please contact:

John Pemberton-Pigott  
Director of Programmes  
[redacted]@cweic.org  
Tel; +44 (0) 207 104 6336

Jonah Antony  
Director of Member Services  
[redacted]@cweic.org  
Tel; +44 (0) 207 332 3349

Commonwealth Enterprise and Investment Council  
December 2016

Please quote: CTS 26799/16  
Contact officer: Yasmahne Hanel  
Contact phone: 07 3333 5353



Queensland  
Government

Department of  
**Tourism, Major Events,  
Small Business and the  
Commonwealth Games**

The Right Hon. Patricia Scotland QC  
Commonwealth Secretary-General  
Secretary-General@commonwealth.int

Dear Secretary-General

Thank you for your email dated 11 October 2016 regarding the opportunity to work with the Commonwealth Secretariat to promote the objectives of a joined-up Commonwealth during the Gold Coast 2018 Commonwealth Games (GC2018).

We were delighted to learn of your support for the concept. There are a range of opportunities to realise this, which we believe could be drawn together into a structured "Commonwealth Trade and Investment Program" coinciding with GC2018.

Activities at the proposed "Commonwealth House" would be central to the program, and we are also considering how additional venues might be utilised to broaden the range of official and business functions which could be accommodated.

Separately, the Australian High Commission in London has offered to facilitate an introduction for the Queensland Agent-General in London, Mr Ken Smith, with the Chairman of the Commonwealth Enterprise and Investment Council (CWEIC), Lord Marland. This introduction would be to explore how Commonwealth trade activities planned by the CWEIC could be supported via a trade and investment program coinciding with GC2018.

There may be an opportunity for the Commonwealth Secretariat, CWEIC and Commonwealth Games Federation to come together and directly discuss these opportunities in March 2017. At this time senior representatives from the Queensland Government and the City of Gold Coast are planning to be in London for trade-related meetings around the Queen's Baton Relay at Buckingham Palace on Commonwealth Day.

Level 7, 63 George Street  
BRISBANE QLD 4000  
PO Box 15168  
CITY EAST QLD 4002

Telephone +61 7 3333 5353  
Website [www.dtesb.qld.gov.au](http://www.dtesb.qld.gov.au)  
ABN 83 481 966 722

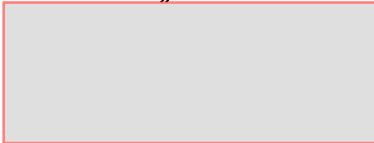


2.

We recognise significant additional scoping work around this proposal will be required before then. Our representatives have commenced a dialogue with Mr Neil Ford on these matters, and will continue to work through him as a point of coordination, particularly in relation to ensuring alignment with activities of the CWEIC where appropriate.

We look forward to working with you to ensure GC2018 is more than an unforgettable sporting event, but also a vehicle which strengthens economic and cultural ties between Commonwealth member countries.

Yours sincerely



**Damien Walker**  
**Acting Director General**  
**Department of Tourism, Major Events,**  
**Small Business and the Commonwealth Games**



**Dale Dickson**  
**Chief Executive Officer**  
**City of Gold Coast**

Cc: Mr Neil Ford, n.ford@commonwealth.int

Released under RTI - DFO

**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/18/3755  
TIQ Reference No. CEO18-012

**To:** THE PREMIER and MINISTER FOR TRADE  
**Date:**  
**Subject:** Courtesy call – Lord Marland of Odstock,  
Chairman Commonwealth Enterprise and  
Investment Council

Approved / Not Approved / Noted  
Premier / CoS.....  
Date ...../...../.....  
Date Action Required by: ...../...../.....  
Requested by: .....  
(if appropriate)

**• RECOMMENDATION**

**COPY**

It is recommended that you:

- **note** the information prepared for your meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) on Tuesday 3 April 2018.

**• KEY ISSUES**

- The meeting is an opportunity to pay a courtesy call on Lord Marland of Odstock, Chairman of CWEIC. The Queensland Government has been a member of CWEIC since 2017.
- CWEIC has made a contribution to the success of *Trade 2018*, the Trade and Investment program of GC2018, through the attendance of a delegation of 34 representatives of CWEIC's Commonwealth First program.
- Talking points to facilitate the discussion are at **Attachment 1**.
- The list of attendees accompanying Lord Marland of Odstock is at **Attachment 2**.
- A biography of Lord Marland of Odstock is at **Attachment 3**.
- The Commonwealth Business Forum in London from 16–18 April 2018, is a great adjunct to the Trade 2018 program at the Games. Queensland will be represented by the Minister for State Development, Manufacturing, Infrastructure and Planning, the Honourable Cameron Dick MP.
- The Queensland Government has renewed its membership with CWEIC for 2018, at a cost of £10 000 (AUD\$18 000). The Queensland–CWEIC relationship has been managed by the Office of the Commonwealth Games (OCG) in conjunction with the Trade and Investment Queensland (TIQ) Europe office in London. Following the Commonwealth Business Forum, TIQ will undertake a review of its long-term position as a CWEIC member.
- Lord Marland of Odstock wrote to you in January 2018 (**Attachment 4**) outlining a proposal to establish a *Commonwealth First Australia* program with an office in Queensland and sought a Queensland Government contribution of \$1.5 million over three years. CWEIC suggested the office could be located at the Gold Coast Health and Knowledge Precinct. A letter which suggests that many of the services proposed are already available to Queensland exporters and recommends a dialogue with TIQ is currently in your office for consideration (**Attachment 5** – TF/18/2375).

**• ELECTION / CABINET / PUBLIC COMMITMENTS**

- CWEIC would like a public commitment to the launching of its *Commonwealth First Australia* program in Queensland during GC2018 as part of its *Trade 2018* delegation.

**• CONSULTATION**

- TIQ and the Office of the Commonwealth Games were consulted by DPC during the preparation of the draft response letter to CWEIC.

**• BACKGROUND**

- *Commonwealth First* was launched by CWEIC to encourage small and medium enterprises (SMEs) to trade and invest across the Commonwealth. Under the *Commonwealth First* program, CWEIC selects cohorts of SMEs as Commonwealth Export Champions and provides them with introductions, access to mentoring, training and tailored trade missions.
- The fourth cohort of Commonwealth Export Champions was announced in February 2018 and, with members of other cohorts, forms the CWEIC delegation led by Lord Marland of Odstock.
- You met with Lord Marland at the Atlantic Partnership Breakfast during your March 2017 London Trade Mission.
- Lord Marland visited Queensland in December 2017 and met with you.

**• DEPARTMENTAL REPRESENTATIVES AT THE MEETING**

- Dave Stewart, Director-General, Department of the Premier and Cabinet.
- Virginia Greville, Chief Executive Officer, Trade and Investment Queensland (mobile: [REDACTED])
- Mel Thomas, Manager Ministerial Programs – Protocol, Office of the Commonwealth Games (mobile: [REDACTED])

Comments (Premier or DG)

Dave Stewart  
Director-General

## Talking Points

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### Meeting with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council

11:15 – 11:45am, Tuesday 3 April 2018

- Welcome back to Queensland and thank you for the substantial contribution the Commonwealth Enterprise and Investment Council has made to the success of our Trade 2018 program.
- We are delighted to have 34 representatives of the Commonwealth Enterprise and Investment Council's Commonwealth First joining us here on the Gold Coast.
- I look forward to joining you again at tomorrow's Commonwealth Business Advantage and Opportunities event at Commonwealth House.
- The Queensland Government has renewed its strategic partnership with the Commonwealth Enterprise and Investment Council for 2018, and we look forward to working with the Commonwealth Enterprise and Investment Council during the year.
- We will be attending the Business Forum in London later this month, where we will be represented by the Minister for State Development, Manufacturing, Infrastructure and Planning.
- We appreciate your efforts to establish a Queensland Chapter of the Commonwealth First Australia network and I have responded to your proposal by letter.
- I'd like to mention that many of the opportunities envisaged by the proposal are already available to Queensland exporters from Trade Investment Queensland and other agencies.
- After the Games and its associated Trade 2018 program, there will be an opportunity to assess and optimise the Games legacy.

## Talking Points

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- We would be interested in the Commonwealth Enterprise and Investment Council's input into that process from its experience of Commonwealth First.

Released under RTI - DPC

**GUEST LIST**

- Lord Marland of Odstock, Chairman, Commonwealth Enterprise and Investment Council
- The Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade
- Mr Dave Stewart, Director-General, Department of the Premier and Cabinet
- Virginia Greville, Chief Executive Officer, Trade and Investment Queensland
- Mel Thomas, Manager Ministerial Programs – Protocol, Office of the Commonwealth Games

Released under RTI - DRG

## **Lord Marland of Odstock**

Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council and Enterprise and Investment Company Ltd. In December 2015, he was awarded the Order of Merit of Malta.

He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014.

He was Minister for the Department of Energy and Climate Change from 2010 – 2012 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business.

He has founded or led the acquisitions of several companies including:

Janspeed Ltd, Hunter Boot Ltd, Insurance Capital Partners, Jubilee Insurance Ltd, Wisden Cricketer Ltd, Tricouni Brand Ltd, Ecoworld Management and Advisory Services (UK) Ltd and Digital Shopping Channel Ltd.

He is Chairman of Tickets for Troops and the Churchill International Society, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and The Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

Released under the RTI Act

**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
Trade and Investment Queensland

Tracking Folder No. TF/18/11206  
Document No. DOC/18/147888  
TIQ Reference No. GMIOD 18043

To: **THE PREMIER and MINISTER FOR TRADE**  
Date: \_\_\_\_\_  
Subject: **CWEIC Saudi - Commonwealth Trade Mission, Riyadh, Saudi Arabia, 4-7 November 2018**

Approved / Not Approved / Noted  
Premier / CoS.....  
Date ...../...../.....  
Date Action Required by: 14/9/2018  
Requested by: .....  
(if appropriate)

**RECOMMENDATION**

- It is recommended that you sign the attached letter to Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) advising Ms Donna Massie, Queensland Trade and Investment Commissioner, Middle East, will represent you on the CWEIC Saudi - Commonwealth Trade Mission from 4 to 7 November 2018 in Riyadh, Saudi Arabia (Attachment 1).

**KEY ISSUES**

- Queensland has a strategic relationship with CWEIC which developed as a consequence of the Gold Coast Commonwealth Games (GC2018) in April 2018. The Queensland-CWEIC relationship was managed by the Office of the Commonwealth Games (OCG) in conjunction with the Trade and Investment Queensland (TIQ) Europe office in London. Post GC2018, the TIQ Europe office has maintained the relationship.
- TIQ was made aware of the proposed visit to Saudi Arabia (Attachment 1) at the Cabinet (DPC) the Premier advised the relationship with CWIC is a strategic relationship and the Commissioner for the Middle East should be consulted for the proposed visit to Saudi Arabia. *NFA with note from DG 'Support this, thanks for the advice'*
- The proposed visit to Saudi Arabia is a strategic relationship and the Commissioner for the Middle East should be consulted for the proposed visit to Saudi Arabia.
- Travel from the United Kingdom to Saudi Arabia is considered Middle East Officer.

**CONSULTATION**

- Strategy and Engagement, DPC

**BACKGROUND**

- TIQ is looking to expand its focus on Saudi Arabia economic development strategy to reduce its dependence on the oil industry. It includes development of Neom City, a \$500 billion smart city that will become an economic driver for the country in the future.
- This project will present many new opportunities for Queensland companies in a range of sectors. TIQ's strategy to access these opportunities is to implement the successful model it used in Dubai South, which has put Queensland companies at the forefront of the project ahead of international competitors.



**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/18/11206  
Document No. DOC/18/147888  
TIQ Reference No. GMIOD 18043

- TIQ has developed strategic relationships in the UAE, delivering trade outcomes in Dubai and investments by large Abu Dhabi-based sovereign wealth funds into Queensland. TIQ is looking to replicate this success in the Saudi market.

**Comments** (*Premier or DG*)

Dave Stewart  
**Director-General**

Released under RTI - DPC

**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/18/11206  
Document No. DOC/18/147888  
TIQ Reference No. GMIOD 18043

**To: THE PREMIER and MINISTER FOR TRADE**  
**Date:**  
**Subject: CWEIC Saudi – Commonwealth Trade Mission, Riyadh, Saudi Arabia, 4–7 November 2018**

**Approved / Not Approved / Noted**  
Premier / CoS.....  
Date ...../...../.....  
Date Action Required by: 14/9/2018  
Requested by: .....  
(if appropriate)

**• RECOMMENDATION**

- It is recommended that you **sign** the attached letter to Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC) advising Ms Donna Massie, Queensland Trade and Investment Commissioner, Middle East, will represent you on the CWEIC Saudi – Commonwealth Trade Mission from 4 to 7 November 2018 in Riyadh, Saudi Arabia (**Attachment 1**).

**• KEY ISSUES**

- Queensland has a strategic relationship with CWEIC which developed as a consequence of the Gold Coast Commonwealth Games (GC2018) in April 2018. The Queensland-CWEIC relationship was managed by the Office of the Commonwealth Games (OCG) in conjunction with the Trade and Investment Queensland (TIQ) Europe office in London. Post GC2018, the TIQ Europe office has maintained the relationship.
- TIQ was made aware of the invitation to the Premier to attend the CWEIC Mission to Saudi Arabia (**Attachment 2**) and confirmed with the Department of the Premier and Cabinet (DPC) the Premier would not be able to participate. Given the strategic relationship with CWEIC, TIQ recommends Ms Donna Massie, Trade and Investment Commissioner for the Middle East, represent the Premier on this occasion.
- The proposed visit to Saudi Arabia is included in the TIQ Middle East 2018–19 business plan. Participating on the CWEIC mission demonstrates Queensland’s commitment to the relationship and provides TIQ with the opportunity to engage CWEIC partners in Saudi Arabi, including the Saudi Arabian General Investment Authority, to enhance TIQ’s market development activities in the Middle East.
- Travel from the United Arab Emirates (UAE) to Saudi Arabia is considered Middle East in-market travel and will be approved by TIQ’s Chief Executive Officer.

**• CONSULTATION**

- Strategy and Engagement, DPC.

**• BACKGROUND**

- TIQ is looking to expand its focus in the Middle East region to Saudi Arabia. The Saudi Arabia economic development strategy includes diversification of its industry sectors to reduce its dependence on the oil industry. It includes development of Neom City, a \$500 billion smart city that will become an economic driver for the country in the future.
- This project will present many new opportunities for Queensland companies in a range of sectors. TIQ’s strategy to access these opportunities is to implement the successful model it used in Dubai South, which has put Queensland companies at the forefront of the project ahead of international competitors.

**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/18/11206  
Document No. DOC/18/147888  
TIQ Reference No. GMIOD 18043

- TIQ has developed strategic relationships in the UAE, delivering trade outcomes in Dubai and investments by large Abu Dhabi-based sovereign wealth funds into Queensland. TIQ is looking to replicate this success in the Saudi market.

**Comments** (*Premier or DG*)

Dave Stewart  
**Director-General**

Released under RTI - DPC

For reply please quote: *TIQ/TB – TF/18/11206 – GMIOD 18043*

Lord Marland of Odstock  
Chairman  
Commonwealth Enterprise and Investment Council  
jonathon@cweic.org

Dear Lord Marland

Thank you for your letter of 9 August 2018 inviting me to participate in the Commonwealth Enterprise and Investment Council's (CWEIC) Saudi Commonwealth Trade Mission, taking place from 4 to 7 November 2018 in Riyadh, Saudi Arabia.

Regrettably, I am unable to join you on this occasion, however I am pleased to confirm that Ms Donna Massie, Queensland Trade and Investment Commissioner, Middle East, who is based in Abu Dhabi will represent Queensland at the Saudi Commonwealth Trade Mission.

I value the strategic relationship that Queensland has developed with CWEIC and I am keen that our shared goal for engagement with Saudi Arabia is progressed.

I look forward to hearing of the positive outcomes that will result from this trade mission.

Yours sincerely

**ANNASTACIA PALASZCZUK MP  
PREMIER OF QUEENSLAND  
MINISTER FOR TRADE**

**From the Chairman**

We would be delighted if you would be able to join us and lead a delegation of fifteen business leaders to be a part of this trade mission.

A detailed agenda will follow shortly but I would be grateful if your office could confirm your participation to CWEIC's Director of Business Development Abdul Hamza [redacted]@cweic.org or +44 (0)207 332 1310 at the earliest.

On a separate note, I understand our team has been discussing your visit to the United Kingdom with Agent General Linda Apelt and we look forward to hosting you in London.

Please feel free to contact me or a member of my team if you have any queries or require our assistance.

I stand ready to help organize visit  
and host you. Hope you can make  
it to Saudi with me  
with warmest best wishes

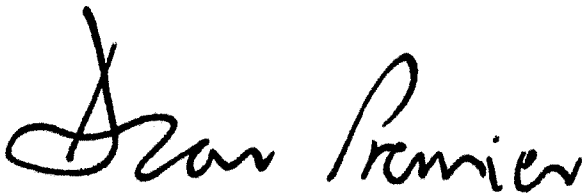
Lord Marland of Odsal  
Direct Tel: +44 (0) 20 7747 6189  
E-mail: [redacted]@cweic.org



## From the Chairman

The Hon Anastacia Palaszczuk  
Premier of Queensland  
PO Box 15185  
City East  
Queensland 4002  
Australia

9<sup>th</sup> August 2018



### **Commonwealth Enterprise and Investment Council: Saudi - Commonwealth Trade Mission, Riyadh, Saudi Arabia**

I am writing to formally invite you to lead a delegation of fifteen senior business leaders to CWEIC's Saudi - Commonwealth Trade Mission taking place from Sunday 4th November to Wednesday 7th of November 2018 in Riyadh, Saudi Arabia.

Following on from the success of CWEIC's Saudi Arabia – Commonwealth Trade event in London during the visit of Crown Prince Mohammed bin Salman in March, CWEIC is working with the Saudi Arabian General Investment Authority (SAGIA) to organise a Commonwealth Mission to Riyadh. This trade mission will comprise of Commonwealth Heads of Government, Trade Ministers and 100 senior c-suite business leaders from across the Commonwealth, either looking to expand or set up operations in Saudi Arabia.

The mission aims to both introduce Saudi businesses to opportunities in the Commonwealth as they continue their process of internationalising and diversifying their economy, as well as presenting opportunities for investment in the Kingdom to Commonwealth investors. Through your participation, CWEIC hopes to highlight Bangladesh's investment potential to leading Saudi Arabian investors and business leaders. Our organising Partner is the Saudi Arabia General Investment Authority (SAGIA), with His Excellency Dr Majid bin Abdullah Al Qasabi, Minister of Commerce and Investment and His Excellency Ibrahim Al-Omar, Governor of the Saudi Arabia General Investment Authority acting as hosts.

E: [Info@cweic.org](mailto:Info@cweic.org) | T: +44 (0) 20 7747 6189 | W: [www.cweic.org](http://www.cweic.org)

**PREMIER'S BRIEFING NOTE**

*Strategy and Engagement*

Tracking Folder No. TF/18/2375

Document No. DOC/18/126778

**To: THE PREMIER**  
**Date: 07 SEP 2018**  
**Subject: CommonwealthFirst Queensland Proposal**

Approved / Not Approved / Noted

Premier / CoS.....

Date ...../...../.....

Date Action Required by: ...../...../.....

Requested by: .....  
(if appropriate)

**• RECOMMENDATION**

It is recommended that you:

*NFA :- No funding approved. Investment will be funded on Trade Strategy.*

- **sign** the attached letter to Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC), accepting the proposal to sponsor CommonwealthFirst (CWF) Queensland and committing up to \$1.5 million over three years to fund the export and investment program (**Attachment 1**)
- **note** the proposed sponsorship arrangement to be comprised of equal funds contributed by the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP); Trade and Investment Queensland (TIQ); and the Department of the Premier and Cabinet (DPC)
- **note** DSDMIP will oversee the Queensland Government's involvement in CWF Queensland, including finalisation of the project plan and operational arrangements.
- **sign** the attached letter to the Honourable Cameron Dick MP, Minister for State Development, Manufacturing, Infrastructure and Planning noting the shared sponsorship arrangement for CWF Queensland (**Attachment 2**).

**• KEY ISSUES**

- CWF Queensland aims to encourage trade and investment across the Commonwealth through small and medium enterprises, and to provide a conduit for Queensland businesses to generate export and investment opportunities.
- A key component of the program will involve the selection of at least 80 Commonwealth Export Champions over three years and across five cohorts. Queensland small and medium size enterprises will be selected based on factors including their high export potential, turnover, revenue growth, employee count and length of operation.
- The proposed CWF Queensland program would deliver legacy outcomes from the Gold Coast 2018 Commonwealth Games (GC2018) and *Trade 2018*. It is based on the CWF Export Champion program operating in the United Kingdom and will form part of an ongoing partnership between the Queensland Government and CWEIC.
- It will complement existing Queensland Government commitments to drive trade and investment, including through the investment attraction undertaken by DSDMIP, ongoing TIQ trade and investment services, and initiatives implemented under the *Queensland Trade and Investment Strategy 2017 – 2022*.
- The total cost of CWF Queensland is estimated to be \$1.65 million, with the Queensland Government contributing up to \$1.5 million over three years (\$500 000 per annum) towards establishment costs, marketing and delivery, trade missions to key Commonwealth markets, and inward investment missions.
- Additional funding is to be sought through sponsorship and cost sharing via business partnerships. This funding will also include the costs of any Queensland Government officer who is seconded to the project.

Action Officer: Marguerite Taylor, Director  
Area: Strategic Policy  
Telephone: 3003 9187

Approved by Tess Bishop, Deputy Director-General  
Strategy and Engagement  
Telephone: 300 39182  
Approved on 26/8/18

## PREMIER'S BRIEFING NOTE

Strategy and Engagement

Tracking Folder No. TF/18/2375

Document No. DOC/18/126778

- It is proposed that funds will be contributed by DSDMIP, TIQ and DPC (drawn from the Director-General's reserve fund), with the arrangement to be overseen by DSDMIP. As part of finalising arrangements, the program and key milestones will be formalised.
- A board will be established to oversee delivery of CWF Queensland with proposed members to include a representative from the Queensland Government, Mr Richard Burge, Chief Executive, Commonwealth Enterprise and Investment Council, Mr David Hulston, Director, CWEIC Australia, and Mr Rick Anstey, Director, CWEIC Australia.
- Further details about the company structure, primary location, operation and staffing, including matters relating to the ongoing involvement of any seconded Queensland Government officials, are yet to be resolved. CWEIC (Rick Anstey) has flagged the desire to be based at the Gold Coast Health and Knowledge Precinct.
- DSDMIP and DPC as necessary will need to undertake further discussions with CWEIC to finalise these arrangements. The timelines and milestones outlined in the proposal will also need to be updated to reflect relevant changes to key dates and arrangements. The draft project plan is at **Attachment 3**.

### • CONSULTATION

- TIQ have been consulted and express the view this duplicates a number of their programs.
- DPC has consulted with DSDMIP.
- Financial Services have confirmed there is sufficient funding available from the Director-General's reserve.

### • BACKGROUND

- Lord Marland wrote to you on 5 January 2018 (**Attachment 4**) to outline a proposal to launch CWF Queensland as part of the ongoing trade and investment legacy stemming from GC2018 and *Trade 2018*. Since then, further development of a project plan has been undertaken (**Attachment 3**).
- The Queensland Government has undertaken previous work with CWEIC as part of a partnership to promote trade and investment for *Trade 2018*.
- On 9 August 2018, Lord Marland wrote, inviting your participation in the CWEIC: Saudi – Commonwealth Trade Mission (**Attachment 5**). Advice about your attendance will be provided separately.



Dave Stewart  
Director-General

Comments (Premier or DG)



For reply please quote: *Strategic Policy/MT – TF/18/2375 – DOC/18/127371*

Lord Marland of Odstock  
Chairman  
Commonwealth Enterprise and Investment Council  
[REDACTED]@cweic.org

Dear Lord Marland

Thank you for your collaboration in developing a proposal for the launch of CommonwealthFirst (CWF) Queensland. I am delighted to confirm that the Queensland Government will provide a contribution of up to \$1.5 million to implement this initiative. This contribution will cover all costs associated with your proposal, including staffing.

The Honourable Cameron Dick MP, Minister for State Development Manufacturing, Infrastructure and Planning will assume lead responsibility for the Queensland Government's support, both financial and in-kind, to assist in the implementation of this initiative.

Whilst arrangements for the transition of this responsibility are progressed, I have asked Ms Tess Bishop, Deputy Director-General, Strategy and Engagement, within my department to provide the Council with any support necessary. Ms Bishop can be contacted on telephone +61 7 3003 9182 or by email at [tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au).

Thank you also for your recent invitation to participate in a trade mission to Saudi Arabia. I will advise of the Queensland Government's participation in the near future.

Thank you once again for your commitment to the development of these strong trade and investment relations across the Commonwealth. I look forward to continuing the legacy of *Trade 2018* to further the trade and investment opportunities for Queensland businesses.

Yours sincerely

**ANNASTACIA PALASZCZUK MP  
PREMIER OF QUEENSLAND  
MINISTER FOR TRADE**

For reply please quote: *Strategic Policy/MC – TF/18/2375 – DOC/18/138830*

The Honourable Cameron Dick MP  
Minister for State Development, Manufacturing, Infrastructure Planning  
statedevelopment@ministerial.qld.gov.au

Dear Minister

I am writing regarding the proposal made by the Commonwealth Enterprise and Investment Council (CWEIC) to launch CommonwealthFirst (CWF) Queensland, a program to help generate trade and investment opportunities across the Commonwealth. Enclosed is a copy of the project plan developed by CWEIC for your reference.

I am writing to request your department work collaboratively with CWEIC to progress the development of the initiative and undertake the ongoing administration on behalf of the Queensland Government.

As you are aware, funding contributions to the initiative will be provided under a shared arrangement with equal funds contributed by the Department of State Development, Manufacturing, Infrastructure and Planning; Trade and Investment Queensland; and the Department of the Premier and Cabinet.

I have asked my department to assist in progressing this initiative. Ms Tess Bishop, Deputy Director-General, Strategy and Engagement will be the key contact within my department and will provide any assistance your department requires. Ms Bishop can be contacted on telephone (07) 3003 9182 or by email at tess.bishop@premiers.qld.gov.au.

Thank you for your support in progressing this initiative that is an important legacy outcome from the Gold Coast 2018 Commonwealth Games and *Trade 2018*.

Yours sincerely

**ANNASTACIA PALASZCZUK MP  
PREMIER OF QUEENSLAND  
MINISTER FOR TRADE**

\*Encl

# CommonwealthFirst Queensland A Commonwealth Games Legacy

DRAFT

## Delivery Plan

### 1.0 Overview

CommonwealthFirst is a global initiative established by the Commonwealth Enterprise and Investment Council (CWEIC) to encourage and support SMEs to trade and invest confidently across the Commonwealth. By leveraging high-level political buy-in, our corporate and institutional strategic partners and strong support from a wide range of partners including the Royal Family, and building on existing national and state government export support we provide selected "Export Champions" with an opportunity to accelerate their global expansion – with the objective of inspiring other companies to start their export journey.

Over the last three years we have successfully piloted programme in the UK which has delivered strong results and established a strong platform to build on. For example Playdale, one of our Export Champions that manufactures and installs playgrounds has increased exports to the Commonwealth by 492% between 2014 and 2018 (including Queensland). Everledger, a Queensland-UK start-up utilising blockchain technology in the diamond industry, has attracted US\$10 million in Series A funding from Canada and has established operations in India. We have also created greater awareness of Commonwealth markets amongst UK SMEs. The UK pilot will finish at the end of this year.

We are now looking to develop the programme across Commonwealth markets and would like to establish a programme in Queensland as a tangible business legacy of the 2018 Commonwealth Games. There is an enormous opportunity for Queensland to strengthen its trade and investment relationship across Commonwealth markets, but to fully exploit this it is essential that the programme is firmly rooted in Queensland and complements the support already provided to businesses by the Queensland and national Government.

CommonwealthFirst Queensland will commence with a three year programme to select at least 80 outstanding fast-growing SMEs from across the State to become Commonwealth Export Champions across five cohorts. The Export Champions will be selected on their potential and ambitions to access fast growing developing markets across the Commonwealth, and will act as ambassadors for Queensland both within the international CommonwealthFirst network and globally. They will benefit from mentoring, trade missions and the ability to tap into the international CommonwealthFirst and CWEIC networks to support their international business growth.

As a legacy initiative of the Commonwealth Games, the programme would have the option of being extended for a fourth year to include the Commonwealth Games to be hosted in Birmingham in July 2022. This time period will also include two Commonwealth Heads of Government Meetings (likely Rwanda 2020 and Samoa 2022). Once we have successfully established the model in Queensland we will explore the possibility of expanding the programme across Australia using Queensland as the national hub.

### 2.0 Partnership

The programme will be a partnership between the Government of Queensland, the Commonwealth Enterprise and Investment Council (CWEIC) and CommonwealthFirst Queensland – which will either be separately incorporated in Australia as a vehicle for programme funding or managed as an autonomous programme either within the Queensland Government or CWEIC. CWEIC will retain ownership and the IP of the CommonwealthFirst brand.

As part of its commitment to delivering the programme the Commonwealth Enterprise and Investment Council will establish its first hub in Australia in Queensland. As well as taking the lead on delivery of the CommonwealthFirst Queensland programme the CWEIC Australia Hub will help develop CWEIC's network of Strategic Partners in Queensland and across Australia, support inward trade and investment delegations into Queensland and develop additional programmes and activity to support trade and investment links between Queensland and the Commonwealth.

The Queensland Government will provide support through a combination of in-kind support and through leveraging existing funding programs to support Queensland exporters. This support will include seconding an official to manage the delivery of the programme and to ensure the programme is fully linked with existing programmes and providing office and meeting space. We will work closely with all State Government agencies including the Premier's Office, Trade and Investment Queensland, Advance Queensland, Business Queensland, Economic Development Queensland and Queensland's diplomatic network (particularly the Agent General in London), as well as national agencies such as Austrade, Regional Development Agencies (RDAs), TradeStart and relevant municipal authorities.

Additional partners and sponsors of the programme will be identified to assist in funding and, equally importantly, mentoring the Export Champions.

Close cooperation with other Queensland based initiatives, such as Life Sciences Queensland and River City Labs, will be a key factor in successful programme delivery. And we will also work closely with international initiatives such as Pitch@Palace which has already been well received in Queensland.

### **3.0 Governance**

A programme board will be established to oversee the delivery of CommonwealthFirst Queensland.

The proposed members would include representatives of Queensland Government, CWEIC and state business representatives. An initial board of seven would be selected including the following "executive" members representing the delivery partners;

Representative of the Government of Queensland (TBC)  
Richard Burge, Chief Executive, Commonwealth Enterprise and Investment Council  
David Hulston, Director, CWEIC Australia  
Rick Anstey, Director, CWEIC Australia

Other possible "non-executive" members include Leanne Kemp who was part of our first cohort of UK Export Champions and Mario Pennisi who sits on CWEICs Advisory Board as a representative of our strategic partners Life Sciences Queensland – with whom we have an MOU to develop the Commonwealth Innovation Forum which also serve as a legacy of the Commonwealth Games.

Non-executive board members will be unpaid, but reasonable expenses will be paid on a pre-agreed basis. The board will have quarterly calls and will meet once a year to help develop the strategy for the programme and to monitor performance.

The board will be expanded as necessary, possibly with the addition of a non-statutory advisory board, and we are keen to ensure gender balance as well as state-wide representations. Sponsors will also be represented on the board/advisory board as appropriate.

#### **4.0 Activity**

We aim to commence delivery of the initial three year programme in August 2018 with the objective of launching in September 2018 as part of the Premier's proposed visit to London and again in November when senior members of the Royal Family will be visiting Queensland. The programme will be initially designed to run until August 2021 – with the possibility of extending the initial programme for a fourth year to include the Birmingham Commonwealth Games in July 2022.

#### **4.1 Website**

The programme will be supported by a website and an online platform to facilitate networking between the Export Champions and the wider CommonwealthFirst community

The primary functionality of the website will include:

- Explanation of the CommonwealthFirst Programme
- Profiles of Advisory Board Members and Project Team
- Application process for Commonwealth Export Champions
- Profiles of Participating Companies
- Exporting Knowhow Toolkits
- Access to business services e.g. finance, legal, accounting, mentoring
- Social media links
- Links to relevant external websites including Queensland Government agencies

For the online networking platform we will either use LinkedIn or Graduway – a white labelled platform which we are proposing to trial in the UK.

#### **4.2 Selection of Export Champions**

Central to the programme is the selection of at least 80 "Commonwealth Export Champions" over three years. These companies will help provide content and case studies and also become brand ambassadors for both CommonwealthFirst and the wider Queensland business community.

The companies will be selected based on their levels of innovation, ambition and their potential to grow internationally. CommonwealthFirst is looking for outstanding businesses with high export potential and as a guideline the following broad characteristics:

- Turnover between AUS\$250,000 and AUS\$100,000,000
- Employees between 10 and 500.
- Revenue growth greater than 20% per annum
- At least two years of trading

These parameters are only indicative. CommonwealthFirst Queensland will look to recruit a wide range of small and medium sized businesses, from early stage start-ups to businesses that are well established in Queensland but have not fulfilled their export potential.

CommonwealthFirst will identify appropriate companies through a series of regional and sector based roadshows and events, support of partner organisations and also direct approaches to

suitable companies and a rigorous selection process. Each cohort will be focused by sector and region in Queensland and will be targeted for specific trade missions – although all export champions will be invited to participate in the missions.

The first cohort will be selected on a “by invitation” basis to ensure we attract high quality companies – although we will need to ensure this process is fully transparent and companies will still need to complete an online application process which will be open to all. Invited companies will include winners of the Premier’s export awards for instance. This will help build momentum for the programme and we anticipate that subsequent selection will then be done through a competitive online and interview selection process to ensure we select companies that are highly committed to the programme.

#### **Cohort One**

Recruitment: “By invitation” online application – August-September 2018

Selection: September 2018

Sector Focus: Healthcare, Lifesciences, Technology

Target Market: Malaysia and Singapore (ASEAN)

#### **Cohort Two**

Recruitment: Online application – January-February 2019

Selection: March 2018

Sector Focus: Manufacturing, Ecommerce, Fintech, Multi-sector retail

Target Market: South Asia

#### **Cohort Three**

Recruitment: Online application – July-August 2019

Selection: September 2019

Sector Focus: AgriTech, Environmental Sustainability, Mining, Energy

Target Market: Southern Africa (SADC), East Africa (EAC)

#### **Cohort Four**

Recruitment: January-February 2020

Selection: March 2020

Sector Focus: Travel and Tourism, Sport, Lifestyle, Food

Target Market: Canada and the UK

#### **Cohort Five**

Recruitment: July-August 2020

Selection: September 2020

Sector Focus: Multi-sector

Each cohort will be announced at a tailored launch event, starting in September 2018, which will be followed by intensive workshops to ascertain export readiness, suitable opportunities and develop an action plan for each company.

### **4.3 Mentoring and Training**

The participating companies will have access to a dedicated mentor and team of specialist advisers with skills in relevant areas including market entry, export finance, shipping, law, accountancy etc.

The mentors and advisers will help the Export Champions develop their Commonwealth Export Strategy and identify suitable opportunities for them. The Queensland specific mentors and advisers will be selected during the first phase of the project and will be matched to specific companies. Additional mentors and advisers will be recruited as appropriate. Queensland Export Champions will also be able to draw on the international network of the CommonwealthFirst mentors. 35 mentors have been recruited to date <http://www.commonwealthfirst.org/about/mentors/>. The mentors and advisers are not paid and expenses are only be paid on a pre-agreed basis. We do not disallow the advisers from establishing a commercial relationship with the Export Champions as long as this is transparent and this is reported to us.

The dedicated mentoring will be complemented by a programme of regular CommonwealthFirst networking and training events. Commonwealth Export Champions will also have access to CWEIC network of Country Directors – currently in Malaysia, Nigeria and Singapore – as well as our 70 strong network of corporate and institutional strategic partners from across the Commonwealth and beyond. A full list of Strategic Partners is attached as **Appendix I**.

#### **4.4 Trade Missions and Market Visits**

A key part of the experience for the “Commonwealth Export Champions” will be the ability to participate in high level market visits. We will prioritise fast growing emerging markets that are underserved by existing Queensland export programmes and perhaps considered more “complex” than traditional export markets.

Over the course of the programme CommonwealthFirst Queensland will organise high level CommonwealthFirst events and visits to the following Commonwealth markets, as well as to more established markets such as Canada and the UK.

Ghana  
Kenya  
India  
Malaysia  
Nigeria  
South Africa  
Singapore  
Sri Lanka

The first Trade Mission is proposed for Malaysia and Singapore in early December 2018 to explore opportunities across the ASEAN region.

There will be a strong focus on opportunities with Africa with proposed trade missions to East, Southern and West Africa. Subsequent missions will focus on the opportunities in South Asia, SAARC, The Pacific.

There will be a minimum of six official trade missions across the three years – with a possible extension to include a trade mission to participate in the trade programme organised as part of the Commonwealth Games in Birmingham in 2022.

Export Champions will participate at their own expense and where appropriate pay a small administrative fee to ensure commitment to the programme. CWEIC and its partners will aim to minimise costs through partnerships with relevant service providers (airlines, hotels etc).

Sector specific visits and overseas trips for individual companies meeting specific customers will be arranged as appropriate. And there will also be opportunities to participate in high profile events organised by CWEIC and our partners such as the Commonwealth Business Forum and the Commonwealth Trade Ministers Meetings, as well as to participate in other Trade Missions and activities organised by the Queensland Government.

#### 4.5 Timeline and Key Milestones

May 2018	Updated proposal submitted
June 2018	Final sign off
June 2018	Queensland Mission to London Tech Week
July 2018	Contracting
August 2018	Selection of first cohort
September 2018	Official launch and announcement of first cohort – Queensland and London
October 2018	Introductory meetings – mentoring and regular webinars commence
November 2018	APEC Summit Papua New Guinea
November 2018	Saudi Arabia-Commonwealth Event
December 2018	Trade Mission to Malaysia and Singapore
December 2018	Annual Reception
January 2019	Applications for second cohort open
February 2019	Applications for second cohort close
March 2019	Second Cohort launched
May 2019	Second Trade Mission
June 2019	Commonwealth Trade Ministers Meeting, Rwanda (TBC)
July 2019	Applications for third cohort open
August 2019	Applications for third cohort close
September 2019	Official Launch of Cohort Three
November 2019	Trade Mission
December 2019	Annual Reception
January 2020	Applications for fourth cohort open
February 2020	Applications for fourth cohort close
March 2020	Official Launch of Cohort Four
April 2020	Commonwealth Heads of Government Meeting, Rwanda (TBC)
June 2020	Trade Mission
November 2020	Trade Mission
December 2020	Annual Reception
May 2021	Trade Mission
<b>Year 4 2021-2022</b>	
November 2021	Trade Mission
December 2021	Annual Reception
April 2022	Commonwealth Heads of Government Meeting, Samoa (TBC)



## 5.0 Monitoring and Evaluation

Tracking the outcomes of the programme and the progress of the Export Champions will be crucial to the success of the programme.

CommonwealthFirst aims to help Export Champions increase exports by 30% year on year after completion of the programme.

An independent evaluation of the programme will be undertaken annually with a comprehensive independent review at the end of the initial three/four year. This will underpin any decision to extend the programme further.

## 6.0 Budget

The total cost of the initial three year programme is estimated to be AUS\$1.65 million – with the option of extending to a fourth year. Please see indicative budget attached as **Appendix II**.

The Queensland Government would make a total annual contribution of up to AUS\$500,000 annually in in-kind support and financial support by leveraging existing export programme – the total contribution for the initial three year programme would be equivalent to AUS\$1.5million.

Additional revenue will be sought through sponsorship and cost-sharing (i.e. partnerships with airlines, hotels etc) which will be re-invested in developing the programme. A separate sponsorship plan will be developed.

Our ambition is to make the programme self-financing by the end of the initial three/four years.

## Contact

For further information please contact

John Pemberton-Pigott  
Director of Programmes  
Commonwealth Enterprise and Investment Council  
[redacted]@cweic.org; +44 (0) 2077476336

**Commonwealth Enterprise and Investment Council**  
**May 2018**

Commonwealth Enterprise and Investment Council  
 Project Lead: John Pemberton-Report  
 Project Start Date: 01/07/18  
 Today's Date: 15/05/18

	2018	2019	2020	2018-2022	2021	2018-2022	Note
<b>INCOME</b>							
Queensland Government	\$500,000.00	\$500,000.00	\$500,000.00	\$1,500,000.00	\$500,000.00	\$2,000,000.00	
Sponsorship	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	*Sponsorship plan to be developed separately
Total Income	\$500,000.00	\$500,000.00	\$500,000.00	\$1,500,000.00	\$500,000.00	\$2,000,000.00	
<b>PROJECT COSTS</b>							
<b>Government</b>							
Incorporation/legal Fees	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	*Use of Government lawyers or potential legal sponsor to reduce costs
Programme Board Meeting/Calls	\$20,000.00	\$6,000.00	\$6,000.00	\$18,000.00	\$6,000.00	\$24,000.00	
Independent Evaluation	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Total	\$16,000.00	\$16,000.00	\$16,000.00	\$48,000.00	\$16,000.00	\$64,000.00	
<b>Website</b>							
Website Set-Up	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	
Web Platform and Development	\$3,000.00	\$3,000.00	\$3,000.00	\$9,000.00	\$3,000.00	\$12,000.00	
Maintenance and Updates	\$3,000.00	\$3,000.00	\$3,000.00	\$9,000.00	\$3,000.00	\$12,000.00	
Total	\$11,000.00	\$6,000.00	\$6,000.00	\$23,000.00	\$6,000.00	\$29,000.00	
<b>Recruitment</b>							
Outreach/Events	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Marketing	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Announcement Event	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Total	\$15,000.00	\$15,000.00	\$15,000.00	\$45,000.00	\$15,000.00	\$60,000.00	
<b>Training and Mentoring</b>							
Member Expenses	\$10,000.00	\$10,000.00	\$10,000.00	\$30,000.00	\$10,000.00	\$40,000.00	*Expenses only paid on pre-agreed basis
Training Events/Meals	\$6,000.00	\$6,000.00	\$6,000.00	\$18,000.00	\$6,000.00	\$24,000.00	
Total	\$16,000.00	\$16,000.00	\$16,000.00	\$48,000.00	\$16,000.00	\$64,000.00	
<b>Trade Missions</b>							
Planning	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	*Costs to be mitigated by airline and hotel partnership opportunities. Missions to be linked with other QW trade missions or other State led activities to mitigate planning and programme costs
Programme costs - events, meetings, site visits	\$20,000.00	\$20,000.00	\$20,000.00	\$60,000.00	\$20,000.00	\$80,000.00	
Team Travel, accommodation and expenses	\$12,000.00	\$12,000.00	\$12,000.00	\$36,000.00	\$12,000.00	\$48,000.00	
Local support	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Total	\$42,000.00	\$42,000.00	\$42,000.00	\$126,000.00	\$42,000.00	\$168,000.00	
<b>Trade Mission 2</b>							
Planning	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Programme costs - events, meetings, site visits	\$20,000.00	\$20,000.00	\$20,000.00	\$60,000.00	\$20,000.00	\$80,000.00	
Team Travel, accommodation and expenses	\$12,000.00	\$12,000.00	\$12,000.00	\$36,000.00	\$12,000.00	\$48,000.00	
Local support	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Total	\$42,000.00	\$42,000.00	\$42,000.00	\$126,000.00	\$42,000.00	\$168,000.00	
<b>Trade Mission subtotal</b>	\$42,000.00	\$42,000.00	\$42,000.00	\$126,000.00	\$42,000.00	\$168,000.00	
<b>Preffing, Media and Communications</b>							
PR Company/Social Media	\$18,000.00	\$18,000.00	\$18,000.00	\$54,000.00	\$18,000.00	\$72,000.00	*Potential PR partner/sponsorship to mitigate costs
Video/Photography	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Editing	\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00	\$5,000.00	\$20,000.00	
Annual Reception	\$39,000.00	\$39,000.00	\$39,000.00	\$117,000.00	\$39,000.00	\$156,000.00	*Sponsorship/hosting opportunity
Total	\$118,000.00	\$118,000.00	\$118,000.00	\$354,000.00	\$118,000.00	\$472,000.00	
<b>Direct Costs Subtotal</b>	\$139,000.00	\$125,000.00	\$125,000.00	\$478,000.00	\$139,000.00	\$583,000.00	
Contingency @ 10%	\$13,900.00	\$12,500.00	\$12,500.00	\$47,800.00	\$13,900.00	\$58,300.00	
Direct Costs Total	\$152,900.00	\$137,500.00	\$137,500.00	\$525,800.00	\$152,900.00	\$641,300.00	
<b>Staff Costs</b>							
Queensland Government secondees	\$80,000.00	\$80,000.00	\$80,000.00	\$240,000.00	\$80,000.00	\$320,000.00	*Programme manager role
CW/C Team	\$120,000.00	\$120,000.00	\$120,000.00	\$360,000.00	\$120,000.00	\$480,000.00	CEO Director of Programmes, CWF Programme Manager, Communications Team, Country Directors
CWF Queensland Project Team	\$170,000.00	\$170,000.00	\$170,000.00	\$510,000.00	\$170,000.00	\$680,000.00	David Hulston, Rick Anstey, Administrative Support
Staff Total	\$370,000.00	\$370,000.00	\$370,000.00	\$1,110,000.00	\$370,000.00	\$1,480,000.00	
<b>Office Costs</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00 To be provided by Queensland Government
<b>TOTAL EXPENDITURE</b>	\$516,900.00	\$562,500.00	\$557,000.00	\$1,635,800.00	\$540,500.00	\$2,176,300.00	
<b>SURPLUS</b>	-\$16,900.00	-\$62,500.00	-\$57,000.00	-\$135,800.00	-\$40,500.00	-\$176,300.00	

## **CWEIC Strategic Partners**

May 2018

### **Country Strategic Partners**

- Government of Cameroon
- Government of Malaysia
- Government of Malta
- Government of Sri Lanka
- Government of the United Kingdom

### **Corporate/Institutional Strategic Partners**

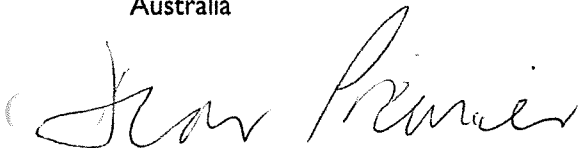
- ACCA
- Arup
- Benoy
- Brunswick Group LLP
- Burberry
- Cayman Islands Government
- CDC Group
- Chimons Gas Limited
- City of London
- Clarkslegal LLP
- Confederation of Indian Industry
- Country Heights
- Crown Agents Bank
- De La Rue
- Famfa Oil
- Federation of Indian Chambers of Commerce and Industry
- Firestone Diamonds
- Federation of Pakistan Chambers of Commerce and Industry
- FSD Africa
- Gem Diamonds
- Ghana Export Import Bank
- Government of Akwa Ibom
- Government of Gibraltar
- Government of Guernsey
- Government of Jersey
- Government of Queensland
- Halmann Vella Group
- HSBC

- Horyal Investment Holding Company
- Hypower Engineering
- Ijara Group
- Inclusive Ventures Group
- InterHealth Canada (UK) Limited
- Invest Cyprus
- Invest Turks and Caicos
- Isle of Man Government
- JCB
- LADOL
- Lagos State Government
- LATC Group
- Life Sciences Queensland
- Limkokwing University of Creative Technology
- Lulu Group International
- Marine Platforms
- Mishcon de Reya
- Next International Nigeria Limited
- PanAfrican Capital
- Prudential plc
- Refilwe Monageng Trading Enterprises
- Rolls-Royce
- Santander
- Schroders
- Seabank Group / DB Group
- Sofitoul Cameroon
- Standard Chartered
- Starz Investments Company Ltd
- Sterling Media
- Symphony Environmental
- Tate & Lyle Sugars
- The Abraaj Group
- The Food Factory/James Caterers
- UK Accreditation Service
- Vitals Healthcare Group
- Wood Group

From the Chairman

5 January 2018

The Hon Ms Anastacia Palaszczuk  
Premier of Queensland  
Queensland Government  
PO Box 15185  
City East  
Queensland 4002  
Australia



## CommonwealthFirst Queensland Proposal

It was a pleasure to see you again in Brisbane and I am very grateful to you for seeing me so soon after your re-election. I greatly enjoyed my visit and I have no doubt that you will host a superb Commonwealth Games

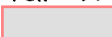
I am very much looking forward to returning with a strong delegation of our Commonwealth Export Champions and other stakeholders to participate in the Trade 2018 programme.

On that note we are particularly keen to take forward the proposal to launch a CommonwealthFirst Queensland programme as part of the legacy of the Games. I am pleased to attach a concept note that has been prepared by David Hulston and Rick Anstey who we believe are extremely well placed to work with us as well as your Government to deliver a trade and investment legacy worthy of the Trade 2018 programme and the Games itself.

I would like to emphasise that a key feature of the CommonwealthFirst programme is that it will be part of a wider and growing international community of like-minded expeditionary entrepreneurs doing business in the fast growing group of emerging economies in the world. In addition to developing the second phase of CommonwealthFirst in the UK we are in discussions with India, Malaysia, Nigeria and Singapore about establishing their own versions of the programme. This will ensure Queensland is an integral part of a truly unique global trade and investment network, which will foster not only exports but also exciting joint venture and inward investment opportunities.

We would be very pleased to discuss the proposal with your office and to provide any further information that you might need.

Best wishes for 2018  
and look forward to seeing you on 6th Oct

Lord Marland of Odstock  
Direct Tel: +44 (0) 20 7104 6189  
E-mail: @cweic.org

# CommonwealthFirst

*A world champion in SME support*

## A Commonwealth Games Legacy

The Commonwealth is a market comprising 52 English-speaking countries with a combined population of 2.4 billion – at least 60% under the age of 30 – and a combined GDP in excess of US\$10 trillion.

The Commonwealth Factor, with its shared language, complementary legal systems and business practices, helps make trade on average 19% cheaper between member countries according to recent research by the Commonwealth Secretariat. By 2020 Commonwealth trade is expected to double to US\$1 trillion.

The Commonwealth includes some of Queensland's most important trade and investment partners, including the United Kingdom, India, New Zealand, Singapore, Papua New Guinea, Malaysia and Canada. Combined these markets are worth more than \$9.4 billion in export value to Australia.

Based on the successful CommonwealthFirst Export Champion program in the U.K. supporting SMEs to trade and invest across the Commonwealth, the **CommonwealthFirst Australia** program will develop a similar, tailored program for **Queensland SMEs**.

*"CommonwealthFirst is an enormous step forward in helping us to achieve our mission of helping Governments and the private sector to understand and utilise the Commonwealth network."*

**– Lord Marland, Chairman of the Commonwealth Enterprise and Investment Council**

This program would build on the strategic partnership agreed between the Queensland Government and CWEIC in March 2017 and the Roundtable event in Singapore, in October 2017, that proposed the establishment of a CAYE-Asia Pacific Hub in Queensland.

Commonwealth Enterprise and Investment Council has agreed to appoint David Hulston and Rick Anstey (bio's attached) to lead the establishment of CommonwealthFirst (CWF) in Queensland. They will be responsible for the selection and mentoring of the CommonwealthFirst Export Champions and the introduction of inward investment delegations from the Commonwealth. Through their extensive networks further country and technical experts will be appointed as mentors in addition to the global network of mentors already in place.

## CommonwealthFirst Australia

The three main aims of CommonwealthFirst Australia can be summarized as, to be a conduit for:

- Queensland growth business seeking export opportunities to trade;
- Growth Companies seeking exposure and investment; and,
- Investment into the State from across the Commonwealth.

In order to achieve maximum impact at Commonwealth Games time and throughout Trade 2018 events, the CommonwealthFirst program needs to be launched as early as possible in the New Year.

In an initial phase CWF will select 10-15 **Queensland Export Champions** to be announced as part of **Trade 2018**. These companies would be selected in advance to ensure they have the opportunity to participate in Trade 2018 events and potentially attend the Commonwealth Heads of Government Meeting and Business Forum in London.

Over the next three years up to 100 leading SMEs will be selected to become CommonwealthFirst Export Champions. Through intensive training, mentoring, trade missions and business development support, Export Champions will be supported in their quest to win new business in the fast growing Commonwealth markets. Their success will be showcased as an encouragement to the wider business community to make greater use of the Commonwealth network.

It is envisaged that CWF could operate from a dedicated Commonwealth House in the Gold Coast Health and Knowledge Precinct. Commonwealth House would be a physical location for the development of Commonwealth related legacy projects emanating from the Commonwealth Games.

The CWF will require sponsorship for 3 years from State Government and/or Gold Coast City Council. The Team will seek Corporate Sponsorship and beyond year 3 it is envisaged that CWF will no longer require funding support from Government as a sponsorship and membership model takes over.

The funding requirement is for Government support of \$500,000 per year for the each of the first 3 years. This funding will cover establishment costs, enable marketing and delivery of the CommonwealthFirst Export Champion program, trade missions to Commonwealth markets and host inward investment missions from other CommonwealthFirst programs. Corporate sponsorship will help subsidise trade and investment mission costs.

Following Lord Marland's visit in December 2017, the CommonwealthFirst team is ready to activate the program detailed above in line with Trade 2018 objectives. This program will form a realization of the Government's aim to maximize the long-term international business legacy of GC2018.

## CommonwealthFirst Australia

### What does being an Export Champion mean and what are the benefits?

The current UK program offers successful applicants the opportunity to be part of an intensive 3-year programme with international support including:

- Trade missions: to fast growing Commonwealth markets
- Access to high level networks and introductions: to ensure you are dealing with the right people in country
- Training and mentoring: support from leading UK exporters, country and technical experts
- Unrivalled profiling and branding opportunities
- Assistance from UK Government, Trade Associations, Chambers of Commerce and a network of Suppliers
- Wider web platform providing advice and support to SMEs looking to expand into Commonwealth markets

The CommonwealthFirst Program will select the initial cohort of export champions and seek to offer similar benefits. The program team will work with organisations like TIQ and Export Council of Australia and other CWEIC country managers. A strict application process will select further cohorts.

*"In July 2016, CWEIC announced its first cohort of UK SMEs where Everledger was selected to become a CommonwealthFirst Export Champion. Since this time, Everledger has advanced strategically and have systematically scaled from its local UK origins to a number of Commonwealth markets. Within 12 months of the program, revenues have exceeded \$1Mil in direct client billing within the Commonwealth region alongside a resource growth of 30 in the team and with supporting clients in Canada, India, Singapore, UK and Australia."*

Leanne Kemp,  
Founder & CEO, Everledger

### What benefit is there to being part of a network of Export Champions from across the Commonwealth?

As the CommonwealthFirst Export Champion program expands across the Commonwealth, past and present members will gain a status as leading exporters, trusted and respected by their partners and peers. The status of Export Champion means a company has been vetted and is supported by CWEIC. These companies will epitomise the best of what Commonwealth trade represents and provide inspiration to other businesses that aspire to do the same.

### What does success of the CommonwealthFirst program look like and how will it be measured?

## **CommonwealthFirst Australia**

CommonwealthFirst Export Champions will be assisted to enter new markets and increase their exports. CommonwealthFirst aims to help Export Champions increase exports by 30% per year after they have participated in the 3-year program.

Over the three-year period 100 Export Champions will be selected and each will be individually assisted to enter and expand in new Commonwealth markets. The most recent CommonwealthFirst UK Export Champion delegation to Canada resulted in 10 companies doing business in Canada for the first time.

CWEIC and the CommonwealthFirst Australia team will also introduce, and coordinate with local organisations, inward investment opportunities. This will include delegations from the Commonwealth for Trade 2018 activities.

### **What is the wider objective of CommonwealthFirst?**

The Commonwealth Enterprise and Investment Council's objective is to establish CommonwealthFirst Export Champions programs across the most significant and strategic Commonwealth market areas. The Australian program will be the second, following on from the successful UK program.

CWEIC has recently appointed representatives in Singapore, Malaysia and Nigeria. Further appointments will be ongoing throughout 2018. These representatives will be available to assist Export Champions enter those markets.

The CommonwealthFirst Export Champions will join an exclusive Commonwealth wide cohort of leading exporters.

CommonwealthFirst Australia, as the first non-UK program, has the opportunity to develop the template for building a local organization. As such, it will gain significant recognition across the Commonwealth and publicity at events such as the Commonwealth Business Forum.

After the initial three-year period of Government support it is envisaged that membership and corporate sponsorship will be sufficient to fund the operation of the CommonwealthFirst Export Champion program.



## CommonwealthFirst Australia



**David Hulston** is an experienced Non-Executive Director, business mentor and technology strategist. He is Co-Founder and Investor Director of Indycube Ventures and investor in many early-stage startups.

An accountant and an intellectual property industry veteran, David has more than 30 years international business experience. He has carried out finance and management roles in Australia, the U.K., South East Asia, USA, Japan and South Korea.

In 1998, David was a founder-director of a £3.3 million Management Buy-out from EMI plc. In 2000, this business was floated on the London Stock Exchange with a market capitalization of £330 million. He founded and developed QED Intellectual Property, an intellectual property licensing and management service business with offices in the UK, Japan and the USA.

David is a supporter of the startup communities in Wales and Australia, dividing his time between both locations. In December 2014, David was the Lord Mayor's Visiting Entrepreneur in Brisbane, Australia. He is a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), an early member of the Commonwealth Partnership for Technology Management, mentor to Commonwealth Enterprise and Investment Council Export Champions and a regular speaker at technology conferences and judge at pitching contests.

David recently facilitated the Queensland-CAYE Asia Roundtable event in Singapore as part of the Queensland Governor's delegation for the Queen's Baton Relay / Trade 2018 mission.

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w: [davidhulston.com](http://davidhulston.com)  
t: @david\_hulston



**Rick Anstey** has a career which spans over 40 years, initially from the U.K, entering the emerging information technology and telecommunications industry in 1971, moving to Australia in 1976, establishing his own group of companies in 1983 and subsequently transitioning his activities in 1996 into Venture Capital and Corporate Advisory roles to encourage and develop promising Australian Innovation.

Rick has worked closely with Federal, State and Local Government's in Australia to commercialise Australian Innovation and provide support for economic development initiatives.

Rick's initial move into early stage venture capital in 1996 was precipitated by work with the Queensland Government's FIG program (Financing IT growth) – a Smart State initiative. This gave Rick a profile within the sector and empathy that came from his own experiences with establishing, building and exiting Australian Technology Companies.

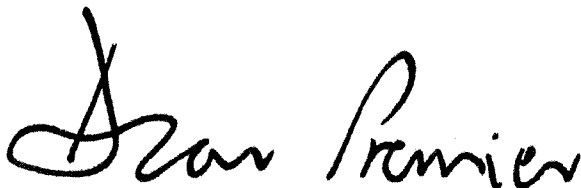
Rick co-founded the iQFunds and inQbator brands in 1999 with Dr Laurie Hammond, and through these vehicles alone has invested in 26 companies, that have, in total, attracted over \$200 Million in follow-on funds. Rick manages his time between the requirements of his portfolio companies, various community support programs and his public and private company Directorships.

Rick is a member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Management, a member of the Australian Venture Capital Association and a Board member at the Australian Centre of Excellence for Entrepreneurship (ACE) at Queensland University of Technology (QUT). He is also a past member of the Queensland Government's Communication and Information Advisory Board, which advised the Government's Minister of Innovation and Information Economy.

## From the Chairman

The Hon Anastacia Palaszczuk  
Premier of Queensland  
PO Box 15185  
City East  
Queensland 4002  
Australia

9<sup>th</sup> August 2018



### **Commonwealth Enterprise and Investment Council: Saudi - Commonwealth Trade Mission, Riyadh, Saudi Arabia**

I am writing to formally invite you to be a lead a delegation of fifteen senior business leaders to CWEIC's Saudi - Commonwealth Trade Mission taking place from Sunday 4th November to Wednesday 7th of November 2018 in Riyadh, Saudi Arabia.

Following on from the success of CWEIC's Saudi Arabia – Commonwealth Trade event in London during the visit of Crown Prince Mohammed bin Salman in March, CWEIC is working with the Saudi Arabian General Investment Authority (SAGIA) to organise a Commonwealth Mission to Riyadh. This trade mission will comprise of Commonwealth Heads of Government, Trade Ministers and 100 senior c-suite business leaders from across the Commonwealth, either looking to expand or set up operations in Saudi Arabia.

The mission aims to both introduce Saudi businesses to opportunities in the Commonwealth as they continue their process of internationalising and diversifying their economy, as well as presenting opportunities for investment in the Kingdom to Commonwealth investors. Through your participation, CWEIC hopes to highlight Bangladesh's investment potential to leading Saudi Arabian investors and business leaders. Our organising Partner is the Saudi Arabia General Investment Authority (SAGIA), with His Excellency Dr Majid bin Abdullah Al Qasabi, Minister of Commerce and Investment and His Excellency Ibrahim Al-Omar, Governor of the Saudi Arabia General Investment Authority acting as hosts.

**From the Chairman**

We would be delighted if you would be able to join us and lead a delegation of fifteen business leaders to be a part of this trade mission.

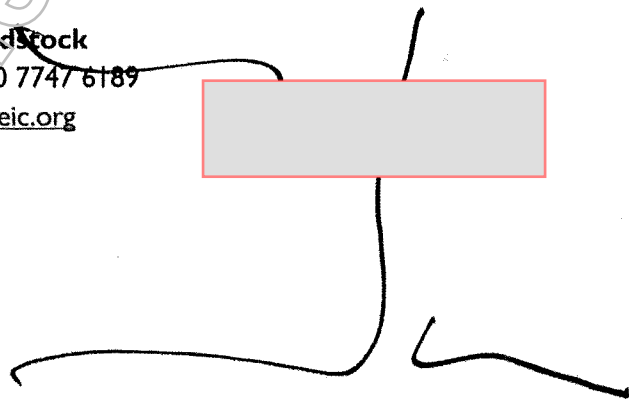
A detailed agenda will follow shortly but I would be grateful if your office could confirm your participation to CWEIC's Director of Business Development Abdul Hamza [redacted]@cweic.org or +44 (0)207 332 1310) at the earliest.

On a separate note, I understand our team has been discussing your visit to the United Kingdom with Agent General Linda Apelt and we look forward to hosting you in London.

Please feel free to contact me or a member of my team if you have any queries or require our assistance.

*I stand ready to help organise visit and host you. Hope you can make it to Saudi with me with warmest best wishes*

**Lord Marland of Odsal**  
Direct Tel: +44 (0) 20 7747 6189  
E-mail: [redacted]@cweic.org



**PREMIER'S BRIEFING NOTE**

**Trade Mission Event – 8.4**

**To:** THE PREMIER  
**Date:** Thursday 11 April 2019  
**Subject:** Attend  
Dinner with Lord Marland of Odstock

**KEY ISSUES**

- You are attending a dinner with Lord Marland of Odstock (Jonathan), Chairman, Commonwealth Enterprise and Investment Council (CWEIC).
- The purpose is to:
  - reaffirm the Queensland Government's support for the CWEIC as strategic partners
  - discuss opportunities to use this relationship to promote future trade and investment.
- From this meeting the Queensland Government is seeking trade and investment opportunities for Queensland's priority sectors. Relevant sectors include health, education, advanced manufacturing, tourism, mining services and energy for new and existing markets within the Commonwealth such as India and African nations.
- The CWEIC is likely to use this opportunity to inform you of their expansion plans across the Commonwealth via increased Strategic Partnerships, the establishment of regional hubs and the implementation of regional CommonwealthFirst export programs.
- The Queensland Government renewed its strategic partnership with CWEIC for 2019 at a cost of £10,000 (approximately A\$18,000). The Queensland Government has been a CWEIC strategic partner since January 2017.
- A Strategic Partner is the term given to CWEIC membership. It provides direct access to CWEIC's international hubs including Malaysia, Nigeria, Singapore and India. Membership provides connectivity with other Strategic partners (both corporate and government) and enables access to CWEIC missions and events including the Commonwealth Business Forum and Trade Ministers Meeting.
- The Queensland Government recently declined an offer from CWEIC to support a CommonwealthFirst Queensland proposal which sought funding of \$1.5 million over three years.

## PREMIER'S BRIEFING NOTE

### *Trade Mission Event – 8.4*

- In January 2019, Lord Marland met with the, Australian High Commissioner, the Honourable George Brandis and the Agent-General to discuss the Federal Government's support for CommonwealthFirst as part of the Commonwealth Games Legacy.
- Lord Marland wrote to you in a letter dated 9 August 2018 inviting you to participate in the CWEIC Commonwealth Trade Mission to Riyadh, Saudi Arabia. The Trade and Investment Commissioner for the Middle East was asked to represent you on the mission as you were unable to attend.
- You met with Lord Marland on 20 December 2017 during his visit to Brisbane in preparation for the CWEIC Business Mission to the Gold Coast Commonwealth Games.
- Lord Marland led a delegation of 34 representatives from CWEIC's CommonwealthFirst program to participate in Trade2018, the Gold Coast Commonwealth Games business program. You met with Lord Marland on 3 April 2018 during this visit.
- Key documents to support your meeting attendance include:
  - Attachment 1 – Bio of The Lord Marland of Odstock
  - Attachment 2 – Media Q&A

## BACKGROUND

- CWEIC was established in July 2014 with the support of the Commonwealth Secretariat and member Governments to be the Commonwealth's apex business organisation. It has a small secretariat based at Marlborough House in Westminster and Guildhall in the City of London.
- CWEIC is a not for profit membership organisation with a mandate from Commonwealth Heads of Government to promote intra-Commonwealth trade, investment and the role of the private sector across the 53 member countries.
- CWEIC is responsible for organising the Commonwealth Business Forum (CBF) alongside the biennial Commonwealth Heads of Government Meeting (CHOGM) and Commonwealth Trade Ministers Meeting on alternative years.
- The next CHOGM is due to be hosted in Rwanda in 2020.

**PREMIER'S BRIEFING NOTE**  
*Trade Mission Event – 8.4*

**CONSULTATION**

- The Department of the Premier and Cabinet and the CWEIC were consulted.

**CONTACT**

Linda Apelt, Agent-General for Queensland and Trade and Investment  
Commissioner, Europe, Trade and Investment Queensland  
Tel: +44 20 7420 8760 | Mob:

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**Bio of The Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council**



Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council. He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network on 1 January 2014.

He is the former Chairman of the Commonwealth Business Council and was Minister for the Department of Energy and Climate Change in 2010 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business and also founded the Jubilee insurance company.

He led the acquisitions of several companies including:

1. Janspeed Ltd (automotive engineering and manufacturing)
2. Hunter Boot Ltd
3. Insurance Capital Partners
4. Jubilee Insurance Ltd
5. WH Ireland Ltd (stockbroker)
6. Wisden Cricketer Ltd
7. and Tamara Mellon, LLC (fashion)

He is Chairman of Tickets for Troops and the Churchill Centre, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

## Media Q&A

### 1. What was the purpose of today's meeting?

To discuss opportunities for future collaboration and promotion of trade and investment opportunities between Queensland companies and other Commonwealth markets.

### 2. Who did you meet?

I met with Lord Marland of Odstock, Chairman of the Commonwealth Enterprise and Investment Council (CWEIC), who has been a great supporter of Queensland in the lead up to, during and post the 2018 Gold Coast Commonwealth Games.

### 3. What did you talk about?

We discussed opportunities for Queensland to export its world leading capabilities in key sectors such as health, education, tourism, advanced manufacturing, energy and mining services, to existing and emerging Commonwealth markets, including India and Africa.

### 4. What is the benefit to Queensland?

Increasing the positive contributions made to the Queensland economy through increased trade and investment with existing and new markets within the Commonwealth.

Released under RTI/OPIC



COPY

**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/19/4502  
TIQ Reference No. Market 19-093

**To: THE PREMIER and MINISTER FOR TRADE**  
**Date:**  
**Subject: CommonwealthFirst Queensland proposal**

Approved / Not Approved / Noted  
Premier / CoS.....  
Date ...../...../.....  
Date Action Required by: ...../...../.....  
Requested by: Elizabeth Sullivan  
(if appropriate)

• **RECOMMENDATION**

It is recommended that you:

- **note** the CommonwealthFirst (CWF) Queensland proposal proposes funding of services already provided by Trade and Investment Queensland (TIQ), at a greater cost and with an under-developed delivery model
- **note** that there are opportunities to partner with the Commonwealth Enterprise and Investment Council (CWEIC) in relation to hosting a summit in India, an initiative under the Queensland–India Trade and Investment Strategy
- **approve** and **sign** the reply letter to Lord Marland of Odstock (**Attachment 1**), seeking further discussions around holding a Queensland – India Summit in India.


• **KEY ISSUES**

- This is the third CWF proposal CWEIC has provided to the Queensland Government since January 2018. As per the two previous proposals, many of the services proposed are already provided by TIQ, both in India and Queensland, and by other departments or agencies.
- India is the focus of this third proposal, however the proposal does not address how services provided under the CWF program provide additional value to those already being funded by the Queensland Government, through the *Queensland–India Trade and Investment Strategy*.
- The proposal is to support 30 businesses per year, totalling 90 businesses across three years at a cost of \$572,952, however there is limited detail on the delivery model.
- India is one of seven TIQ flagship priorities for 2019–20 and TIQ will focus its efforts in India on mining equipment, technology and services (METS) and education. India is a challenging market and the appetite of Queensland companies to engage with the market requires considerable effort, with METS and education likely to produce the best results in the short term
- CWEIC's capability to support Queensland businesses in India is not effectively addressed in the proposal. CWEIC has recently signed an agreement with the Government of Gujarat to deliver a CWF network, however this is yet to be established. CWEIC is also working to establish networks in seven other Indian States.
- CWEIC's current strategic partners in India, Federation of Indian Chambers and Industry and Confederation of Indian Industry are also longstanding TIQ partners.
- TIQ renewed the Queensland Government's membership as a 2019 CWEIC Strategic Partner at a cost of 10,000 pounds (approximately A\$18,000) in February 2019. The renewal of the partnership enables access to the strategic partner network, participation in CWEIC business missions and speaking opportunities at CWEIC's high profile events such as the Commonwealth Business Forum.
- TIQ recommends maximising the existing strategic partnership to connect Queensland businesses with the CWF network as it develops in India, while exploring opportunities for future cooperation.
- Pending further discussion with CWEIC, possible areas for cooperation in India may include:

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- partnering with CWEIC on promotion and delivery of an India Summit
  - connecting Queensland businesses with the CWF network in India.
  - In TIQ's proposed Ministerial Mission Program, the Honourable Kate Jones MP, Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, is recommended to visit India in November 2019, which could coincide with the delivery of the Summit.
- **BACKGROUND**
- The Chairman of CWEIC, Lord Marland of Odstock, wrote to you on 1 May 2019 with a proposal for a CommonwealthFirst: Queensland program (**Attachment 2**).
  - CWEIC is aligned to the Commonwealth Heads of Government to promote intra-Commonwealth trade and investment and the role of the private sector across the 52 member countries. It is responsible for the Commonwealth Business Forum alongside the biennial meetings of the Commonwealth Heads of Government and Commonwealth Trade Ministers.
  - CWEIC strategic membership provides a platform to promote Queensland and encourage UK businesses to look at opportunities in Queensland. CWEIC contacts are a useful channel for the promotion of Queensland capability in the lead-up to other major events such as the Birmingham 2022 Commonwealth Games.
  - CWEIC has identified India as a key export and investment market for its strategic partners. Mr Gitesh Agarwal, Queensland Trade and Investment Commissioner – India recently participated in the CWEIC business mission to India, and a second mission to India is being planned.
  - As a CWEIC Strategic Partner, TIQ has gained access to key influencers across the Commonwealth which would otherwise have been difficult to access. CWEIC also has strong links to African markets and the Asia-Pacific Commonwealth markets which, in the future, TIQ will be able to leverage if it continues its strategic partnership.

  
Paul Martyn  
**Acting Chief Executive Officer**  
**Trade and Investment Queensland**

Rachel Hunter  
**Acting Director-General**  
**Department of the Premier and Cabinet**

**Comments (Premier or DG)**

For reply please quote: *TIQ/DP – TF/19/4502*

Lord Marland of Odstock  
Chairman  
Commonwealth Enterprise and Investment Council  
[REDACTED]@cweic.org

Dear Lord Marland

Thank you for your letter of 1 May 2019 regarding the Commonwealth Enterprise and Investment Council (CWEIC) proposal for a CommonwealthFirst program focussed on India.

My Government recognises the importance of creating a strong bond and engaging further with this growing economic powerhouse and has a strategy to develop the India market for Queensland.

Trade and Investment Queensland (TIQ), through its network of international offices and regional trade and investment advisors is leading this work, providing a range of services to Queensland exporters and promoting the State as an attractive investment destination.

We see CWEIC as a strategic partner, remain committed to our relationship and believe there may be an opportunity to partner in the delivery of a Queensland – India Summit in India, where CWEIC is active.

I have asked Ms Toni Brownie, General Manager International Operations at TIQ to contact your office to ensure we maximise our partnership and to explore collaborative opportunities with a focus on India. Ms Brownie can be reached by email at [toni.brownie@tiq.qld.gov.au](mailto:toni.brownie@tiq.qld.gov.au) or on telephone +61 7 3514 3142.

Thank you again for your ongoing commitment to driving trade and investment outcomes for Queensland and other Commonwealth nations.

Yours sincerely

**ANNASTACIA PALASZCZUK MP  
PREMIER OF QUEENSLAND  
MINISTER FOR TRADE**

# COMMONWEALTH

*Enterprise and Investment Council*

Commonwealth Enterprise and  
Investment Council  
Marlborough House  
Pall Mall, London  
SW1Y 5HX

**From the Chairman**

The Honourable Anastacia Palaszczuk,  
1 William Street  
Brisbane

1 May 2019

Dear Anastacia

## **CWEIC and Queensland**

It was a delight to see you for dinner on 11<sup>th</sup> April and I hope that the rest of your visit went well.

Further to our meeting, I am very pleased to send for your consideration the Commonwealth Enterprise and Investment Council's (CWEIC) proposal for a CommonwealthFirst program. As we discussed this is designed to support Queensland in its strategic priority of developing its relationships and level of trade with India.

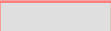
As you will note, CWEIC has a strong and ever strengthening network across (and beyond India). With that in mind, can I suggest that we follow this up with a discussion between Paul Martyn, Linda Apelt, Rachel Hunter or Tess Bishop and Alan Gemmell, CWEIC's Chief Executive. Alan joined CWEIC from his role as Director of the British Council in India and has a wealth of experience and senior business and government connections from across the India market.

As ever, CWEIC is grateful for the support of the Queensland Government and I look forward to developing our collaboration further,

Yours sincerely,

*Yours for the future*



**Lord Marland of Odstock**  
Direct Tel: +44 (0) 20 7747 6189  
E-mail: @cweic.org

# CommonwealthFirst

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## CommonwealthFirst: Queensland

### 1.0: CommonwealthFirst

CommonwealthFirst (CWF) is a programme established by the Commonwealth Enterprise and Investment Council (CWEIC) to grow Intra-Commonwealth trade by supporting Small and Medium Enterprises to export confidently to new Commonwealth markets.

CWF has two primary objectives, to support:

- Governments and their commercial partners in increasing their volume of Commonwealth exports and;
- SME's to expand their operations and grow into new Commonwealth markets. Opportunities include facilitated trade missions and also 1-2-1 technical support and mentoring.

### 2.0: The Proposition Details

- CWF can be built to the participant numbers required by the Market Sponsor;
- The CWF Queensland program is proposed to constitute 30 businesses a year, for 3 years (90 businesses) overall at a total 3-year cost of \$572,952 or £314,820
  - A full budget breakdown is available as required.

Further details of the proposition, the ambition, priorities and outcomes are outlined in paragraphs 10 – 12.

### 3.0 The Commonwealth Enterprise and Investment Council

CWEIC is the Commonwealth's business organisation chaired by Lord Marland, who served as Prime Minister David Cameron's Trade Envoy. CWEIC has a mandate from Commonwealth Heads of Government to promote trade, investment and the role of the private sector. CWEIC's Chief Executive is Mr Alan Gemmell (OBE), who joined CWEIC in December 2018 from his role as Director of the British Council in India. Mr Gemmell brings to CWEIC his vast experience and connections across the Indian business and government communities.

CWEIC has close to 80 Strategic Partners from over 20 Commonwealth countries; including both Australia and India. By 2021 CWEIC will have grown this business network to 180 Strategic Partners; providing access, insight and influence across the Commonwealth with a focus on business-to-Government engagement.

CWEIC currently has established international operations in 6 priority Commonwealth markets; including the UK (including a particular focus on the City of London), Malaysia, Singapore, Nigeria, Malta and Sri Lanka. CWEIC has also recently signed a MoU with the Government of Gujarat and is currently working to further develop its presence across India and to further develop its international operations across Australia and the Pacific, the Caribbean (through a recent partnership established with the Government of the Cayman Islands) and East Africa, as CWEIC looks forward to delivering the Commonwealth Business Forum in Rwanda, in 2020.

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## 4: CWEIC and India:

With a population of over 2.4 billion and a combined GDP that is projected to continue to grow to UKS \$13 trillion by 2020, the Commonwealth maintains a global relevance to trade. The Commonwealth represents over one-third of the world's population and will contain over 40% of the global workforce in the next two years. Of the Commonwealth's 2.4 billion people over 60% are under 30, with a burgeoning middle class consumer base that will reach one billion over the next 2 years. Significantly, India's path of growth is set to see India become the world's largest economy behind China by 2050, with an economy 60 times that of Queensland's.

Recognising the importance of fostering relationships and collaboration in the Indian market CWEIC continues to develop a strong Strategic Partner network across India. CWEIC has prioritised both Government and Institutional partners with whom CWEIC is already developing collaborative programming. For example CWEIC signed a MoU to deliver a CommonwealthFirst network with the Government of Gujarat. Two of CWEIC's Strategic Partners exemplify the strength of this network and include:

### *Federation of Indian Chambers of Commerce and Industry (FICCI):*

- Established in 1927, FICCI is the largest and oldest apex business organisation in India. FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies. FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community and;
- CWEIC is currently working with FICCI as an in-market partner for taking forward CWF proposals and market connections across a series of Indian states including those Indian states of priority to Queensland including; Gujarat, West Bengal, Telangana, Karnataka and Banglaru.

### *Confederation of Indian Industry (CII):*

- The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. Founded in 1895, CII has around 9000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 276 national and regional sectoral industry bodies.
- CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues and;
- With 65 offices, including 9 Centres of Excellence, in India, and 10 overseas offices in Australia, China, Egypt, France, Germany, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 355 counterpart organizations in 126 countries, CII serves as a reference point for Indian industry and the international

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business community. CWEIC is currently working CII to develop CWF proposals for Indian States that includes Maharashtra and Delhi.

## 5: CWEIC's Recent Successes in India

CWEIC further developed its profile and relationships in India with an extremely successful trade mission to 'Vibrant Gujarat'. Due to the size and scale of CWEIC's delegation (of over 75 senior business and Government leaders), was CWEIC recognised as an official event partner. 'Vibrant Gujarat' saw CWEIC successfully establish a Memorandum of Understanding with the Government of Gujarat to progress a Strategic Partnership and a CWEIC: CommonwealthFirst Program. Following 'Vibrant Gujarat' CWEIC is currently working to develop matching proposals for seven other priority Indian states. Of particular interest to the Queensland Government will be CWEIC's partnership proposals with the Indian State Government's of West Bengal, Bengaluru, Karnataka, Maharashtra and Telangana; all states identified by the Queensland Government as representing priority opportunities. CWEIC's progress in India, alongside the development of its operations and Strategic Partner base across the wider-Africa has ensured that CWEIC has unique government and business connections across two of the world's largest and fastest growing economies.

## 6.0 CWEIC and Queensland: A Gold Coast 2018 Commonwealth Games Legacy

The CWEIC and Queensland Government is a relationship cemented through GC2018 and one that continues to offer value to-date; for example:

- Providing Queensland Government with internationally high-profile opportunities; for example speaking opportunities at the 2017 Commonwealth Trade Ministers Meeting and 2018 Commonwealth Business Forum;
- Supporting Queensland Government in developing emerging industries; for example providing speakers and delegates to the LifeScience Queensland led Commonwealth Innovation Forum and committing to grow this forum to an established Commonwealth platform;
- Helping to connect Queensland to the Commonwealth and vice-versa. For example CWEIC brought the single-largest international delegation to support the *Trade 2018* program;
- Providing Trade and Investment Queensland with valuable connections across CWEIC's Strategic Partner network (for example Arup) and Queensland companies with opportunities; for example in attending CWEIC's recent Rwanda Mining Event and;
- Work is also underway with the Office of Queensland's Chief Entrepreneur (in coordination with TIQ Europe and London) to deliver a Commonwealth and Queensland Technology event. This will be timed with the London Tech Week (June 2019) and support Queensland's (and the wider Australia) delegation to LTW.

## 7: CommonwealthFirst: An Overview

CWF provides a structured approach to maximising the unique trading opportunities presented by the Commonwealth, in-particular the:

- Size and demography of the Commonwealth: With the 53 nations of the Commonwealth representing over one-third of the World's population and the trading

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opportunities presented by the Commonwealth's exponentially increasing middle-class. The scale and potential of the Commonwealth is well represented by India, which by 2050 is expected to have a population that will be almost 60 times of Queensland's. This has seen Commonwealth trade continue to grow at a time of increasing world uncertainty and;

- The Commonwealth Business Advantage: Where the consistency of language, legal systems and financial systems across the Commonwealth has been shown to present a 19% trading advantage for Intra-Commonwealth trade.

## 8: CommonwealthFirst: The Story-to-date and the Next Steps: 2019-21

*'Through Commonwealth First, Everledger has been able to cement its UK operations and successfully expand into India'*

Leanne Kemp: CEO Everledger (CWF Export Champion) and Queensland's Chief Entrepreneur

The CWF Program was launched at the CWEIC led 2015 Commonwealth Business Forum (CBF), in Malta. CWF was piloted through four cohorts of SME's totalling 100 business across 2016 – 2018; with key highlights including the:

- Recruitment of 100 business across the pilot. Whilst the pilot was trialed with the UK market in-mind, its participants were international in nature;
- Delivery of 17 CWF export focused events including a Commonwealth Export Day and a Commonwealth First International Festival of Business;
- Delivery of 2 targeted Trade Missions per year for CWF participants to 6 priority Commonwealth markets including: Canada, Malaysia, Singapore, India and Australia. The CWF program continues in 2019 with a return to the Indian market through CWEIC's role as a Partner Organisation to the 'Vibrant Gujarat' Global Summit in January 2019;
- Recruitment and appointment of a high level and international business mentor network (currently comprising over 40 international business leaders) to provide expertise and insight on an unique 1-2-1 basis for program participants and;
- There were also business specific outcomes for cohort members; for example:
  - Playdale increased exports to the Commonwealth by 492% and;
  - Everledger, a Queensland based enterprise who joined the UK cohort to leverage the opportunities presented by CWF. These included participating in a number of the CWF trade missions; including those to India, where Everledger used the connections generated by CWEIC to establish operations; Canada where Series A funding of over £10mUS was attracted and to Queensland; where the founder, Leanne Kemp was a keynote speaker to Trade 2018 and the Commonwealth Innovation Forum.

CWEIC's CWF web-site provides further information of the achievements to-date and the mentor network: ( <https://www.commonwealthfirst.org/> )

## 9: CommonwealthFirst 19-21:

Building on the successful pilot CWEIC has two linked priorities for CWF across 19-21:



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- Expand the CWF network to create a trusted community of credible SME's that stretches across the Commonwealth. The aspiration is to build the CWF business network to over 400 business by the time of the 2020 CBF; with a CWF presence for all priority Commonwealth markets. CWEIC is actively developing CWF networks in the UK, Malta, Australia, Malaysia, Nigeria and India, and;
- Ensure that the CWF international networks are expanded in a co-ordinated way with a real synergy of opportunity across the network; for example CWF networks are being developed around:
  - Shared Commonwealth priority sectors for example innovation; with these sectors having been identified to reflect both priorities across the Commonwealth and also to enhance existing Queensland Government strategies and programmes. For example Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy, and Queensland – India Trade and Investment Strategy (ITIS): 2018 – 2023, and;
  - Broader themes to help countries meet the Commonwealth's Sustainable Development Goals; for example around Gender Equality (SDG 5) and Economic Growth (SDG 8)

## **10: Commonwealth First: Queensland: The India Market Opportunity**

Following a discussion between The Honourable Anastacia Palaszczuk, MP, Premier of Queensland and CWEIC, CWF Queensland is designed with a focus on the Indian market. CWF Queensland is designed to support the Government of Queensland's objective of maintaining its position within Australia as having the largest share of exports to India, enhancing market understanding and increasing investment from India:

As outlined in Paragraph 12 CWF will deliver a series of structured activities that will directly support two of the priority targets within Queensland's ITIS:

*Increasing the number of opportunities facilitated by Queensland Government by 50% over the next 5 years and;*

*Increasing the total exports from Queensland to India by 50% over the next 5 years.*

CWF Queensland is designed to directly support Queensland Governments' ITIS Key Initiatives, specifically:

- *Elevate Queensland's Profile in India* through CWF Queensland by:
  - Strengthening Queensland's reputation across priority sectors and support the Commonwealth's Government 'Brand Australia' Programme. CWF cohorts will be recruited against sectors of mutual priority between Queensland and India identified through the ITIS. It is proposed that CWF Queensland will target innovation across the following sectors: Education and Ed Tech, Training, METs (and Renewable Energy), Food & Ag and Healthcare;
  - Providing a focal point for Queensland businesses to increase their understanding of key in-market events and forums, and;
  - Targeting CWF: Queensland Trade Missions to increase Queensland's presence at major Indian conferences to India. CWEIC will build from a position of strength as an Official Partner to Vibrant Gujarat 2019 and ensure that CWF Trade Missions are timed to coincide with major in-market trade events. With timings and opportunities guided by CWEIC's network of Strategic Partners and State Government partners;

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- *Build the Capability of Queensland's business community to successfully operate in India by:*
  - Putting in place a structured approach to maximise the opportunities presented by CWEIC's Strategic Partner network to Queensland, with a particular priority of supporting TIQ: India's in-market presence. In particular CWEIC will ensure that TIQ is introduced to CII and FICCI and that opportunities are provided to brief/ de-brief CWF participants, pre and post Trade Missions;
  - Utilising CWEIC's Strategic Partner network to support TIQ in facilitating Queensland businesses 'landing' in India. For example CWEIC is currently working with FICCI to explore the opportunity for shared meeting space for CWF participants; an opportunity that would be extended to CWF Queensland participants;
  - CWEIC has established a strong social media presence following its successful Vibrant Gujarat mission. CWF success stories and Trade Missions will be pro-actively communicated across CWEIC's; media channels, priority events and strategic partner network and;
  - CWEIC proposes to work with the Government of Queensland to scope a Queensland in India event that could form part of the programming for the 2020 Commonwealth Business Forum. This could provide a great opportunity to add prestige, international awareness and momentum to Queensland's ITIS commitment to developing an annual Queensland – India trade event. The participation of CWF Queensland members would demonstrate Queensland's growth and credibility across the Indian market to a global audience of senior business and government leaders.
- *Develop Queensland's Market intelligence and understanding of the opportunities presented across the Indian market by:*
  - CWEIC leveraging its Strategic Partner network to provide market access and sector insight sessions across the priority Indian states identified in para 4 for CWF Queensland participants (alongside additional Commonwealth country market and sector webinars as part of the wider participant package). This will see CWF participants receive a minimum of 1 targeted market and/ or sector webinar being delivered per month. CWF Queensland participants will be able to continue to access CWF webinars post-program completion. CWEIC will prioritise digital channel delivery to provide a more efficient delivery system and the collation of more effective customer intelligence and;
  - CWEIC will work with both Queensland Government and its wider Strategic Partner network to support Queensland in its priority of developing market intelligence reports. In particular to maximise the wealth of material and insight already produced by partners such as FICCI and CII, plus CWEIC's Government partners.
- *Foster long term relationships and collaboration across Queensland and India by:*
  - Prioritising the development of a long term relationship between the Queensland Government, CWF Queensland Participants and CWEIC's Strategic Partners who prioritise the Indian market. A particular priority will be placed on early engagement with CWEIC's Institutional Strategic Partners from India, CII and FICCI. Specific opportunities will be sought to provide opportunities for businesses to meet, connect and network;

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- Providing CWF participants with the ability to directly connect with wider CWF networks through CWEIC's app that will be rolled out to SP's and CWF participants from August 2019. This app will enable participants to directly communicate and to build a long lasting alumni network for CWF participants so they can build long term connections and networks;
- CWEIC prioritising Queensland as a market of opportunity within the CWF India State Government proposals and in particular identify Queensland as a priority location for their trade missions. This will help bring targeted delegations of Indian businesses to Queensland to support the Queensland Government in establishing contact with Indian businesses who have an interest in Australia with a view to establishing an office in Queensland. A provisional target could see CWEIC bringing 25 Indian businesses per year to visit Queensland as part of reciprocal CWF trade missions. Where possible/ desirable this would be timed with major Queensland events; for example Qode/ ;
- Each member of the CWF Queensland will receive a coach targeted to the requirements of the business. For those businesses prioritising the Indian market, CWEIC will seek to provide a coach with the requisite market expertise to support those Queensland businesses seeking to grow their operations into India. The international nature of CWEIC's mentor network will also enable CWF India participants to be able to better understand and embrace reciprocal opportunities within Queensland. This will also provide an opportunity to collaborate and add value to TIQ's work in establishing the proposed Queensland – India mentor network as per the ITIS,
- Supporting Queensland in setting up partnerships and MoU's with priority Indian states and;
- CWF Queensland will provide a structured approach that will directly assist Queensland's aspiration of developing a program that will support collaboration to develop collaboration across priority industries between Queensland and India.

## 11: The Proposition Details

- CWF can be built to the participant numbers required by the Market Sponsor;
- CWF Queensland is proposed to consist of:
  - 1 cohort of 30 participants per year;
  - 90 participants across the 3 years at a total cost of AD \$6,366 or £3,498 per participant \$572,952 or £314,820 and;
  - A full budget breakdown is available as required.

CWF Queensland will:

- Deliver from Day 1; with the announcement confirming cohort 1 participants;
- Identify participants from across Queensland through regional and sector based roadshows;
- Ensure its selection process is both competitive and transparent; to ensure that only high quality participants, who will be actively engaged with the scheme are selected and;
- Support and add value to Queensland Government Agencies, Programmes & Strategies including, Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy

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## 12: CWF: Queensland: Wider Strategic Impact

Alongside Queensland – India Trade and Investment Strategy, CWF Queensland is designed to compliment and add value to additional Queensland Government strategic priorities:

Queensland Government Strategic Priority	CWF Queensland will:
<p><b>Advance Queensland:</b> through supporting Queensland:</p> <ul style="list-style-type: none"> <li>• Grow as a leader in the Knowledge Economy</li> <li>• Connect those ideas, businesses and entrepreneurs to new markets</li> <li>• Grow and inspire innovation networks to connect, learn and partner</li> <li>• Grow industries to accelerate growth into new markets/ opportunities</li> <li>• Discover &amp; Attract new investment, venture capital to foster emerging industries</li> <li>• Accelerate the development of high growth firms</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver CWF cohorts including:               <ul style="list-style-type: none"> <li>- Digital and Fintech</li> <li>- Resource &amp; Energy Tech</li> <li>- Sustainable Environment, Building and Agri-tech/ Biofutures &amp; Life Sciences</li> <li>- Advanced Manufacturing</li> <li>- e-Commerce</li> </ul> </li> <li>• Sectors to be finalised in partnership with CWF market sponsor</li> <li>• Facilitate Engagement and networking with wider CWF international networks</li> <li>• Delivery of targeted trade missions</li> </ul>
<p><b>Queensland Trade and Investment Strategy 2017 – 2022 &amp; Queensland: Endless Opportunities:</b></p>	<ul style="list-style-type: none"> <li>• Support Queensland's 10-year action plans for priority sectors including Advanced Manufacturing, Biofutures, Biomedical &amp; Life-Sciences and METS</li> <li>• Ensure the cohorts support Regional Queensland through an active out-reach program</li> <li>• Assist Queensland attract sustainable foreign investment through linking CWF members to CWEIC's established network of high-profile strategic partners.</li> <li>• Showcase Queensland's world-class tourism experiences, investment opportunities and infrastructure relating to major international events</li> <li>• Directly support Queensland Government in its targets to build export capabilities and increasing its share of overseas exports to 22% by 2022</li> <li>• Directly contribute to supporting the Queensland Government in increasing the number of investment outcomes by 2022</li> <li>• Support Queensland's Strategic Priority of Economic Diversification through the cohort sectors identified</li> <li>• Show continued outcomes from the legacy of GC2018</li> </ul>
<p><b>Queensland's Export Awards</b></p>	<ul style="list-style-type: none"> <li>• Provide a natural link to these awards; both to advance new applicants and also to further previous award recipients. For example CWEIC's Chairman met with previous award winners including Grace Loves Lace &amp; Opmantek as part of the <i>Trade 2018</i> program.</li> </ul>

## 13: CommonwealthFirst Queensland: The Sponsor's Value Proposition

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- Recognition and high-profile opportunities for the Sponsor through:
  - A programme directly designed to support Queensland's strategic priorities with a particular focus on the Indian market;
  - Key note speaking and associated sponsor activities across CWEIC's high profile and impact events e.g. CBF/ Commonwealth Innovation Forum;
  - Recognition as CWF Queensland Sponsor and branding across CWF Queensland material, activities & events, and;
  - High level networking opportunities including Heads of Government, Ministers and C-suite business level,

## **14: CommonwealthFirst Queensland: The Participant Value Proposition**

CWF Queensland participants will receive the following commitments:

- a briefing conversation with CWEIC within two weeks of joining the programme to ensure that CWEIC are clear as to the participants priorities and requirements in joining the program
- access to a dedicated network of senior and impactful contacts who will provide:
  - Insight to support participants in accessing and entering new markets, with India being a clear priority;
  - Influence to support participants in being able to rapidly expand an in-market presence;
  - Insight to support a participant grow their business idea;
  - Insight to support a participant grow their business through the provision of expert advice across key points within a business lifecycle and;
  - Connections through providing a participant with credible and trusted contacts across priority Commonwealth markets
- access to a program of webinars (minimum 1 per month across the duration of the program) which will include:
  - Market access information across priority Commonwealth international and state markets;
  - Insight to emerging trends and developments across the priority sectors identified by the CWF Market sponsor
- the provision of a contracted number of hours access to a business coach who will support the program participant in developing their business plan and planning their growth across the business lifecycle and into new markets.
- each participant will be provided with an opportunity to attend at least one CWEIC-led trade mission per cohort. The location of this Trade Mission will be agreed with the Market Sponsor and it is proposed that the Trade Missions for CWF Queensland could be targeted towards the India Market:
  - The trade missions will be designed to support the needs of the programme participants, once finalised. Participation on a trade-mission will incur an additional fee;
  - The trade missions will be populated from across CWEIC's international strategic partner network, wider CWF programmes (for example India and UK) and to agreed stakeholders and partners from outside of CWEIC's direct network;
  - Participants will be supported in the construction of their programme and meeting contacts and;

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- A trade mission will (whenever possible) be timed to coincide with a key international event/ trade show within the target market/ priority sectors
- Direct access to ever increasing network of CWF programme participants from across key Commonwealth markets. The aspiration is to build this network of pre-qualified and credible businesses to a network of 400 participants by CBF 2020;
- Direct access to and participation with CWEIC's high-profile programme of events, including the 2020 Commonwealth Business Forum and;
- The ability to utilise the CWF brand and logo to augment the participants' business identity and international credibility/ connectiveness.

Wherever possible CWEIC will deliver commitments through Digital Solutions. This reflects CWEIC's recognition of the need to minimise the cost in time, financial and resource to a business in travelling.

## **15: CommonwealthFirst Queensland: Who is the Ideal Participant?**

The final criteria will be agreed with the Market Sponsor. As a guide CommonwealthFirst looks for credible and exciting businesses with high export potential and as a guideline the following broad characteristics could be targeted:

- Established businesses who are moving towards the Expansion stage of the Start-Up lifecycle; with characteristics provisionally including;
  - Proven experience/ capability across the priority sectors;
  - Turnover between AUS\$250,000 and AUS\$100,000,000
  - Employees between 10 and 250
  - Demonstrable Revenue growth; with an aspiration of 20% over the last 2 years and;
  - Represent the broader Queensland; including Regional Queensland
- A business who is looking to expand into another Commonwealth market. This includes both:
  - Those looking to start exporting to another Commonwealth market and/ or and;
  - Those currently exporting to a Commonwealth market and looking to expand operations into additional Commonwealth markets;

These parameters are only indicative. CommonwealthFirst Queensland will look to recruit a wide range of small and medium sized businesses, from early stage start-ups to businesses that are well established in Queensland and are potentially operating in overseas markets but have not fulfilled their export potential.

## **16: Commonwealth Queensland: An High-level activity plan**

Recognising that the timing and focus of CWF Queensland will be developed in partnership with the CWF: Queensland Sponsor, the table below is intended to provide an indicate view of high level timings and activities only.

<b>Timing</b>	<b>Sector</b>	<b>Potential Activity</b>
July '19	Cross-Cutting	Announcement and associated Comms

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September '19	Cross-Cutting	Launch event
January 2020	Cross-Cutting	Vibrant Gujarat
June 2020	Cross-Cutting	Commonwealth Innovation Forum @ Commonwealth Business Forum
January 2021	Cross-Cutting	Vibrant Gujarat
June 2021	Ed, Food and Health Tech	London Tech Week

- CBF in 2020 in Rwanda and programming to establish the CWF global community network.

## **17: Partnership**

The programme will be a partnership between the Government of Queensland, the Commonwealth Enterprise and Investment Council (CWEIC) and CommonwealthFirst Queensland. CWEIC will retain ownership and the IP of the CommonwealthFirst brand.

The Queensland Government will provide support through a combination of in-kind support and through leveraging existing funding programs to support Queensland exporters. We will continue to work closely with all State Government agencies including the Premier's Office, Trade and Investment Queensland, Advance Queensland, Business Queensland, Economic Development Queensland and Queensland's diplomatic network (particularly the Agent General in London), as well as national agencies such as Austrade, Regional Development Agencies (RDAs), TradeStart and relevant municipal authorities.

Additional partners and sponsors of the programme will be identified to assist in funding and, equally importantly, mentoring the Export Champions.

Similarly, CWEIC will continue to work closely with other Queensland based initiatives and organisations, such as Life Sciences Queensland, Queensland's Chief Entrepreneur and River City Labs. We will also work closely with international initiatives such as Pitch@Palace whose Australian arm is led from Queensland and where Queensland has had a proven track record of success, including winners across 2017 and 2018.

## **18: Governance**

A programme board will be established to oversee the delivery of CommonwealthFirst Queensland.

Non-executive board members will be unpaid, but reasonable expenses will be paid on a pre-agreed basis. The board will have quarterly calls and will meet once a year to help develop the strategy for the programme and to monitor performance.

The board will be expanded as necessary, possibly with the addition of a non-statutory advisory board, and we are keen to ensure gender balance as well as state-wide representations. Sponsors will also be represented on the board/advisory board as appropriate.

## **19: Web-site**

The programme will be supported by a website and an online platform to facilitate networking between the Export Champions and the wider CommonwealthFirst community. CWF Queensland will benefit from the UK CWF Pilot, which has already established a web-

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site and brand. CWF Queensland will also be supported by a CWF LinkedIn network and an enduring alumni strategy.

## **20: Mentoring and Training**

The participating companies will have access to a dedicated mentor and team of specialist advisers with skills in relevant areas including market entry, export finance, shipping, law, accountancy etc.

The mentors and advisers will help the Export Champions develop their Commonwealth Export Strategy and identify suitable opportunities for them. The Queensland specific mentors and advisers will be selected during the first phase of the project and will be matched to specific companies.

Queensland Export Champions will also be able to draw on the international network of the CommonwealthFirst mentors. 40 mentors have been recruited to date <http://www.commonwealthfirst.org/about/mentors/>.


Commonwealth Export Champions will also have access to CWEIC network of Country Directors –as well as our 70 strong network of corporate and institutional strategic partners from across the Commonwealth and beyond:

This international network of mentors will compliment, support and add-value to Queensland's existing International Business Advisory Network, as established per Queensland's Trade and Investment Strategy.

The mentors and advisers are not paid and expenses are only paid on a pre-agreed basis. We do not disallow the advisers from establishing a commercial relationship with the Export Champions as long as this is transparent and this is reported to us.

## **Contact**

For further information please contact

Dan Thatcher  
Director of Programmes  
Commonwealth Enterprise and Investment Council  
@cweic.org; +44 (0) 2077476336

**Commonwealth Enterprise and Investment Council: April 2019**



## Tess Bishop

---

**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Sent:** Wednesday, 1 August 2018 8:51 PM  
**To:** Tess Bishop  
**Subject:** FW: Tess Bishop introduction meeting with Rick Anstey / Discussion on Commonwealth First Initiative

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

FYI

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

Telephone: +44 20 7420 8760

Mobile: [REDACTED]



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**From:** Lord Marland <[REDACTED]@cweic.org>  
**Sent:** 01 August 2018 10:50  
**To:** Rick Anstey <[REDACTED]@iqfunds.com.au>  
**Cc:** David Hulston <[REDACTED]@fastmail.fm>; John Pemberton-Pigott <[REDACTED]@cweic.org>; Linda Apelt <Linda.Apelt@tiq.qld.gov.au>; Warren Bartlett <Warren.Bartlett@tiq.qld.gov.au>  
**Subject:** Re: Tess Bishop introduction meeting with Rick Anstey / Discussion on Commonwealth First Initiative

Great news

Sent from my iPhone

On 1 Aug 2018, at 05:32, Rick Anstey <[REDACTED]@iqfunds.com.au> wrote:

Meeting confirmed with Tess Bishop

Hi all

After Linda's kind intro  
We have locked in to meet on August 22nd  
Will keep you all updated  
Rick

----- Forwarded message -----

From: **Tess Bishop** <tess.bishop@premiers.qld.gov.au>  
Date: Wed, 1 Aug 2018 at 1:19 pm  
Subject: Tess Bishop introduction meeting with Rick Anstey / Discussion on Commonwealth First Initiative  
To: Rick Anstey <[redacted]@iqfunds.com.au>, Linda Keeshan <linda.keeshan@premiers.qld.gov.au>, Marguerite Taylor <marguerite.taylor@premiers.qld.gov.au>

Purpose:

Discussion on Commonwealth First Initiative

Attendees:

Tess Bishop, Deputy Director General, Strategy and Engagement, Department of the Premier and Cabinet

Linda Keeshan, Executive Director, Intergovernmental Relations and Strategic Policy, Strategy and Engagement, Department of the Premier and Cabinet

Marguerite Taylor, Director, Strategic Policy, Strategy and Engagement, Department of the Premier and Cabinet

Rick Anstey - [redacted]@iqfunds.com.au

Contact:

Kelly Healey - 3003 9484

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----- Forwarded message -----

From: Rick Anstey <[redacted]@iqfunds.com.au>

To: Kelly Healey <Kelly.Healey@premiers.qld.gov.au>  
Cc: David Hulston [redacted]@fastmail.fm>, Romila Prasad <romila.prasad@premiers.qld.gov.au>  
Bcc:  
Date: Mon, 30 Jul 2018 04:03:55 +0000  
Subject: Re: E Introduction  
Hi Kelly  
Wednesday 22nd is perfect for me  
But flexible if you need to change  
Best Wishes  
Rick

On Mon, 30 Jul 2018 at 1:50 pm, Kelly Healey <Kelly.Healey@premiers.qld.gov.au> wrote:

Dear Rick

Welcome to Brisbane. Hope you have arrived safely.

Getting back to you on availability for Tess Bishop to meet with you. Some suggested times are below:

- Wednesday 22 August at 9.30am
- Monday 27 August at 11am

The meeting will take place at 1 William Street, Brisbane

Let me know if any of these dates are suitable to you and I will forward through an invite.

Kind regards

<image001.png> Kelly Healey

Executive Officer

Office of the Deputy Director-General,

Strategy and Engagement

Department of the Premier and Cabinet

---

P 07 3003 9484 M [redacted]

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

**From:** Rick Anstey [redacted]@iqfunds.com.au>  
**Sent:** Monday, 23 July 2018 3:58 PM  
**To:** Kelly Healey <Kelly.Healey@premiers.qld.gov.au>  
**Cc:** David Hulston <[redacted]@fastmail.fm>; Romila Prasad <romila.prasad@premiers.qld.gov.au>  
**Subject:** Re: E Introduction

Kelly

Thanks for your prompt reply

I am still in the UK but will be in Queensland from Monday 30th July onwards....So anytime during August would be good.

Best Wishes

Rick

On 23 July 2018 at 03:04, Kelly Healey <Kelly.Healey@premiers.qld.gov.au> wrote:

Dear Rick and David

Thank you for your emails to Tess Bishop, Deputy Director-General, Strategy and Engagement, Department of the Premier and Cabinet, advising of your availability to meet or have a telephone discussion with Tess.

Due to a heavily committed diary, Tess is unable to meet with you this week.

I will be back in contact next week to set up a future meeting.

Kind regards

<image002.png>Kelly Healey

Executive Officer

Office of the Deputy Director-General,

Strategy and Engagement

Department of the Premier and Cabinet

---

P 07 3003 9484 M [REDACTED]

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002

**From:** Rick Anstey [mailto:[REDACTED]@iqfunds.com.au]

**Sent:** Wednesday, 18 July 2018 2:15 AM

**To:** David Hulston <[REDACTED]@fastmail.fm>

**Cc:** John Pemberton-Pigott <[REDACTED]@cweic.org>; Lauren-Lee London <Lauren-Lee.London@tiq.qld.gov.au>; Linda Apelt <Linda.Apelt@tiq.qld.gov.au>; Warren Bartlett <Warren.Bartlett@tiq.qld.gov.au>; Tess Bishop <tess.bishop@premiers.qld.gov.au>

**Subject:** Re: E Introduction

Thanks Linda and David

Tess -

A

s David has mentioned I will be home next weekend and would be pleased to meet personally and clarify any aspects of the Commonwealth First Australia proposal

If you have any preferred times or venues I will respond promptly

Best Wishes

Rick

On Tue, 17 Jul 2018 at 12:56 pm, David Hulston <[REDACTED]>@fastmail.fm> wrote:

Linda

Thank you for the introduction.

Tess

Rick will be back in Queensland later this month and could come to see you at your earliest convenience. We are both still in the UK, but could arrange to speak if you require before the end of the month. I'll will leave Rick to arrange a time to meet in person.

We are committed to making the CommonwealthFirst initiative work for Queensland. If you require any further information from us please contact us directly at anytime.

Kind regards

David Hulston

m: [REDACTED]

s: david.hulston

e: [REDACTED]@fastmail.fm

w: <http://www.davidhulston.com>

t: david\_hulston

On Tue, Jul 17, 2018, at 10:14 AM, Linda Apelt wrote:

Hi Rick and David,

I hope you are both well.

As you know the Queensland Premier has given in principle support to launching a CommonwealthFirst Australia presence to base in Queensland.

I would like to e introduce you to Ms Tess Bishop, Deputy Director-General, Premiers Department in Queensland. Tess will oversee the policy and advisory process to Government re the CommonwealthFirst Australia initiative. I have Cc Tess in this email.

Tess is happy to speak with you both about how the CommonwealthFirst initiative might work for Queensland. Please feel free to be in contact with Ms Bishop to arrange a time for either a face to face or telephone discussion when convenient.

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

Telephone: +44 20 7420 8760

Mobile: [REDACTED]

<image011.png>

<image012.png>

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<image013.png> <image014.png> <image015.png>

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---

Rick Anstey

**Founder/Director, IQ Capital Management Pty Ltd**

PO Box 1 , Varsity Lakes, Qld 4227 , Australia

Direct : [REDACTED]

(e) [REDACTED]@iqfunds.com.au

(w) [www.iqfunds.com.au](http://www.iqfunds.com.au)

Skype: rickanstey

(m) U.K. [REDACTED] (m) AUS [REDACTED]



## Tess Bishop

---

**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Sent:** Tuesday, 21 August 2018 8:55 PM  
**To:** Tess Bishop  
**Cc:** Warren Bartlett  
**Subject:** Letter to Premier from Lord Marland re Saudi Arabia Mission  
**Attachments:** Letter to Premier of Queensland 09th Aug 2018.pdf

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Hi Tess,

This is the letter I referred to. As mentioned given the Premier cannot attend the Mission I think it would be good for the Premier request Donna Massie join the Mission. It is also possible the Premier might like to nominate another Minister, backbencher or Business person.

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

Telephone: +44 20 7420 8760

Mobile:



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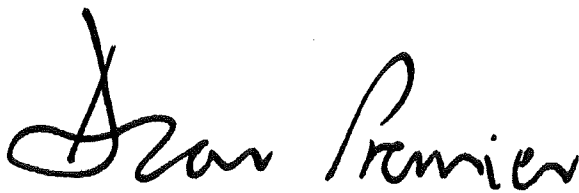
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## From the Chairman

The Hon Anastacia Palaszczuk  
Premier of Queensland  
PO Box 15185  
City East  
Queensland 4002  
Australia

9<sup>th</sup> August 2018



### **Commonwealth Enterprise and Investment Council: Saudi - Commonwealth Trade Mission, Riyadh, Saudi Arabia**

I am writing to formally invite you to be a lead a delegation of fifteen senior business leaders to CWEIC's Saudi - Commonwealth Trade Mission taking place from Sunday 4<sup>th</sup> November to Wednesday 7<sup>th</sup> of November 2018 in Riyadh, Saudi Arabia.

Following on from the success of CWEIC's Saudi Arabia – Commonwealth Trade event in London during the visit of Crown Prince Mohammed bin Salman in March, CWEIC is working with the Saudi Arabian General Investment Authority (SAGIA) to organise a Commonwealth Mission to Riyadh. This trade mission will comprise of Commonwealth Heads of Government, Trade Ministers and 100 senior c-suite business leaders from across the Commonwealth, either looking to expand or set up operations in Saudi Arabia.

The mission aims to both introduce Saudi businesses to opportunities in the Commonwealth as they continue their process of internationalising and diversifying their economy, as well as presenting opportunities for investment in the Kingdom to Commonwealth investors. Through your participation, CWEIC hopes to highlight Bangladesh's investment potential to leading Saudi Arabian investors and business leaders. Our organising Partner is the Saudi Arabia General Investment Authority (SAGIA), with His Excellency Dr Majid bin Abdullah Al Qasabi, Minister of Commerce and Investment and His Excellency Ibrahim Al-Omar, Governor of the Saudi Arabia General Investment Authority acting as hosts.

E: [Info@cweic.org](mailto:Info@cweic.org) | T: +44 (0) 20 7747 6189 | W: [www.cweic.org](http://www.cweic.org)

**From the Chairman**

We would be delighted if you would be able to join us and lead a delegation of fifteen business leaders to be a part of this trade mission.

A detailed agenda will follow shortly but I would be grateful if your office could confirm your participation to CWEIC's Director of Business Development Abdul Hamza [redacted]@cweic.org or +44 (0)207 332 1310 at the earliest.

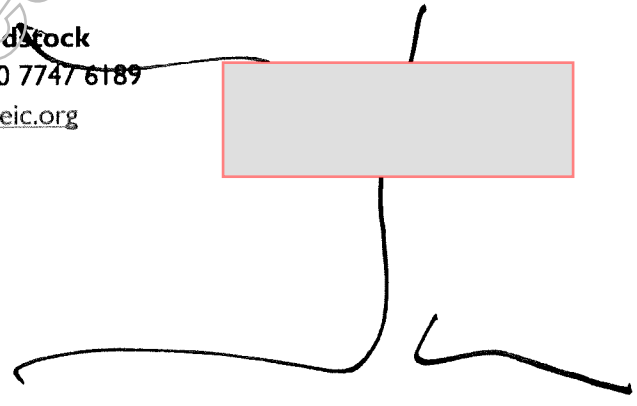
On a separate note, I understand our team has been discussing your visit to the United Kingdom with Agent General Linda Apelt and we look forward to hosting you in London.

Please feel free to contact me or a member of my team if you have any queries or require our assistance.

*I stand ready to help organize visit and host you. Hope you can make it to Saudi with me with warmest best wishes*

**Lord Marland of Odiham**  
Direct Tel: +44 (0) 20 7747 6189  
E-mail: [redacted]@cweic.org

[redacted]



## Tess Bishop

---

**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Sent:** Thursday, 23 August 2018 11:46 PM  
**To:** Tess Bishop  
**Subject:** FW: Letter to Premier from Lord Marland re Saudi Arabia Mission  
**Attachments:** Letter to Premier of Queensland 09th Aug 2018.pdf

Hi Tess,

As discussed today, Lord Marland would be very happy for the Premier to nominate another representative to attend the Saudi Mission and is also very happy for Donna Massie to join the Mission as a Queensland representative.

As mentioned Lord Marland is keen to increase the representation of women on the Mission.

I will ask the CWEIC secretariat to issue an invitation to Donna and leave the response to the correspondence to you.

Kind regards

Linda  
Linda Apelt  
Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**  
Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom  
Telephone: +44 20 7420 8760  
Mobile:



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**From:** Linda Apelt  
**Sent:** 21 August 2018 11:55  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Cc:** Warren Bartlett <Warren.Bartlett@tiq.qld.gov.au>  
**Subject:** Letter to Premier from Lord Marland re Saudi Arabia Mission

Hi Tess,

This is the letter I referred to. As mentioned given the Premier cannot attend the Mission I think it would be good for the Premier request Donna Massie join the Mission. It is also possible the Premier might like to nominate another Minister, backbencher or Business person.

Kind regards

Linda

Linda Apelt

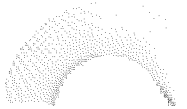
Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

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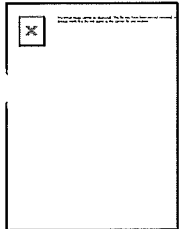
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## Tess Bishop

---

**From:** Tess Bishop  
**Sent:** Friday, 24 August 2018 6:40 AM  
**To:** Virginia Greville; Toni Brownie  
**Subject:** Fwd: Letter to Premier from Lord Marland re Saudi Arabia Mission  
**Attachments:** image006.jpg; ATT00001.htm; image007.png; ATT00002.htm; image008.png; ATT00003.htm; image009.png; ATT00004.htm; image010.png; ATT00005.htm; image011.png; ATT00006.htm; image007.png; ATT00007.htm; image008.png; ATT00008.htm; image009.png; ATT00009.htm; image010.png; ATT00010.htm; image011.png; ATT00011.htm; Ms Donna Massie.pdf; ATT00012.htm

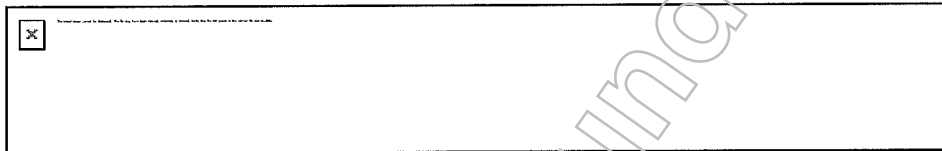
FYI



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



Begin forwarded message:

**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Date:** 24 August 2018 at 2:08:23 am AEST  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Subject:** Fwd: Letter to Premier from Lord Marland re Saudi Arabia Mission

FYI

Linda

Sent from my iPhone

Begin forwarded message:

**From:** Weronika Patyk [REDACTED]@cweic.org>  
**Date:** 23 August 2018 at 16:45:18 BST  
**To:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Cc:** Lauren-Lee London <Lauren-Lee.London@tiq.qld.gov.au>, Warren Bartlett <Warren.Bartlett@tiq.qld.gov.au>, Donna Massie <Donna.Massie@tiq.qld.gov.au>, John Pemberton-Pigott [REDACTED]@cweic.org>  
**Subject:** RE: Letter to Premier from Lord Marland re Saudi Arabia Mission

Dear Linda

Thank you very much for letting me know.

Dear Donna

Please see attached a formal invitation to join our trade mission to Saudi Arabia.

Should you have any questions please do not hesitate to contact me.

Kind regards

**Weronika Patyk**

Deputy Director of Operations

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: @cweic.org

Web: [www.cweic.org](http://www.cweic.org) | Twitter: [@CWEICofficial](https://twitter.com/CWEICofficial)

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Released under the Official Information Act - DPC

## Tess Bishop

---

**From:** Lord Marland [redacted]@cweic.org>  
**Sent:** Thursday, 13 September 2018 1:05 AM  
**To:** Tess Bishop  
**Subject:** Fw: CommonwealthFirst Queensland

Dear Tess

Please see the below email to David.

Kind regards

**Lord Marland of Odstock**

Chairman

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: [redacted]@cweic.org

---

**From:** Lord Marland  
**Sent:** 12 September 2018 15:56  
**To:** [redacted]@premiers.qld.gov.au; tess.bishop@premiers.qld.gov  
**Cc:** linda.apelt@tiq.qld.gov.au; John Pemberton-Pigott  
**Subject:** CommonwealthFirst Queensland

Dear Dave

I hope all is well with you and the team.

It was good to have lunch with the Deputy Premier in London today. Linda was an excellent host as always.

I'm sorry that the Premier will no longer be coming through later this year – but looking forward to hosting the Governor in November and we have Donna Massie joining us in Saudi Arabia.

I also note a royal visit is happening in Queensland later this year.

For your information we have appointed Dan Thatcher – who was working with the Queensland Government on the Trade 2018 programme on secondment from the UK Treasury – as our new Director of Programmes starting later next month. Dan will be responsible for developing our CommonwealthFirst programme and will hopefully be well placed to strengthen our connections with Queensland.

As you can imagine, we are champing at the bit to make progress with CommonwealthFirst for Queensland, particularly as we are now about to work with India on a similar programme, so joining you, them and the UK would be a powerful combination.



I understand Rick Anstey is meeting with you on Friday so hope we can help further with pathway.

Pleas feel free to contact me anytime.

With warmest best wishes,

**Lord Marland of Odstock**

Chairman

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: @cweic.org

Released under RTI - DPC

## Tess Bishop

---

**From:** Rick Anstey <[REDACTED]@iqfunds.com.au>  
**Sent:** Thursday, 13 September 2018 6:37 AM  
**To:** Tess Bishop; Dave Stewart  
**Subject:** Fwd: CommonwealthFirst Queensland

Dear Tess and David,

I received this overnight and suggest that the wires are crossed in London somehow.  
I don't recall a meeting being arranged with you Dave.

However - I would be more than happy to meet tomorrow !

Tess, I did say that I would drop you a line next week as its a month since we met and you suggested we should get clarity in that timeframe.

I apologise for the miscommunication.  
I will advise Lord Marland.

Best Wishes  
Rick

----- Forwarded message -----

**From:** John Pemberton-Pigott <[REDACTED]@cweic.org>  
**Date:** 13 September 2018 at 00:58  
**Subject:** Fwd: CommonwealthFirst Queensland  
**To:** [REDACTED]@iqfunds.com.au" <[REDACTED]@iqfunds.com.au>, [REDACTED]@fastmail.fm" <[REDACTED]@fastmail.fm>

Rick/David

Lord Marland has just sent this follow up email to David Stewart following lunch with Deputy Premier today

Hope the meeting on Friday goes well

John

Sent from my iPhone

Begin forwarded message:

**From:** Lord Marland <[REDACTED]@cweic.org>  
**Date:** 12 September 2018 at 15:56:07 BST  
**To:** "[REDACTED]@premiers.qld.gov.au" <[REDACTED]@premiers.qld.gov.au>, "tess.bishop@premiers.qld.gov" <tess.bishop@premiers.qld.gov>  
**Cc:** "linda.apelt@tiq.qld.gov.au" <linda.apelt@tiq.qld.gov.au>, John Pemberton-Pigott

[redacted]@cweic.org>

**Subject: CommonwealthFirst Queensland**

Dear Dave

Hope all is well with you and the team.

It was good to have lunch with the Deputy Premier in London today. Linda was an excellent host as always.

I'm sorry that the Premier will no longer be coming through later this year – but looking forward to hosting the Governor in November and we have Donna Massie joining us in Saudi Arabia.

I also note a royal visit is happening in Queensland later this year.

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As you can imagine, we are champing at the bit to make progress with CommonwealthFirst for Queensland, particularly as we are now about to work with India on a similar programme, so joining you, them and the UK would be a powerful combination.

I understand Rick Anstey is meeting with you on Friday so hope we can help further with pathway.

Please feel free to contact me anytime.

With warmest best wishes,

**Lord Marland of Odstock**

Chairman

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: [redacted]@cweic.org

--

Rick Anstey

**Founder/Director, iQ Capital Management Pty Ltd**

PO Box 1 , Varsity Lakes, Qld 4227 , Australia

Direct : [REDACTED]

(e) [REDACTED]@iqfunds.com.au

(w) [www.iqfunds.com.au](http://www.iqfunds.com.au)

Skype: rickanstey

(m) U.K. [REDACTED] (m) AUS [REDACTED]

Released under RTI - DPC

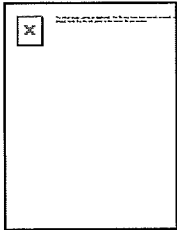
## Tess Bishop

---

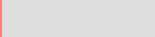
**From:** Tess Bishop  
**Sent:** Wednesday, 31 October 2018 1:34 PM  
**To:** Virginia Greville  
**Subject:** Re: Saudi Arabia

Yes I am aware of this thank you. There is support for Donna to complete this trip when necessary.

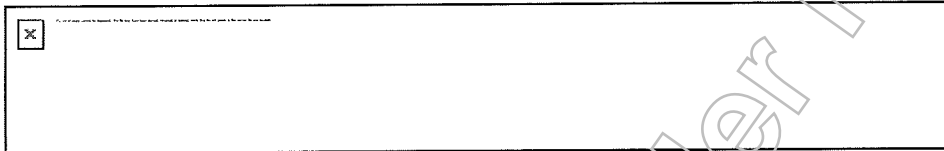
Thank you



**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M 

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 26 Oct 2018, at 9:05 am, Virginia Greville <[Virginia.Greville@tiq.qld.gov.au](mailto:Virginia.Greville@tiq.qld.gov.au)> wrote:

As we were talking about it the other day, I thought you would be interested to know that Jonathan Marland has postponed the trip, by his delegation of Commonwealth countries (he claims 130 including Heads of State, Premiers, Trade Ministers and business people), to Saudi Arabia, until next year. Maybe March. He wrote to Donna Massie who, as we discussed, was the nominee to represent Qld, to let her know. He does not give a reason but it is not really a surprise, given that Saudi Arabia is under a bit of a cloud.

VG

**Virginia Greville**  
Chief Executive Officer  
Trade and Investment Queensland

Telephone: +61 7 3514 3133  
Mobile:   
Email: [virginia.greville@tiq.qld.gov.au](mailto:virginia.greville@tiq.qld.gov.au)

Level 10, 1 William Street, Brisbane Qld 4000  
PO Box 12400 George Street, Brisbane Qld 4003 Australia

<[image001.png](#)>  
[tiq.qld.gov.au](http://tiq.qld.gov.au)

<[image006.png](#)>

<[image002.png](#)> <[image003.png](#)> <[image004.png](#)> <[image005.png](#)>

## Tess Bishop

---

**From:** Tina Culpo  
**Sent:** Thursday, 28 February 2019 11:25 AM  
**To:** Wendy Bourne; Tess Bishop; Jackie Hughes  
**Subject:** RE: Concert

Thanks all,

I have received an email this morning with all of the contact details and have provided this to Maddy West.

Please let me know if you need anything further.

Thanks  
Tina

Regards,



**Queensland**  
Government

**Tina Culpo**  
Executive Officer to the Director-General  
**Office of the Director-General**  
Department of the Premier and Cabinet

P 07 3003 9387 M [REDACTED]  
Level 40, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

**From:** Wendy Bourne [mailto:Wendy.Bourne@ministerial.qld.gov.au]  
**Sent:** Thursday, 28 February 2019 8:45 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Jackie Hughes <Jackie.Hughes@ministerial.qld.gov.au>  
**Cc:** Tina Culpo <Tina.Culpo@premiers.qld.gov.au>  
**Subject:** RE: Concert

Thanks Tess 😊



**Queensland**  
Government

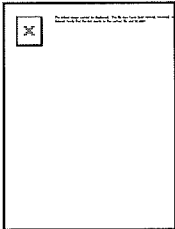
**Wendy Bourne** - Principal Advisor  
Office of the Hon. Anastacia Palaszczuk MP  
Premier of Queensland and Minister for Trade

P 07 3719 7034 M [REDACTED]  
1 William Street Brisbane QLD 4000  
PO Box 15185 City East QLD 4002

**From:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Sent:** Thursday, 28 February 2019 8:43 AM  
**To:** Wendy Bourne <Wendy.Bourne@ministerial.qld.gov.au>; Jackie Hughes <Jackie.Hughes@ministerial.qld.gov.au>  
**Cc:** Tina Culpo <Tina.Culpo@premiers.qld.gov.au>  
**Subject:** Fwd: Concert

Hello Linda has sent me this. It says 4 tickets reserved... Tina in the DG's office will probably know.

Many thanks

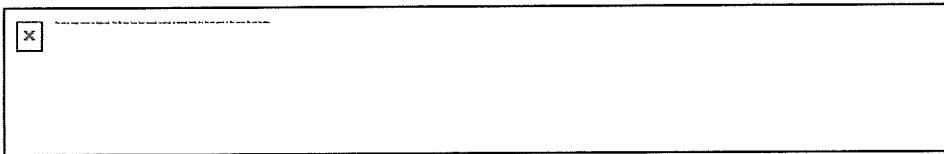


**Tess Bishop**  
 Deputy Director-General  
 Strategy and Engagement  
 Department of the Premier and Cabinet

**P** 07 3003 9182 **M** [redacted]

Level 29, 1 William Street, Brisbane QLD 4000

PO Box 15185, City East, QLD 4002



Begin forwarded message:

**From:** Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)>  
**Date:** 28 February 2019 at 1:32:56 am AEST  
**To:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Cc:** Lauren-Lee London <[Lauren-Lee.London@tiq.qld.gov.au](mailto:Lauren-Lee.London@tiq.qld.gov.au)>, Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>  
**Subject:** Fwd: Concert

Hi Tess

FYI

Linda

Sent from my iPhone

Begin forwarded message:

**From:** Lord Marland [redacted] <[\[redacted\]@cweic.org](mailto:[redacted]@cweic.org)>  
**Date:** 27 February 2019 at 09:50:05 CET  
**To:** Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)>  
**Cc:** Warren Bartlett <[Warren.Bartlett@tiq.qld.gov.au](mailto:Warren.Bartlett@tiq.qld.gov.au)>, [redacted] <[\[redacted\]@bryanferry.com](mailto:[redacted]@bryanferry.com)> <[\[redacted\]@bryanferry.com](mailto:[redacted]@bryanferry.com)>  
**Subject:** Re: Concert

Mille

Hope tour going well

This email links you with the premier of Queensland office who as you can see are keen to sort out logistics

May I leave it to you to advise them please

Really kind give B my best

Sent from my iPhone

On 27 Feb 2019, at 06:05, Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)> wrote:

Dear Lord Marland

Would you mind providing a contact for getting Brian Ferry tickets to the Premier. Her Office is working out the logistics. Many thanks.

Linda

Sent from my iPhone

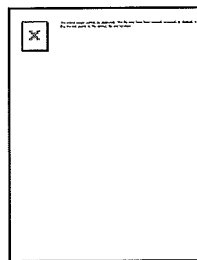
Begin forwarded message:

**From:** Tina Culpo  
<Tina.Culpo@premiers.qld.gov.au>  
**Date:** 27 February 2019 at 00:17:43 CET  
**To:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Subject:** Re: Concert

Hi Linda,

Are you able to provide the contact for the tickets reserved. Just need to arrange logistics.

Regards,



**Tina Culpo**  
Executive Officer to the Director-General  
**Office of the Director-General**  
Department of the Premier and Cabinet  
P 07 3003 9387 M [REDACTED]  
Level 40, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002

---

**From:** Linda Apelt <linda.apelt@tiq.qld.gov.au>  
**Sent:** Monday, February 11, 2019 9:49 pm  
**To:** Dave Stewart  
**Cc:** Rachel Hunter (DSDMIP)  
**Subject:** Concert

[https://www.googleadservices.com/pagead/aclk?sa=L&ai=DCncSEwjW6s\\_VzbPgAhVU5HcKHTbHDngYABAAGgJlZg&ohost=www.google.co.uk&cid=CAESEeD2dXnzPdW2iCdtvBySCdtQ&sig=AOD64\\_0fMiuR34TebVuE7NDQhhWdIBZGvQ&q=&ved=2ahUKewjHv8TVzbPgAhUEjqQKHSPUADwQ0Qx6BAgMEAE&adurl=](https://www.googleadservices.com/pagead/aclk?sa=L&ai=DCncSEwjW6s_VzbPgAhVU5HcKHTbHDngYABAAGgJlZg&ohost=www.google.co.uk&cid=CAESEeD2dXnzPdW2iCdtvBySCdtQ&sig=AOD64_0fMiuR34TebVuE7NDQhhWdIBZGvQ&q=&ved=2ahUKewjHv8TVzbPgAhUEjqQKHSPUADwQ0Qx6BAgMEAE&adurl=)

Hi Dave,

Please see link re Brian Ferry concert at Mount Cotton. Four tickets reserved.

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London  
WC2B 4LG, United Kingdom  
Telephone: +44 20 7420 8760  
Mobile: [REDACTED]



<image001.png>

<image002.png>

<https://www.tiq.qld.gov.au/connect/about-us/agent-general-uk/>

<image003.png> <image004.png> <image005.png>

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## Tess Bishop

---

**From:** Departmental Liaison Officer <DLO@tiq.qld.gov.au>  
**Sent:** Tuesday, 19 March 2019 2:05 PM  
**To:** Tess Bishop  
**Cc:** Romila Prasad  
**Subject:** PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)  
**Attachments:** Market 19-052 PBN CWEIC Commonwealth First response.DOCX; Market 19-052 ATT 1 letter to CommonwealthFirst.DOCX; Market 19-052 ATT2 - CommonwealthFirst Queensland proposal.pdf

Hi Tess,

Please find attached draft PBN and draft letter to Lord Marland of Odstock. Paul Martyn has asked me to forward to you for consultation. It would be appreciated if you could forward any comments directly to Paul at [paul.martyn@tiq.qld.gov.au](mailto:paul.martyn@tiq.qld.gov.au).

Thank you

Regards

**Maree Ainsworth**  
Departmental Liaison Officer & EA to the Chair  
Office of the CEO  
Trade and Investment Queensland

Telephone: +61 7 3514 3128  
Mobile:    
Email: [dlo@tiq.qld.gov.au](mailto:dlo@tiq.qld.gov.au) / [maree.ainsworth@tiq.qld.gov.au](mailto:maree.ainsworth@tiq.qld.gov.au)

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## Tess Bishop

---

**From:** Tess Bishop  
**Sent:** Wednesday, 27 March 2019 6:44 PM  
**To:** Paul Martyn (paul.martyn@tiq.qld.gov.au)  
**Subject:** PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)  
**Attachments:** Market 19-052 PBN CWEIC Commonwealth First response.DOCX; Market 19-052 ATT 1 letter to CommonwealthFirst.DOCX; Market 19-052 ATT2-CommonwealthFirst Queensland proposal.pdf

**Importance:** High

Hi Paul

Apologies for the delay in responding.

Thanks for the opportunity to review the attached letters. DPC including my division has provided previous briefs to the Premier on this matter. I understand after consideration these were noted by the PO and documented as No Further Action required.

I'm not sure I have much more value to add on this one.

Many thanks

Tess

### Tess Bishop

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M   
Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Departmental Liaison Officer  
**Sent:** Tuesday, 19 March 2019 2:05 PM  
**To:** 'Tess.Bishop@premiers.qld.gov.au' <Tess.Bishop@premiers.qld.gov.au>  
**Cc:** 'Romila Prasad' <romila.prasad@premiers.qld.gov.au>  
**Subject:** PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)

Hi Tess,

Please find attached draft PBN and draft letter to Lord Marland of Odstock. Paul Martyn has asked me to forward to you for consultation. It would be appreciated if you could forward any comments directly to Paul at [paul.martyn@tiq.qld.gov.au](mailto:paul.martyn@tiq.qld.gov.au).

Thank you

Regards

**Maree Ainsworth**

Departmental Liaison Officer & EA to the Chair  
Office of the CEO  
Trade and Investment Queensland

Telephone: +61 7 3514 3128

Mobile: [REDACTED]

Email: [dlo@tiq.qld.gov.au](mailto:dlo@tiq.qld.gov.au) / [maree.ainsworth@tiq.qld.gov.au](mailto:maree.ainsworth@tiq.qld.gov.au)

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PO Box 12400 George Street, Brisbane Qld 4003 Australia

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**TIO** Trade & Investment Queensland AUSTRALIA



## Advancing Trade and Investment

Queensland Trade and Investment Strategy 2017-2022

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**PREMIER and MINISTER FOR TRADE BRIEFING NOTE**  
*Trade and Investment Queensland*

Tracking Folder No. TF/19/2923  
TIQ Reference No. Market 19-052

**To: THE PREMIER and MINISTER FOR TRADE**  
**Date:**  
**Subject: CommonwealthFirst Queensland proposal**

**Approved / Not Approved / Noted**  
Premier / CoS.....  
Date ...../...../.....  
Date Action Required by: ...../...../.....  
Requested by: .....  
(if appropriate)

**• RECOMMENDATION**

It is recommended that you **sign** the letter at **Attachment 1** advising the Commonwealth Enterprise and Investment Council (CWEIC) prior to your upcoming trade mission to the United Arab Emirates, Germany and the United Kingdom (UK) from 5 to 16 April 2019, that the Queensland Government has declined its CommonwealthFirst (CWF) Queensland proposal which was initially raised in 2018.

**• KEY ISSUES**

- In January 2018, you received a proposal by the CWEIC seeking funding of \$500 000 per year for three years to support the CWEIC CWF Queensland proposal (**Attachment 2**), which would select leading small and medium enterprises to become Export Champions across the Commonwealth.
- The proposal was a CWEIC suggestion as a legacy for the Commonwealth Games. The Queensland Government did not support the proposal but as CWEIC is yet to receive a response, a letter to Lord Marland of Odstock, Chairman of the CWEIC Advisory Council, would close off on this request prior to your visit to the UK in April.
- The CWEIC CWF proposal did not demonstrate how services that were proposed under the program provided additional value to those already being funded by the Queensland Government through the *Advancing Queensland Trade and Investment Strategy 2017–2022*.
- In January 2019, Lord Marland met with the Honourable George Brandis, Australian High Commissioner and the Agent-General to discuss the Australian Federal Government support for CWF as part of the Commonwealth Games Legacy.
- The Queensland Government remains committed to the CWEIC relationship as a strategic partner since January 2017, as recommended by former Agent-General Mr Ken Smith. It is through this platform that Trade and Investment Queensland (TIQ) sees the benefit of leveraging the CWEIC contacts across the Commonwealth to help position Queensland.
- The Agent-General, Ms Linda Apelt, has developed a strong relationship with senior members of the CWEIC, enabling TIQ Europe to progress discussions on how Queensland might take a more strategic approach to harnessing trade and investment opportunities across the Commonwealth.

**• CONSULTATION**

- The Agent-General supports use of the Queensland Government's strategic partnership through the renewal of membership, and in-kind support if the Federal Government agrees to fund the CWF proposal.

• **BACKGROUND**

- The CWEIC is aligned to the Commonwealth Heads of Government to promote intra-Commonwealth trade and investment and the role of the private sector across the 52-member countries. It is responsible for the Commonwealth Business Forum alongside the biennial meetings of the Commonwealth Heads of Government and Commonwealth Trade Ministers.
- You were invited by the CWEIC to attend the Commonwealth Trade Ministers Meeting to promote Queensland, *Trade2018* and the Games, which took place in March 2017. Several other meetings ensued between CWEIC representatives and/or Queensland Government representatives in London, in the lead up to and during the Games, when the CWEIC led a delegation and participated in *Trade2018* activities.
- TIQ recently renewed the Queensland Government's 2019 CWEIC Strategic Partnership at a cost of 10 000 pounds (approximately A\$18 000) as at 19 February 2019.
- The CWEIC strategic membership provides a platform to promote Queensland and encourage UK businesses to look at opportunities in Queensland. The CWEIC contacts are a useful channel for the promotion of Queensland capability in the lead up to other major events such as the Dubai Expo 2020 and Birmingham 2022 Commonwealth Games.
- The CWEIC has identified India as a key export and investment market for its strategic partners. The TIQ Commissioner for India recently participated in the CWEIC business mission to India, and a second mission to India is being planned.
- As a CWEIC Strategic Partner, TIQ has gained access to key influencers across the Commonwealth which would otherwise have been difficult to access. The CWEIC also has strong links to African markets and the Asia Pacific Commonwealth markets which, in the future, TIQ will be able to leverage if it continues its strategic partnership.

Paul Martyn  
**Acting Chief Executive Officer**  
Trade and Investment Queensland

Rachel Hunter  
**Acting Director-General**  
Department of the Premier and Cabinet

**Comments** (*Premier or DG*)

For reply please quote: *TIQ/AR – TF/19/2923 – Market19-052*

Lord Marland of Odstock  
Chairman  
Commonwealth Enterprise and Investment Council  
[REDACTED]@cweic.org

Dear Lord Marland

I write to acknowledge the Queensland Government's strategic partnership with the Commonwealth Enterprise and Investment Council (CWEIC) and confirm that the Queensland Government has renewed our membership for 2019, through Trade and Investment Queensland (TIQ).

CWEIC's support for promoting investment opportunities in Queensland and its CommonwealthFirst (CWF) Queensland proposal as a recommendation for a Commonwealth Games legacy is appreciated.

TIQ, through its network of 15 international offices and regional trade and investment advisors in major centres across Queensland, provides a range of services to assist Queensland exporting businesses, and to promote Queensland as an attractive destination for investment.

The *Advancing Queensland Trade and Investment Strategy 2017–2022* (the Strategy) outlines our commitment to positioning Queensland as Australia's most innovative and dynamic trading economy and a magnet for investment. It includes a range of initiatives to better support small to medium sized enterprises (SMEs) in Queensland to reach their export potential and attract job-creating investment in Queensland.

Some of the key initiatives currently being rolled out under the Strategy include:

- developing the Future Leaders Program – providing Queensland SMEs with funding and support to develop marketing strategies and explore export markets through co-location with TIQ's overseas offices
- International Business Advisory Circle – establishing niche groups to mentor Queensland SMEs with high growth potential
- export and investment training for regional Queensland SMEs
- cross-border e-commerce training for SMEs.

As you would recognise, the services that you propose under the CWF Queensland Program are similar to those already being funded by the Queensland Government through the Strategy.

I acknowledge the work that TIQ, through our Agent-General and Trade and Investment Commissioner – Europe, has achieved in exploring opportunities to promote Queensland capabilities through CWEIC activities since the Games. I look forward to the opportunity to discuss future initiatives with you during my upcoming visit to the United Kingdom in April.

Thank you again for writing to me regarding the CWF Queensland proposal, and for your ongoing commitment to driving trade and investment outcomes for the Queensland Government and other Commonwealth nations.

Yours sincerely

**ANNASTACIA PALASZCZUK MP  
PREMIER OF QUEENSLAND  
MINISTER FOR TRADE**

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# CommonwealthFirst

*A world champion in SME support*

## **CommonwealthFirst: Queensland**

### **1.0: CommonwealthFirst**

1.1: CommonwealthFirst (CWF) is a programme established by the Commonwealth Enterprise and Investment Council (CWEIC) to grow Intra-Commonwealth trade by supporting Small and Medium Enterprises to export confidently to new Commonwealth markets.

1.2: CWF has two primary objectives, to support:

- Governments and their commercial partners in increasing their volume of exports and;
- SME's to expand their operations and grow into new Commonwealth markets. Opportunities include facilitated trade missions and also 1-2-1 technical support and mentoring.

### **2.0 The Commonwealth Enterprise and Investment Council**

2.1: CWEIC is the Commonwealth's business organisation chaired by Lord Marland, who served as Prime Minister David Cameron's Trade Envoy. CWEIC has a mandate from Commonwealth Heads of Government to promote trade, investment and the role of the private sector.

2.2: CWF provides a structured approach to maximising the unique trading opportunities presented by the Commonwealth, in-particular the:

- Size and demography of the Commonwealth: With the 53 nations of the Commonwealth representing over one-third of the World's population and the trading opportunities presented by the Commonwealth's exponentially increasing middle-class. This has seen Commonwealth trade continue to grow at a time of increasing world uncertainty and;
- The Commonwealth Business Advantage: Where the consistency of language, legal systems and financial systems across the Commonwealth has been shown to present a 19% trading advantage for Intra-Commonwealth trade.

### **3.0 CWEIC and Queensland: A Gold Coast 2018 Commonwealth Games Legacy**

The CWEIC and Queensland Government is a relationship cemented through GC2018 and one that continues to offer value to-date; for example:

- Providing Queensland Government with internationally high-profile opportunities; for example speaking opportunities at the 2017 Commonwealth Trade Ministers Meeting and 2018 Commonwealth Business Forum;
- Supporting Queensland Government in developing emerging industries; for example providing speakers and delegates to the LifeScience Queensland led Commonwealth Innovation Forum and committing to grow this forum to an established Commonwealth platform;
- Helping to connect Queensland to the Commonwealth and vice-versa. For example CWEIC brought the single-largest international delegation to support the *Trade 2018* program and is committed to continuing this engagement through to the forthcoming Qode Event and;
- Providing Trade and Investment Queensland with valuable connections across CWEIC's Strategic Partner network (for example Arup) and Queensland companies with opportunities; for example in attending CWEIC's recent Rwanda Mining Event

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## 4.0 CommonwealthFirst: The Story-to-date and the Next Steps: 2019-21

*'Through Commonwealth First, Everledger has been able to cement its UK operations and successfully expand into India'*

Leanne Kemp: CEO Everledger (CWF Export Champion) and Queensland's Chief Entrepreneur

4.1: The CWF Program was launched at the CWEIC led 2015 Commonwealth Business Forum (CBF), in Malta. CWF was piloted through four cohorts of SME's totalling 100 business across 2016 – 2018; with key highlights including the:

- Recruitment of 100 business across the pilot. Whilst the pilot was trialled with the UK market in-mind, its participants were international in nature;
- Delivery of 17 CWF export focused events including a Commonwealth Export Day and a Commonwealth First International Festival of Business;
- Delivery of 2 targeted Trade Missions per year for CWF participants to 6 priority Commonwealth markets including: Canada, Malaysia, Singapore, India and Australia. The CWF program continues in 2019 with a return to the Indian market through CWEIC's role as a Partner Organisation to the 'Vibrant Gujarat' Global Summit in January 2019;
- Recruitment and appointment of a high level and international business mentor network (currently comprising over 40 international business leaders) to provide expertise and insight on an unique 1-2-1 basis for program participants and;
- There were also business specific outcomes for cohort members; for example:
  - Playdale increased exports to the Commonwealth by 492% and;
  - Everledger, a Queensland based enterprise who joined the UK cohort to leverage the opportunities presented by CWF. These included participating in a number of the CWF trade missions; including those to India, where Everledger used the connections generated by CWEIC to establish operations; Canada where Series A funding of over £10mUS was attracted and to Queensland; where the founder, Leanne Kemp was a keynote speaker to Trade 2018 and the Commonwealth Innovation Forum.

CWEIC's CWF web-site provides further information of the achievements to-date and the mentor network: ( <https://www.commonwealthfirst.org/> )

## 4.2: CommonwealthFirst 19-21:

Building on the successful pilot CWEIC has two linked priorities for CWF across 19-21:

- Expand the CWF network to create a trusted community of credible SME's that stretches across the Commonwealth. The aspiration is to build the CWF business network to over 1,000 business by the time of the 2020 CBF; with a CWF presence for all priority Commonwealth markets. CWEIC is actively developing CWF networks in the UK, Malta, Australia, Malaysia, Nigeria and India, and;
- Ensure that the CWF international networks are expanded in a co-ordinated way with a real synergy of opportunity across the network; for example CWF networks are being developed around:

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- Shared Commonwealth priority sectors for example innovation; with these sectors having been identified to reflect both priorities across the Commonwealth and also to enhance existing Queensland Government strategies and programmes. For example Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy, and;
- Broader themes to help countries meet the Commonwealth's Sustainable Development Goals; for example around Gender Equality (SDG 5) and Economic Growth (SDG 8)

## 5: Commonwealth First: Queensland

5.1: Following The Honourable Anastacia Palaszczuk, MP, Premier of Queensland in principle support, formal approval is sought from the Queensland Government for CWF Queensland, which is proposed to:

- CWF can be built to the participant numbers required by the Market Sponsor;
- CWF has a per participant cost of **\$4,922AD per participant**
- It is recommended that a minimum program would be:
  - 2 \* Cohorts of 10 per year; 60 participants across the **3-years: \$295,320**
- Current planning for CWF Queensland envisages the delivery of 2 cohorts of 40 Queensland Export Champions per year; for each of the 3 years, supporting 240 Queensland business export to new and priority markets;
  - This number is concept only, with the CWF network being able to be scaled up or down depending on the market sponsors' preference
- **Cost:**
  - **\$4,922AD per participant;**
  - Program cost across 3 years \* 240 participants: **\$1,181,248**
    - Annex A: Provides more detail of costs

CWF Queensland will:

- Deliver from Day 1; with the announcement confirming cohort 1 participants;
- Seek to become self-sufficient by the end of the program;
- Identify participants from across Queensland through regional and sector based roadshows;
- Ensure its selection process is both competitive and transparent; to ensure that only high quality participants, who will be actively engaged with the scheme are selected and;
- Support and add value to Queensland Government Agencies, Programmes & Strategies including, Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy

Queensland Government Strategic Priority	CWF Queensland will:
<p><b>Advance Queensland:</b> through supporting Queensland:</p> <ul style="list-style-type: none"> <li>● Grow as a leader in the Knowledge Economy</li> <li>● Connect those ideas, businesses and entrepreneurs to new markets</li> <li>● Grow and inspire innovation networks to connect, learn and partner</li> </ul>	<ul style="list-style-type: none"> <li>● Deliver CWF cohorts including:                             <ul style="list-style-type: none"> <li>- Digital and Fintech</li> <li>- Resource &amp; Energy Tech</li> <li>- Sustainable Environment, Building and Agri-tech/ Biofutures &amp; Life Sciences</li> <li>- Advanced Manufacturing</li> <li>- e-Commerce</li> </ul> </li> </ul>

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<ul style="list-style-type: none"> <li>• Grow industries to accelerate growth into new markets/ opportunities</li> <li>• Discover &amp; Attract new investment, venture capital to foster emerging industries</li> <li>• Accelerate the development of high growth firms</li> </ul>	<ul style="list-style-type: none"> <li>• Sectors to be finalised in partnership with CWF market sponsor</li> <li>• Facilitate Engagement and networking with wider CWF international networks</li> <li>• Delivery of targeted trade missions</li> </ul>
<p><b>Queensland Trade and Investment Strategy 2017 – 2022 &amp; Queensland: Endless Opportunities:</b></p>	<ul style="list-style-type: none"> <li>• Support Queensland’s 10-year action plans for priority sectors including Advanced Manufacturing, Biofutures, Biomedical &amp; Life-Sciences and METS</li> <li>• Ensure the cohorts support Regional Queensland through an active out-reach program</li> <li>• Assist Queensland attract sustainable foreign investment through linking CWF members to CWEIC’s established network of high-profile strategic partners.</li> <li>• Showcase Queensland’s world-class tourism experiences, investment opportunities and infrastructure relating to major international events</li> <li>• Directly support Queensland Government in its targets to build export capabilities and increasing its share of overseas exports to 22% by 2022</li> <li>• Directly contribute to supporting the Queensland Government in increasing the number of investment outcomes by 2022</li> <li>• Support Queensland’s Strategic Priority of Economic Diversification through the cohort sectors identified</li> <li>• Show continued outcomes from the legacy of GC2018</li> </ul>
<p><b>Queensland’s Export Awards</b></p>	<ul style="list-style-type: none"> <li>• Provide a natural link to these awards; both to advance new applicants and also to further previous award recipients. For example CWEIC’s Chairman met with previous award winners including Grace Loves Lace &amp; Opmantek as part of the <i>Trade 2018</i> program.</li> </ul>

- CWF: Queensland will directly support Queensland in seeking and accessing new markets, for example through:
  - Collaborating with Queensland Government Agencies, where they are present in-target markets. CWF Queensland will support and augment this resource through increasing networks, market access and the provision of further mentor support & expertise and;
  - Offering a route into markets where Queensland Government isn’t or has minimal resource. CWF Queensland participants will be able to use CWEIC’s international hubs and CWF’s networks as a means of engaging a trusted network of credible businesses to collaborate and partner with.

International Market	CWEIC In-market Presence: Current to 2021	Queensland In-market Presence
Asean	CWEIC Hubs Established in: <ul style="list-style-type: none"> <li>• Singapore &amp; Malaysia</li> </ul> CWEIC Hubs and CWF networks forming in:	TIQ Commissioner: Asean

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	<ul style="list-style-type: none"> <li>Sri Lanka, Pakistan &amp; Bangladesh</li> </ul>	
Europe	<ul style="list-style-type: none"> <li>UK: CWEIC Hub and CWF Network established               <ul style="list-style-type: none"> <li>CWEIC's UK hub will provide early opportunities for Queensland's tech-focused entrepreneurs to expand operations</li> </ul> </li> <li>Malta: CWEIC Hub established and CWF networking forming               <ul style="list-style-type: none"> <li>Key gateway to the EU, particularly in light of Brexit</li> </ul> </li> <li>Cyprus: CWIEC Hub developing</li> </ul>	TIQ Commissioner Europe Engagement underway
India	CWEIC Hub and CWF network online in 2019: Recognising Global Megatrend which has seen a growth rate of 7.8% <ul style="list-style-type: none"> <li>CWEIC is working with TIQ India around 'Vibrant Gujarat' delegation; a good example of where 1 network compliments and adds value to another</li> <li>CWF proposals being taken forward on a multi-state basis</li> </ul>	TIQ Commissioner India Engagement underway
Middle East	CWEIC trade-mission 2019 <ul style="list-style-type: none"> <li>CWEIC is already engaged with TIQ Commissioner, who will be part of the delegation</li> </ul>	TIQ Commissioner: Donna Massie Engagement underway
Africa	Recognising the global megatrend of opportunities driven by population growth, infrastructure development and natural/ renewable resources <ul style="list-style-type: none"> <li>Nigeria: CWEIC hub established and CWF network forming               <ul style="list-style-type: none"> <li>Nigeria's population is set to exceed that of the USA by 2050; with economic growth targeted at 7%pa</li> </ul> </li> <li>Rwanda: CWEIC hub and CWF networking forming               <ul style="list-style-type: none"> <li>Host of the 2020 CHOGM and CBF; with Rwanda's priorities being focused around growing nascent sectors around Technology &amp; Natural Resources &amp; investment attraction</li> <li>CWEIC's recent Rwanda mining event was attended by TIQ: Europe</li> </ul> </li> <li>CWEIC's wider presence also includes Ghana &amp; Namibia</li> </ul>	

### 5.3: CommonwealthFirst Queensland: The Sponsor's Value Proposition

CWF will support the priorities of the CWF: Queensland Sponsor through providing:

- A targeted program that will directly support the Sponsors Trade priorities by:
  - Increasing Trade through growing exports;
  - Providing technical support and expertise to program participants through the establishment of a mentor network;
  - Supporting out-bound and in-bound trade missions;
  - Supporting sponsor involvement with cohort identification, engagement & recruitment, including Regional out-reach, to ensure that the right participants are identified and engaged through the program;
  - Providing a long-lasting Alumni network that offers opportunities for sustaining the global CWF community and moving towards program financial self-sufficiency and;
  - Regular program reporting to ensure the program starts on-track and stays there
- Recognition and high-profile opportunities for the Sponsor through:

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- The maintenance of a Strategic Partnership with CWEIC
- Key note speaking and associated sponsor activities across CWEIC's high profile and impact events e.g. CBF/ Commonwealth Innovation Forum;
- Recognition as CWF Queensland Sponsor and branding across CWF Queensland material, activities & events, and;
- High level networking opportunities including Heads of Government, Ministers and C-suite business level.

## **5.4: CommonwealthFirst Queensland: The Participant Value Proposition**

CWF will support program participants in:

- Developing their business/ venture into new Commonwealth markets;
- Undertaking at least one facilitated trade mission per cohort;
- Accessing to an ever developing Cross-Commonwealth network of businesses; aspiration of 1,000+ participants for 2021;
- Accessing an international network of CWF mentors;
- Accessing CWEIC CWF events and material;
- Being able to utilise the CWF Brand and Logo to augment their business identity and international credibility/ connectiveness;
- Accessing and potentially participating in CWEIC signature events e.g. Commonwealth Business Forum and;
- Through launching in June 2019

## **5.5: CWF Queensland participants will receive the following commitments:**

- A program and cohort launch event;
- Access to a cross-Commonwealth CWF network across all CWF international markets;
- An opportunity to participate in at least 1 Trade Mission per cohort (participant fee additional);
- Quarterly cohort events;
- Engagement with CWEIC Strategic partners;
- Training and support via Webinars;
- Direct access and support from an international network of mentors;
- Communications and marketing; including web-site content and on-line training events/ webinars;
- Alumni management and;
- Engagement with the Yearly Report and Evaluation

## **5.6: CommonwealthFirst Queensland: Who is the Ideal Participant?**

CommonwealthFirst looks for credible and exciting businesses with high export potential and as a guideline the following broad characteristics are targeted:

- Established businesses who are moving towards the Expansion stage of the Start-Up lifecycle; with characteristics provisionally including;
  - Proven experience/ capability across the priority sectors;
  - Turnover between AUS\$250,000 and AUS\$100,000,000
  - Employees between 10 and 250

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- Demonstrable Revenue growth; with an aspiration of 20% over the last 2 years and;
- Represent the broader Queensland; including Regional Queensland
- A business who is looking to expand into another Commonwealth market. This includes both:
  - Those looking to start exporting to another Commonwealth market and/ or and;
  - Those currently exporting to a Commonwealth market and looking to expand operations into additional Commonwealth markets;

These parameters are only indicative. CommonwealthFirst Queensland will look to recruit a wide range of small and medium sized businesses, from early stage start-ups to businesses that are well established in Queensland and are potentially operating in overseas markets but have not fulfilled their export potential.

## 5.7: Commonwealth Queensland: An High-level activity plan

Recognising that the timing and focus of CWF Queensland will be developed in partnership with the CWF: Queensland Sponsor, the table below is intended to provide an indicate view of high level timings and activities only.

CWF Queensland Cohort Number/ Activity	Timing	Sector	Potential Activity
CWF Queensland Announcement	April	Cross-cutting	Launch event in-Market
1	May 2019	Digital Tech	London Tech Week June 2019 Commonwealth Innovation Forum 2019
2	October 2019	Resource and Energy Tech	Commonwealth Innovation Forum
3	October 2019	Bio and LifeSciences	Commonwealth Innovation Forum
4	May 2020	Advanced Manufacturing	London Tech Week
CBF	October 2020	Cross-cutting	CBF CWF International Networking event
5	May 2021	e-Commerce	eTail Canada: Subject to event confirmation
6	Spring 20201	FinTech	London Tech Week

- CBF in 2020 in Rwanda and programming to establish the CWF global community network.

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## **6.0 Partnership**

The programme will be a partnership between the Government of Queensland, the Commonwealth Enterprise and Investment Council (CWEIC) and CommonwealthFirst Queensland. CWEIC will retain ownership and the IP of the CommonwealthFirst brand.

The Queensland Government will provide support through a combination of in-kind support and through leveraging existing funding programs to support Queensland exporters. We will continue to work closely with all State Government agencies including the Premier's Office, Trade and Investment Queensland, Advance Queensland, Business Queensland, Economic Development Queensland and Queensland's diplomatic network (particularly the Agent General in London), as well as national agencies such as Austrade, Regional Development Agencies (RDAs), TradeStart and relevant municipal authorities.

Additional partners and sponsors of the programme will be identified to assist in funding and, equally importantly, mentoring the Export Champions.

Similarly, CWEIC will continue to work closely with other Queensland based initiatives and organisations, such as Life Sciences Queensland, Queensland's Chief Entrepreneur and River City Labs. We will also work closely with international initiatives such as Pitch@Palace whose Australian arm is led from Queensland and where Queensland has had a proven track record of success, including winners across 2017 and 2018.

## **7.0 Governance**

A programme board will be established to oversee the delivery of CommonwealthFirst Queensland.

Non-executive board members will be unpaid, but reasonable expenses will be paid on a pre-agreed basis. The board will have quarterly calls and will meet once a year to help develop the strategy for the programme and to monitor performance.

The board will be expanded as necessary, possibly with the addition of a non-statutory advisory board, and we are keen to ensure gender balance as well as state-wide representations. Sponsors will also be represented on the board/advisory board as appropriate.

## **8.0 Web-site**

The programme will be supported by a website and an online platform to facilitate networking between the Export Champions and the wider CommonwealthFirst community. CWF Queensland will benefit from the UK CWF Pilot, which has already established a web-site and brand. CWF Queensland will also be supported by a CWF LinkedIn network and an enduring alumni strategy.

## **9.0 Mentoring and Training**

The participating companies will have access to a dedicated mentor and team of specialist advisers with skills in relevant areas including market entry, export finance, shipping, law, accountancy etc.

The mentors and advisers will help the Export Champions develop their Commonwealth Export Strategy and identify suitable opportunities for them. The Queensland specific mentors and advisers will be selected during the first phase of the project and will be matched to specific companies.



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Queensland Export Champions will also be able to draw on the international network of the CommonwealthFirst mentors. 40 mentors have been recruited to date  
<http://www.commonwealthfirst.org/about/mentors/> .


Commonwealth Export Champions will also have access to CWEIC network of Country Directors –as well as our 70 strong network of corporate and institutional strategic partners from across the Commonwealth and beyond:

This international network of mentors will compliment, support and add-value to Queensland's existing International Business Advisory Network, as established per Queensland's Trade and Investment Strategy.

The mentors and advisers are not paid and expenses are only be paid on a pre-agreed basis. We do not disallow the advisers from establishing a commercial relationship with the Export Champions as long as this is transparent and this is reported to us.

## **Contact**

For further information please contact

Dan Thatcher  
Director of Programmes  
Commonwealth Enterprise and Investment Council  
@cweic.org; +44 (0) 2077476336

**Commonwealth Enterprise and Investment Council: January 2019**

## Tess Bishop

---

**From:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Sent:** Wednesday, 27 March 2019 6:56 PM  
**To:** Tess Bishop  
**Subject:** RE: PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)

Tess  
Good to chat on this one  
As discussed, we will not proceed. Our London office will confirm membership with them.  
Cheers  
Paul

**From:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Sent:** Wednesday, 27 March 2019 6:44 PM  
**To:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Subject:** PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)  
**Importance:** High

Hi Paul

Apologies for the delay in responding.

Thanks for the opportunity to review the attached letters. DPC including my division has provided previous briefs to the Premier on this matter. I understand after consideration these were noted by the PO and documented as No Further Action required.

I'm not sure I have much more value to add on this one.

Many thanks

Tess

**Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M   
Level 29, 1 William Street, Brisbane, QLD 4000  
PO Box 15185, City East, QLD 4002



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**From:** Departmental Liaison Officer  
**Sent:** Tuesday, 19 March 2019 2:05 PM  
**To:** 'Tess.Bishop@premiers.qld.gov.au' <Tess.Bishop@premiers.qld.gov.au>  
**Cc:** 'Romila Prasad' <romila.prasad@premiers.qld.gov.au>  
**Subject:** PBN CEWIC CommonwealthFirst response (TF/19/2923 - Market 19-052)

Hi Tess,

Please find attached draft PBN and draft letter to Lord Marland of Odstock. Paul Martyn has asked me to forward to you for consultation. It would be appreciated if you could forward any comments directly to Paul at [paul.martyn@tiq.qld.gov.au](mailto:paul.martyn@tiq.qld.gov.au).

Thank you

Regards

**Maree Ainsworth**  
Departmental Liaison Officer & EA to the Chair  
Office of the CEO  
Trade and Investment Queensland

Telephone: +61 7 3514 3128  
Mobile:    
Email: [dlo@tiq.qld.gov.au](mailto:dlo@tiq.qld.gov.au) / [maree.ainsworth@tiq.qld.gov.au](mailto:maree.ainsworth@tiq.qld.gov.au)

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## Tess Bishop

---

**From:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Sent:** Monday, 6 May 2019 5:09 PM  
**To:** Tess Bishop; Rachel Hunter  
**Subject:** Fwd: CommonwealthFirst  
**Attachments:** CWElc and Queensland.pdf; CommonwealthFirst Queensland 1.1.pdf

Rachel, Tess

Linda has sent through the proposal after I followed her up

I will ask my team to review and provide some advice - good to understand what the cost and benefits might be ahead of conversation with Premier

I was a bit disappointed that this wasn't raised directly with either Tess or I post the mission given the issue of a partnership was live in the lead up

Paul

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---

**From:** Linda Apelt  
**Sent:** Monday, May 6, 2019 4:24:19 PM  
**To:** Paul Martyn  
**Cc:** Toni Brownie; Warren Bartlett  
**Subject:** FW: CommonwealthFirst

Hi Paul,

please see submission Lord Marland has send to the Premier. we haven't had a chance to fully consider yet. I think it would be best to talk over the phone.

Lauren-Lee from my office will make a time to discuss over the phone.

Kind regards

Linda  
Linda Apelt  
Agent General  
Trade and Investment Commissioner Europe and Sub-Saharan Africa

Trade & Investment Queensland  
Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom  
Telephone: +44 20 7420 8760  
Mobile: [REDACTED]

---

**From:** Weronika Patyk <[REDACTED]@cweic.org>  
**Sent:** 01 May 2019 13:29  
**To:** Linda Apelt  
**Cc:** Warren Bartlett  
**Subject:** FW: CommonwealthFirst

Dear Linda

I hope my email finds you well.

Please see below an email that was sent to Premier's office.

Should you have any questions please do not hesitate to contact me.

Kind regards

**Weronika Patyk**

Deputy Director of Operations

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: [REDACTED]@cweic.org

Web: [www.cweic.org](http://www.cweic.org) | Twitter: [@CWEICofficial](https://twitter.com/CWEICofficial)

**COMMONWEALTH**

*Enterprise and Investment Council*

**From:** Lord Marland

**Sent:** 01 May 2019 11:25

**To:** [The.Premier@premiers.qld.gov.au](mailto:The.Premier@premiers.qld.gov.au)

**Cc:** Dan Thatcher; Alan Gemmell

**Subject:** CommonwealthFirst

Dear Anastacia,

Thank you for such an enjoyable dinner the other week. I said we would come back with a proposal about how we can support Queensland in developing its relationships and trade with India, please find that attached. I have also suggested that this is followed up with a conversation with CWEIC's Chief Executive, Alan Gemmell.

Kind regards

**Lord Marland of Odstock**

Chairman

**Commonwealth Enterprise & Investment Council**

Marlborough House | Pall Mall | London | SW1Y 5HX | UK

DL: +44 (0) 20 7747 6189 | Email: [REDACTED]@cweic.org

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# COMMONWEALTH

*Enterprise and Investment Council*

Commonwealth Enterprise and  
Investment Council  
Marlborough House  
Pall Mall, London  
SW1Y 5HX

## From the Chairman

The Honourable Anastacia Palaszczuk,  
1 William Street  
Brisbane

1 May 2019

Dear Anastacia

### CWEIC and Queensland

It was a delight to see you for dinner on 11<sup>th</sup> April and I hope that the rest of your visit went well.

Further to our meeting, I am very pleased to send for your consideration the Commonwealth Enterprise and Investment Council's (CWEIC) proposal for a CommonwealthFirst program. As we discussed this is designed to support Queensland in its strategic priority of developing its relationships and level of trade with India.

As you will note, CWEIC has a strong and ever strengthening network across (and beyond India). With that in mind, can I suggest that we follow this up with a discussion between Paul Martyn, Linda Apelt, Rachel Hunter or Tess Bishop and Alan Gemmell, CWEIC's Chief Executive. Alan joined CWEIC from his role as Director of the British Council in India and has a wealth of experience and senior business and government connections from across the India market.

As ever, CWEIC is grateful for the support of the Queensland Government and I look forward to developing our collaboration further,

Yours sincerely,

*Tess Bishop*



**Lord Marland of Odstock**  
Direct Tel: +44 (0) 20 7747 6189  
E-mail: [redacted]@cweic.org

# CommonwealthFirst

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## **CommonwealthFirst: Queensland**

### **1.0: CommonwealthFirst**

CommonwealthFirst (CWF) is a programme established by the Commonwealth Enterprise and Investment Council (CWEIC) to grow Intra-Commonwealth trade by supporting Small and Medium Enterprises to export confidently to new Commonwealth markets.

CWF has two primary objectives, to support:

- Governments and their commercial partners in increasing their volume of Commonwealth exports and;
- SME's to expand their operations and grow into new Commonwealth markets. Opportunities include facilitated trade missions and also 1-2-1 technical support and mentoring.

### **2.0: The Proposition Details**

- CWF can be built to the participant numbers required by the Market Sponsor;
- The CWF Queensland program is proposed to constitute 30 businesses a year, for 3 years (90 businesses) overall at a total 3-year cost of \$572,952 or £314,820
  - A full budget breakdown is available as required.

Further details of the proposition, the ambition, priorities and outcomes are outlined in paragraphs 10 – 12.

### **3.0 The Commonwealth Enterprise and Investment Council**

CWEIC is the Commonwealth's business organisation chaired by Lord Marland, who served as Prime Minister David Cameron's Trade Envoy. CWEIC has a mandate from Commonwealth Heads of Government to promote trade, investment and the role of the private sector. CWEIC's Chief Executive is Mr Alan Gemmell (OBE), who joined CWEIC in December 2018 from his role as Director of the British Council in India. Mr Gemmell brings to CWEIC his vast experience and connections across the Indian business and government communities.

CWEIC has close to 80 Strategic Partners from over 20 Commonwealth countries; including both Australia and India. By 2021 CWEIC will have grown this business network to 180 Strategic Partners, providing access, insight and influence across the Commonwealth with a focus on business-to-Government engagement.

CWEIC currently has established international operations in 6 priority Commonwealth markets; including the UK (including a particular focus on the City of London), Malaysia, Singapore, Nigeria, Malta and Sri Lanka. CWEIC has also recently signed a MoU with the Government of Gujarat and is currently working to further develop its presence across India and to further develop its international operations across Australia and the Pacific, the Caribbean (through a recent partnership established with the Government of the Cayman Islands) and East Africa, as CWEIC looks forward to delivering the Commonwealth Business Forum in Rwanda, in 2020.

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## **4: CWEIC and India:**

With a population of over 2.4 billion and a combined GDP that is projected to continue to grow to UKS \$13 trillion by 2020, the Commonwealth maintains a global relevance to trade. The Commonwealth represents over one-third of the world's population and will contain over 40% of the global workforce in the next two years. Of the Commonwealth's 2.4 billion people over 60% are under 30, with a burgeoning middle class consumer base that will reach one billion over the next 2 years. Significantly, India's path of growth is set to see India become the world's largest economy behind China by 2050, with an economy 60 times that of Queensland's.

Recognising the importance of fostering relationships and collaboration in the Indian market CWEIC continues to develop a strong Strategic Partner network across India. CWEIC has prioritised both Government and Institutional partners with whom CWEIC is already developing collaborative programming. For example CWEIC signed a MoU to deliver a CommonwealthFirst network with the Government of Gujarat. Two of CWEIC's Strategic Partners exemplify the strength of this network and include:

### *Federation of Indian Chambers of Commerce and Industry (FICCI):*

- Established in 1927, FICCI is the largest and oldest apex business organisation in India. FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies. FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community and;
- CWEIC is currently working with FICCI as an in-market partner for taking forward CWF proposals and market connections across a series of Indian states including those Indian states of priority to Queensland including; Gujarat, West Bengal, Telangana, Karnataka and Banglaru.

### *Confederation of Indian Industry (CII):*

- The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. Founded in 1895, CII has around 9000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 276 national and regional sectoral industry bodies.
- CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues and;
- With 65 offices, including 9 Centres of Excellence, in India, and 10 overseas offices in Australia, China, Egypt, France, Germany, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 355 counterpart organizations in 126 countries, CII serves as a reference point for Indian industry and the international



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business community. CWEIC is currently working CII to develop CWF proposals for Indian States that includes Maharashtra and Delhi.

## 5: CWEIC's Recent Successes in India

CWEIC further developed its profile and relationships in India with an extremely successful trade mission to 'Vibrant Gujarat'. Due to the size and scale of CWEIC's delegation (of over 75 senior business and Government leaders), was CWEIC recognised as an official event partner. 'Vibrant Gujarat' saw CWEIC successfully establish a Memorandum of Understanding with the Government of Gujarat to progress a Strategic Partnership and a CWEIC: CommonwealthFirst Program. Following 'Vibrant Gujarat' CWEIC is currently working to develop matching proposals for seven other priority Indian states. Of particular interest to the Queensland Government will be CWEIC's partnership proposals with the Indian State Government's of West Bengal, Bengaluru, Karnataka, Maharashtra and Telangana; all states identified by the Queensland Government as representing priority opportunities. CWEIC's progress in India, alongside the development of its operations and Strategic Partner base across the wider-Africa has ensured that CWEIC has unique government and business connections across two of the world's largest and fastest growing economies.

## 6.0 CWEIC and Queensland: A Gold Coast 2018 Commonwealth Games Legacy

The CWEIC and Queensland Government is a relationship cemented through GC2018 and one that continues to offer value to-date; for example:

- Providing Queensland Government with internationally high-profile opportunities; for example speaking opportunities at the 2017 Commonwealth Trade Ministers Meeting and 2018 Commonwealth Business Forum;
- Supporting Queensland Government in developing emerging industries; for example providing speakers and delegates to the LifeScience Queensland led Commonwealth Innovation Forum and committing to grow this forum to an established Commonwealth platform;
- Helping to connect Queensland to the Commonwealth and vice-versa. For example CWEIC brought the single-largest international delegation to support the *Trade 2018* program;
- Providing Trade and Investment Queensland with valuable connections across CWEIC's Strategic Partner network (for example Arup) and Queensland companies with opportunities; for example in attending CWEIC's recent Rwanda Mining Event and;
- Work is also underway with the Office of Queensland's Chief Entrepreneur (in coordination with TIQ Europe and London) to deliver a Commonwealth and Queensland Technology event. This will be timed with the London Tech Week (June 2019) and support Queensland's (and the wider Australia) delegation to LTW.

## 7: CommonwealthFirst: An Overview

CWF provides a structured approach to maximising the unique trading opportunities presented by the Commonwealth, in-particular the:

- Size and demography of the Commonwealth: With the 53 nations of the Commonwealth representing over one-third of the World's population and the trading

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opportunities presented by the Commonwealth's exponentially increasing middle-class. The scale and potential of the Commonwealth is well represented by India, which by 2050 is expected to have a population that will be almost 60 times of Queensland's. This has seen Commonwealth trade continue to grow at a time of increasing world uncertainty and;

- The Commonwealth Business Advantage: Where the consistency of language, legal systems and financial systems across the Commonwealth has been shown to present a 19% trading advantage for Intra-Commonwealth trade.

## **8: CommonwealthFirst: The Story-to-date and the Next Steps: 2019-21**

*'Through Commonwealth First, Everledger has been able to cement its UK operations and successfully expand into India'*

Leanne Kemp: CEO Everledger (CWF Export Champion) and Queensland's Chief Entrepreneur

The CWF Program was launched at the CWEIC led 2015 Commonwealth Business Forum (CBF), in Malta. CWF was piloted through four cohorts of SME's totalling 100 business across 2016 – 2018; with key highlights including the:

- Recruitment of 100 business across the pilot. Whilst the pilot was trialled with the UK market in-mind, its participants were international in nature;
- Delivery of 17 CWF export focused events including a Commonwealth Export Day and a Commonwealth First International Festival of Business;
- Delivery of 2 targeted Trade Missions per year for CWF participants to 6 priority Commonwealth markets including: Canada, Malaysia, Singapore, India and Australia. The CWF program continues in 2019 with a return to the Indian market through CWEIC's role as a Partner Organisation to the 'Vibrant Gujarat' Global Summit in January 2019;
- Recruitment and appointment of a high level and international business mentor network (currently comprising over 40 international business leaders) to provide expertise and insight on an unique 1-2-1 basis for program participants and;
- There were also business specific outcomes for cohort members; for example:
  - Playdale increased exports to the Commonwealth by 492% and;
  - Everledger, a Queensland based enterprise who joined the UK cohort to leverage the opportunities presented by CWF. These included participating in a number of the CWF trade missions; including those to India, where Everledger used the connections generated by CWEIC to establish operations; Canada where Series A funding of over £10mUS was attracted and to Queensland; where the founder, Leanne Kemp was a keynote speaker to Trade 2018 and the Commonwealth Innovation Forum.

CWEIC's CWF web-site provides further information of the achievements to-date and the mentor network: ( <https://www.commonwealthfirst.org/> )

## **9: CommonwealthFirst 19-21:**

Building on the successful pilot CWEIC has two linked priorities for CWF across 19-21:

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- Expand the CWF network to create a trusted community of credible SME's that stretches across the Commonwealth. The aspiration is to build the CWF business network to over 400 business by the time of the 2020 CBF; with a CWF presence for all priority Commonwealth markets. CWEIC is actively developing CWF networks in the UK, Malta, Australia, Malaysia, Nigeria and India, and;
- Ensure that the CWF international networks are expanded in a co-ordinated way with a real synergy of opportunity across the network; for example CWF networks are being developed around:
  - Shared Commonwealth priority sectors for example innovation; with these sectors having been identified to reflect both priorities across the Commonwealth and also to enhance existing Queensland Government strategies and programmes. For example Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy, and Queensland – India Trade and Investment Strategy (ITIS): 2018 – 2023, and;
  - Broader themes to help countries meet the Commonwealth's Sustainable Development Goals; for example around Gender Equality (SDG 5) and Economic Growth (SDG 8)

## **10: Commonwealth First: Queensland: The India Market Opportunity**

Following a discussion between The Honourable Anastacia Palaszczuk, MP, Premier of Queensland and CWEIC, CWF Queensland is designed with a focus on the Indian market. CWF Queensland is designed to support the Government of Queensland's objective of maintaining its position within Australia as having the largest share of exports to India, enhancing market understanding and increasing investment from India:

As outlined in Paragraph 12 CWF will deliver a series of structured activities that will directly support two of the priority targets within Queensland's ITIS:

*Increasing the number of opportunities facilitated by Queensland Government by 50% over the next 5 years and;*

*Increasing the total exports from Queensland to India by 50% over the next 5 years.*

CWF Queensland is designed to directly support Queensland Governments' ITIS Key Initiatives, specifically:

- *Elevate Queensland's Profile in India* through CWF Queensland by:
  - Strengthening Queensland's reputation across priority sectors and support the Commonwealth's Government 'Brand Australia' Programme. CWF cohorts will be recruited against sectors of mutual priority between Queensland and India identified through the ITIS. It is proposed that CWF Queensland will target innovation across the following sectors: Education and Ed Tech, Training, METs (and Renewable Energy), Food & Ag and Healthcare;
  - Providing a focal point for Queensland businesses to increase their understanding of key in-market events and forums, and;
  - Targeting CWF: Queensland Trade Missions to increase Queensland's presence at major Indian conferences to India. CWEIC will build from a position of strength as an Official Partner to Vibrant Gujarat 2019 and ensure that CWF Trade Missions are timed to coincide with major in-market trade events. With timings and opportunities guided by CWEIC's network of Strategic Partners and State Government partners;

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- *Build the Capability of Queensland's business community to successfully operate in India by:*
  - Putting in place a structured approach to maximise the opportunities presented by CWEIC's Strategic Partner network to Queensland, with a particular priority of supporting TIQ: India's in-market presence. In particular CWEIC will ensure that TIQ is introduced to CII and FICCI and that opportunities are provided to brief/ de-brief CWF participants, pre and post Trade Missions;
  - Utilising CWEIC's Strategic Partner network to support TIQ in facilitating Queensland businesses 'landing' in India. For example CWEIC is currently working with FICCI to explore the opportunity for shared meeting space for CWF participants; an opportunity that would be extended to CWF Queensland participants;
  - CWEIC has established a strong social media presence following its successful Vibrant Gujarat mission. CWF success stories and Trade Missions will be pro-actively communicated across CWEIC's; media channels, priority events and strategic partner network and;
  - CWEIC proposes to work with the Government of Queensland to scope a Queensland in India event that could form part of the programming for the 2020 Commonwealth Business Forum. This could provide a great opportunity to add prestige, international awareness and momentum to Queensland's ITIS commitment to developing an annual Queensland – India trade event. The participation of CWF Queensland members would demonstrate Queensland's growth and credibility across the Indian market to a global audience of senior business and government leaders.
  
- *Develop Queensland's Market Intelligence and understanding of the opportunities presented across the Indian market by:*
  - CWEIC leveraging its Strategic Partner network to provide market access and sector insight sessions across the priority Indian states identified in para 4 for CWF Queensland participants (alongside additional Commonwealth country market and sector webinars as part of the wider participant package). This will see CWF participants receive a minimum of 1 targeted market and/ or sector webinar being delivered per month. CWF Queensland participants will be able to continue to access CWF webinars post-program completion. CWEIC will prioritise digital channel delivery to provide a more efficient delivery system and the collation of more effective customer intelligence and;
  - CWEIC will work with both Queensland Government and its wider Strategic Partner network to support Queensland in its priority of developing market intelligence reports. In particular to maximise the wealth of material and insight already produced by partners such as FICCI and CII, plus CWEIC's Government partners.
  
- *Foster long term relationships and collaboration across Queensland and India by:*
  - Prioritising the development of a long term relationship between the Queensland Government, CWF Queensland Participants and CWEIC's Strategic Partners who prioritise the Indian market. A particular priority will be placed on early engagement with CWEIC's Institutional Strategic Partners from India, CII and FICCI. Specific opportunities will be sought to provide opportunities for businesses to meet, connect and network;

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- Providing CWF participants with the ability to directly connect with wider CWF networks through CWEIC's app that will be rolled out to SP's and CWF participants from August 2019. This app will enable participants to directly communicate and to build a long lasting alumni network for CWF participants so they can build long term connections and networks;
- CWEIC prioritising Queensland as a market of opportunity within the CWF India State Government proposals and in particular identify Queensland as a priority location for their trade missions. This will help bring targeted delegations of Indian businesses to Queensland to support the Queensland Government in establishing contact with Indian businesses who have an interest in Australia with a view to establishing an office in Queensland. A provisional target could see CWEIC bringing 25 Indian businesses per year to visit Queensland as part of reciprocal CWF trade missions. Where possible/ desirable this would be timed with major Queensland events; for example Qode/ ;
- Each member of the CWF Queensland will receive a coach targeted to the requirements of the business. For those businesses prioritising the Indian market, CWEIC will seek to provide a coach with the requisite market expertise to support those Queensland businesses seeking to grow their operations into India. The international nature of CWEIC's mentor network will also enable CWF India participants to be able to better understand and embrace reciprocal opportunities within Queensland. This will also provide an opportunity to collaborate and add value to TIQ's work in establishing the proposed Queensland – India mentor network as per the ITIS,
- Supporting Queensland in setting up partnerships and MoU's with priority Indian states and;
- CWF Queensland will provide a structured approach that will directly assist Queensland's aspiration of developing a program that will support collaboration to develop collaboration across priority industries between Queensland and India.

## 11: The Proposition Details

- CWF can be built to the participant numbers required by the Market Sponsor;
- CWF Queensland is proposed to consist of:
  - 1 cohort of 30 participants per year;
  - 90 participants across the 3 years at a total cost of AD \$6,366 or £3,498 per participant \$572,952 or £314,820 and;
  - A full budget breakdown is available as required.

CWF Queensland will:

- Deliver from Day 1; with the announcement confirming cohort 1 participants;
- Identify participants from across Queensland through regional and sector based roadshows;
- Ensure its selection process is both competitive and transparent; to ensure that only high quality participants, who will be actively engaged with the scheme are selected and;
- Support and add value to Queensland Government Agencies, Programmes & Strategies including, Advance Queensland and Advancing Trade and Investment: Queensland's Trade and Investment Strategy

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## 12: CWF: Queensland: Wider Strategic Impact

Alongside Queensland – India Trade and Investment Strategy, CWF Queensland is designed to compliment and add value to additional Queensland Government strategic priorities:

Queensland Government Strategic Priority	CWF Queensland will:
<p><b>Advance Queensland:</b> through supporting Queensland:</p> <ul style="list-style-type: none"> <li>• Grow as a leader in the Knowledge Economy</li> <li>• Connect those ideas, businesses and entrepreneurs to new markets</li> <li>• Grow and inspire innovation networks to connect, learn and partner</li> <li>• Grow industries to accelerate growth into new markets/ opportunities</li> <li>• Discover &amp; Attract new investment, venture capital to foster emerging industries</li> <li>• Accelerate the development of high growth firms</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver CWF cohorts including:               <ul style="list-style-type: none"> <li>- Digital and Fintech</li> <li>- Resource &amp; Energy Tech</li> <li>- Sustainable Environment, Building and Agri-tech/ Biofutures &amp; Life Sciences</li> <li>- Advanced Manufacturing</li> <li>- e-Commerce</li> </ul> </li> <li>• Sectors to be finalised in partnership with CWF market sponsor</li> <li>• Facilitate Engagement and networking with wider CWF international networks</li> <li>• Delivery of targeted trade missions</li> </ul>
<p><b>Queensland Trade and Investment Strategy 2017 – 2022 &amp; Queensland: Endless Opportunities:</b></p>	<ul style="list-style-type: none"> <li>• Support Queensland's 10-year action plans for priority sectors including Advanced Manufacturing, Biofutures, Biomedical &amp; Life-Sciences and METS</li> <li>• Ensure the cohorts support Regional Queensland through an active out-reach program</li> <li>• Assist Queensland attract sustainable foreign investment through linking CWF members to CWEIC's established network of high-profile strategic partners.</li> <li>• Showcase Queensland's world-class tourism experiences, investment opportunities and infrastructure relating to major international events</li> <li>• Directly support Queensland Government in its targets to build export capabilities and increasing its share of overseas exports to 22% by 2022</li> <li>• Directly contribute to supporting the Queensland Government in increasing the number of investment outcomes by 2022</li> <li>• Support Queensland's Strategic Priority of Economic Diversification through the cohort sectors identified</li> <li>• Show continued outcomes from the legacy of GC2018</li> </ul>
<p><b>Queensland's Export Awards</b></p>	<ul style="list-style-type: none"> <li>• Provide a natural link to these awards; both to advance new applicants and also to further previous award recipients. For example CWEIC's Chairman met with previous award winners including Grace Loves Lace &amp; Opmantek as part of the <i>Trade 2018</i> program.</li> </ul>

## 13: CommonwealthFirst Queensland: The Sponsor's Value Proposition

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- Recognition and high-profile opportunities for the Sponsor through:
  - A programme directly designed to support Queensland's strategic priorities with a particular focus on the Indian market;
  - Key note speaking and associated sponsor activities across CWEIC's high profile and impact events e.g. CBF/ Commonwealth Innovation Forum;
  - Recognition as CWF Queensland Sponsor and branding across CWF Queensland material, activities & events, and;
  - High level networking opportunities including Heads of Government, Ministers and C-suite business level,

## **14: CommonwealthFirst Queensland: The Participant Value Proposition**

CWF Queensland participants will receive the following commitments:

- a briefing conversation with CWEIC within two weeks of joining the programme to ensure that CWEIC are clear as to the participants priorities and requirements in joining the program
- access to a dedicated network of senior and impactful contacts who will provide:
  - Insight to support participants in accessing and entering new markets, with India being a clear priority;
  - Influence to support participants in being able to rapidly expand an in-market presence;
  - Insight to support a participant grow their business idea;
  - Insight to support a participant grow their business through the provision of expert advice across key points within a business lifecycle and;
  - Connections through providing a participant with credible and trusted contacts across priority Commonwealth markets
- access to a program of webinars (minimum 1 per month across the duration of the program) which will include:
  - Market access information across priority Commonwealth international and state markets;
  - Insight to emerging trends and developments across the priority sectors identified by the CWF Market sponsor
- the provision of a contracted number of hours access to a business coach who will support the program participant in developing their business plan and planning their growth across the business lifecycle and into new markets.
- each participant will be provided with an opportunity to attend at least one CWEIC-led trade mission per cohort. The location of this Trade Mission will be agreed with the Market Sponsor and it is proposed that the Trade Missions for CWF Queensland could be targeted towards the India Market:
  - The trade missions will be designed to support the needs of the programme participants, once finalised. Participation on a trade-mission will incur an additional fee;
  - The trade missions will be populated from across CWEIC's international strategic partner network, wider CWF programmes (for example India and UK) and to agreed stakeholders and partners from outside of CWEIC's direct network;
  - Participants will be supported in the construction of their programme and meeting contacts and;

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- A trade mission will (whenever possible) be timed to coincide with a key international event/ trade show within the target market/ priority sectors
- Direct access to ever increasing network of CWF programme participants from across key Commonwealth markets. The aspiration is to build this network of pre-qualified and credible businesses to a network of 400 participants by CBF 2020;
- Direct access to and participation with CWEIC's high-profile programme of events, including the 2020 Commonwealth Business Forum and;
- The ability to utilise the CWF brand and logo to augment the participants' business identity and international credibility/ connectiveness.

Wherever possible CWEIC will deliver commitments through Digital Solutions. This reflects CWEIC's recognition of the need to minimise the cost in time, financial and resource to a business in travelling.

## 15: CommonwealthFirst Queensland: Who is the Ideal Participant?

The final criteria will be agreed with the Market Sponsor. As a guide CommonwealthFirst looks for credible and exciting businesses with high export potential and as a guideline the following broad characteristics could be targeted:

- Established businesses who are moving towards the Expansion stage of the Start-Up lifecycle; with characteristics provisionally including;
  - Proven experience/ capability across the priority sectors;
  - Turnover between AUS\$250,000 and AUS\$100,000,000
  - Employees between 10 and 250
  - Demonstrable Revenue growth; with an aspiration of 20% over the last 2 years and;
  - Represent the broader Queensland; including Regional Queensland
- A business who is looking to expand into another Commonwealth market. This includes both:
  - Those looking to start exporting to another Commonwealth market and/ or and;
  - Those currently exporting to a Commonwealth market and looking to expand operations into additional Commonwealth markets;

These parameters are only indicative. CommonwealthFirst Queensland will look to recruit a wide range of small and medium sized businesses, from early stage start-ups to businesses that are well established in Queensland and are potentially operating in overseas markets but have not fulfilled their export potential.

## 16: Commonwealth Queensland: An High-level activity plan

Recognising that the timing and focus of CWF Queensland will be developed in partnership with the CWF: Queensland Sponsor, the table below is intended to provide an indicate view of high level timings and activities only.

Timing	Sector	Potential Activity
July '19	Cross-Cutting	Announcement and associated Comms



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September '19	Cross-Cutting	Launch event
January 2020	Cross-Cutting	Vibrant Gujarat
June 2020	Cross-Cutting	Commonwealth Innovation Forum @ Commonwealth Business Forum
January 2021	Cross-Cutting	Vibrant Gujarat
June 2021	Ed, Food and Health Tech	London Tech Week

- CBF in 2020 in Rwanda and programming to establish the CWF global community network.

## 17: Partnership

The programme will be a partnership between the Government of Queensland, the Commonwealth Enterprise and Investment Council (CWEIC) and CommonwealthFirst Queensland. CWEIC will retain ownership and the IP of the CommonwealthFirst brand.

The Queensland Government will provide support through a combination of in-kind support and through leveraging existing funding programs to support Queensland exporters. We will continue to work closely with all State Government agencies including the Premier's Office, Trade and Investment Queensland, Advance Queensland, Business Queensland, Economic Development Queensland and Queensland's diplomatic network (particularly the Agent General in London), as well as national agencies such as Austrade, Regional Development Agencies (RDAs), TradeStart and relevant municipal authorities.

Additional partners and sponsors of the programme will be identified to assist in funding and, equally importantly, mentoring the Export Champions.

Similarly, CWEIC will continue to work closely with other Queensland based initiatives and organisations, such as Life Sciences Queensland, Queensland's Chief Entrepreneur and River City Labs. We will also work closely with international initiatives such as Pitch@Palace whose Australian arm is led from Queensland and where Queensland has had a proven track record of success, including winners across 2017 and 2018.

## 18: Governance

A programme board will be established to oversee the delivery of CommonwealthFirst Queensland.

Non-executive board members will be unpaid, but reasonable expenses will be paid on a pre-agreed basis. The board will have quarterly calls and will meet once a year to help develop the strategy for the programme and to monitor performance.

The board will be expanded as necessary, possibly with the addition of a non-statutory advisory board, and we are keen to ensure gender balance as well as state-wide representations. Sponsors will also be represented on the board/advisory board as appropriate.

## 19: Web-site

The programme will be supported by a website and an online platform to facilitate networking between the Export Champions and the wider CommonwealthFirst community. CWF Queensland will benefit from the UK CWF Pilot, which has already established a web-

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site and brand. CWF Queensland will also be supported by a CWF LinkedIn network and an enduring alumni strategy.

## **20: Mentoring and Training**

The participating companies will have access to a dedicated mentor and team of specialist advisers with skills in relevant areas including market entry, export finance, shipping, law, accountancy etc.

The mentors and advisers will help the Export Champions develop their Commonwealth Export Strategy and identify suitable opportunities for them. The Queensland specific mentors and advisers will be selected during the first phase of the project and will be matched to specific companies.

Queensland Export Champions will also be able to draw on the international network of the CommonwealthFirst mentors. 40 mentors have been recruited to date  
<http://www.commonwealthfirst.org/about/mentors/> .


Commonwealth Export Champions will also have access to CWEIC network of Country Directors –as well as our 70 strong network of corporate and institutional strategic partners from across the Commonwealth and beyond:

This international network of mentors will compliment, support and add-value to Queensland's existing International Business Advisory Network, as established per Queensland's Trade and Investment Strategy.

The mentors and advisers are not paid and expenses are only be paid on a pre-agreed basis. We do not disallow the advisers from establishing a commercial relationship with the Export Champions as long as this is transparent and this is reported to us.

## **Contact**

For further information please contact

Dan Thatcher  
Director of Programmes  
Commonwealth Enterprise and Investment Council  
@cweic.org; +44 (0) 2077476336

**Commonwealth Enterprise and Investment Council: April 2019**

## Tess Bishop

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**From:** Rachel Hunter  
**Sent:** Monday, 6 May 2019 5:42 PM  
**To:** Paul Martyn; Tess Bishop  
**Subject:** Re: CommonwealthFirst

Thank you Paul. I will welcome the advice.

Warm regards

Rachel Hunter  
A/Director-General  
Department of the Premier and Cabinet

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P 07 3003 9388 M [REDACTED]  
Level 40, 1 William Street, Brisbane QLD 4000  
PO Box 15009, City East QLD 4002  
www.dsdmip.qld.gov.au

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**From:** Paul Martyn <paul.martyn@tiq.qld.gov.au>  
**Sent:** Monday, May 6, 2019 5:11 PM  
**To:** Tess Bishop; Rachel Hunter  
**Subject:** Fwd: CommonwealthFirst

Rachel, Tess  
Linda has sent through the proposal after I followed her up  
I will ask my team to review and provide some advice - good to understand what the cost and benefits might be ahead of conversation with Premier  
I was a bit disappointed that this wasn't raised directly with either Tess or I post the mission given the issue of a partnership was live in the lead up  
Paul

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**From:** Linda Apelt  
**Sent:** Monday, May 6, 2019 4:24:19 PM  
**To:** Paul Martyn  
**Cc:** Toni Brownie; Warren Bartlett  
**Subject:** FW: CommonwealthFirst

Hi Paul,

please see submission Lord Marland has send to the Premier. we haven't had a chance to fully consider yet. I think it would be best to talk over the phone.

Lauren-Lee from my office will make a time to discuss over the phone.

Kind regards  
Linda

Linda Apelt  
Agent General  
Trade and Investment Commissioner Europe and Sub-Saharan Africa

**Trade & Investment Queensland**  
Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom  
Telephone: +44 20 7420 8760  
Mobile: [REDACTED]

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**From:** Weronika Patyk [REDACTED]@cweic.org>  
**Sent:** 01 May 2019 13:29  
**To:** Linda Apelt  
**Cc:** Warren Bartlett  
**Subject:** FW: CommonwealthFirst

Dear Linda

I hope my email finds you well.

Please see below an email that was sent to Premier's office.

Should you have any questions please do not hesitate to contact me.

Kind regards

**Weronika Patyk**  
Deputy Director of Operations

**Commonwealth Enterprise & Investment Council**  
Marlborough House | Pall Mall | London | SW1Y 5HX | UK  
DL: +44 (0) 20 7747 6189 | Email: [REDACTED]@cweic.org  
Web: [www.cweic.org](http://www.cweic.org) | Twitter: [@CWEICofficial](https://twitter.com/CWEICofficial)

**COMMONWEALTH**  
Enterprise and Investment Council

**From:** Lord Marland  
**Sent:** 01 May 2019 11:25  
**To:** [The.Premier@premiers.qld.gov.au](mailto:The.Premier@premiers.qld.gov.au)  
**Cc:** Dan Thatcher; Alan Gemmell  
**Subject:** CommonwealthFirst

Dear Anastacia,

Thank you for such an enjoyable dinner the other week. I said we would come back with a proposal about how we can support Queensland in developing its relationships and trade with India, please find that attached. I have also suggested that this is followed up with a conversation with CWEIC's Chief Executive, Alan Gemmell.

Kind regards

**Lord Marland of Odstock**

Chairman

**Commonwealth Enterprise & Investment Council**

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## Tess Bishop

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**From:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Sent:** Friday, 10 May 2019 5:15 PM  
**To:** Tess Bishop  
**Subject:** RE: CWEIC and Queensland - quick update

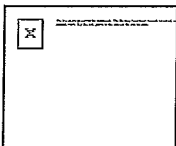
Tess  
Thanks  
Paul

**From:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Sent:** Friday, 10 May 2019 4:56 PM  
**To:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Cc:** Rachel Hunter <[REDACTED]@premiers.qld.gov.au>  
**Subject:** Re: CWEIC and Queensland - quick update

Thank you Paul for the update.

Will let you deal with this one independently with the PO & DG so I don't add a layer for you.

Kindest regards

 **Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

P 07 3003 9182 M [REDACTED]

Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 10 May 2019, at 1:38 pm, Paul Martyn <Paul.Martyn@tiq.qld.gov.au> wrote:

Rachel, Tess  
I spoke to Linda on this  
The proposal was not raised with the Premier during the meeting. Lord Marland apparently mentioned that they had had a successful mission to India.  
We are prepping advice.  
Elizabeth is requesting a PBN so we will include in that  
Paul

**From:** Rachel Hunter <[REDACTED]@premiers.qld.gov.au>  
**Sent:** Monday, 6 May 2019 4:38 PM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>; Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Subject:** Re: CWEIC and Queensland - quick update

Hi Tess and Paul - I have had no visibility of this - not raised in DG meetings but I am happy to test with you he Premier tomorrow. Will let you know what the Premier would like from us in relation to the India strategy. Have a lovely evening!!

Warm regards

Rachel Hunter  
A/Director-General  
Department of the Premier and Cabinet

---

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**From:** Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)>  
**Sent:** Monday, May 6, 2019 4:29 PM  
**To:** Paul Martyn  
**Cc:** Rachel Hunter  
**Subject:** Re: CWEIC and Queensland - quick update

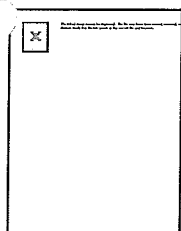
Hi Paul,

Wow! That was bit of a surprise. I'm sorry only Linda and the Premier attended dinner with Lord M and I wasn't told afterwards that anything like this had been instigated. I've copied Rachel in just in case it's since been raised in DG catch ups.

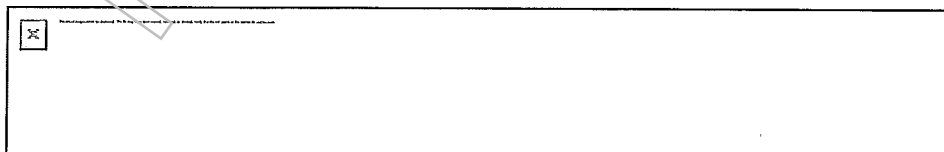
I guess India aligns with the Indian trade strategy and therefore a project could be developed.

Happy to help further if necessary but can definitely confirm nothing was raised with me about this on the mission.

Kind regards

 **Tess Bishop**  
Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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Level 29, 1 William Street, Brisbane QLD 4000  
PO Box 15185, City East, QLD 4002



On 6 May 2019, at 7:23 am, Paul Martyn <[Paul.Martyn@tiq.qld.gov.au](mailto:Paul.Martyn@tiq.qld.gov.au)> wrote:

Hi T

Do you have a sense of where this one might be headed? Good to chat  
PM

**From:** Dan Thatcher <[redacted]@cweic.org>  
**Sent:** Thursday, 2 May 2019 9:48 PM  
**To:** Paul Martyn <Paul.Martyn@tiq.qld.gov.au>  
**Subject:** CWEIC and Queensland - quick update

Hi Paul,

I hope this finds you well and that it is ok to e-mail you directly but I just wanted to ensure you were sighted/ given an heads-up.

Just to say I am fully aware of where we got to around the partnership between CWEIC and the Queensland Government. For information CWEIC is currently supporting:

- TIQ for an event for when the Hon Cameron Dick is in London and;
- Office of the Queensland's Chief Entrepreneur around an event for London Tech Week to support the StartUp Catalyst delegation (this is Australian wide but has an extremely strong Queensland focus and leadership).

I am also aware we had agreed to put CommonwealthFirst Queensland to one-side after all parties gave it due consideration. Just to say Lord Marland had dinner with the Premier the week before last (I believe Linda was also there). Following that I was asked by Lord Marland to produce an updated proposal with a focus on how CWEIC can support Queensland in India. This I have done and it has been submitted through to the Premier's Office as per my instructions (of course I am happy to share).

I just wanted to drop you a short courtesy note to ensure that you were sighted prior to anything emerging from the Premier's Office. I specifically didn't want a proposal coming through to you that you may have felt didn't reflect the outcomes of our previous proposal and for something to come through as a surprise. Similarly I am sure you understand that my need to respond to direction given.

As ever, I hope you're well and all of the best.

.....  
**Dan Thatcher**  
Director of Programmes and Policy  
**Commonwealth Enterprise & Investment Council**  
**Mobile:** [redacted]  
DL: +44 (0) 207 747 6336 | Email: [redacted]@cweic.org  
Web: [www.cweic.org](http://www.cweic.org) | Twitter: @CWEICofficial

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## Tess Bishop

---

**From:** Tess Bishop  
**Sent:** Thursday, 20 December 2018 5:00 PM  
**To:** Rick Anstey  
**Cc:** Paul Martyn (paul.martyn@tiq.qld.gov.au)  
**Subject:** Commonwealth First Proposal

Dear Rick

I hope this email finds you well.

Apologies for the length of time evaluation of the Commonwealth First proposal has taken. I am writing to advise that after much consideration I've been informed the government has decided that it isn't in the position to fund the Commonwealth First program. With limited funds in the trade budget the government will be focused on the implementation of the recently released India trade strategy.

Following some recent structural changes here in DPC I no longer have oversight of Trade and Investment Queensland, but I wanted to make sure I closed the loop with you on this personally.

I hope you have an excellent Christmas and Happy New Year.

Best wishes

### Tess Bishop

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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PO Box 15185, City East, QLD 4002



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## Tess Bishop

---

**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Sent:** Thursday, 1 November 2018 11:23 PM  
**To:** Tess Bishop  
**Cc:** Warren Bartlett; Lauren-Lee London  
**Subject:** RE: Commonwealth Export Champion initiative

Thank you Tess.

Kind regards

Linda

Linda Apelt

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

Telephone: +44 20 7420 8760

Mobile:

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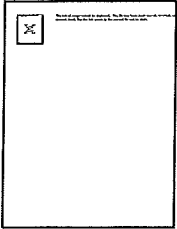
**From:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Sent:** 01 November 2018 13:07  
**To:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Cc:** Warren Bartlett <Warren.Bartlett@tiq.qld.gov.au>; Lauren-Lee London <Lauren-Lee.London@tiq.qld.gov.au>  
**Subject:** Re: Commonwealth Export Champion initiative

Hi Linda

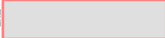
No sorry I know nothing the brief went into the Premier's office a long time ago. I don't think the PO is supportive but haven't been advised of that officially.

I believe Lord Marland has also reached out to the DG sometime ago seeking an answer.

Kind regards



**Tess Bishop**  
 Deputy Director-General  
 Strategy and Engagement  
 Department of the Premier and Cabinet

P 07 3003 9182 M 

Level 29, 1 William Street, Brisbane QLD 4000  
 PO Box 15185, City East, QLD 4002



On 1 Nov 2018, at 11:29 pm, Linda Apelt <[Linda.Apelt@tiq.qld.gov.au](mailto:Linda.Apelt@tiq.qld.gov.au)> wrote:

Hi Tess,

I hope you are well.

As you are aware we will be hosting the Governor next week through to Sunday 11 November. Part of the Governor's Program will be a tour of the House of Lords, Houses of Parliament and a private dinner with Lord Marland and other VIPs. I anticipate the Commonwealth Export Champion proposal will come up in conversation with Lord Marland. To date I have been saying the proposal is still being worked through. Have you got anymore advice on where this is at?


If the proposal is going to receive support, I think it is important to highlight the proposal is to support Queensland exports to India, Canada as well as the other Commonwealth countries. Given the impending India Strategy, maybe the Export Champion initiative could be linked in some way.

Any advice you can provide would be great.

Feel free to call if you would like to discuss.

Kind regards

Linda  
 Linda Apelt  
 Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
 Queensland Trade and Investment Commissioner, Europe

Trade & Investment Queensland  
 Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom  
 Telephone: +44 20 7420 8760  
 Mobile: 

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## Tess Bishop

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**From:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Sent:** Thursday, 20 December 2018 8:42 PM  
**To:** Tess Bishop  
**Cc:** Paul Martyn ()  
**Subject:** RE: Commonwealth First

Thank you for the advice Tess.

Kind regards

Linda

**Linda Apelt**

Agent-General for Queensland in the United Kingdom of Great Britain and Northern Ireland  
Queensland Trade and Investment Commissioner, Europe

**Trade & Investment Queensland**

Australia Centre, Cnr Melbourne Place and Strand, London WC2B 4LG, United Kingdom

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**From:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Sent:** 20 December 2018 06:25  
**To:** Linda Apelt <Linda.Apelt@tiq.qld.gov.au>  
**Cc:** Paul Martyn ()  
**Subject:** Commonwealth First

Hi Linda

Thank you for your lovely Christmas card it was much appreciated. I'm writing to advise that after much consideration the Commonwealth First proposal has not been approved. With limited funds in the trade budget funding will have to be concentrated on the implementation of the India trade strategy.

I will also email Rick to notify him of the outcome.

Many thanks Tess

**Tess Bishop**

Deputy Director-General  
Strategy and Engagement  
Department of the Premier and Cabinet

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## Tess Bishop

---

**From:** Rick Anstey <[redacted]@iqfunds.com.au>  
**Sent:** Thursday, 20 December 2018 6:40 PM  
**To:** Tess Bishop  
**Cc:** Paul Martyn (paul.martyn@tiq.qld.gov.au)  
**Subject:** Re: Commonwealth First Proposal

Dear Tess,

Sincere thanks for, at least, clarifying the outcome of the Commonwealth First Proposal.

I have referred the outcome to our team and we will assess next steps, but personally, I hope that the rejection will not exclude my ongoing dialogue on topics that are seen to be positive for the economic development of the state.

At least I am proud to see the roaring success of Tidelands for Hoodlum and the upcoming production with Margot Robbie. - They are filming at Seaworld this week!

In any event I wish you success and happiness for 2019 and similarly for Paul, who I still hope to catch up with next year as he embraces the new role.

Best Wishes and the seasons greetings.

Rick

On Thu, 20 Dec 2018 at 17:00, Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)> wrote:

Dear Rick

I hope this email finds you well.

Apologies for the length of time evaluation of the Commonwealth First proposal has taken. I am writing to advise that after much consideration I've been informed the government has decided that it isn't in the position to fund the Commonwealth First program. With limited funds in the trade budget the government will be focused on the implementation of the recently released India trade strategy.

Following some recent structural changes here in DPC I no longer have oversight of Trade and Investment Queensland, but I wanted to make sure I closed the loop with you on this personally.

I hope you have an excellent Christmas and Happy New Year.

Best wishes



Queensland  
Government

**Tess Bishop**

Deputy Director-General

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--  
Rick Anstey

**Founder/Director, iQ Capital Management Pty Ltd**

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Skype: rickanstey

(m) U.K. [redacted] (m) AUS [redacted]

## Tess Bishop

---

**From:** Rick Anstey <[redacted]@iqfunds.com.au>  
**Sent:** Tuesday, 18 September 2018 12:35 PM  
**To:** Tess Bishop  
**Subject:** Re: Thanks and follow up

Thanks Tess  
Best Wishes  
Rick

On Tue, 18 Sep 2018 at 10:58 am, Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)> wrote:

Hi Rick

Thank you for your email. I don't think there is any need to brief further as it is now a decision for the government to make.

As soon as I hear of a decision we will be in touch.

Kind regards



**Queensland  
Government**

PO Box 15185, City East, QLD 4002

**Tess Bishop**

Deputy Director-General

Strategy and Engagement

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Level 29, 1 William Street, Brisbane QLD 4000





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**From:** Rick Anstey [mailto: [REDACTED]@iqfunds.com.au]  
**Sent:** Thursday, September 13, 2018 10:54 AM  
**To:** Tess Bishop <tess.bishop@premiers.qld.gov.au>  
**Subject:** Re: Thanks and follow up

Tess,

No problem at all - I appreciate your interest and support.

and will respond as and when appropriate.

I understand that my business partner in the UK, David Hulston, met with the Deputy Premier, Jackie Trad in London this week and had the opportunity to explain Commonwealth First and that she understands the proposal.

We also seem to have strong support from Linda Apelt.

The meetings included Lord Marland who provided background on the progress being made by CWEIC and Commonwealth First.

Final question - do you recommend that I brief any other party across QLD ?

I was thinking of Rachel Hunter ??

In any event - thanks and talk soon.

Rick

On 13 September 2018 at 10:16, Tess Bishop <[tess.bishop@premiers.qld.gov.au](mailto:tess.bishop@premiers.qld.gov.au)> wrote:

Hi Rick

My turn to apologise for a belated reply.

It was a pleasure to meet with you to discuss the CommonwealthFirst Australia proposal. It was helpful to gain an understanding of your vision for the project and the potential outcomes that could be achieved through this work.

I am still awaiting an outcome from the process, but will be in touch with further information once it is available.

In the meantime, if I can assist any further, please do not hesitate to let me know.

Regards

Tess