

TRANSCRIPT

PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

Inquiry into the Victorian Government's Response to the COVID-19 Pandemic

Melbourne—Wednesday, 13 May 2020

Members

Ms Lizzie Blandthorn—Chair

Mr Richard Riordan—Deputy Chair

Mr Sam Hibbins

Mr David Limbrick

Mr Gary Maas

Mr Danny O'Brien

Ms Pauline Richards

Mr Tim Richardson

Ms Ingrid Stitt

Ms Bridget Vallenge

WITNESS

Mr Paul Guerra, Chief Executive Officer, Victorian Chamber of Commerce and Industry.

The CHAIR: We welcome you to the public hearings for the Public Accounts and Estimates Committee Inquiry into the Victorian Government's Response to the COVID-19 Pandemic. The Committee will be reviewing and reporting to the Parliament on the responses taken by the Victorian Government, including as part of the national cabinet, to manage the COVID-19 pandemic and any other matter related to the COVID-19 pandemic. We have asked that all mobile phones be turned to silent.

All evidence taken by this Committee is protected by parliamentary privilege. Therefore you are protected against any actions for what you say here today, but if you repeat the same things outside this forum, including on social media, those comments may not be protected by this privilege. You will be provided with a proof version of the transcript for you to check. Verified transcripts, presentations and handouts will be placed on the Committee's website as soon as possible.

These hearings may also be rebroadcast in compliance with standing order 234. We have asked that photographers and camerapersons follow the established media guidelines and the instructions of the secretariat.

Thank you for joining us today. We invite you to make a brief opening statement, 5 minutes. We are on the clock, so we do cut you off; apologies for any awkwardness. Questions will then rotate relatively by time through the Members of the Committee. For Hansard and broadcasting purposes, if you could state your name, position and the organisation you represent and then your introduction. That will be followed by questions. Thank you.

Mr GUERRA: Paul Guerra, Chief Executive, Victorian Chamber of Commerce and Industry. Thank you very much for the opportunity to present. We take this opportunity seriously, and we look forward to contributing as we can to the continued response to COVID-19.

A bit of background on the Victorian chamber, we are the largest employer group across the state. We touch about 20 000 organisations through the course of the year. We also have linkages into the Australian chamber, so I have been fortunate enough to have unique access to Treasurer Frydenberg and Senator Cash through this.

We have responded to the crisis, and the bushfires actually before that, with our own level of support, starting with membership waivers to ensure that every business in Victoria has access to the services that they need all the way through to webinars which we have done in conjunction with Small Business Victoria, helping businesses through this particular period in terms of what they need to do to respond. We, like you, are looking forward to Victorian businesses bouncing back sooner and quicker than anyone else.

I guess at the top this is a health crisis, and we need to remember that. It has impacted businesses and jobs. The impact quite simply has been carnage. We have been talking to businesses across the state, metropolitan and regional, and the chorus is consistent. You probably do not need me to go over again the impact, but particularly those in hospitality, events, cafes have been majorly impacted. Supply chain disruption has been significant. Retailers have reported significant declines within that as well. Investment, confidence are all down over this period. And I guess worryingly apprenticeship numbers are dropping significantly and continue to drop as well, to point to a loss in skills longer term.

I have to say though that the Federal Government's response has been tremendous, but the State Government's response has not only been timely, it has been completely tailored to Victorian business and has been simply outstanding. Speed has been of the essence when it comes to standing up measures. If you think it has been six weeks only in this period, we have seen a lot coming through. On the State Government side, we think the \$500 million Business Support Fund was wonderful in its implementation. It had some challenges for execution, but the State Government has responded such that it is a broader pick-up now than what it ever has been. Then I think the payroll tax and WorkCover premium exemptions have been well received by businesses as well.

There are a lot of success stories, and I measure that by some success stories meaning that businesses can go on. The construction sector certainly has been something that we look forward to replicating in the recovery, but there have been other Victorian businesses that have pivoted—even though I do not like that word, pivoted—into different areas. That may be temporary, it may be permanent. We will see how that plays out. But from gin distilleries to CSL and Grifols through to training providers, even event and art galleries going online through that as well, that gives us confidence that we can go ahead.

I think in summary, though, we must define ourselves here by our recovery, not by the virus. And we are starting to look forward in terms of what needs to be done to get business back. We are looking for certainty on how and when business will be allowed back, and I think the school announcement this week was a really positive stimulus to what that could look like. We want to make sure that people stay safe through this, because the truth is there will be two phases to this. The first phase will be from now until the vaccine is available, because the risk of death, the risk of the spread of the virus remains strong. And then the second phase is after the vaccine is available. At that point we would expect to see a greater ramp-up from that.

The other thing we would like to see is an opportunity to really reposition Victoria for the future. We think there is a wonderful opportunity now to leverage back on what are strengths have been over time and take a really clear process to get us going forward, and that is leveraging our university, our manufacturing, innovation, health, ICT and agricultural sectors and bring them together with the university, bring them together with industry and bring them together with government to really plan what Victoria could look like into the future to make sure that we continue to compete on a global scale.

The CHAIR: Thank you very much. And if I can hand to Ms Richards, MP, for the first questions.

Ms RICHARDS: Thank you for coming here this afternoon, Mr Guerra, and giving us evidence and being so comprehensive in your presentation. I would like to start from the outset by asking you to pass on to your members appreciation for the agility that they have shown in responding to this health crisis. It is very important that they have that sense of appreciation.

I would like to start, and you alluded to this in your initial evidence, by asking how the Victorian chamber has worked with the Victorian Government to support businesses through the coronavirus crisis and the impact on the economy.

Mr GUERRA: We have made sure that we have moved into an advocacy position with our members where we are listening to what is going on and providing that input straight into the State Government. We believe that is the best way for the businesses in Victoria to get the help that they need and the best way for the Government to make decisions around what measures might be required across the whole of the state to keep business going. And we will continue to play that role right through it.

We are pleased to say that the membership body is responding, and we are reporting back the conversations and the measures that are being put in place. The idea of the webinar that I talked through before was all around that, to make sure that that information is being put out transparently. In fact last week we had Treasurer Tim Pallas join me on the webinar. We are oversubscribed, but providing a platform for the decision-makers to get out to businesses is being very well received.

Ms RICHARDS: That is terrific. And has the Government been responsive to your engagement in this experience that you have had?

Mr GUERRA: Yes, they have, and it is ongoing responsiveness as well. I talked a bit about the \$500 million fund which was set up with the right intent. We found that getting into that, some members were either being delayed in terms of getting funding or for no particular reason aside from ABN classification did not quite fit what it was looking for. So the Government responded in kind in that space to widen or broaden the ability for businesses to get there.

The payroll tax relief was something that we certainly spoke to the Government about, and if we were not the first at a federal level, then we were probably equal first around the idea of what became JobKeeper. We were very clear in terms of our views around needing to keep people connected to the workplace for a whole bunch of reasons, not the least of which was making sure we could bounce back.

Ms RICHARDS: Okay, terrific, Mr Guerra. What has been your feedback from your members on the current business conditions and the impact of coronavirus?

Mr GUERRA: It is tough. In a summary, some sectors are doing worse than others—certainly hospitality and tourism are amongst the worst, construction is amongst the best. When I move into regional Victoria a similar picture appears there. The worrying conditions that we are seeing is 1 October, which is when JobKeeper finishes, and there is real concern that we have raised with both the State and Federal Governments around that. The other worrying concern is the apprentice numbers dropping off. If businesses do not make it through to the other side, our fear is the hardest hit areas are going to be regional Victoria, because if businesses do not get through, there are generally debts that are left behind and those debts are generally left in the regional areas as well. So we are watching closely and working with the regional communities as best we can.

Ms RICHARDS: Thank you for those insights. Just continuing on with a discussion about engagement, I am interested in your views. Are you confident that the Government will continue to engage with you and your members as we get through the crisis and then plan for the economic recovery?

Mr GUERRA: We hope so. The signals so far have been good. I have only been in this role for a short period of time, but I think the chamber and the Victorian Government have had longstanding relationships and I would expect that to continue. At the end of the day we are bringing real value of what we are hearing back from members. We are engaging positively with all levels of government to make sure that that input is—we sanitise it first, but it then gets given to Government to ensure that they have the tools that they need to make the right decisions.

Ms RICHARDS: Just taking a slightly separate tack now, the Victorian chamber has been involved in the implementation of the Government's \$500 million Business Support Fund. How is this measure supporting your members and small businesses generally? What are your insights there?

Mr GUERRA: Well, in some cases it has kept businesses open for longer than they would otherwise. In other cases it has kept people employed. And remember this came about before any of the JobKeeper payments become available, so in some cases it was a bridge there. In other cases it has been able to provide those businesses with enough capital to get their planning done for what their business would look like on the other side of this virus because the truth is business will look different. The consumer will look different, the customer will look different, and we do see an opportunity here for some of the businesses to take that leap of faith into the digital environment, not just a website but truly engaging into the digital economy. We know some businesses have taken advantage of that as well.

Ms RICHARDS: Terrific. Still on speed actually, I am interested in finding out from you how quickly after the announcement did the Government engage with the Victorian chamber on the implementation of this measure of this Business Support Fund?

Mr GUERRA: Immediately. I have made myself available pretty much 24/7, and we were on the phone pretty quickly after that in terms of setting up the first meeting and getting the commentary out so that we could warn our members and in turn all the businesses across Victoria around the fund.

Ms RICHARDS: Terrific. Mr Guerra, what other Victorian Government support measures have been relevant for your members in this situation?

Mr GUERRA: Certainly the latest in the payroll tax components were very important. Look, anything that has enabled businesses to save money through this period has been significant. We are working through the Working for Victoria opportunity at the moment and talking to our businesses, our members, around what opportunities may be there. I can honestly say all our members would have drawn down on all of the opportunities that have been made available to them.

Ms RICHARDS: That is terrific. Many of your members would have been able to continue to operate, including businesses that require people to work onsite. How have you found the information from the Government in relation to complying with the health restrictions?

Mr GUERRA: It has probably been the hardest thing for business, and again this is a speed area—how quickly can businesses move? As I said at the start, it is six weeks old that we are into this, and I think

Government and businesses and citizens need to be congratulated on the approach that everybody has taken. We are the envy of the rest of the world in terms of the virus spread. Our concern is around complacency from here, because we know after six weeks we have probably all had enough of being cooped up at home, but the truth is the threat has not diminished at any point. The virus is still there, there is no vaccine. We need to make sure that every employee is kept safe through this period, and that is not only in their ability to get to work but while they are at work as well.

Ms RICHARDS: Perhaps it is an opportunity for us to congratulate your members as well on their response. I understand the Victorian chamber has engaged directly with the Chief Health Officer. How have you found that experience to be?

Mr GUERRA: We have not actually engaged directly with the Chief Health Officer. We have been, with the City of Melbourne, involved in one seminar where the Chief Health Officer spoke, and it was good. I think what has been refreshing is the candid advice, and the second part we found refreshing has been what I call signposting, particularly from the Premier where he stood up and said, 'This is what's going to happen in the next few days'. It has given businesses and citizens enough time to prepare. Then a couple of days after that he has implemented what he said he was going to implement. That has been really useful for us to navigate this through, and it is what we will need more of through the recovery phase as well.

Ms RICHARDS: That is actually a good segue for me to check how the Victorian chamber has worked with your members and other stakeholders to ensure that health and safety requirements are upheld and maintained. Have you got any insights there that you can provide to the Committee?

Mr GUERRA: Yes. We have taken a step further. I have spoken to a number of organisations both within Australia and globally. I spoke to the head of Michelin, the tyre company, about what they are doing, given that they were ahead of the curve, and we have actually developed a resource for our members. The first is a COVID-19 business restart checklist, and that is available to any businesses in Victoria free of charge. It is pretty comprehensive. We want businesses to be ready to take employees back. Then there is a more comprehensive document which goes through various parameters that we actually think every workplace should have to ensure that not only are their workers safe, not only is the community that comes into contact with that business safe but any clients that come into that business are also safe as well. We think that by us getting this ready for our organisation and then making it ready for other organisations, it gives them a signal of the type of documentation and processes that need to be put in place.

Ms RICHARDS: I would like to take you to that with a little more granular detail and ask what have been some of the major changes to worksites in response to coronavirus, and for how long do you see these changes being maintained?

Mr GUERRA: The maintenance has to come down to the responsibility of the most senior person in the organisation, in most cases that is going to be the CEO. I think there is a willingness across the state to ensure that occurs. The only opportunity we have to stop the spread is via social distancing. We need to make sure that social distancing is maintained not only on the way to work but in the workplace, that we are hand sanitising as best we can, that if people are showing signs, they need to get tested, so do not turn up to work if you have a cold. In some cases offices are not going to be set up to enable that social distancing, so enabling the continued work from home to ensure that we do not break any of those social distancing aspects at work. I think temperature checks coming into the office or worksite will be important as well. I think we have got a good lead from what the construction industry have done given they have been able to operate through, and we have encouraged our members—in fact we have spoken directly to the Master Builders Association around what they have put in place for the construction sector, and part of that is mirrored in the documentation that we put in place.

Ms RICHARDS: I can see that you are providing an invaluable service right across the economy; we are lucky. How does the Victorian chamber see market conditions changing over the next few months?

Mr GUERRA: We, like the federal Treasury reports, are pessimistic around where the economy looks like heading, but that is not unexpected given how quickly the conditions were brought to bear to basically stop the economy to stop the spread. How quickly we bounce back I think depends on how quickly businesses regain the confidence and consumers regain the confidence, and that we think will require further stimulus at the

federal level. Certainly the \$24 billion that has been put aside by the State Government—if that is used correctly, we believe that can be a stimulus to getting the economy up and running again as well.

Ms RICHARDS: That is a terrific opportunity for me to check how you saw the JobKeeper payments have been in supporting your members through this crisis, and further to that I am interested in hearing your views on what the effect would be if these were wound back too early—the JobKeeper.

Mr GUERRA: We made representations to both the Federal Treasurer and the State Treasurer around an opportunity that confronted us where we knew if nothing was done what the outcome was going to be. We had a rare point in time where any stimulus that was put in market would be measured, and without JobKeeper the loss of jobs would have been significant. We saw that in the time from the shutdown, before JobKeeper was announced. The attachment to the unemployment queue was disappointing and was un-Australian. JobKeeper fundamentally changed that. What it also did was kept employees connected to the workplace. We think that is good not only for the mental health, we think that is good not only for the skills being retained, but we think that is good in terms of the organisation's ability to bounce back at the right time.

Ms RICHARDS: Thank you, Chair; I have got no further questions. Thanks, Mr Guerra.

The CHAIR: Thank you. I will give the call then to Mr David Limbrick, MLC.

Mr LIMBRICK: Thank you, Mr Guerra, for appearing today and giving evidence. What are some of the unintended consequences of the lockdown for your members that you think that the Government may not fully appreciate and needs to understand a bit better?

Mr GUERRA: The first one would be that some businesses will not come back from this. It is unfortunate, but it is also a reality. In some cases in the tourism sector there will be those businesses that unfortunately are going to be waiting a long time before they see international tourism. Hospitality—certainly some businesses we were aware of were probably on edge prior to this and will not come out of this either.

There are some positive unintended consequences out of this—particularly, I think, for regional Victoria. I think we have worked out the technology does work. Who had heard of Zoom six weeks ago? And the pipe, whether that be NBN or whether that be cellular, is actually working, and we have had people successfully work from home. So I think there are some positives there.

Another negative that is a concern for us is the apprentices. We are seeing a large drop-off of apprentices, for two reasons. In one case, the JobSeeker payment for a first-year apprentice is more than what they would get. The second is if you are attached as an apprentice to a group training organisation or an aggregator and not to a workplace, you do not actually qualify for JobKeeper, and there is a gap there. So our concern will be around what that looks like for those apprentices as we come out of this.

Mr LIMBRICK: Are you implying that there are some perverse incentives here for people, like apprentices, whose wages might be below this level normally and that that would create some sort of problem there?

Mr GUERRA: That appears to be the case. I do not believe it is deliberate, but that certainly appears to be the case in the first year—

Mr LIMBRICK: So it is an unintended problem.

Mr GUERRA: Yes.

Mr LIMBRICK: And how might the Government address that, do you think? I suppose this is a federal issue.

Mr GUERRA: It is a federal issue, and we have spoken to Senator Cash about that and needing to keep apprentices attached to businesses, particularly through that group training organisation.

Mr LIMBRICK: You spoke about some of the unintended positive consequences, and I know that there have been a lot of actions by government to not only provide money but also remove some barriers. Are there

any things that you could identify that are actions that the Government has taken that you think should be maintained for the longer term?

Mr GUERRA: There is a number. I mean, when I look at some of the taxes that have been removed on a temporary basis, we would encourage a review of that on a more permanent basis. Payroll tax is an obvious one that was well received. There is an argument for some businesses that fall outside the \$3 million that have not received any benefit from the payroll tax. We know particularly in the hospitality area and the manufacturing sector there are some companies that fall in that \$3 million to \$5 million range that could well do with some support around the payroll tax relief as well, and we would encourage the Government to continue to look at that piece too.

Mr LIMBRICK: And on a similar note, are there any other actions that you think the Government could take with regard to—and I spoke about it earlier with Minister Pakula—removing barriers for new businesses or new entrepreneurs to start up businesses? As you said, unfortunately some businesses may fail, but we want to make it as easy as possible to get new businesses in. What sort of red tape removal or something like that would be really beneficial for new businesses that wanted to start up and enter?

Mr GUERRA: I have got no doubt there is an opportunity there, and our view in terms of that is that is ultimately the nucleus that we see of where future Victoria could go into. The ability to leverage our university sector and our DNA in manufacturing and health has kept us in good stead. With the right investment from private enterprise and the right support from government, I think we can be looking at an encouraging exit out of this and we will look back at this in a decade and say, 'Well, actually, all of this industry, all of this innovation, all of what we put together came out of the COVID period'. We would encourage the Government to look for ways—and we have some thoughts around this—that industry, university, workers and Government can come together to create what future Victoria could look like. We know our capabilities in ICT are there—perhaps underleveraged than what they could be. We know our capabilities in health are there—perhaps underleveraged than what they could be. We know our DNA in manufacturing, and we have seen that in action in terms of the ability of some businesses to move out of what they were doing into producing necessary goods through this phase. We would like to see that put together and explored so that we can move to a position of attracting more business.

The reality is if you look back 25 years we had SARS, and then after that we had mad cow, and then after that we had swine flu, which we did not quite see in Australia—we saw it a lot in Asia—and now this. We did not see Ebola, but that happened in that time period as well. So in 25 years we have seen quite an advancement of that. We know the next pandemic will be there. Victoria—our legacy out of this to the next generation has to be our ability to withstand the next pandemic and not tank the economy to the point that we have had to survive this part.

The CHAIR: Sorry to cut you there. The Member's time has expired.

Ms VALLENCE: Thank you very much, Mr Guerra. It is refreshing to have a witness appear in person, because we are sufficiently distanced. So thank you very much for the time that you are giving the Committee and the Inquiry today. I think you mentioned in answering a question just prior the fact that you had not really had any direct engagement with the Chief Health Officer at all. My question is: when the Chief Health Officer or the deputy Chief Health Officer made a number of directives that impacted businesses directly, that required businesses to cease their operations or to severely curtail their operations, was there any engagement, consultation or advice sought from you or your organisation prior to the CHO or DCHO making these directives and publicising them?

Mr GUERRA: We took on good faith that the advice that was being provided was the right advice. This was happening at speed. We were certainly engaged with the Government, and the advice that we were getting through the Government, from the Chief Health Officer, was that that was the opportunity that we needed to follow.

Ms VALLENCE: So you took on good faith that that was the right thing. But was any advice sought expressly from you or your organisation about making those directives and the impact on businesses?

Mr GUERRA: No, we did not feel the need to do that. We felt the need to inform businesses of what the Government's direction was, and all things considered this was the best way to keep the spread of the virus down.

Ms VALLENCE: Okay. And you mentioned as well in your presentation about regional Victoria and your anticipation that sectors like tourism and hospitality will be most impacted as a result of the coronavirus crisis. I would like to just pick up on that, with regional Victoria and also in an electorate or an area that I represent in the Yarra Valley interface areas. They are not actually regional but are certainly interface areas where tourism and hospitality are major sectors. For regional Victoria and those interface areas, what have your members been saying to you that they need and what have you, as an organisation, asked the Government to provide?

Mr GUERRA: Yes, so the funds to keep the business alive was certainly something that businesses in regional Victoria—as did metropolitan—asked us for. We have engaged the Yarra Valley through the local council out there. We have been talking to them a lot. We also had the Four Pillars distillery—

Ms VALLENCE: A good distillery, but not just the Yarra Valley—I only used that as an example because they are interface and not deemed regional—really for all regional businesses as well, if you would not mind.

Mr GUERRA: It was access to support funding to keep their businesses either operating or in hibernation. Planning or mentoring is a request that we are getting back from regional Victoria, and it is not to send the city-based mentors but to have local mentors in-region delivering that service to regional Victoria. Interestingly, we have had regional Victoria ask us to make representation to keep tourists away for a period of time so that it stops the spread of the virus, and conversely we have had regional Victoria, as the spread of the virus has been contained, ask for what restrictions could be lifted in regional Victoria ahead of metropolitan Victoria, particularly in those communities that have not seen the spread of the virus in them. That is what we have been working with them on.

Ms VALLENCE: So they have been asking you there around perhaps lifting some restrictions in regional Victoria to help recover more quickly or help get on their recovery. Have you asked anything specific of the Government in relation to that, so restrictions—

Mr GUERRA: Yes, we have. We have made representation around the mentoring for small business and medium business actually in regional Victoria, and we have made representation around the ability for regional Victoria to start up ahead of some of the metropolitan areas.

Ms VALLENCE: Okay. In terms of representations you have made to the Government—as you mentioned, that is one of them—are there any other representations that you or your organisation have made to the Government so far that perhaps have not been addressed or you have still got concerns about?

Mr GUERRA: Yes, and I mentioned it before. We think particularly the hospitality businesses that sit in that 3 to 5 million phase that have had limited or no support from the Government at this point, and that is important because we came into this as a state with really global renown for our events, restaurants and bars sector and we need to make sure that that is retained when we come out of this. Equally some of the event facility providers have not received some of the benefit that we think they should, given we need that sector to help us bounce back as well. We are working with the Government on that.

Ms VALLENCE: All right. Mr Guerra, you have made a number of comments about the mental health of workers during the lockdown, and unfortunately we have seen an increase in mental health issues during this period. Also I am interested as well around what appears to be a disproportionate impact on women of the coronavirus crisis. They are often the primary caregivers for elderly people in their family or for children who are schooling from home, and their capacity to work through this period—hours of employment and underemployment—I am just wondering if you could expand on that a little bit more and what analysis you might have done in relation to mental health and what representations you might have made to the Government about that.

Mr GUERRA: Yes. Our view on mental health is echoed by your sentiments. Working from home does increase or has given rise. We knew it would—or I knew it would through previous work that I have done—and we encouraged not only our organisation but our members to think seriously through what could be put in place to support any rise in mental health. The challenge with mental health is it is best diagnosed by seeing

change in behaviour. The reason that I think we have seen the rise is with people isolating you have not been able to see the change in behaviour. We are bringing that to the surface now, and the ability to come back to the office will be good for that. I do think some of the heroes through this process—and we have encouraged business owners to be sympathetic to this—are those parents that have had to school their kids at home whilst trying to hold down a full-time job. That typically has fallen on the female.

Ms VALLENCE: Yes, I am very familiar with that. We have got limited time left, so I have just got another question if I may. Are your organisation or your members specifically informing you if there are any fees or charges or taxes—a bit of a catch-all there; whether it is, say, things like council rates or tolls or the landfill levy or any of these other things—that are hurting businesses, that your members have told you about? What is your view on that, and in your view or the view of your members should any be changed or frozen?

Mr GUERRA: Yes. We have a situation where revenue for businesses has dropped, in some cases to zero, yet some charges and fees are still maintained. The payroll tax and WorkCover premium were good examples of representations where the Government has responded. We do think there are a number of opportunities within that for the Government to continue to look at, and we encourage them to do that. We have reservations around dropping council rates or in fact limiting council rates, because that will have a knock-on effect to the local council as well. Our view would be to have a look at this as a collective rather than individual one-offs and perhaps some greater reform as we come out of this to position Victoria as the place to do business into the future.

Ms VALLENCE: So some greater reform, but in the short term any specific charges or fees or taxes that you think should be frozen or reconsidered altogether?

Mr GUERRA: Yes. Some of the transport costs—particularly for transport-orientated organisations while they have their vehicles suspended, for example—are areas that we would like to look at as well. As I talked about before, with the organisations that sit in that \$3 million to \$5 million range that have not received the payroll tax benefit we believe there is an opportunity in that as well.

Ms VALLENCE: Thank you. I think our time has expired.

The CHAIR: The Member's time has expired, so thank you very much, Mr Guerra, for taking the time to appear before us today. The Committee will follow up any questions that were taken on notice in writing, and responses will be required in five working days of our Committee's request. But thank you for your time, and we will move to the consideration of the next witness. Thank you.

Mr GUERRA: Thank you. Thanks very much.

Witness withdrew.