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The Parliament of the Commonwealth of Australia

# Inquiry into the Development of Northern Australia Interim Report

Joint Select Committee on Northern Australia

June 2014

Canberra

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## Membership of the Committee

Chair Hon Warren Entsch MP

Deputy Chair Hon Alannah MacTiernan MP

Members	Senator Sue Boyce	Senator Hon Jan McLucas
	Mr George Christensen MP	Senator Deborah O'Neill
	Senator Alan Eggleston	Ms Melissa Price MP
	Hon Gary Gray AO MP	Senator Rachel Siewert
	Mrs Natasha Griggs MP	Hon Warren Snowdon MP

### Participating Members

Senator Chris Back	Senator Hon Kate Lundy
Senator Cory Bernardi	Senator Hon Ian Macdonald
Senator Catryna Bilyk	Senator John Madigan
Senator Mark Bishop	Senator Gavin Marshall
Senator Hon Ronald Boswell	Senator Anne McEwen
Senator Carol Brown	Senator Bridget McKenzie
Senator David Bushby	Senator Claire Moore
Senator Hon Doug Cameron	Senator Barry O'Sullivan
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Senator Sam Dastyari	Senator Louise Pratt
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Senator Hon Bill Heffernan	Senator Hon Lin Thorp
Senator Helen Kroger	Senator Mehmet Tillem
Ms Michelle Landry MP	Senator Anne Urquhart
Senator Sue Lines	Senator John Williams
Senator Hon Joe Ludwig	Senator Hon Penny Wong

## Committee Secretariat

Secretary	Mr Peter Stephens (until 09.04.2014 ) Ms Stephanie Mikac (A/g from 10.04.2014 )
Inquiry Secretaries	Dr John Carter Dr Bill Pender
Senior Research Officer	Ms Loes Slattery
Administrative Officers	Ms Megan Peile Ms Carissa Skinner



## Terms of reference

The Committee to consider policies for developing the parts of Australia which lie north of the Tropic of Capricorn, spanning Western Australia, Northern Territory and Queensland, and in doing so:

- examine the potential for development of the region's mineral, energy, agricultural, tourism, defence and other industries;
- provide recommendations to:
  - enhance trade and other investment links with the Asia-Pacific;
  - establish a conducive regulatory, taxation and economic environment;
  - address impediments to growth; and
  - set conditions for private investment and innovation;
- identify the critical economic and social infrastructure needed to support the long term growth of the region, and ways to support planning and investment in that infrastructure.

The Committee to also present to the Parliament its recommendation for a white paper which would detail government action needed to be taken to implement the committee's recommendations, setting out how the recommendations were to be implemented, by which government entity they were to be implemented, a timetable for implementation and how and when any government funding would be sourced.

The Committee is due to present an interim report to Parliament on the activities of the Committee as soon as practicable after **30 May 2014**, with particular reference to the outcomes of public hearings held across Northern Australia, and any specialist knowledge emanating from the public submissions process. The Committee is due to deliver its final report and recommendations to the Parliament on or before **6 July 2014**.





## List of abbreviations

CDU	Charles Darwin University
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DIDO	Drive-in, Drive-out
FIFO	Fly-in, fly-out
JCU	James Cook University
LNG	Liquefied Natural Gas
NT	Northern Territory
ONA	Office of Northern Australia
RDA	Regional Development Australia
UWA	University of Western Australia
WA	Western Australia
WALGA	Western Australian Local Government Association



# Inquiry into the Development of Northern Australia—Interim Report

## Background

- 1.1 The Joint Select Committee on Northern Australia (the Committee) was appointed by a resolution of appointment passed by the House of Representatives on 21 November 2013<sup>1</sup> and passed with amendment by the Senate on 4 December 2013.
- 1.2 Amendment in the Senate resulted in a change of reporting dates for the Committee to the Parliament for the interim report from 30 June 2014 to 30 May 2014 and for the final report from 6 September to 6 July.<sup>2</sup> This was with the inclusion of:
- the requirement for the committee to make recommendations on taxation matters in reference to the regulatory and economic environment (of Northern Australia); and
  - the requirement to make recommendations ‘for a white paper which would detail government action needed to be taken to implement the committee’s recommendations, setting out how the recommendations were to be implemented, by which government entity they were to be implemented, a timetable for implementation and how and when any government funding would be sourced’.<sup>3</sup>

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1 Commonwealth of the Parliament of Australia, House of Representatives Votes and Proceedings No. 7, 21 November 2013, p. 129.

2 Commonwealth of the Parliament of Australia, Senate Journal No.6, 4 December 2013, p. 224.

3 Commonwealth of the Parliament of Australia, Senate Journal No.6, 4 December 2013, p. 224.

## Committee's Role

### Previous Reviews

1.3 The development of Northern Australia has been the subject of numerous reviews over a long period of time. For example, in 1947 the Northern Australian Development Committee published its report on the *Development of Northern Australia*.<sup>4</sup> In 1992, Professor Percy Harris of James Cook University presented 'A Strategy for Promoting the Economic Growth of Australia', containing approaches for economic development that still have currency today. They focussed on:

- Commonwealth/State co-operation
- A review of taxation
- Promoting exports
- Developing infrastructure
- Improving land use and land access
- Reducing transport costs
- Recognising regional variation in the development of policy.<sup>5</sup>

1.4 In 1994 the Committee on Darwin produced a report for government that, while focussed exclusively on Darwin, also contained views relevant to Northern Australian as a whole. The Committee stated that:

Darwin cannot presume that its proximity to East Asia is sufficient in itself...it must compete internationally.<sup>6</sup>

1.5 It also noted the need for population growth and for reliance on government spending 'to give way to economic growth generated by the private sector'.<sup>7</sup>

1.6 In 2007 the Government established the Northern Australia Land and Water Taskforce, made up of parliamentarians and industry experts:

...to examine the longer term, strategic potential for further land and water development in northern Australia, with particular

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4 H. C. Coombs, *Development of Northern Australia*, Report of the Northern Australian Development Committee, Canberra, 1947.

5 Percy Harris, 'A Strategy for Promoting the Economic Growth of Northern Australia, Report to the Commonwealth Government', Centre for Applied Economic Research and Analysis, JCU, Townsville, July 1992, pp. ix-xi.

6 The Committee on Darwin, *Report of the Committee on Darwin*, Australian Government Printing Service, Canberra, 1995.

7 The Committee on Darwin, *Report of the Committee on Darwin*, Australian Government Printing Service, Canberra, 1995, p. xvii.

emphasis on the identification of the capacity of the north to play a role in future agricultural development.<sup>8</sup>

- 1.7 The taskforce took submissions and held meetings with residents and experts across Northern Australia.
- 1.8 In 2008, the new Government reconstituted the Taskforce and altered its terms of reference ‘to consider the broad range of sustainable development opportunities for northern Australia that are based on water resource availability’, and to:
- ...consider the potential impact of such development on the underlying water balance and water quality, and on the natural environment, existing water users and the broader community.<sup>9</sup>
- 1.9 The Taskforce initiated the *Northern Australia Land and Water Science Review*, which synthesised existing information to explore a range of development alternatives and land use change activities, and their impacts on a selection of critical sustainability factors – especially water and its relationship with broader land management. The Review was managed by the CSIRO and drew on the contributions of over 80 technical specialists, community members and industry representatives from many institutions. The Review was released in October 2009.<sup>10</sup>
- 1.10 The Taskforce reported in December 2009, making 15 recommendations targeted at sustainable use of land and water resources, improved land tenure arrangements and better co-ordination between governments.<sup>11</sup>
- 1.11 In response to the report of the taskforce the Northern Australia Sustainable Futures Program was established in 2010. The program has focused on addressing key challenges in regional development in a co-operative manner between the Australian, Queensland, Western Australian and the Northern Territory governments. In addition, the Northern Australia Ministerial Forum was established in collaboration with the governments of Western Australia, Queensland and the Northern Territory.
- 1.12 The Office of Northern Development was established by the then Government at the end of 1991 and continued until 1996. In March 2008, the Office of Northern Australia (ONA) was re-established within the Department of Infrastructure and Regional Development. The role of the

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8 Northern Australia Land and Water Taskforce, *Midterm Report*, February 2009, p. 2.

9 Northern Australia Land and Water Taskforce, *Midterm Report*, February 2009, p. 7.

10 Northern Australia Land and Water Science Review, October 2009.

11 Northern Australia Land and Water Taskforce, *Sustainable Development of Northern Australia*, December 2009, pp. 3–4.

Office of Northern Australia is to provide advice to the Australian Government on sustainable economic development issues in, or affecting, Northern Australia, and to broker solutions to improve co-ordination between governments, businesses and communities.

- 1.13 The ONA has co-ordinated the Northern Australia Beef Industry Action Agenda, which has included research on mosaic irrigation for the Northern Australian beef industry, released in March 2014;<sup>12</sup> and the North Queensland Irrigated Agriculture Strategy, which produced assessments of the Gilbert and Flinders rivers catchments in December 2013.<sup>13</sup>
- 1.14 Other significant reports include:
- *Land Tenure in Northern Australia: Opportunities and challenges for investment* (June 2013)<sup>14</sup>
  - *The Emerging Carbon Economy For Northern Australia: Challenges and Opportunities* (November 2012)<sup>15</sup>
  - *Governance Challenges for Northern Australia* (September 2013)<sup>16</sup>
  - *Rethinking the Future of Northern Australia's Regions: More than Mines, Dams and Development Dreams* (November 2013).<sup>17</sup>

## 2030 Vision for Developing Northern Australia

- 1.15 The current inquiry is part of an overall policy commitment by the Government, setting out the Coalition's *2030 Vision for Developing Northern Australia*, to pursue the development of Northern Australia. The 2030 Vision, released in June 2013, drew attention to Australia's geographic position between 'the two great regions of global economic and population growth – the Asian region and the Tropical region.' The paper predicted that the rise of these regions would create significant opportunities for Northern Australia to capitalise on its strengths and unlock major economic value for the benefit of all Australians.<sup>18</sup>

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12 CSIRO, *Mosaic Irrigation for the Northern Australian Beef Industry – Synthesis Report*, March 2014.

13 CSIRO, *Agriculture Resource Assessment for the Gilbert Catchment: Overview Report*, December 2013.

14 CSIRO, *Land Tenure in Northern Australia: Opportunities and Challenges for Investment*, June 2013.

15 CSIRO, *The Emerging Carbon Economy for Northern Australia: Challenges and Opportunities*, November 2012.

16 Allan Dale, *Governance Challenges for Northern Australia*, The Cairns Institute, JCU, September 2013.

17 Regional Australia Institute, *Rethinking the Future of Northern Australia's Regions: More Than Mines, Dams and Development Dreams*, November 2013.

18 *The Coalition's 2030 Vision for Developing Northern Australia*, June 2013, p. 2.

- 1.16 Further, the paper suggested that by 2030, Northern Australia could drive growth by:
- developing a food bowl, including premium produce, which could help to double Australia’s agricultural output;
  - growing the tourist economy in the North to two million international tourists annually; and
  - building an energy export industry worth \$150 billion to the economy, with a major focus on clean and efficient energy, providing major increases to resource exports.<sup>19</sup>
- 1.17 Other opportunities in the North were identified, including:
- establishing world-class medical centres of excellence;
  - creating an education hub with vocational and higher education campuses in selected areas; and
  - growing Australia’s exports of technical skills in the resources and agriculture sectors.<sup>20</sup>
- 1.18 To realise the worth of these opportunities, the paper suggested, a strong policy platform for long-term sustainable development which would include governance, population growth and streamlined land access legislation as well as a better set of infrastructure and water facilities.<sup>21</sup>
- 1.19 A key commitment of the 2030 Vision is the release of a White Paper on developing Northern Australia within 12 months of the 2013 Federal election.<sup>22</sup>

## White Paper Process

- 1.20 The inquiry is running in tandem with the Government’s commitment to produce a White Paper on Northern Australia. The Government has created a cross-agency task force (the Northern Australia Taskforce) within the Department of Prime Minister and Cabinet, comprising Commonwealth officials with suitable expertise from a range of departments. A Secretaries Committee provides strategic oversight and facilitates co-operation across government departments. The White Paper is intended to set out a clear policy platform for realising the full economic potential of Northern Australia in the short, medium and long terms.<sup>23</sup>

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19 *The Coalition’s 2030 Vision for Developing Northern Australia*, June 2013, p. 3.

20 *The Coalition’s 2030 Vision for Developing Northern Australia*, June 2013, p. 3

21 *The Coalition’s 2030 Vision for Developing Northern Australia*, June 2013, p. 3.

22 *The Coalition’s 2030 Vision for Developing Northern Australia*, June 2013, p. 4.

23 Hon. Tony Abbott MP, Prime Minister of Australia, Media Release 28 February 2014, ‘Northern Australia White Paper Underway’, <https://www.pm.gov.au/media/2014-02-28/northern-australia-white-paper-underway-0>

- 1.21 In discussions with the Committee, the Task Force indicated that it had already undertaken consultations with State and local governments in Northern Australia, as well as a range of other stakeholders such as corporations, industry, and community groups with a presence in Northern Australia. In addition, evidence received by the Committee has confirmed the close co-operation afforded by other government agencies in the development of the White Paper.<sup>24</sup>
- 1.22 The Committee is required to report to the Parliament and its deliberations will contribute directly to the White Paper.

### Timing of Green Paper

- 1.23 Part of the White Paper process is the production of a Green Paper, scoping the Government's priorities and intentions.
- 1.24 The Committee has only just received the Green Paper, which will assist the Committee to scope its own activities in relation to the Government's, by identifying areas where the Committee's work is simply duplicating that of the Government, and also highlighting areas of policy where the Committee can add value to the Government's work.
- 1.25 The Committee will consider the Green Paper in the context of its final report.

## About the Review

### Objectives and Scope

- 1.26 The Committee has been tasked by the Parliament to consider policies for developing parts of Australia that lie north of the Tropic of Capricorn, spanning Queensland, Western Australia, and the whole of the Northern Territory.<sup>25</sup> The Committee will examine the potential of and the impediments to economic growth, the role of regulation in stimulating investment, and social factors affecting growth. This is with the aim of identifying critical economic and social infrastructure needed to support long-term growth and investment in the region. The Committee's report

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24 Ms Sally Standen, Assistant Secretary, Governance Division, Department of Agriculture, *Committee Hansard*, 21 March 2014, p. 31; Mr Sam Gerovich, First Assistant Secretary, Trade and Economic Policy Division, Department of Foreign Affairs and Trade, *Committee Hansard*, 21 March 2014, p. 59.

25 The Committee has also received submissions from Central Australia (Alice Springs) which is just below the Tropic of Capricorn. The Committee subsequently decided to include the Alice Springs region within the scope of the inquiry.

will provide details about the types of policies and programs required to stimulate economic and social growth in the region and also the potential cost and timeframe for implementation of these initiatives.

## Inquiry Conduct

- 1.27 The Committee adopted the inquiry into the development of Northern Australia on 11 December 2013. Letters advising of the inquiry and inviting submissions were sent to a wide range of stakeholders, including Commonwealth, State and Territory Ministers (Western Australia, Queensland and the Northern Territory), local councils, peak bodies, Indigenous groups and universities.
- 1.28 To date, the Committee has received 287 submissions and 49 exhibits which are listed at Appendix A and B respectively. The Committee subsequently held 20 public hearings in the Australian Capital Territory, Queensland, Western Australia and the Northern Territory. A list of witnesses and hearings held is at Appendix C. The Committee plans to hold further hearings in Queensland and the Northern Territory.
- 1.29 Submissions and transcripts of evidence are available from the Committee website at: [www.aph.gov.au/Parliamentary\\_Business/Committees/Joint/Northern\\_Australia/Inquiry\\_into\\_the\\_Development\\_of\\_Northern\\_Australia](http://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Northern_Australia/Inquiry_into_the_Development_of_Northern_Australia)

## Progress to Date

- 1.30 As part of the inquiry, the Committee has undertaken an extensive program of travel, comprising hearings and inspections, in a range of locations across Northern Australia. Given the timeframe for reporting, the Committee has endeavoured to hear from as many people, and visit as many places, as possible.
- 1.31 The Committee held a day of public hearings in Canberra, mainly with Federal Government departments and agencies, on 21 March.
- 1.32 The Committee travelled to North Queensland from 31 March to 3 April, holding hearings at Mackay, Bowen, Ayr, Townsville and Mt Isa. In addition, the Committee held inspections at Abbot Point Coal Terminal, the aquaculture operations at the Pacific Reef Fish facilities outside Ayr, the Port of Townsville, the James Cook University algae project, and Mt Isa Mines.
- 1.33 From 7 to 10 April, the Committee travelled to Western Australia, holding a day of public hearings in Perth, before conducting hearings and inspections in the Pilbara. The Committee visited Tom Price, Karratha and Port Hedland, holding public hearings in each location, as well as

- inspections of local infrastructure at Paraburdoo and Tom Price; inspections of the Port of Dampier (Karratha); and inspection of the port, industrial estate and airport at Port Hedland.
- 1.34 The Committee travelled to Far North Queensland from 28 April to 1 May, holding public hearings in Cairns and on Waibene (Thursday Island). The Committee also undertook inspections of the James Cook University Cairns Campus Mosquito Research Facility, and the proposed Nullinga Dam site outside Cairns.
- 1.35 From 5 to 8 May, the Committee visited the Kimberley in Western Australia, holding public hearings in Broome and Kununurra. Inspections in Broome included: the Kimberley Training Institute Campus, Marine Simulation Centre and the Port of Broome. The Committee also conducted an inspection of Go Go Station and the Marninwarntikura Fitzroy Women’s Resource Centre Aboriginal Corporation at Fitzroy Crossing. At Kununurra, the Committee held an inspection of the Port of Wyndam, the Ord River Irrigation Area – including the Ord-East Kimberley Expansion Project, the Ewin Family Day Care Centre and Kununurra High School.
- 1.36 The Committee travelled to the Northern Territory from 19 to 23 May, holding public hearings in Alice Springs, Darwin, Nhulunbuy and Katherine. The Committee viewed a demonstration of the Remote Livestock Management System at Alice Springs; and conducted inspections at Bing Bong station at Borroloola; and the ConocoPhillips LNG plant at Darwin.
- 1.37 The Committee held a public hearing in Brisbane on 30 May which focused on government, and peak bodies representing industry. The Committee is expecting to return to Brisbane for another hearing.
- 1.38 It is also the Committee’s intention to travel to the north west of Queensland from 30 June to 3 July, holding inspections and public hearings at Richmond, Georgetown, Normanton and Weipa. This will comprise the section of the Committee’s travel program postponed due to adverse weather conditions caused by Cyclone Ita.
- 1.39 A further two days of hearings and inspections is planned for Darwin to capture additional evidence from organisations unable to attend the earlier hearing.

## Reporting Timeframe

- 1.40 The inquiry has generated a high level of community interest and public expectation of the work of the Committee – communities in Northern Australia are eager to participate in the inquiry which is evidenced by the

large number of submissions received and requests for participation through public hearings.

- 1.41 The Committee has had its program disrupted by the weather – more specifically, by Cyclone Ita. The cyclone caused the postponement of the Committee’s travel to the Upper Flinders District, Gulf Country and Weipa, originally scheduled for 14–16 April. This has involved the postponement of three public hearings. As a consequence, the public hearing program, which was initially planned to be completed in May, is now expected to continue into July.
- 1.42 It is with these factors in mind, in addition to the need for time to consider the Government’s Green Paper, that the Committee will be seeking an extension of time for presenting its final report to the Parliament in the first week of September.

## Issues Raised

### Economic and Social Opportunities to Develop Northern Australia

- 1.43 The opportunities for the development of Northern Australia are manifold. The location and scale of any such developments must be underpinned by strong scientific research to ensure long-term sustainability:
- There are significant opportunities for the expansion of the resources sector, with a number of areas awaiting exploration or development.
  - Northern Australia is seen by many as a ‘food bowl’ for Asia, with opportunities for further development in the production of a range of products. More intensive agriculture, expanded opportunities for horticulture, aquaculture, and more integrated production and processing of beef have all been raised with the Committee.
  - Tourism, both domestic and international, is seen as a growth sector.
  - Research and development, and education are seen as major growth areas. There is potential for greater engagement with the region through provision of opportunities for international students to study in Northern Australia. Moreover, Australia’s northern universities are playing an expanding role in research focussed on health and energy and food production in the tropics.
  - Recognising the natural landscape values, the need to protect and conserve them, and the opportunities that exist around managing these resources to world’s best practice in environmental management.

- There is also potential for a more northerly focus of Australia's defence forces, building on current assets in North Queensland and the Northern Territory.
- Significant opportunities to maximise development by working with the traditional owners of the land and seas of Northern Australia.

## Types of Development Proposals

1.44 Major needs for economic and social development include:

- The provision of capital infrastructure, such as: roads, rail, ports, power infrastructure, telecommunications and global digital technologies.
- Water infrastructure (dams, water channels and irrigation systems) is particularly critical, with proposals variably focussing on groundwater availability and/or on surface catchments.
- The provision of improved and more accessible and responsive social infrastructure in the diverse areas of health and aged care services, education, and community and social services.

1.45 The provision of capital infrastructure is intended to provide opportunities for new developments in Northern Australia. For Example:

- A variety of road upgrades have been suggested as a way of improving transport access between producers and markets and making producers less vulnerable to seasonal variation and extreme weather events.
- Improved rail infrastructure has been identified as a major requirement in improving access to markets, especially for the resources sector and agriculture. A further consideration is the need to improve East–West connectivity across Northern Australia, a key objective of both road and rail infrastructure.
- A number of proposals for the development of port facilities have been suggested, all with a view to improving market access of major exports.
- Improved air access, especially through the expansion in the number of international airports in Northern Australia, has been highlighted as a means of improving market access.
- Support for the provision of local aviation infrastructure.
- Telecommunications and changing digital technology is critical to sustainable development.
- Water infrastructure is seen as a key to the expansion of agriculture, mining and in residential areas. Access to new supplies of water is a key to the expansion of the population and to water-intensive industries. The Committee has examined a range of proposals dealing with new water infrastructure.

- Finally, access to affordable power is seen as a major factor in the economic development of the North. The Committee has been presented with a range of proposals, from the development of dedicated base-load power stations supplying energy to national or regional grids, to approaches focussed upon the delivery of power at a local level using renewable energy sources.
- 1.46 Central to the development of Northern Australia is the need to understand and utilize Aboriginal and Torres Strait Islander knowledge and culture and to work with Aboriginal and Torres Strait Islander people. In doing this there is a need for meaningful engagement with them in the economic development of the region and to provide them with genuine opportunities for economic participation.
- 1.47 Underpinning the need for economic and social development, there is a need to grow the current population with a view to increasing demand for goods and services, thereby stimulating local economies and enabling economic diversification. In turn, this growth would provide the workforce necessary to sustain development and diversification.
- 1.48 Growing the population in the North requires providing incentives for people to move to, and remain in, Northern Australia. Such incentives include the provision of access to economic and social infrastructure. They also include financial incentives for individuals and businesses, such as the creation of special economic zones and zonal tax rebates.

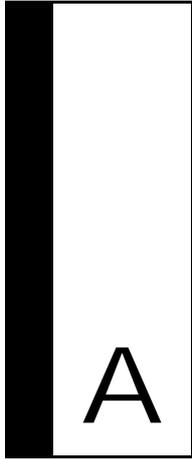
## Impediments to Development

- 1.49 Realising these opportunities requires overcoming impediments to economic growth and social infrastructure.
- 1.50 Transport infrastructure and access to water and power are critical to the future development of the resources and agriculture sectors. Expanded road and rail access to expanded port facilities and air freight options are vital to the expansion of the economy.
- 1.51 Likewise, growth in tourism requires better transport access, particularly air and road access.
- 1.52 In a global economy and digitally connected world, the development and provision of affordable, fast and reliable digital technologies is particularly important in regions where distance and access are real challenges. New digital technologies are vital for the growth of businesses and jobs, essential for the expansion of educational opportunities, enable research and development, and provide the capacity to improve health care in regional and remote communities.
- 1.53 Broadly, major impediments to economic and social development include:

- Absence of economic infrastructure, particularly water, power and transport infrastructure, which in turn impacts upon opportunities for economic development and liveability.
- Cost of power and water, which impacts on the cost of doing business and living standards in a range of sectors.
- Access to telecommunications and global digital technologies.
- The viability and costs of regulations and/or security compliance of small regional airports and small regional airlines.
- Land tenure arrangements, which can affect security of investment and options for development.
- Lengthy approvals processes, which can add to the time and cost of developments and impede outcomes. For example, proponents of new aquaculture enterprises have undertaken expensive and onerous compliance processes to meet high environmental standards, but have still failed to gain approvals for their operations.
- Lack of consistency in regulations across jurisdictions, for example in the areas of water, transport, and health regulation.
- High development costs, largely as a result of remoteness and the need to import most inputs.
- Availability and affordability of insurance.
- The need to mitigate against weather hazards which can add to the cost of development.
- High cost of service delivery to small and dispersed populations.
- Fly-in, fly-out (known as FIFO) employment arrangements, may create a transient workforce, often limiting workers' economic and social participation in the communities in which they work. This has been raised as an issue for places with an already low population base.
- Mostly FIFO supports particular activities and many specific work sites – often mines or mine site operations (i.e. rail). FIFO and DIDO (drive-in, drive-out) have been a feature of northern economic development for over 30 years. These activities are increasingly important to business continuity across Northern Australia. FIFO and DIDO have many advantages.
- A failure by government to effectively recognise and mitigate the lack of access to services experienced by Australians who reside in Northern Australia.
- Workforce pressures arise with difficulties retaining qualified staff aged 30-50 because of concerns about the quality and range of educational opportunities at pre-school, school, TAFE and universities.

**Hon Warren Entsch MP**  
**Chair**  
**16 June 2013**





## Appendix A – Submissions

- 1 Mr Trevor Crawford
- 2 SGS Economics and Planning
- 3 North Queensland Conservation Council
- 4 Mr Alistair Watson
- 5 Mr Keith Noble
- 6 East West Line Parks Ltd
- 7 Carpentaria Shire Council
- 8 Innisfail District Chamber of Commerce Industry & Tourism
- 9 Anindilyakwa Land Council
- 10 Rockhampton Regional Council
- 11 Mr Ian Marshall
- 12 Flinders Shire Council
- 13 Australian Institute of Health and Welfare
- 14 Dr Anna O. Soter (Ph.D).
- 15 Burdekin Shire Council
- 16 Burke Shire Council
- 17 Capricorn Enterprise
- 18 Broadband for the Tropics Committee
- 19 T Bowring and Associates Pty Ltd
- 20 Cairns Alliance of Social Services
- 21 Pioneer Corporation Pty Ltd
- 22 MMG Limited
- 23 Great Southern Cross
- 24 The Shire of Ashburton

- 25 Pilbara Regional Council
- 26 World Society for the Protection of Animals (WSPA)
- 27 Longreach Regional Council
- 28 Mr Kendall Trudgen
- 29 Federation of Ethnic Communities' Councils of Australia
- 30 JCU Faculty of Medicine, Health and Molecular Sciences
- 31 The University of Notre Dame Australia
- 32 Mount Isa to Townsville Economic Development Zone
- 33 Gulf Savannah Development Inc
- 34 Mr Maurice Johnson
- 35 Darwin Centre for Bushfire Research
- 36 Australian Guar Company
- 37 The Australian Forest Products Association
- 38 Queensland Tourism Industry Council
- 39 Research Australasia
- 40 Cairns Regional Council
- 41 Flinders University
- 42 City of Darwin
- 43 Association of Northern Kimberley and Arnhem Aboriginal Artists
- 44 Australian Bureau of Statistics
- 45 Cotton Australia
- 46 Regional Development Australia Fitzroy and Central West Inc.
- 47 Ngaanyatjarra Council
- 48 Wet Tropics Management Authority
- 49 Infigen Energy
- 50 Catholic Social Services Australia
- 51 Australian Honey Bee Industry Council Inc.
- 52 Harvesting Sunshine
- 53 Far North Queensland Regional Organisation of Councils  
Regional Development Australia Townsville and North West Queensland
- 54 Committee
- 55 Menzies School of Health Research
- 56 Regional Development Australia Far North Queensland & Torres Strait
- 57 North Queensland Bulk Ports Corporation
- 58 Northern Territory Planning Commission
- 59 Outback Highway Development Council Inc.

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- 60 Australia's Mineral & Mining Group Ltd
  - 61 Chuulangun Aboriginal Corporation
  - 62 JUTE Theatre Company
  - 63 Darwin Port Corporation
  - 64 The Whitsunday Regional Organisation of Councils
  - 65 Carpentaria Rail
  - 66 Ports North
  - 67 The Tom Price and Paraburdoo Business Association
  - 68 North West Queensland Regional Organisation of Councils
  - 69 Advance Cairns
  - 70 Liberal National Party Northern Development Policy Committee
  - 71 Aboriginal Areas Protection Authority
  - 72 The Shire of Roebourne
  - 73 Central and North West Queensland Medicare Local
  - 74 Queensland Farmers' Federation
  - 75 Queensland Western Roads Interim Working Group
  - 76 The Roper Gulf Regional Council
  - 77 Ms Jan Ford
  - 78 Coomalie Community Government Council
  - 79 Sunfish Queensland Inc.
  - 80 Great Green Way Tourism Inc.
  - 81 Integrated Food & Energy Developments Pty Ltd
  - 82 Broome CIRCLE Inc.
  - 83 Tablelands Wind Turbine Action
  - 84 Austral Fisheries Pty Ltd
  - 85 NPF Industry Pty Ltd
  - 86 Cook Shire Council
  - 87 Cape York Institute For Policy & Leadership
  - 88 Ninti One Limited
  - 89 Baucau Beaches Development Group, Democratic Republic of Timor- Leste
  - 90 Ergon Energy Corporation Limited
  - 91 Mr Trevor Maltby
  - 92 Northern Territory Government
  - 93 The Chamber of Minerals and Energy of Western Australia
  - 93.1 Supplementary to Submission 93
  - 94 Queensland Resources Council

- 95 Australasian Centre for Rural and Remote Mental Health
- 96 Kimberley Land Council
- 97 CONFIDENTIAL
- 98 Northern Minerals
- 99 Growcom
- 100 Tennant Creek Regional Economic Development Committee
- 101 Mount Isa City Council
- 102 Australasian Railway Association
- 103 Shire of Halls Creek, Central Kimberley Chamber of Commerce, Kimberley Cattlemen’s Association and Tanami Action Group.
- 104 Mr Garth Harrigan
- 105 EcoEnergy Ventures
- 106 Australian Institute of Marine Science
- 107 Chamber of Commerce & Industry Queensland
- 108 CSIRO
- 109 Shire of Exmouth
- 110 Larrakia Nation Aboriginal Corporation
- 111 Mareeba Chamber of Commerce
- 112 Parks and Wildlife Commission of the Northern Territory
- 113 Australian Academy of Science
- 114 Australian Workforce and Productivity Agency
- 115 Australia Japan Business Co-operation Committee
- 116 City of Palmerston
- 117 Australian Industry and Defence Network – Northern Territory
- 118 Bupa
- 119 Department of Immigration and Border Protection
- 120 Minister for the Environment
- 121 The Ord-East Kimberley Expansion Project
- 122 Minerals Council of Australia
- 123 National Water Commission
- 124 Shire of Wyndham - East Kimberley
- 125 Broome Chamber of Commerce & Industry
- 126 Institute of Chartered Accountants Australia
- 127 Kaurareg Aboriginal Land Trust
- 128 Regional Social Development Centre
- 129 Australian Charities and Not-for-profits Commission

- 
- 130 Global Innovation Centre
  - 131 The Wilderness Society Inc.
  - 132 Weipa Town Authority
  - 133 Centre for Appropriate Technology
  - 134 DS Enterprises Consultants
  - 135 Hedland First National Real Estate
  - 136 Professor Jon Altman and Francis Markham
  - 137 ConocoPhillips Australia Pty Ltd
    - 137.1 Supplementary to Submission 137
  - 138 Dr Seán Kerins
  - 139 Broadband for the Bush Alliance
  - 140 Whitsunday Regional Council
  - 141 Queensland Teachers' Union
  - 142 Australia Taiwan Business Council
  - 143 TROPLINKS Inc
  - 144 Greater Northern Australia Regional Training Network and The Remote Health Project
  - 145 Regional Development Australia Mackay-Isaac-Whitsunday Inc.
  - 146 Services for Australian Rural and Remote Allied Health
  - 147 Australians for Northern Development & Economic Vision
    - 147.1 Supplementary to Submission 147
    - 147.2 Supplementary to Submission 147
    - 147.3 Supplementary to Submission 147
    - 147.4 Supplementary to Submission 147
    - 147.5 Supplementary to Submission 147
  - 148 Unc Turner
  - 149 Australian Federation of Disability Organisations
  - 150 Business Council of Australia
  - 151 Suncorp Group
  - 152 Kimberley to Cape
  - 153 Territory Natural Resource Management
  - 154 Regional Australia Institute
  - 155 National Seafood Industry Alliance
  - 156 CRANApplus
  - 157 Indigenous Land Corporation
  - 158 African Mahogany (Australia) Pty Limited

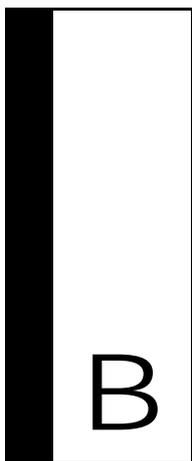
- 159 Mackay Canegrowers Limited
- 160 Chamber of Commerce and Industry WA
- 161 Hon Terry Redman MLA, Minister for Regional Development; Lands;  
Minister Assisting the Minister for State Development
- 162 Tablelands Futures Corporation
- 163 Department of Foreign Affairs and Trade
- 164 Office of Major General the Hon Michael Jeffery
- 165 Northern Land Council
- 166 Northern Territory Farmers Association
- 167 North Queensland Bio-Energy Corporation Limited
- 168 Forum 4 Business Growth
- 169 Tourism Tropical North Queensland
- 170 City of Townsville
- 171 Northern Territory Airports Pty Ltd
- 172 Mackay Conservation Group
- 173 NT Shelter Inc.
- 174 Kormilda College
- 175 Australian Institute of Aboriginal and Torres Strait Islanders Studies  
(AIATSIS)
- 176 Australia Council
- 177 North Australia Indigenous Land and Sea Management Alliance  
(NAILSMA)
- 178 Terrestrial Ecosystems Research Network (TERN)
- 179 Rural Industries Research & Development Corporation
- 180 Australian Conservation Foundation
- 181 Regional Development Australia Northern Territory
- 182 Association of Mining and Exploration Companies Inc.
- 183 East Arnhem Regional Council
- 184 Meridian Energy Australia and Powershop Australia
- 185 North Queensland Airports
- 186 Northern Gulf Resource Management Group
- 187 Chamber of Commerce NT
- 188 Kimberley Zone of WALGA
- 189 Cape York Natural Resource Management and Terrain Natural Resource  
Management
- 190 Northern RDA Alliance
- 191 Brendan Doran

- 
- 192 Queensland Nurses' Union
  - 193 Dr Nicholas Paul and Professor Rocky de Nys
  - 194 The Pew Charitable Trusts
  - 195 The Australian Sugar Milling Council
  - 196 Shire of Derby West Kimberley
  - 197 Fred Hollows Foundation
  - 198 Cape York Natural Resource Management Ltd
  - 199 Charles Darwin University
  - 200 Port Hedland Chamber of Commerce
  - 201 Winun Ngari Aboriginal Corporation
  - 202 Environment Centre NT
  - 203 Hedland Dental Care
  - 204 Clean Energy Finance Corporation
  - 205 Australian Network of Environmental Defenders' Offices Inc (ANEDO)
  - 206 Ms Kelly Howlett
  - 207 Mr Julian Malnic
  - 208 Patrick F. J. Needham
  - 209 CANEGROWERS
  - 210 Mr Richard Thorp
  - 211 Beagle Bay Marine
  - 212 Cape York Sustainable Futures
  - 213 Central Land Council
  - 214 Yawuru Native Title Holders
  - 215 Mr Adam Joseph
  - 216 Tracey Lines Consulting
  - 217 Town of Port Hedland
  - 218 Rio Tinto Alcan
  - 219 Premier of Queensland
  - 220 Might and Power Australia
  - 221 Department of Defence
  - 222 Australian Livestock Exporters' Council
  - 223 National Rural Health Alliance
  - 224 Australia Papua New Guinea Business Council
  - 225 Cattle Council of Australia
  - 226 Mr Ewen Jones MP
  - 227 CONFIDENTIAL

- 228 Visit Queensland Pty Ltd
- 229 RL Agency
- 230 CONFIDENTIAL
- 231 Pinnacle Pocket Consulting
- 232 Etheridge Shire Council
- 233 AMC Connect
- 234 Planning Institute of Australia
- 235 Insurance Australia Group
- 236 CTCG Construction Technology Consulting Group
- 237 Tourism and Transport Forum
- 238 Department of Agriculture
- 239 The Hon Warren Truss MP, Deputy Prime Minister, Minister for Infrastructure and Regional Development
- 240 Shire of Broome
- 241 Mr Bill Sperring
- 242 Australian Petroleum Production and Exploration Association Limited (APPEA)
- 243 NANA Australia and the Karlka Nyiyaparli Aboriginal Corporation
- 244 G. R. & M. E. Cramer
- 245 Mr Daron Keogh
- 246 bioCSL
- 247 remoteFOCUS and Desert Knowledge Australia
- 248 Pilbara Inland Chamber of Commerce & Industry
- 249 JCU, CDU, CSIRO and UWA
- 250 TFS Corporation Ltd
- 251 James Cook University
- 252 Mr Harold Krause
- 253 Curtin University Sustainability Policy Institute
- 254 Bush Heritage Australia
- 255 Urban Development Institute of Australia (NT)
- 256 Broome Port Authority
- 257 Torres Shire Council
- 258 Torres Strait Regional Authority
- 259 Centre for Biosecurity and Food Security, Murdoch University
- 260 Ms Kath O'Brien
- 261 Espressoholics

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- 262 Australia's North West Tourism
  - 263 North Queensland / Territory X-ray Services
  - 264 Australian Agricultural Company Limited
  - 265 Mr Bob and Mrs Ute Elliot
  - 266 Amateur Fishermen's Association NT
  - 267 Eni Australia Limited
  - 268 AgForce Queensland
  - 269 Godinymayin Yijard Rivers Arts and Culture Centre
  - 270 Northern Territory Cattlemen's Association
  - 271 Australian Prawn Farmers Association
  - 272 Sea Swift Pty Ltd
  - 273 Islanders Board of Industry and Service (IBIS)
  - 274 Mr Martin Glass
  - 275 Mr Jim Sullivan
  - 276 Why Warriors Pty Ltd
  - 277 Tourism Top End
  - 278 Kimberley Agricultural Investment Pty Ltd
  - 279 Mossman Botanic Garden
  - 280 Muzzys Home Hardware
  - 281 Great Barrier Reef Legacy Inc.
  - 282 Ms Margaret Gaff
  - 283 East Arnhem Regional Economic Development Committee
  - 284 Mr Tony Hooper
  - 285 Mr Lou Madjeric
  - 286 Lirrwi Tourism
  - 287 Seafarms Group





## Appendix B – Exhibits

1. Department of Primary Industries and Fisheries & Department of Infrastructure  
*Fitzroy Industry & Infrastructure Study* – various documents
2. Department of Defence  
*Significant ADF Facilities, ADF Training Areas, Selected Civil Ports and Offshore Resources and Northern Australia Significant ADF Bases and Training Areas* – maps
3. Integrated Food & Energy Developments Pty Ltd  
*Etheridge Integrated Agriculture Project: Vision, Overview and Analysis* – various documents
4. Department of Foreign Affairs and Trade  
*The Tourism 2020 Strategy; The 2013 Progress Report on the Implementation of Tourism 2020; The Tourism 2020 Work Plan for 2014* – reports
5. Rural Industries Research and Development Corporation (RIRDC)  
*RIRDC, 'Future Directions for Forestry and a Forest Products Industry in Northern Australia', October 2012, RIRDC Publication No. 12/081* – report
6. Integrated Food & Energy Developments Pty Ltd  
*Integrated food and Energy Developments: Analysis of the CSIRO Report into the potential for Agricultural Development in North Queensland* – documents
7. Integrated Food & Energy Developments Pty Ltd  
*Project Co-ordinates* – map
8. Richmond Shire  
*Flinders River / O'Connell Creek Cropping Proposal* – document
9. Western Cape Regional Partnership

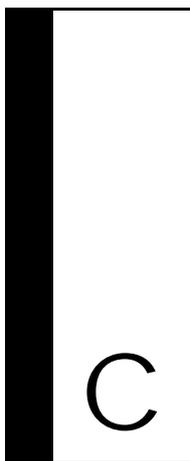
- WCRPA Heads of Agreement* – document
10. Regional Development Australia (RDA) Mackay  
*RDA introductory statement* – document
  11. Mackay, Isaac, Whitsunday Regional Council  
*Whitsunday ROC Powering Australia* – pamphlet
  12. Mackay Fish Market and Debbie’s Seafoods  
*Department of Infrastructure and Regional Development, Draft Air Cargo Supply Chain Security Training Syllabus, Version 2, February 2014* – report  
*Drawing the Line: What if You Lost Everything You Loved Because Someone Else Wanted to Protect It?*, 82 mins, 2013 – DVD
  13. Mr Jason Costigan MP, Member for Whitsunday  
*Smart Water for the Smart State: Urannah Dam, Water for the New Millennium Bowen Collinsville Enterprise Group Inc. April 2002* – report
  14. Mackay Conservation Group  
*Railroad: Carving Up Food Lands for Coal Transport in Central Queensland, Hydrology Environmental Consulting, March 2014* – report; Mackay region – maps
  15. Mackay Sugar  
*Mackay Sugar: Growing the Future: 20 Year Diversification Plan* – speaking notes
  16. Whitsunday Marketing and Development  
*Perfectly Placed: the Whitsundays...the Place to Live* – pamphlet
  17. Bowen Gumlu Growers Association  
*Information package* – documents
  18. Canegrowers Burdekin  
*Information package* – documents
  19. Flinders Shire Council  
*Etheridge Shire Council and Flinders Shire Council, Hann Highway Development Report: Economic Impact Benefit Cost Analysis, August 2005* – report
  20. Broadband for the Tropics  
*Broadband for the Tropics: Tropical Innovation Projects, 26 March 2013;*  
*Information about Broadband for the Tropics* – documents
  21. Mt Isa Centre for Rural and Regional Health  
*Australian Rural Health Education Network (ARHEN)* – pamphlet
  22. TFS Corporation

- Information on TFS Corporation Ltd – document*
23. Mobile LNG  
*Mobile LNG Australia’s Energy Future! – Development of Northern Australia; Mobile LNG Australia’s Energy Future! – The Outlook for Domestic LNG in Australia; LNG versus Diesel Mobile LNG Australia’s Energy Future! – documents*
24. Chamber of Minerals and Energy  
*Map of Mining Infrastructure in WA – map*
25. Ashburton Shire Council  
*PowerPoint presentation – electronic document*
26. Pilbara Inland Chamber of Commerce and Industry  
*Transient Worker Accommodation in the Pilbara – Final Draft – document*
27. Small Business Centre West Pilbara  
*Karratha Business Park – Keep Business Pumping – document*
28. Exmouth Shire Council  
*PowerPoint presentation, Shire of Exmouth – hard copy document; Creating a World-Class Aquaculture Production System in Australia Project Sea Dragon–Big Picture Themes – document*
29. Pilbara Regional Council  
*The Cost of Doing Business in the Pilbara – document*
30. Broome Chamber of Commerce and Industry  
*A Kimberley Economic Zone for Sustained Liveability and Growth – presentation*
31. Town of Port Hedland  
*Port Hedland, A Nationally Significant, Friendly City, Where People Want to Live and Are Proud to Call Home – document*
32. Port Hedland Chamber of Commerce  
*Pilbara Report 2012 – Exploring Opportunities in the Nation’s Powerhouse; Pilbara Report – Investment Prospectus Summary 2012 Exploring Opportunities in the Nation’s Powerhouse; Pilbara Report – Investment Prospectus 2012, Exploring Opportunities in the Nation’s Powerhouse – reports*  
*Map & Gap Analysis – Pilbara non-government organisations – map and document*
33. Dr Roger Higgins

- Maps of WA showing (a) Road Network; (b) Resource projects; and (c) Unconventional Gas Exploration – maps*
34. Port Hedland Authority  
*Media pack of documents promoting the town of Port Hedland – various documents*
35. Regional Development Australia (RDA) Far North Queensland and Torres Strait  
*Regional Development Australia: Joint Select Committee Northern Australia Inquiry – document; CSIRO, Land Tenure in Northern Australia – Opportunities and Challenges for Investment, June 2013; The Cairns Institute, James Cook University et al, Governance Challenges for Northern Australia, 2013 – reports*
36. Gulf Savannah Development  
*Cornerstones for Development and Growth on the Gulf Savannah – pamphlet Gulf Savannah Northern Australia: Information Document, Third Edition, October 2013 – investment portfolio*
37. Mareeba Chamber of Commerce  
*The Very Best Australian Fruits and Vegetables – pamphlet*
38. Mosquito Research Facility, James Cook University, Cairns Campus  
*Cairns Field Trail Update March 2014: Eliminate Dengue Our Challenge – pamphlet*
39. Kaurareg Native Title Aboriginal Corporation RNTBC (Registered Native Title Body Corporate)  
*Kaurareg People's Strategic Plan 2012-2029 – document*
40. Mr Owen Droop, Director/Principal Water Resources Engineer, OD Hydrology Pty Ltd  
*Plan area and topographical map – maps*
41. Shire of Wyndham – East Kimberley  
*Strategic Community Plan 2012-2022; East Kimberley@25K, November 2013; CTCG Construction Technology Consulting Group, Darwin International Airport Global Export Centre and East Kimberley Regional Airport Hub, Kununurra, Western Australia – documents*
42. Shire of Halls Creek, Central Kimberley Chamber of Commerce and Tanami Action Group

- Shire of Halls Creek, Development of North Western Australia – maps; Shire of Halls Creek, Upgrading the Tanami Road, Economic Impact Study, December 2009, final – report*
43. Ninti One Ltd  
*Ninti One Annual Report 2012-2013 – report*  
*Co-operative Research Centre for Remote Economic Participation, Project Information Brochures (11) – documents; The Key to the Community Intelligence of Remote Australia; The Experience for Innovating in Remote Australia; Ninti One Working In and With Remote Aboriginal and Torres Strait Islander Communities; Remote Education systems, background information – documents*
44. Northern Territory Government  
*Northern Territory Government, Developing the North (White paper) – report*
45. Northern Territory Planning Commission  
*Northern Territory Planning Commission, Towards a Darwin Regional Land Use Plan 2014 – map*
46. Rusca Bros Services Ltd  
*Rusca Brothers services overview and HR links brochure – information package*
47. Kalano Community Association  
*Northern Territory Government, Katherine and Big Rivers Region – Regional Economic Development Committee Strategic Plan 2014-2015 – document*
48. Katherine Chamber of Commerce and Industry  
*Katherine Economic Development Committee: List of Key Development Opportunities, Evaluation; Katherine Regional Economic Development Committee, Revised Terms of Reference, April 2014-2015; Big Rivers Economic Dashboard Committee: Economic Enablers Snapshot; Top Saddlery Business Card, Strategic Plan 2014-2015 – documents*
49. Katherine Chamber of Commerce and Industry  
*Submission to the Federal Government 2011, Benefits of the Road to the Daly including the Mount Todd Environmental Impact Statement (2011) – document*  
*Proposed road and major highways in the Northern Territory – maps*





## Appendix C – Witnesses appearing at public hearings

### **Friday, 21 March 2014 – Canberra**

#### **Department of Infrastructure and Regional Development**

Mr James Collett, General Manager, Office of Northern Australia, Policy and Research Division

Ms Philippa Power, Acting Executive Director, Policy and Research Division

#### **National Water Commission**

Mr Matt Kendall, General Manager, Planning and Evaluation

Ms Kerry Olsson, Acting Chief Executive Officer

#### **Regional Australia Institute**

Ms Vanessa Barnett, Manager, Policy

Ms Su McCluskey, Chief Executive Officer

#### **Department of Defence**

Air Marshal (AC) Mark Binskin, Vice Chief of the Defence Force

Mr Steve Grzeskowiak, Deputy Secretary, Defence Support and Reform

Ms Rebecca Skinner, Acting Deputy Secretary, Strategy

#### **Department of Agriculture**

Dr David Cunningham, Assistant Secretary, Natural Resources, Australian Bureau of Agricultural and Resource Economics and Sciences

Ms Patricia Gleeson, Senior Economist, Australian Bureau of Agricultural and Resource Economics and Sciences

Ms Sally Standen, Assistant Secretary, Governance Division

### **Rural Industries Research and Development Corporation**

Ms Anwyn Lovett, Acting Managing Director

### **Department of Health**

Ms Kerry Flanagan, Deputy Secretary

### **Treasury**

Mr Jason Allford, General Manager, Domestic Economy Division

Mr Gerry Antioch, General Manager, Tax System Division

Mr Andrew Deitz, Manager, Foreign Investment and Trade Policy Division

Mr Robert Donnelly, Chief Adviser, Personal and Retirement Income Division

### **Minerals Council of Australia**

Mr John Kunkel, Deputy Chief Executive Officer

Mr James Sorahan, Director, Taxation

Ms Melanie Stutsel, Director, Health, Safety, Environment and Community Policy

### **Department of Foreign Affairs and Trade & Australian Trade Commission (Austrade)**

Mr Tim Beresford, Executive Director, Australian Operations, Australian Trade Commission (Austrade)

Ms Jenny Da Rin, Assistant Secretary, Health and Environmental Safeguards Branch, Department of Foreign Affairs and Trade

Mr Nicholas Dowie, Assistant General Manager, Tourism Policy Branch, Australian Trade Commission

Mr Graham Fletcher, First Assistant Secretary, Free Trade Agreement Division, Department of Foreign Affairs and Trade

Mr Sam Gerovich, First Assistant Secretary, Trade and Economic  
Diplomacy Division, Department of Foreign Affairs and Trade

Mr Mat Kimberley, Assistant Secretary, Papua New Guinea and Solomon  
Islands Branch, Department of Foreign Affairs and Trade

#### **Australian Federal Police**

Mr Neil Gaughan, Assistant Commissioner, National Manager, Counter  
Terrorism

Mr Ramzi Jabbour, Assistant Commissioner, National Manager, Serious  
and Organised Crime

Mr Peter Whowell, Manager Government Relations

#### **Department of Immigration and Border Protection & Australian Customs and Border Protection Service**

Mr Garry Fleming, First Assistant Secretary, Migration and Citizenship  
Policy Division, Department of Immigration and Border Protection

Mr Roman Quaedvlieg, Deputy Chief Executive Officer, Border  
Enforcement, Australian Customs and Border Protection Service

### **Monday 31 March 2014 – Mackay**

#### **Regional Development Australia, Mackay-Isaac-Whitsunday**

Mr Graham Smith, Chairman

Mr Andre Wessels, Interim Chief Executive Officer

#### **Mackay, Isaac & Whitsunday Regional Councils**

Councillor Anne Baker, Mayor, Isaac Regional Council

Councillor Deidre Comerford, Mayor, Mackay Regional Council

Ms Nicole Duguid, Chief Operating Officer, Whitsunday Regional Council

Mr David McKendry, Executive Officer, Sustainability and Collaboration,  
Mackay Regional Council

Mr Scott Waters, Chief Executive Officer, Whitsunday Regional Council

#### **Fishing Industry Representatives**

Mr Mark Ahern, Manager, Debbie's Seafood Pty Limited

Mr David Caracciolo, Director, Mackay Reef Fish Supplies Pty Limited

**Queensland Parliament**

Mr Jason Costigan, Member for Whitsunday

**Central Queensland University**

Professor William Dawson, Director, Appleton Institute

Mr Martin Elms, Principal Adviser to the Vice-Chancellor and President

Professor Jozua Viljoen, Pro Vice Chancellor

**Mackay Tourism**

Mr Stephen Schwer, General Manager

**Mackay Conservation Group**

Mrs Patricia Julien, Research Analyst

**North Queensland Bulk Ports Corporation**

Mr Bradley Fish, Chief Executive Officer

**Mackay Area Industry Network**

Ms Julie Boyd, General Manager

Mr Peter Van Iersel, Chair

**Mackay Region Chamber of Commerce & Charles Porter and Sons Proprietary**

Mr Peter Jones-Trifelly, Treasurer, Mackay Region Chamber of Commerce

Mrs Karen May, Committee Member, Mackay Region Chamber of Commerce

Mr Tim Miles, Chair, Mackay Region Chamber of Commerce

Mr Gavan Porter, Chief Finance Officer/General Manager Corporate Service, Charles Porter and Sons Proprietary

**Mackay Sugar Limited & Canegrowers Mackay**

Mr Kevin Borg, Chairman, Mackay Canegrowers Limited

Mr Andrew Cappello, Chairman of the Board of Directors, Mackay Sugar Limited

Mr Kerry Latter, Chief Executive Officer, Canegrowers Mackay

Mr John Hodgson, Business Development Manager, Mackay Sugar Limited

**Reef Catchments (Mackay, Whitsundays, Isaac) Limited**

Mr Royce Bishop, Chair

Mr Robert Cocco, Chief Executive Officer, Chairman

**Private Capacity**

Mr Clinton Lowe, Founder/Chief Executive Officer, Unequivocal

Mr Les Durnsford

Mr Jack Long

**Tuesday 1 April 2014 – Bowen****Bowen Collinsville Enterprise & Whitsundays Marketing and Development Limited**

Mr Stephen Darwen, Chairman, Bowen Collinsville Enterprise

Mr David Nebauer, Chairman, Economic Development Strategic Advisory Group, Whitsundays Marketing and Development Limited

Mr Danial Rochford, Chief Executive Officer, Whitsundays Marketing and Development Limited

**Bowen Gumlu Growers Association**

Miss Sarah Simpson, Industry Development Manager

Mr Carl Walker, Chairman and President

**Whitsunday Charter Boat Industry Association**

Mr Tony Brown, President

Mr Alan Grundy, Member

**Private Capacity**

Mr Bob Harris

Sergeant Michelle O'Regan, Queensland Police Service

## **Tuesday 1 April 2014 – Ayr**

### **Burdekin Shire Council**

Councillor Ross Lewis, Deputy Mayor

Councillor Bill Lowis, Mayor

Mr Tony Vaccaro, Manager, Economic and Community Development

Mr Trevor Williams, Director, Environment and Operations

### **Canegrowers Burdekin & Austcane Energy Limited**

Ms Debra Burden, Regional Manager, Canegrowers Burdekin

Mr Talbot (Geoff) Cox, Managing Director, Austcane Energy Limited

Mr Dan Duffy, General Manager, Austcane Energy Limited

Mr Wayne Smith, Manager, Member Services, Canegrowers Burdekin

### **Private Capacity**

Mr Ray Menkens

Mrs Margaret Menzel, Burdekin Director, Australian Cane Farmers

Mr Max Richard Menzel

Mr Francis Scarabel

## **Wednesday 2 April 2014 – Townsville**

### **Regional Development Australia Townsville & North West Queensland Inc.**

Ms Glenys Schuntner, Chief Executive Officer

Mr Paul Woodhouse, Chairman

### **Townsville City and Townsville Enterprise Limited**

Councillor Jennifer Hill, Mayor, Townsville City

Mr David Eric Kippin, Chief Executive Officer, Townsville Enterprise Limited

**James Cook University**

Professor Robyn McGuiggan, Pro-Vice-Chancellor, Faculty of Law,  
Business and the Creative Arts

**Flinders Shire Council**

Councillor Bill Bode  
Councillor Greg Jones, Mayor  
Mr Graham King, Acting Chief Executive Officer  
Councillor David (Ninian) Stewart-Moore, Deputy Mayor

**Australian Institute of Marine Science**

Ms Sue English, Representative  
Dr Jamie Oliver, Research Director

**Townsville Airport**

Mr Kevin Gill, Chief Operating Officer  
Ms Isabelle Yates, General Manager Commercial

**Broadband for the Tropics**

Professor Ian Atkinson, Committee Member  
Mr Colin Harkness, Committee Member  
Mr Geoffrey Plante, Chairman

**Thursday 3 April 2014 – Mt Isa****Mount Isa and Townsville Economic Zone Inc. (MITEZ)**

Mr Glendon Graham, Chief Executive Officer

**Flinders River Agricultural Precinct**

Mr Brendan McNamara, Chairman

**Mt Isa City Council**

Mr Emelio Cianetti, Chief Executive Officer  
The Hon. Councillor Tony McGrady, Mayor

**Boulia Shire Council & Cloncurry Shire Council**

Councillor Rick Britton, Mayor, Boulia Shire Council

Councillor Andrew Daniels, Mayor, Cloncurry Shire Council

Mr David Neeves, Chief Executive Officer, Cloncurry Shire Council

Mrs Kelsey Neilson, Councillor, Boulia Shire Council

Mr Geoff Norton, Councillor, Boulia Shire Council

**Mt Isa Chamber of Commerce**

Mr Travis Crowther, President

**Mount Isa Centre for Rural and Remote Health, James Cook University**

Professor Sabina Knight, Director

**Carpentaria Rail**

Mr David Fletcher, Chief Executive Officer

**Monday 7 April 2014 – Perth****University of Notre Dame Australia**

Professor Celia Hammond, Vice Chancellor

Mr Julian Smith, Pro Vice Chancellor, Strategy and Planning

**Sustainability Policy Institute, Curtin University**

Ms Jemma Green, Research Fellow

Mr Boyd Milligan, Adjunct Senior Research Fellow

**Mobile LNG**

Mr Paul Henderson, Partner, Bespoke Territory

Mr Andrew White, Managing Director

Mr Rodney Carter, Director

**Newman Chamber of Commerce and Industry**

Mrs Barbara O'Driscoll, Chairperson

**Shire of East Pilbara**

Mr Allen Cooper, Chief Executive Officer

Ms Lynette Craigie, President

**The Water Project & the Global Innovation Centre**

Mr Ian Marshall, Private capacity

Professor Adam Osseiran, Private Capacity, Global Innovation Centre

**TFS Corporation**

The Hon. Christopher Ellison, Advisory Director

Mr Quentin Megson, General Manager, Human Resources and Communications

**Outcomes Australia – Soils for Life & Future Directions International**

Major General John Hartley, Chief Executive Officer and Institute Director, Future Directions International

Major General the Hon. Michael Jeffery, Chairman, Outcomes Australia – Soils for Life, and Chairman, Future Directions International

**Western Australian Pastoralists and Graziers Association**

Mr Robert Gillam, Acting Chairman

Mr Sheldon Mumby, Director, Media and Communications

**Resources Industry Roundtable:**

**Association of Mining and Exploration Companies**

Mr Graham Short, National Policy Officer

**Chamber of Minerals and Energy of Western Australia**

Mr William Witham, Manager North West

Mr Ethan James, Policy Adviser, Land Access and Kimberley

**ConocoPhillips Australia**

Mr Robin Antrobus, General Manager, Government and Public Affairs

**Northern Minerals**

Mr George Bauk, Managing Director and Chief Executive Officer

**Australians for Northern Development and Economic Vision (ANDEV)**

Mr Imants Kins, Co-chair

## **Monday 8 April 2014 – Tom Price**

### **Shire of Ashburton**

Mr Neil Hartley, Chief Executive Officer  
Councillor Kerry White, Shire President

### **Tom Price and Paraburdoo Business Association**

Mr Rhys Edwards, Vice Chairman

### **Ashburton Aboriginal Corporation**

Ms Janet Brown, Chief Executive Officer  
Dr Stuart Gunzburg, Enterprise and Research, Development Manager

## **Tuesday 9 April 2014 – Karratha**

### **Shire of Roebourne**

Mr Peter Long, President  
Mr Andrew Ward, Acting Chief Executive Officer, and Director,  
Community Services

### **Regional Development Australia Pilbara**

Mrs Diane Pentz, Chief Executive Officer  
Ms Fiona White-Hartig, Chair

### **Dampier Port Authority**

Mr Steve Lewis, Chief Executive Officer

### **Karratha and Districts Chamber of Commerce and Industry**

Mr John Lally, Chief Executive Officer

### **Shire of Exmouth**

Mr Michael Hood, Deputy President

Mr Bill Price, Chief Executive Officer  
Mr Turk Shales, President

**Small Business Centre West Pilbara**

Mr Grant Cucel, Chairman  
Mrs Rachel Whiting, Chief Executive Officer

**Thursday 10 April 2014 – Port Hedland**

**Port Hedland Port Authority**

Mr John Finch, General Manager, Operations; and Harbour Master

**Town of Port Hedland**

Mr Eber Burton, Director, Planning and Development Services  
Councillor Kelly Howlett, Mayor  
Councillor Gloria Jacob, Deputy Mayor  
Mr Mal Osborne, Chief Executive Officer

**Port Hedland Chamber of Commerce and Industry**

Mr Owen Hightower, Vice-President

**Private capacity**

Dr Roger Higgins

**Port Hedland Community Progress Association**

Ms Jan Ford, Spokesperson  
Mr Vance Petkovski, Private capacity

**South Hedland Business Association**

Ms Gloria Jacob, President

**Pilbara Regional Council**

Mr Tony Friday, CEO

Mr Alexis Guillot, Deputy CEO

## **Monday 28 April 2014 – Cairns**

### **Cairns Regional Development Roundtable:**

#### **Advance Cairns**

Mr Mark Matthews, Chief Executive

Mr Trent Twomey, Chairman

#### **Cairns Regional Council**

Councillor Bob Manning, Mayor

Mr Neil Quinn, Executive Manager

#### **North Queensland Airports**

Mr Kevin Brown, Chief Executive Officer

#### **Tourism Tropical North Queensland**

Mr Alex de Waal, Chief Executive Officer

### **Far North Queensland Development Roundtable:**

#### **Advance Cairns**

Mr Mark Matthews, Chief Executive

#### **Ports North**

Mr Chris Boland, Chief Executive Officer

Mr Brett Moller, Chairman

### **Regional Development Australia, Far North Queensland and Torres Strait**

Dr Allan Dale, Chairman

Ms Sonja Johnson, Chief Executive Officer

### **Gulf Savannah Development**

Ms Lara Wilde, Chief Executive Officer

### **Mareeba Chamber of Commerce**

Mr Joe Moro, President

**James Cook University**

Professor Chris Cocklin, Senior Deputy Vice-Chancellor

**Northern Gulf Resource Management Group**

Mr Neill Newton, Chief Executive Officer

**Wet Tropics Management Authority**

Mr Andrew Maclean, Executive Director

**North Queensland Bio-Energy Corporation Limited**

Mr Anthony Castorina, Director

Mr David Celotto, Director

**Might and Power Australia**

Mr Fred Ariel, Chairman, Might and Power Australia

Mr Philip Moya, First Secretary to the Hon. Francis Awesa, Minister for Works and Implementation, Papua New Guinea

Mr Tony Siab, Policy Advisor

**Cape York Natural Resource Management Limited**

Mr Robert (Bob) Fraser, Chief Executive Officer

**Troplinks**

Mr Frank Collins, Committee member, Troplinks

Mr Anthony Neil, Committee member, Troplinks

Mr Graham Poon, Committee member, Troplinks

Mr Les Searle, Secretary, Troplinks

**Tuesday 29 April 2014 – Cairns****Ewamian Aboriginal Corporation**

Mr Jimmy Richards, Spokesperson

**Chuulangun Aboriginal Corporation**

Mr David Claudie, Chief Executive Officer and Chairman

Mr Allan (John) Locke, Biocultural Strategist

**Cape York Institute for Policy and Leadership**

Mr Michael Schuele, Senior Project Officer

**Pinnacle Consulting**

Mr Peter Spies, consultant

**Cairns Alliance of Social Services**

Ms Helga Biro, Chair

Ms Tamilyn Brennan, Member

**Cape York Sustainable Futures**

Mr Peter McCulkin, Chairman

**Mareeba Shire Council**

Mr Peter Franks, Chief Executive Officer

Councillor Tom Gilmore, Mayor

**Wednesday 30 April 2014 – Waibene (Thursday Island)****Prayer**

Councillor Napau Pedro, Mayor, Torres Shire Council

**Welcome**

Mr Milton Seeka Savage, Chairman, Kaurareg Native Title Aboriginal Corporation Registered Native Title Body Corporate – RNTBC

**Torres Shire Council**

Mr David McNicoll, Director, Corporate and Community Services

Councillor Napau Pedro Stephen, Mayor

Mrs Dalassa Yorkston, Chief Executive Officer

**Kaurareg Native Title Aboriginal Corporation RNTBC**

Mr Milton Seeka Savage, Chairman

**Torres Strait Regional Authority**

Mr Joseph Elu, Chairperson

Mr Wayne Seekee, Chief Executive Officer

**Far North Queensland Medicare Local**

Ms Vonda Moar-Malone, Senior Manager, Health Collaboration

**Rotary Club of Thursday Island**

Mr Ronald Humphreys, Vice-President

**Monday 5 May 2014 – Broome****Yawuru Native Title Holders**

Professor Patrick Dodson, Chairman

Mr Dean Mathews, Senior Project Officer

Mr Neil McKenzie, Chairman

**Environs Kimberley**

Ms Pat Lowe, Member

Mr Martin Pritchard, Executive Director

**Shire of Broome**

Councillor Jenny Bloom, Deputy Shire President

Mr Paul Martin, Deputy Chief Executive Officer

**Kimberley Land Council**

Ms Ariadne (Ari) Gorring, Land and Sea Unit Manager

Mr Anthony Watson, Director

**Shire of Derby/West Kimberley**

Mr Stephen Gash, Chief Executive Officer

Councillor June Oscar

Mr Andre Veder, Consultant to the Shire

**Greater Northern Australia Regional Training Network (GNARTN)**

Dr Scott Davis, Senior Director

Ms Melissa Vernon, Chair

**University of Notre Dame, Broome**

Ms Sally Clark, Deputy Head of Campus

**Broome Chamber of Commerce and Industry**

Mr Anthony (Tony) Proctor, President

**Australia's North West Tourism**

Mr Glen Chidlow, Chief Executive Officer

Mr Mike Dunnett, Deputy Chairman

The Hon. Chris Ellison, Chairman

**Not-for-Profit Managers Group, Broome**

Mr Michael King, Member

**Broome International Airport**

Mr Nick Belyea, Chief Executive Officer

Mr Robert Menzies, Executive Director, Projects

**Broome Port Authority**

Mr Charles Kleiman, Acting Chief Executive Officer

**Yeeda Station**

Mr Jamie Peter (Jack) Burton, Chief Executive Officer and Director  
Kimberley Meat Company

**Private capacity**

Mr David Dureau

**Wednesday 7 May 2014 – Kununurra****Shire of Wyndham, East Kimberley**

Councillor Beau Robinson, Councillor

Ms Janet Takarangi, Economic Development and Remote Service Delivery

**Cambridge Gulf Limited**

Mr Anthony Chafer, Chief Executive Officer

**Private capacity**

Ms Alma Petherick, Managing Director, Petherick Enterprises, Kununurra

**Wunan Foundation**

Mr Ian Trust, Executive Director

**Shire of Halls Creek, Central Kimberley Chamber of Commerce & Tanami Action Group**

Mr John Fitzgerald, President, Central Kimberley Chamber of Commerce

Mr Phillip Hams, Chairman, Tanami Action Group

Miss Bronwyn Little, Strategic Planning Manager, Shire of Halls Creek

**Kimberley Cattlemen's Association**

Mr Peter Camp, Chairman, Pastoralist, Kalyeeda Station, Derby

Ms Kirsty Forshaw, Pastoralist, Nita Downs Station, Broome

**Monday 19 May 2014 – Alice Springs****Lhere Artepe Aboriginal Corporation**

Mr Harold Furber, Advisory Group/ Board member

**Chamber of Commerce NT - Central Australia**

Mrs Kay Eade, Executive Officer

**Outback Way Panel****Alice Springs Town Council**

Councillor Damien Ryan, Mayor and Deputy Chair, Outback Highway Development Council

**MetalsX Limited**

Mr Anthony (Tony) Crook, Consultant

Mr Alan Ferris, Project Manager, Central Musgrave Project

**Outback Highway**

Mrs Helen Lewis, General Manager

**Australian Camel Industry Association**

Mr Alan Keeling, Private capacity

**Ngaanyatjarra Council**

Mr Alexander Knight, Manager, Land and Culture

**RemoteFOCUS and Desert Knowledge Australia**

The Hon. Fred Chaney AO, Convenor, RemoteFOCUS; Chairman, Desert Knowledge Australia

Dr Michelle Lucas, Director

Professor Ian Marsh, Visiting Professor Australian National University

Mr John Huigen,

**Centre for Appropriate Technology (CAT)**

Dr Bruce Walker, Chief Executive

**Ninti One Limited**

Ms Jan Ferguson, Managing Director

Ms Apolline Kohen, Senior Policy Advisor

**CRANA Plus**

Mr Christopher Cliffe, Chief Executive Officer

Ms Geri Malone, Professional Development Manager

**Broadband for the Bush Alliance**

Mr Andrew Crouch, Member

Mr Ray Heffernan, Member

Mr John Huigen, Chairman

**Tuesday 20 May 2014 – Darwin**

**Welcome**

Mr John Rawnsley, Director, Larrakia Development Corporation

**City of Darwin**

Mr Brendan Dowd, Chief Executive Officer

Councillor Katrina Fong Lim, Lord Mayor of Darwin

**Northern Territory Government**

Mr Gary Barnes, Chief Executive Officer, Department of the Chief Minister

Mr Gary Higgins, Deputy Speaker and Chairman of Committees, Northern Territory Legislative Assembly

The Hon. Adam Giles, Chief Minister, Northern Territory Government

Mr Peter Carew, General Manager, Northern Australia Development Office

**Northern Territory Planning Commission**

The Hon. Gary Nairn, Chairman

Mr James Teh, Manager, NT Planning Commission Secretariat

**Northern Territory Livestock Exporters Association**

Mr Benjamin Hindle, Chief Executive Officer

**Baucau Beaches Development Group, Democratic Republic of Timor-Leste**

Mr Kevin Austin, Chief Executive Officer

**Darwin Port Corporation**

Mr Terrence (Terry) O’Conner, Chief Executive Officer

**Menzies School of Health**

Professor Alan Cass, Director

**Charles Darwin University**

Professor Simon Maddocks, Vice-Chancellor

**Rusca Brothers Group**

Mr Robert Rusca, Managing Director

Mr Derek Yates, Operations Manager

**Kimberley to Cape Network Panel**

**Anindilyakwa Land Council Land and Sea Management**

Mr Ian Kerr, Manager

**Australian Conservation Foundation**

Mr Graham Tupper, Manager, Northern Australia Program

**Charles Darwin University**

Professor John Woinarski, National Environment Research Program

**Environment Centre NT**

Dr Stuart Blanch, Director

**Kimberley to Cape Initiative**

Dr Clare Taylor, Co-ordinator

**Regional Development Australia NT**

Ms Kate Peake

**INPEX**

Ms Rebecca Cass, Senior Stakeholder Management Advisor, External Affairs

Ms Mary Durack, Community Relations Co-ordinator

Mr Sean Kildare, General Manager Darwin

**Tourism and Transport Forum Panel****AAT Kings**

Mr Anthony Hayes, Global Managing Director

**Air North**

Mr Michael Bridge, Chief Executive Officer

**Indigenous Business Australia**

Mr Leo Bator, Chief Operating Officer

**Northern Territory Airports**

Mr Jim Parashos, Director, Commercial and Aviation Development

**Tourism Northern Territory**

Mr Tony Mayell, Chief Executive Officer

**Tourism and Transport Forum**

Mr Justin Wastnage, Director, Aviation Policy

**Wednesday 21 May 2014 – Nhulunbuy****Gumatj Aboriginal Corporation and Mitwatj Employment and Participation (MEP) Ltd**

Mr Djawa Yunupingu, Traditional owner

**Nhulunbuy Corporation Limited**

Mr Shawn Kidner, Chief Executive Officer

**Gove Community Advisory Committee Panel**

Mr Glenn Aitchison, Chairman, Regional Development

Mr Timothy Bunton, Business

Mr Stuart Maclean, Yolgnu

Mr Wanyubi Marika, Yognu

Ms Sarah Munnings, Allied Health

Ms Lynn Walker, Town Services

**East Arnhem Regional Council**

Ms Jessica Greenaway, Grants Officer

### **Rio Tinto**

Mrs Jo-Anne Scarini, Director, Gove Transition

## **Thursday 22 May 2014 – Katherine**

### **Kalano Community Association & Jawoyn Association Aboriginal Corporation**

**Kalano Community Association Inc.**

Mr Rick Fletcher, Chief Executive Officer

Mr Ian Woods, President

**Jawoyn Association Aboriginal Corporation**

Ms Lisa Mumbin, Chair

### **Katherine Town Council**

Ms Neroli Dickens, Deputy Chief Executive Officer; Director, Works and Services

### **Katherine Centre of Excellence in Health Knowledge**

Ms Teresa Cummings, Chair

### **Roper Gulf Regional Council & Victoria Daly Regional Council**

Mr Greg Arnott, Director, Corporate Governance, Roper Gulf Regional Council

Mr Stuart Duncan, Chief Executive Officer, Victoria Daly Regional Council

### **Godinymayin Yijard Rivers Arts and Cultural Centre**

Ms Catherine Bowdler, Director

Mr Craig Lambert, Chairman

### **Chamber of Commerce Northern Territory (NT) – Katherine Region Panel**

Ms Petrena Ariston, Member  
Mr Ewan Crook, Member  
Mrs Morag Dwyer, Member  
Ms Susan Jones, Executive Officer  
Mrs Julie Newton, Member; Council Member, Katherine Regional  
Economic Development Committee  
Mr Steven Rose, Member

## **Friday 30 May 2014 – Brisbane**

### **Queensland Resources Council**

Mr Michael Roche, Chief Executive  
Mr David Rynne

### **Chamber of Commerce and Industry Queensland**

Mr Nick Behrens, General Manager  
Ms Suzanne Lawless, Senior Policy Advisor

### **CSIRO**

Dr Peter Stone, Deputy Director Sustainable Agriculture

### **Canegrowers**

Mr Burnett Ashburner, Senior Manager Industry  
Mr Jonathan Pavetto, Policy Officer

### **Liberal National Party**

Mrs Robyn Quick, Northern Development Policy Chair  
Mr David Farley, Member

### **East West Line Parks**

Mr Shane Condon, Managing Director/ Founder

Mr Phil Shapiro, Project Director

**Wilderness Society**

Mr Gavan McFadzean, Northern Australia Program Manager

**Growcom**

Ms Rachel Mackenzie, Chief Advocate

**Queensland Tourism Industry Council**

Mr Daniel Gschwind, Chief Executive

**Insurance Round Table**

**Suncorp**

Mr Stephen Jeffery, Exec Manager Home Portfolio Personal Insurance

Mr Marcus Taylor, Corporate Affairs Manager

**Insurance Group Australia**

Mr Brad Robson, National Manager

Mr Mark Leplastrier, Senior Manager

Ms Tracy Green, Head of Commercial Pricing

**Islander Board of Industry and Service (IBIS)**

Mr Ian Copeland, CEO

Mr Colin Kane, Director

Mr David Stout, Director

Mr Thomas Hannaford, Director

**Australian Agricultural Company**

Mr Jason Strong, Managing Director and CEO

**Cattle Council of Australia**

Mr Mark Harvey- Sutton, Policy Director