



The Queensland Plan

Queenslanders' 30-year vision



Great state. Great opportunity.

Part A: Introduction

Introducing *The Queensland Plan*

The Queensland Plan began with one simple idea: that every Queenslander should have a say in the future of our state—a once-in-a-generation opportunity to look beyond the immediate horizon to a future full of possibility.

Our community vision emerged from the largest statewide community engagement activity of its kind ever undertaken in Queensland, with more than 80 000 people contributing to the process.

The scale of the engagement has been matched only by its depth, with intensive workshopping at community summits shaping the plan from the outset, and the working draft the subject of detailed public scrutiny and feedback.

The result reflects our shared aspiration for the next 30 years and sets a roadmap for growth and prosperity.

The Queensland Government has been proud to host the engagement process that created *The Queensland Plan*.

We all have a role to play in achieving our vision—its success now rests in the hands of every Queenslander.

Thank you Queensland

The Queensland Plan was made possible by the contributions of more than 80 000 people who shared their time, their images and their aspirations for the future.

We acknowledge:

- industry workshop participants
- Mackay Summit delegates
- everyone who provided a response to Queensland's questions
- primary school children who entered the postcard competition
- Brisbane Summit delegates
- local government representatives
- webjam participants
- everyone who provided a submission on *The Queensland Plan working draft*
- review group members
- Queenslanders whose photos appear in these pages
- Members of Parliament.

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Queenslanders' vision for our state

In 30 years Queensland will be home to **vibrant** and **prosperous communities**.

Our state will be **well planned** with the right infrastructure in the right places, to support a population that has grown across every region.

We will **value education** as a lifelong pursuit where we gain practical skills, enrich our lives, find secure jobs and improve the competitiveness of our economy.

Our **brightest minds** will take on the world and we will work collaboratively to achieve the best results for Queensland.

We will be the **greatest state** in which to live, work and play, and guardian of a sustainable **natural environment** that inspires an active lifestyle and supports healthy communities.

We will have a **community spirit** that embraces our diversity and unique culture and gives everyone the opportunity to shine. We will not leave anybody behind.

Government can't do this alone but as a community **working together** we can achieve everything we want for our state's future.

How to use *The Queensland Plan*

The Queensland Plan is an aspirational community vision. While it is designed to show the direction in which Queenslanders want to go, there are many options for how we put it into practice.

All Queenslanders—governments, business, industry, community groups and individuals—are encouraged to consider the plan and nominate what you will do to help achieve our vision.

It may be through a detailed action plan, a statement in your corporate plan, or even a personal decision to learn a new language or exercise more. Everyone has a role to play.

In the coming months, the Queensland Government will respond to the plan outlining what its contribution to the implementation of the plan will be.

See page 89 for more information about how the plan will be implemented.

How to read *The Queensland Plan*

Foundation areas	Nine foundations create the framework for <i>The Queensland Plan</i> . Each is colour coded and identified by an icon.
Goals	All foundations have a number of goals that highlight what Queenslanders said they wanted to be, do or achieve.
Success factors	Each goal is supported by a number of success factors that describe the outcomes Queenslanders want.
Targets	Each foundation has one or more high-level targets to focus our efforts towards achieving success.
Primary measures	Targets will be tracked by one or more primary measures. They have been selected as lead indicators to monitor progress.
Secondary measures	Secondary measures complement the primary measures and track different aspects to give a more complete record of progress.
Baseline	Where available, baselines have been sourced from existing data sets as starting points for future reporting.
Cross references	Measures in one foundation may also help track progress towards targets in another foundation. Cross references to targets in different foundations are included for some measures.
Infographics	Unless specified, statistics refer to Queensland data. Sources are referenced in the endnotes.

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Our commitment

Message from the Premier

Queensland has always been a great place to work and live. Time and again we have come together to turn opportunity into success, adversity into hope and individuals have bonded as a community. Now we are poised to make generational change with a 30-year vision that builds on our strengths and seizes every opportunity.

We need a strong plan to maximise our abundance of natural talent and resources if we are to have a bright future in the dynamic global environment. *The Queensland Plan* is designed to do just that.

We know that Queenslanders care about the future of our great state. Since we started consulting in 2013, more than 80 000 people took part in public discussions about the challenges we face and the decisions we must make together.

It was no easy task but *The Queensland Plan*—a people's plan—has focused all of our views to create a strategic blueprint for the future. Our community-led vision, the first of its kind in Queensland, is a legacy that will shape our great state for generations to come.

Now the hard work begins to make our vision a reality. Some actions are already underway, while others will require more community discussion about how to achieve our goals.

My government will actively respond to a collaborative plan created with Queenslanders and we will outline how we will contribute to implementation.

I call on future governments, whoever leads them, to honour this commitment and keep faith with the aspirations that Queenslanders have voiced through *The Queensland Plan*.

A vision will remain simply words without people to make it happen.



Campbell Newman

Premier of Queensland

The Queensland Plan at a glance

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	Education	Community	Regions	Economy
Foundations	<p>Education is for life. A quality education system is the launch pad for a rewarding life, a meaningful career and an innovative knowledge economy. Our system will be accessible and affordable for everyone at every age. It will be built on a practical learning model with educators drawn from our best and brightest to inspire and shape our future generations.</p>	<p>Communities are our heartland. Our vibrant communities shape Queensland's unique character. They are places where we demonstrate our diversity and community spirit and provide vital hubs for the services and activities that connect us. We will encourage individual and community responsibility, foster acceptance and reduce disadvantage—bringing our communities closer together.</p>	<p>Regions are the engine rooms of our state. Our regional centres are the strongest in the nation and critical hubs for our growing industries. We recognise the challenge population growth brings and will find ways to manage it. We will build on what already makes our regions exceptional—people, local enterprise, and natural resources—developing our strategic and competitive advantage.</p>	<p>Economic prosperity creates opportunity. Our strong economy fuels growth across our regions and is responsive to global shifts and opportunities, particularly in the Asian market. We will work to diversify our portfolio of industries and take full advantage of the resources available to us—our people and natural assets—to remain globally competitive. Our bright minds will drive innovation and help seize future opportunities.</p>
Targets	<p>T1 Literacy and numeracy 100% of Queensland children have basic literacy and numeracy in primary school.</p> <p>T2 Skills for life All Queenslanders enter adulthood with life skills and broad knowledge.</p> <p>T3 Valuing of education Education is highly valued by all Queenslanders.</p>	<p>T4 Household prosperity Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.</p> <p>T5 Opportunity for all Anyone who makes Queensland their home has meaningful employment opportunities and participates in their community.</p> <p>T6 Community connection Queensland has the highest rates of volunteering and community participation in Australia.</p>	<p>T7 Liveable regions All Queenslanders are highly satisfied with the liveability of their region.</p> <p>T8 Growing regions Double the regional population outside South East Queensland.</p>	<p>T9 Growing prosperity Queensland has the highest income, trade and employment growth in Australia.</p> <p>T10 Bright ideas Our brightest ideas have real social and economic benefits.</p>
Goals	<p>G1 Our curriculum is flexible and future-focused.</p> <p>G2 We have practical-based learning.</p> <p>G3 We have the most highly valued educators in Australia.</p> <p>G4 Education is valued as a lifelong experience.</p>	<p>G5 In Queensland nobody gets left behind.</p> <p>G6 We celebrate, embrace and respect diversity.</p> <p>G7 We applaud community achievers.</p>	<p>G8 Our regions are strong and prosperous.</p> <p>G9 We capitalise on unique regional opportunities and assets.</p> <p>G10 Working together we will achieve more.</p> <p>G11 We value and invest in local businesses and workers.</p>	<p>G12 We are the number one performing economy in Australia.</p> <p>G13 We are focused on industry development and diversification.</p> <p>G14 Queensland has the best job opportunities in Australia.</p> <p>G15 Our centres of excellence drive innovation.</p>

Vision

In 30 years Queensland will be home to **vibrant** and **prosperous communities**. Our state will be **well planned** with the right infrastructure in the right places, to support a population that has grown across every region. We will **value education** as a lifelong pursuit where we gain practical skills, enrich our lives, find secure jobs and improve the competitiveness of our economy. Our **brightest minds** will take on the world and we will work collaboratively to achieve the best results for Queensland. We will be the **greatest state** in which to live, work and play, and guardian of a sustainable **natural environment** that inspires an active lifestyle and supports healthy communities. We will have a **community spirit** that embraces our diversity and unique culture and gives everyone the opportunity to shine. We will not leave anybody behind. Government can't do this alone but as a community **working together** we can achieve everything we want for our state's future.

Health and wellbeing	Environment	People	Infrastructure	Governance
<p>Active, healthy lifestyles drive our success. Health and wellbeing are building blocks for fulfilling lives. We will make smart lifestyle decisions to reduce the toll of preventable disease and increase our life spans. We will understand the importance of open green spaces for recreation and social cohesion and enjoy a work-life balance to remain connected with our family and community.</p>	<p>We are the guardians of our environment. Queensland is home to diverse, pristine environments, including five World Heritage sites. We have a duty of care to preserve and protect our environment so it continues to underpin our lifestyle and economy. We will encourage sustainable practices including green energy solutions and the responsible management of our growing communities.</p>	<p>People are our greatest asset. Unleashing individual potential maximises personal, community and economic outcomes. We will build an inclusive society that nurtures our children, supports the least advantaged including Aboriginal and Torres Strait Islander Queenslanders, encourages diversity, fosters bright minds and uses the talents of all generations. We believe that nobody should be left behind.</p>	<p>Infrastructure creates building blocks for our future. Our access to clean water, reliable energy supplies, communication technology and public infrastructure provides an enviable standard of living. We will keep pace with demand by planning for the future. We will create green spaces and social infrastructure, manage urban expansion and provide essential services. Our world-class infrastructure will connect us globally.</p>	<p>Governance is the people's voice. The decisions made by governments and community organisations change our lives. We want a greater say in the process and in the allocation of resources, especially in our local communities. We will reframe our governance model to involve a broader cross-section of stakeholders, including everyday Queenslanders. We'll reduce red tape and have effective regulation to positively change behaviours.</p>
<p>T11 Life expectancy Regional and Aboriginal and Torres Strait Islander Queenslanders have the same life expectancy as other Queenslanders.</p> <p>T12 Disease and injury prevention Queensland has the lowest incidence of preventable disease and injury in Australia.</p> <p>T13 Mental health Queensland leads Australia in improving mental health and wellbeing.</p>	<p>T14 Environmental guardian Queensland is recognised as a world leader in environmental management and protection.</p> <p>T15 Environmental balance Queensland has the best balance of environmental protection and economic development in Australia.</p>	<p>T16 Inclusive participation Queensland leads Australia in meaningful community and workforce participation especially for seniors and people with a disability.</p> <p>T17 Indigenous opportunity Aboriginal and Torres Strait Islander Queenslanders have the same opportunities and rates of employment as non-Indigenous Queenslanders.</p> <p>T18 Liveability Queensland is the best place to live in Australia.</p>	<p>T19 Tailored and timely infrastructure The right infrastructure is delivered in a timely way to support economic growth and social needs.</p>	<p>T20 Community governance Queenslanders are highly satisfied with the ways governments deliver for their communities.</p>
<p>G16 We are physically and mentally healthy.</p> <p>G17 We are connected to our communities.</p> <p>G18 We enjoy a work-life balance.</p> <p>G19 We have the opportunity to reach our full potential.</p>	<p>G20 Our natural resources are managed effectively.</p> <p>G21 We protect the environment.</p> <p>G22 We invest in and adopt sustainable and renewable solutions.</p> <p>G23 Urban sprawl is managed efficiently.</p>	<p>G24 Impacts of population growth are managed.</p> <p>G25 Older Queenslanders are respected and valued.</p> <p>G26 We support the least advantaged.</p> <p>G27 We attract bright minds to Queensland.</p>	<p>G28 Our infrastructure fits our changing population and demographics.</p> <p>G29 Our regions, businesses and communities reach their full potential.</p> <p>G30 Infrastructure is funded in a variety of ways.</p> <p>G31 Infrastructure is designed and built with longevity in mind.</p> <p>G32 Infrastructure provides connectivity and accessibility across the state.</p>	<p>G33 We have localised and more flexible decision-making.</p> <p>G34 Regulation is outcome-based.</p> <p>G35 Government is more effective and efficient.</p>

Our changing world

The world we experience today is vastly changed from that of three decades ago and the pace of change is speeding up.

In 30 years, our population, climate and way of life will be different. While there will be things we cannot predict, there are others we can foresee by identifying megatrends from current data.

Community profile

By 2044, our population will be heading towards eight million, which will place increasing strains on our environment and resources.

We will live longer, with average life expectancies likely to increase by about five to 10 years. There will be a matching decline in the percentage of the population in the workforce, supporting economic growth and funding future government services. We will need to find new ways of supporting and engaging our older generations so we benefit from their knowledge and experience and help to maintain their quality of life.

Despite the projected increase in life expectancy, brought about in part by medical and healthcare breakthroughs, we face an exponential increase in lifestyle-related diseases, including an increasing prevalence of diabetes and heart disease. There is a growing need to reverse this trend with a stronger focus on exercise and healthy living.

As a result, we will face real challenges in maintaining public services including health, education and infrastructure.

Queensland will need to explore new ways of delivering government services, and new community and industry partnerships to maintain our current way of life for future generations.

A new world economy

The world economic order is also changing, bringing with it both challenges and opportunities for Queensland.

The global economic landscape is transforming as China, India, Russia and Brazil, together with emerging economies including Indonesia, redefine trade relations.

Queensland can position itself to be a key player in this new economic order. We already have strong economic ties with Asia and must continue to build our connections through new industries, exports, services, knowledge-sharing and cultural experiences.

Innovation and the adoption of technology by a skilled workforce will be essential to grow and diversify Queensland's economic base, improve productivity and our competitiveness in the global economy.

What Queenslanders said

“Balance is a fundamental value—we need to be unified yet different; we need to respect our natural landscapes yet pursue opportunities for economic growth; support our people yet encourage them to be self-reliant and resilient; and provide leadership and governance while avoiding over regulation.”

(Regional council, Far North Queensland)

“I want a Queensland that has clean air, green landscape, can produce quality food and fosters a positive outlook in our young people. Where friendly local communities all work together for the benefit of the state.”

(Darling Downs)

Naturally Queensland

Queenslanders are privileged to be the guardians of some of the most diverse natural environments on the planet, including five World Heritage sites. Protecting this biodiversity is essential, as healthy ecosystems will sustain our unique flora and fauna.

CSIRO¹ modelling indicates that climate and ocean changes could affect all of Queensland's marine, terrestrial and aquatic ecosystems in ways that are still being fully understood.

Environmental changes may potentially impact our towns and cities, infrastructure, water supply, primary industry, health and wellbeing, and emergency responses to natural disasters.

Increasingly, Queenslanders are turning to renewable energy alternatives. In the coming decades, as new technologies emerge, cleaner alternative energy sources may help us become better and wiser at using natural resources so they are protected and last longer.

Virtual reality

The digital economy² is now too big to ignore. The direct contribution of the internet to the Australian economy is forecast to grow at seven per cent per annum² over the next five years—roughly double total gross domestic product growth.

Digital technologies are critical enablers of innovation and productivity, which underpin economic growth. The digital economy will create new employment opportunities and whole new industries by lowering costs and other barriers to entry, and removing geographical limitations. This will benefit our regions in particular by connecting them directly to global markets.

The pace of change in the digital economy is already phenomenal and accelerating.

Our expectations are changing, and both business and government need to adapt to this online revolution for the delivery of services and programs. The majority of small and medium enterprises are now online—60 per cent² have a web presence and the majority of those sell goods and services online.

The ability to personalise online services means that customer-centric approaches will become the norm and will challenge the way retail, tourism, human services, and other sectors in Queensland conceptualise and deliver consumer experiences.

What Queenslanders said

“I think tolerance, diplomacy and cultural awareness and sensitivity are skills and values vital for meeting global challenges—for building relationships and operating in a market that will increasingly find trust a most valuable commodity.”

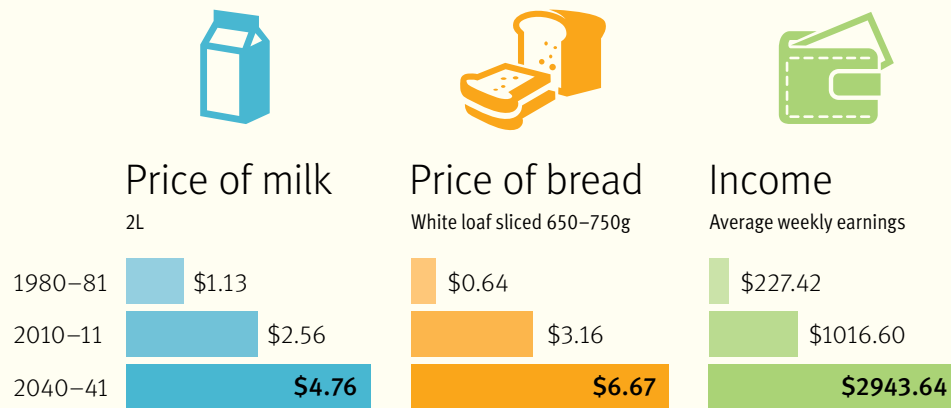
(Brisbane)

“New communications technology and faster internet will allow consultants and professionals to remain in regional Queensland and take advantage of global opportunities.”

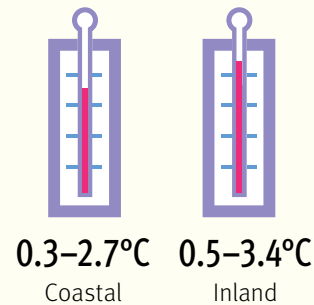
(Far North Queensland)

Spotlight on Queensland

Then, now and future

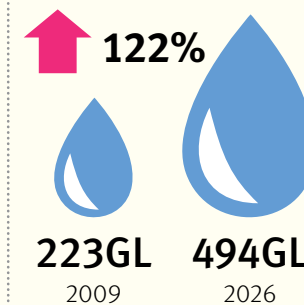


Projected temperature rise by 2050



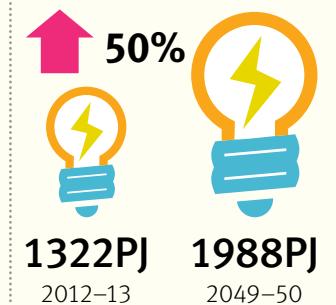
Projected water consumption

increase in South East Queensland

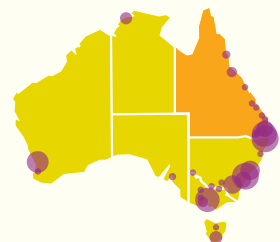
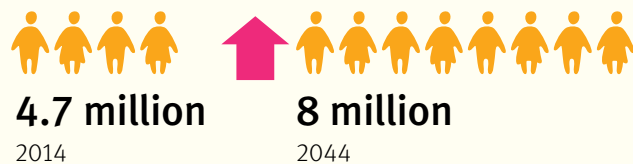


Projected energy consumption

in Queensland



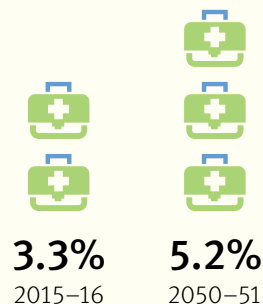
Queensland's population



10 of Australia's 30 largest cities are in Queensland

Health care and social assistance

Queensland Government spending in relation to gross state product



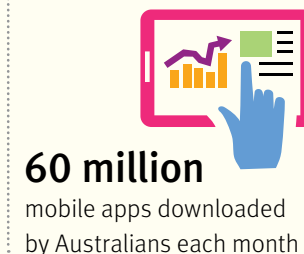
Queensland's economy

1.6-2.4% annually over the next 35 years

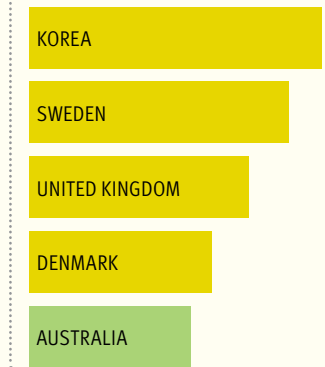


2 in 3 internet users are on social media

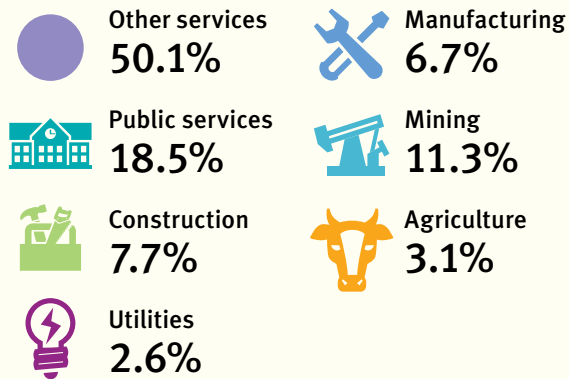
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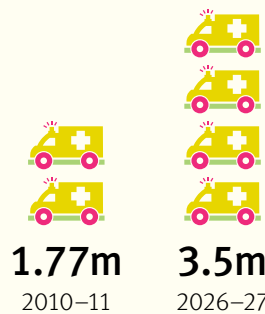
Top 5 largest per capita app consumers



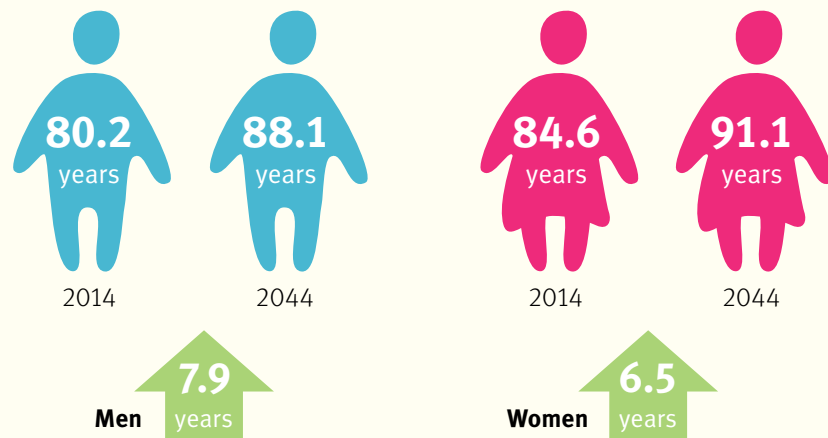
Share of gross state product (%) in 2040–41



Hospitalisations are expected to double



Queenslanders will live longer



What Queenslanders said

“We are indeed an ageing population. The elderly have much experience and knowledge. We need to harness that experience and wisdom as well as encourage the youth of this stage to flourish.”

(Wide Bay Burnett)

“The best way for Queensland to move forward is to consider that we have a wonderful clean environment that produces world class food.

We have abundant tourism opportunities. We have innovative people in communities. We need to flush out these opportunities, support the entrepreneurs and reward ‘home-grown’.

(Webjam participant)

Queensland's opportunities

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While future challenges will require us to be flexible and innovative, Queensland is well placed to capitalise on our opportunities.

Our position

Queensland is perfectly positioned to take advantage of the Asian century and play a key role in the Asia-Pacific region.

Brisbane is the closest Australian state capital to Asian markets, and offers a competitive advantage for business, trade and cultural activities.

Our relaxed tropical environment is a significant drawcard for international and domestic tourists, international students and new residents alike. It positions Queensland as a highly desirable business, study and lifestyle destination.

Our regional hubs are centred around the niche industries of mining, tourism, and agriculture. They offer specialist expertise and skilled workforces, while forming strong local bases to grow these industries into the future.

Our regions are one of Queensland's greatest strategic assets to position the state for growth in a new century.

Our people

Our diversity matters. Queensland has offered migrants and new residents a fresh start and new opportunities to fulfil their ambitions and put their diverse talents and skills to work. Cultural diversity is one of our greatest strengths and offers a deep well of different perspectives and experiences that will benefit our communities, workforce, businesses and trade.

Queenslanders demonstrate a special kind of community spirit and mateship that we see everywhere from the sporting field to the classroom or local neighbourhood. Nowhere is our community spirit better illustrated than in Queenslanders' resilient response to the natural disasters that confront our state, as we work together to rebuild after cyclones, floods or bushfires.

Queenslanders and our state-based companies, universities and research institutes are internationally recognised leaders in many fields from cutting edge bio-medical research, ecosciences, transport systems and infrastructure, and creative industries (including tropical architecture and urban design) to mining services and water management. Through intelligent approaches to commercialising our brightest ideas, Queensland is set to become a global force in key markets in the 21st century.

Our natural assets

Queensland encompasses tropical rainforests and wetlands, fertile farmland, pristine coastlines and abundant mineral wealth.

Our diverse range of unspoiled landscapes—from islands and marine environments to rainforests or remote deserts and iconic wildlife species—will help to cement our position as a global leader in ecotourism and Australia's number one ecotourism destination.

We also have the potential to become the food bowl for the Asia-Pacific. Agricultural products are already our second largest export earner¹ and there are new opportunities in animal genetics, aquaculture, horticulture and bio processing.

Queensland is a global resources giant with some of the world's largest deposits of base metals, more than 32 billion tonnes² of coal reserves, potentially up to 33 000 petajoules² of coal seam gas (CSG) and new commodity exports such as 'rare earths' needed for electronics manufacture.

Rising demand, increasing urbanisation and rapid development of emerging economies are shifting markets for minerals and energy resources. Queensland is well positioned to supply this rapid global energy and mineral resource growth.

Created by Queenslanders for Queensland

Timeline



Our journey

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In early 2013, Queenslanders embarked on a journey to develop a 30-year vision for our great state. It resulted in the largest community engagement activity of its kind ever undertaken in Queensland, with individuals and groups from every corner of the state taking part.

Queenslanders were involved at every step of the journey—defining the issues, coordinating the engagement and determining the vision.

The first steps

An initial industry workshop held in April 2013 asked a range of peak body, business, industry and community organisation representatives to recommend consultation themes to guide discussion about Queensland's future.

Mackay Summit

More than 400 Members of Parliament, mayors, youth and community representatives from every electorate joined together in Mackay in May 2013 to help develop the vision's engagement process.

The delegates created six questions (Queensland's questions) that all Queenslanders were invited to answer in shaping the vision. Each electorate then identified the most effective methods for engaging their own communities in responding to the questions.

Engaging Queenslanders

During the four-month engagement period that followed:

- more than 78 000 Queenslanders came together as individuals and in groups to voice their priorities for the future
- all 89 Queensland electorates took part and Members of Parliament engaged their local communities via a combination of online and face-to-face consultation
- many community groups hosted their own event or activity to discuss their future vision for Queensland
- a primary school postcard competition gave tomorrow's leaders the opportunity to have their say about what was important to them.

Queenslanders from every region participated during the engagement period, and this input was shown to be statistically representative of the state's population and demographics. The feedback showcased a diverse range of ideas about how the future vision could be achieved.

While Queenslanders differed in their ideas about how to achieve success, they were positive about the great opportunities our state holds both for themselves and future generations.

Queensland's questions

(as developed at the Mackay Summit)

- 1 In the context of living in the community, how do we move our focus from me to we?
- 2 How do we create and foster an education culture that teaches skills and values to meet global challenges and optimise regional strengths?
- 3 How do we empower and educate individuals, communities and institutions to embrace responsibility for an active and healthy lifestyle?
- 4 How do we structure our economy to ensure our children inherit a resilient future?
- 5 How do we strengthen our economic future and achieve sustainable landscapes?
- 6 How do we attract and retain the brightest minds and ideas where they are most needed and capitalise on global opportunities?

Brisbane Summit

To make sense of the immense volume of feedback and to start identifying the future roadmap, more than 600 Queenslanders came together at the Brisbane Summit on 9 and 10 October 2013.

Summit delegates included community representatives, young people, politicians, public servants and industry and business representatives. Together they confirmed nine foundations for *The Queensland Plan*:



Education Building life skills and inspiring bright minds



Community Making connections



Regions Building thriving communities



Economy Forging diversity and prosperity



Health and wellbeing Being healthy and active



Environment Achieving balance



People Creating opportunities for everyone



Infrastructure Being connected



Governance Balancing all our interests

The working draft

In early December 2013, *The Queensland Plan: a 30-year vision for Queensland—our working draft* was released for public review to seek feedback on whether it was a true representation of Queenslanders' contributions to date.

Lasting three months, this review period provided Queenslanders with the opportunity to have their say on the working draft, and invited discussion on the preliminary targets and measures. The review period also included a week of webjam sessions that engaged almost 1000 people in live, text-based online discussion.

The working draft drew submissions from 566 individuals and groups. The majority of submissions (71 per cent) indicated it was an accurate reflection of the aspirations voiced during the statewide engagement process. The feedback also identified some areas that needed a stronger focus in the final plan, and recommendations were submitted for new targets and measures.

Independent review group

A small group of Queenslanders, randomly drawn from an expression of interest process involving Brisbane Summit delegates, attended a workshop to review the community's feedback on the working draft.

The group assessed the proposed actioning of the feedback in the final plan and provided further input and recommendations.

Finalising *The Queensland Plan*

Queenslanders' feedback refined the content, targets and measures included in the final plan. Expert advice helped inform the review of the preliminary targets and selection of lead indicators to signpost progress in achieving key outcomes. This feedback led to improved clarity and direction for a number of foundation areas.

For example, broad education outcomes were highlighted in a target addressing life skills and environmental representation was strengthened in a target focused solely on best practice environmental management. The preliminary target seeking to encourage 50 per cent of population growth outside South East Queensland was refined to better reflect historical growth patterns and future projections. The revised target seeking to double Queensland's regional population within 30 years remains ambitious and will require sustained regional focus over the long-term.

It is anticipated that as we implement *The Queensland Plan*, we will continue to refine our aspirations to reflect our progress and refocus our efforts.

Releasing *The Queensland Plan*

The Queensland Plan was released in July 2014 and will need collective effort by all Queenslanders to achieve its vision.

The Queensland of 2044 is neither fixed nor pre-determined. While the future is unknown, it offers us an opportunity to work together in shaping our shared purpose and Queensland's full potential.

Different viewpoints and connections

Throughout the engagement process Queenslanders were asked to describe their ideal future and indicate how we could best achieve it. What emerged from this process was a picture of nine foundations for action: Education, Community, Regions, Economy, Health and wellbeing, Environment, People, Infrastructure and Governance.

However, there were also many different views on how to achieve success. There was more consensus for some foundation areas than others (as illustrated by the diagram). There were a range of opinions expressed on how to arrive at our common goals, who will be responsible to drive them forward and what will be the most effective means to achieve them.

Such a divergence of views is not surprising—it reinforces our democratic landscape and the complexity of the challenges ahead. *The Queensland Plan* has been developed with the understanding that it is not possible to gain complete agreement, and ongoing community dialogue will be key to finding solutions.

It is also important to note the connections and interdependence of the foundation areas. Success in one area will directly affect another and require ongoing balance and prioritisation over the next three decades.

The Queensland Plan will remain a living document, able to reflect this complexity and evolve over time to respond to changes in the world around us. Throughout its life, *The Queensland Plan* will continue to be informed by community engagement and feedback.

Levels of consensus about the foundation areas





What Queenslanders said

“You are right in putting this 30 year vision into the hands of the people. Thank you.”

(Brisbane)

“*The Queensland Plan* is significant not only for its sheer scope, but also as a case study and potential exemplar for other state/provincial governments worldwide.”

(International engagement expert)

“All delegates felt honoured and grateful to be a part of this outstanding planning initiative.”

(Brisbane Summit delegate, Whitsundays)

“It is relatively easy to make a list of where Queensland should be in 30 years time, it is a lot harder to come up with ways and means to achieve same. Let’s not let that opportunity escape us!”

(Regional Queensland)

“Many hundreds of delegates from all walks of life and backgrounds, including many schoolchildren, came together and worked over the course of two days in a variety of settings and with a very diverse range of skills and knowledge, in a spirit of harmony and consideration for other points of view.”


(Brisbane Summit delegate, Brisbane)

Part B: Foundation areas

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 **Education** Building life skills and inspiring bright minds

 **Community** Making connections

 **Regions** Building thriving communities

 **Economy** Forging diversity and prosperity

 **Health and wellbeing** Being healthy and active

 **Environment** Achieving balance

 **People** Creating opportunities for everyone

 **Infrastructure** Being connected

 **Governance** Balancing all our interests



Education

Building life skills and
inspiring bright minds

Queenslanders' vision

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In 2044, all Queenslanders will engage in and value education. We'll have access to a quality education. Our teachers will be respected and, with their help, we'll get the basics right in reading, writing and maths. We'll also be high achievers in a range of areas including science, engineering, technology and the arts. We'll continue to learn and grow, motivated by the quality of our learning places. Our education will be practical and give us skills for jobs of the future. It will enable us to be inventive and productive, and connect us to experts and new industries. Everyone will have a go and aim to reach their full potential. Education will unite our community and enrich our lives.

What Queenslanders said

“Prioritise education from pre-school age to post school. For this to occur it will require more than investment, there will need to be a cultural shift to prioritise education within our country.”

(South West Queensland)

“Deliver more practical lessons, get children involved with community projects... not just in the classroom learning theory.”

(Wide Bay Burnett)

“Increase the professional status of teachers.”

(Brisbane)

“It is imperative that no child leave primary school without being able to read, write and add up competently.”

(Far North Queensland)

“Everyone should have an education. It is a right not a privilege.”

(Far North Queensland)

“We need an education system that recognises and embraces learning as a lifelong endeavour.”

(Brisbane)

Why education is a foundation

Most of us believe quality education is fundamental to our future success. However, while we identified Education as the most important foundation area, our ideas on what good education means, how to achieve it, and who is responsible were very different.

Education is our launch pad to achieving a rewarding life, a meaningful career and a competitive knowledge economy. A great education will equip us with practical skills and expertise to make our state globally competitive.

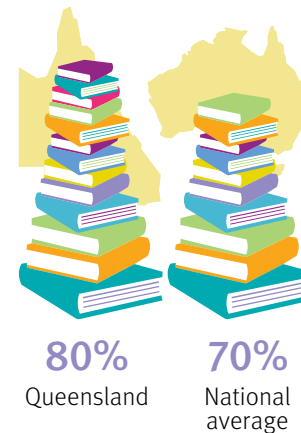
Queensland is moving in the right direction. Most of us engage in learning before school and continue until at least Year 12¹. However, the number of degree qualifications in our state is lower than the Australian average². So we may be missing opportunities to channel our local talent into further education and research. We must encourage the bright minds that will solve world problems and deliver Queensland innovations.

If we are to keep pace with the world, our schools, training places and universities need to adapt and evolve further. We must be bold and creative, use partnerships and local expertise to train and educate for emerging industries. Removing any barriers to education and training will be critical to our success. We will need more learning places and different ways to learn, as our population grows. This will require teachers who are flexible and innovative, with the support and resources to be the best.

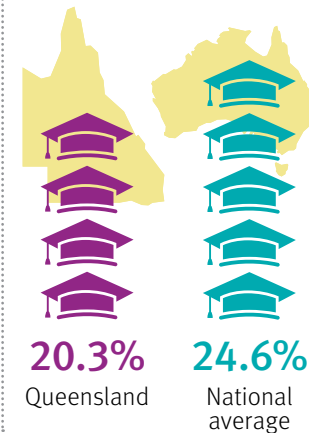
Spotlight on our education

Higher level education

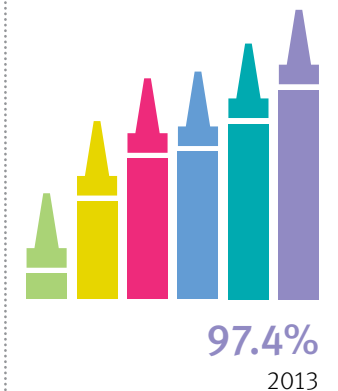
Vocational students studying Certificate III or above



People who hold a Bachelor degree or higher



Preschool participation



Queensland has the second highest

competitive training market in the nation



95% of Year 12 students

achieved a qualification or undertook a school-based apprenticeship or traineeship



What do Queenslanders want?

Goal	What does success look like?	Describing success
G1 Our curriculum is flexible and future-focused.	The curriculum is responsive and focused on literacy and numeracy.	<p>Our curriculum is founded on essential skills. These include the basics of reading, writing and mathematics, and strong knowledge of science, technology, engineering and the arts.</p> <p>Our curriculum enables academic excellence to national and international standards. It is engaging and interactive. It responds to each learner's needs, strengths and interests.</p> <p>The curriculum supports multiple career paths and reflects local knowledge and future needs.</p> <p>Students are equipped with the information and social skills to unlock their potential.</p>
	The majority of students have Asian language skills.	<p>Our students can study Asian languages from preschool to university and beyond.</p> <p>They can access a specialist language teacher in the classroom or remotely.</p>
	The curriculum prepares a skilled workforce for tomorrow's jobs.	<p>Curriculum from early childhood education to school, university, and training places is regularly reviewed for its relevance.</p> <p>It prepares our students for success in life and work. It takes advantage of the best technology. Our curriculum and courses are practical and responsive. They prepare students and trainees for the jobs of the future.</p>
G2 We have practical-based learning.	There is greater emphasis on learning outside the classroom.	<p>Our education provides practical, real-world experiences for students and trainees.</p> <p>The best hands-on learning, traineeships and work experience ensure that our Queensland students can access new technologies and ideas that stretch their learning capacity.</p>
	Students are equipped with everyday life skills.	<p>Students learn, both in classrooms and at home, the basic life skills of healthy living, budgeting, environmental care, social values and parenting skills. We also draw on the experiences of older generations.</p>
G3 We have the most highly valued teachers[^] in Australia.	The teaching profession is held in high esteem.	<p>Teachers in Queensland are highly qualified and skilled. They are respected for teaching the next generation of Queenslanders and held in the highest esteem.</p>
	Teachers have attractive working conditions.	<p>Our teachers are paid well so that we attract and keep our best and brightest.</p> <p>They receive great teaching support, resources and administrative assistance. They have access to excellent training, real-world experiences and mentors.</p>
G4 Education is valued as a lifelong experience.	Schools are hubs of learning, providing affordable and accessible education to all.*	<p>In Queensland, our schools are welcoming and accessible. Teachers, students, families and communities talk to each other regularly.</p> <p>Quality education and care is a reality for all, despite age, location, income or culture. Education is flexible and affordable. It is delivered in different ways, places and times. There is financial support for those students and trainees who need it.</p>
	Our education model leverages community/industry expertise through partnerships.*	<p>Our Queensland experts work with universities and training providers to deliver real-world learning.</p> <p>The brightest students are supported and encouraged into priority industries.</p> <p>Further study and training opportunities are provided to all our workers.</p>
	All Queenslanders can achieve their full education potential.	<p>Everyone has access to a quality education from the early childhood years.</p> <p>Participating in lifelong learning is supported and common.</p> <p>We value people who are highly educated or experts in their field. Our seniors are our mentors and share their life experiences with the community.</p>

[^]Teachers include all types of educators, such as early childhood teachers, school teachers, university lecturers, tutors, and training instructors.

*A top 10 priority identified by delegates at the Brisbane Summit.

Targets to achieve success

T1 Literacy and numeracy 100% of Queensland children have basic literacy and numeracy in primary school.*	T2 Skills for life All Queenslanders enter adulthood with life skills and broad knowledge.	T3 Valuing of education Education is highly valued by all Queenslanders.
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Tracking our progress

Primary measure	What the measure shows	Starting point or baseline
Literacy and numeracy The proportion of Year 3 and 5 students at or above the National Minimum Standard (NMS) for reading and numeracy. <i>Source: Australian Curriculum, Assessment and Reporting Authority (2013), NAPLAN Achievement in Reading, Persuasive Writing, Language Conventions and Numeracy: National Report for 2013.</i>	T1 The National Assessment Program – Literacy and Numeracy (NAPLAN) is an annual assessment for all# Australian students in Years 3, 5, 7 and 9. NAPLAN tests skills essential for school and life, such as reading, writing, spelling and numeracy. Students who are at or above the National Minimum Standard (NMS) are achieving the benchmark learning outcomes in literacy and numeracy that are expected for their year level. Reading and numeracy testing is comparable from year to year, so allows performance tracking over time. Primary school (i.e. Year 3 and 5) performance predicts later school performance and completion. # Students with a language background other than English, who arrived from overseas less than a year before the tests, and students with significant intellectual disabilities or co-existing conditions may be exempted from NAPLAN testing.	Year 3 95.1% reading 95.8% numeracy Year 5 96.2% reading 93.6% numeracy <i>Baseline: Percentage of students at or above the NMS on NAPLAN, 2013.</i>
School attendance Queensland school attendance rates for Indigenous and non-Indigenous students. <i>Source: Queensland Government State Schools Division (2013), Student Attendance 2009–2013.</i>	T2, T17 Children who attend school most of the time are engaged in learning. They are more likely to perform well, complete school, and go on to further study. Daily student attendance data is collected by all Australian schools and reported for Semester 1 annually. The attendance rate is the percentage of full and part-time equivalent student days attended by full-time students in Years 1 to 10 divided by the total number of possible student days attended over the period.	83.7% Indigenous students attendance 91.8% non-Indigenous students attendance <i>Baseline: Attendance rates for Years 1–10 in Queensland state schools, Semester 1 2013.</i>
Valuing education Percentage of Queenslanders who nominate education as one of their top values in state survey. <i>Source: State survey.</i>	T3 A state survey will be used to directly measure the value that Queenslanders place on education and lifelong learning compared to other aspects of life. It is proposed that a representative sample of Queenslanders participate in the survey so the results can be analysed by region and by demographic group.	Baseline to be created for 2014–15 through a state survey.
Participation in formal and non-formal learning <i>Source: ABS 4234.0 (2013), Survey of Work-Related Training and Adult Learning.</i>	T2, T3, T9, T10 Formal schooling and higher education prepares young adults for the workforce, while further training such as work-related training is important for people to work at their best. Other training that is not work-related, i.e. personal interest learning also plays an important role in improving both community and personal wellbeing.	20.0% formal learning 24.0% work-related training 7.6% personal interest learning <i>Baseline: Percentage of Queensland 15–74-year-olds participating in formal and non-formal learning in the 12 months to April 2013.</i>

Secondary measure	What the measure shows	Starting point or baseline
STEAM participation Rates of participation in STEAM (science, technology, engineering, arts and mathematics) subjects. <i>Source: Australian Government Department of Industry (2012), 2012 Higher Education Statistics for 2012.</i>	T2, T10 Student enrolment data collected by universities provides information on post-school study preferences for particular subject areas. STEAM knowledge and technologies will help to address world challenges, and to underpin new goods and services.	6.9% natural and physical science 4.0% information technology 6.5% engineering and related technologies 1.4% agriculture, environmental and related studies 9.3% creative arts courses <i>Baseline: Students commencing studies at Queensland universities enrolled in STEAM subjects, 2012.</i>
Preschool education Proportion of children enrolled in a kindergarten (preschool) program. <i>Source: ABS4240.0 (2014), Preschool Education, Australia – derived by Department of Education, Training and Employment.</i>	T1, T3, T5, T17 Preschool enrolment and participation by children is one measure of the value that families place on learning and readiness for school. States and territories collect annual enrolment and participation information for children attending a preschool program during a one-week census period. A preschool or kindergarten program is defined as a structured, play-based learning program, delivered by a degree qualified teacher, for children in the year or two before they commence school.	97.4% Queensland children 77.9% Aboriginal and Torres Strait Islander Queensland children 85.5% low socio-economic backgrounds <i>Baseline: All eligible Queensland children enrolled in pre-school and eligible Aboriginal and Torres Strait Islander Queensland children enrolled in pre-school, 2013.</i>
Post-school qualifications Percentage of Queenslanders with a Certificate III or higher post-school qualification. <i>Source: ABS Census of Population and Housing, 2011.</i>	T2, T3, T9, T12, T17 Post-school qualifications are strongly related to growth in personal income. Information on Certificate III or higher post-school qualification numbers shows that people are choosing further study after high school.	58.0% non-Indigenous 20–64 year olds 35.2% Aboriginal and Torres Strait Islander people aged 20–64 <i>Baseline: Percentage of Queenslanders with Certificate III or higher post-school qualification, 2013.</i>
Education outcomes Percentage of students who, approximately six months after completing Year 12, were participating in education, training or employment. <i>Source: Queensland Government Department of Education, Training and Employment (2013), Next Step: A report on the destinations of Year 12 completers from 2012 in Queensland.</i>	T2, T3, T9 Participation in study or work soon after completing Year 12 suggests schools have successfully prepared their students for the real world. The initial study and workforce destinations of young people who finished Year 12 is collected annually in Queensland six months after graduation.	87.5% of Year 12 students <i>Baseline: Year 12 students participating in education, employment or training within approximately six months of graduating, 2012.</i>
Occupational prestige/esteem of teaching profession Percentage of Queenslanders who hold teachers in high esteem and have regard for Queensland teachers. <i>Source: State survey.</i>	T3 A state survey will be used to directly measure the esteem and regard for Queensland teachers. It is proposed that a representative sample of Queenslanders participate in the survey so that the results can be analysed by region and by demographic group.	Baseline to be created for 2014–15 through a state survey.



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Education and other foundation areas are illustrated below:



The plan in action—Education

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Wireless wisdom: Queensland's distance education

Queensland's first School of the Air opened its doors in 1960 in Cloncurry, when wireless meant radio rather than wi-fi. The schools have gone on to offer generations of children in remote and isolated communities access to quality primary and secondary education.

Today, this inspirational service is still breaking down the geographic boundaries of Queensland's vast outback with new technologies supporting learning through online resources and video conferencing for 'on-air' lessons. Real-time online collaboration will allow these schools to keep finding new ways to foster bright minds across the state.

Photo by Lime Photography, courtesy of Department of Education, Training and Employment.



Mentors making a difference

The next generation of leaders in Queensland's vital tourism industry are gaining a competitive edge through the Queensland Tourism Industry Council's Young Professionals Mentoring Program. Sharing knowledge across the generations, the program offers employees who are 35 years or younger professional development and new experiences by matching them with a senior industry professional.

Whether through established programs or informal coaching, mentoring is just one example of how Queenslanders can further their knowledge and skills-base through lifelong learning.

Photo courtesy of Queensland Tourism Industry Council.





Community

Making connections



Queenslanders' vision

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In 2044, community spirit will not be a goal, it will be a way of life. Our communities will be open, welcoming and inclusive of everyone. They will work to change disadvantage and create opportunity. They will set an example to the world. Our communities will be vibrant places where we value the contribution of every Queenslander and find opportunities to enrich the lives of others. Functioning as hubs, they will connect people across the state and across the globe.

What Queenslanders said

“Let’s do much more to recognise volunteers who contribute to the community. We need to explicitly teach school students about the value of strong cohesive communities, working together, teamwork and contributing by various means (e.g. service clubs) for the common good.”

(Fitzroy/Central)

“We need to develop communities that are welcoming towards people with disabilities, to enable all people to be able to contribute to our community—in work, recreation, sport, volunteer roles, school and the broader community.”

(Wide Bay Burnett)

“Inclusivity is important—people need to realise that being part of a community requires acceptance and celebration of differences rather than homogeneity.”

(South East Queensland)

“Communities with trees and parks and community vegetable gardens also encourage people to work together.”

(Sunshine Coast)

Why community is a foundation

Our communities are our heartland. They are the places where we live and prosper together; places where the Queensland spirit shines through. They are the mud army, the volunteer fire fighter, the local sporting club, the neighbour's helping hand. Our communities are diverse—they are made up of people from different cultures with different beliefs but with a shared future.

However, as we continue to grow and evolve, so too will our expectations about the way we live and interact. There will be pressures on the cost of living, housing affordability, infrastructure and government services. Not everyone will be able to seize their opportunities and so we must work together to reduce poverty and disadvantage.

We must continue to help the long-term unemployed find a career path, ensure all children participate in an early childhood education program, improve our health literacy and reduce ill health, and support young Queenslanders to reduce the demand for welfare services over the longer term. We need to ensure we continue to support and engage with our older Queenslanders.

How we connect and interact across our communities will also change as the world around us increasingly goes online. This greater virtual connectivity may engender a sense of loneliness and heighten the value we place on face-to-face social interactions. We need to rise to these challenges together if we are to make sure no one in Queensland is left behind.

Spotlight on our community

Queensland is **diverse**



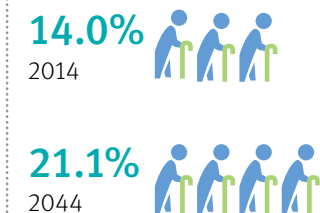
More than **1 in 5** Queenslanders give their time to **help others**



17.7% or around **1 in 5** Queenslanders have some form of **disability**



Our population is **ageing**
Queenslanders aged 65+

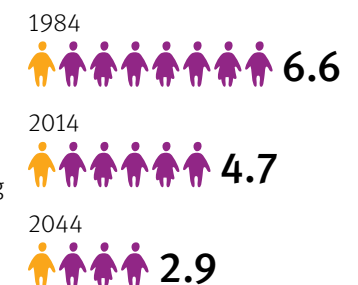


6% of Queenslanders **need help**

with everyday activities—the equivalent of Queensland's third largest city if located in one place

Our **working population** is **shrinking**

Queenslanders of working age to support every Queensland aged 65+



What do Queenslanders want?

Goal	What does success look like?	Describing success
G5 In Queensland nobody gets left behind.	Those in need have equal access to community and social services and supporting infrastructure.	<p>Community consultation happens routinely to better understand local needs.</p> <p>We provide services that are flexible and adaptable.</p> <p>Our community infrastructure (transport, housing, community spaces and resources) is safe, affordable, well maintained and easily accessible.</p>
	Queensland has places, spaces and activities that encourage participation.	<p>There are community hubs and meeting spaces in every local government area.</p> <p>We have community spaces that provide locals with shelter, food, services, education and recreation.</p> <p>We focus on personal safety and look out for one another.</p> <p>Our communities offer opportunities for people to connect and feel included.</p>
	We take responsibility for our actions and value community spirit.	<p>Individual and diverse contributions are recognised and valued by the community.</p> <p>Communities take responsibility for providing a supportive local environment.</p> <p>We collaborate and partner to deliver community projects.</p>
G6 We celebrate, embrace and respect diversity.	Cultural diversity is appreciated by all.	<p>Our communities come together to experience, celebrate and appreciate our diversity and multicultural backgrounds.</p> <p>Greater access is available to diverse and vibrant arts and cultural experiences.</p> <p>We have an inclusive society through cultural events, festivals and city-region exchange programs.</p>
	Queensland will be an inclusive society with strong community values.	<p>Our Aboriginal and Torres Strait Islander cultures are respected and migrant communities embraced.</p> <p>We value the wisdom, knowledge and ideas of all generations.</p>
G7 We applaud community achievers.	Parents and schools will instil values and aspirations.	<p>Meetings happen regularly between parents, teachers, young people and community representatives to monitor and nurture our shared values.</p> <p>Our school curriculum and extra-curricular activities are informed by shared values and aspirations.</p> <p>Parents are encouraged to teach their children community values and community mindedness.</p>
	Children and young people know the value of education and take initiative.	<p>Parents promote the value of education to their children.</p> <p>We expect children to take the initiative to challenge themselves and not be afraid of failing.</p> <p>Children are encouraged to work collaboratively with others on community projects or in community centres.</p> <p>We promote a strong work ethic and a positive and productive approach to work.</p>
	Local skills and resources are highly sought after.	<p>We build local skills and foster the capacity of our workforce, and carry out regular reviews of the skills needed in regional and local communities.</p> <p>Community elders and experts willing to share their experiences and knowledge are acknowledged and respected.</p>
	Queenslanders are renowned for volunteering and community participation.	<p>Queensland has the highest rates of volunteering in Australia.</p> <p>Local and workplace volunteering opportunities are promoted through many different communication channels.</p> <p>We support community volunteers through schools and local community organisations.</p>

Targets to achieve success

T4 Household prosperity Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.	T5 Opportunity for all Anyone who makes Queensland their home has meaningful employment opportunities and participates in their community.	T6 Community connection Queensland has the highest rates of volunteering and community participation in Australia.
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Tracking our progress

Primary measure	What the measure shows	Starting point or baseline
Household prosperity Median net worth of Queensland households relative to Australia. <i>Source: ABS 6523.0 (2013), Household Income and Income Distribution, Australia – Detailed tables, 2011–12.</i>	T4, T5, T9, T18 A measure of household wealth allows us to see how our economic prosperity as a state is growing. It tracks our progress over time and against other states. It helps us to understand and address both geographic and demographic disadvantage.	\$394 744 Queensland \$434 234 Australia <i>Baseline: Median net worth of Queensland households, 2011–12. The net worth of Queensland households is 9.1% lower than the Australian median.</i>
Income equity Ratio of income share received by the bottom 20% of households relative to the top 20% of households. <i>Source: ABS 6523.0 (2013), Household Income and Income Distribution, Australia – Detailed tables, 2011–12.</i>	T4, T5, T9, T12, T13, T16 Comparing income helps measure how effective we are at creating economic opportunities and prosperity for all Queenslanders. The indicator can also act to alert us to monitor other socio-economic indicators such as housing stress.	39.3% top 20% of households 7.4% bottom 20% of households <i>Baseline: 2011–12. The top 20% of households have 5.3 times the household disposable income of the bottom 20% of households.</i>
Employment opportunity Rate of labour force participation for migrants compared with Australian born persons. <i>Source: ABS 6291.055.001. Labour Force, Australia, Detailed -Electronic Delivery, Labour Force Status–By Country of Birth.</i>	T4, T5, T18 Queensland continues to attract people from overseas for the economic opportunity we can offer. This measure, with its particular focus on migrants, helps us to measure our success as an economic destination of choice. It is also an indicator of our general economic health and ability to create new jobs.	64.6% born overseas 67.9% born in Australia <i>Baseline: Labour force participation rate of Queenslanders, 2012–13.</i>
Volunteering by age group Rate of participation in voluntary work, by age group, compared with Australia. <i>Source: ABS Census of Population and Housing, 2011.</i>	T6, T13, T18 Volunteering is a sign of community spirit and cohesion and a proxy measure for community liveability. Tracking by age group and locality can also help us understand volunteering trends and patterns, and plan for the future. This measure will also allow us to track progress against other states.	20.4% Queensland 19.4% Australia <i>Baseline: Queenslanders 18 years and older doing unpaid voluntary work through an organisation or group compared with Australia, 2011.</i>

Secondary measure	What the measure shows	Starting point or baseline
Employment barriers Unemployment rates of persons born in non-English speaking countries, arriving in the past five years. <i>Source: ABS Census of Population and Housing, 2011.</i>	T4, T5, T18 People from non-English speaking backgrounds (NESBs) may face barriers to gaining employment and being able to fully contribute to their Queensland community. This measure helps to track and address these barriers.	12.0% NESB Queenslanders 5.8% Queenslanders born overseas <i>Baseline: Unemployment rates of Queenslanders born in a non-English speaking country who arrived between 2006 and 2011. Published 2011.</i>
Volunteering by origin Rate of participation in voluntary work by migrant status. <i>Source: ABS Census of Population and Housing, 2011.</i>	T5, T6, T18 Involvement in local communities through volunteering is a good indicator of community cohesion, and participation and activity, particularly of migrant arrivals.	21.3% Australian born Queenslanders 18.0% Queenslanders born overseas <i>Baseline: Queenslanders 18 years and older doing unpaid voluntary work through an organisation or group by migrant status, 2011.</i>
Community connection Proportion of Queensland residents who were born overseas and not proficient in English having face-to-face contact with family and friends living outside the household in the past week. <i>Source: ABS 4159.0.55.0003 (2012), General Social Survey: States and Territories, 2010.</i>	T6, T13 Community networks of family and friends are important to the functioning of healthy, cohesive communities. They are useful indicators of both individual and community health and wellbeing, and particularly important for people from non-English speaking backgrounds to integrate into, and be supported by, their local communities.	87.6% face-to-face contact with family or friends <i>Baseline: Queensland residents born overseas and not proficient in English have face-to-face contact with family or friends living outside the household, 2010.</i>



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Community and other foundation areas are illustrated below:



The plan in action—Community

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Making a new start in Queensland

Since 1998, Multicultural Development Association (MDA) has been at the forefront of helping refugees and migrants settle in Queensland. Working in Brisbane, Toowoomba and Rockhampton, MDA provides individuals and families with practical and emotional support including employment and settlement services.

MDA, supported by an active volunteer base, delivers direct services to clients and works with community leaders and cultural support workers to promote social inclusion and build community connections. MDA helps to address everyday issues faced by migrants in Queensland while providing accredited training and cultural skills for professionals working with migrants and refugees.

Queensland's future success will be enhanced by our cultural diversity and MDA is just one dedicated organisation helping new Queenslanders to find their place to shine.

Photo courtesy of the Multicultural Development Association.



Barcoo—number one for volunteering

Queenslanders are willing volunteers and nowhere is this more evident than in Barcoo Shire in western Queensland, which has the highest rates of volunteering statewide. In a drought prone region, the residents have not let adversity dampen their community spirit with more than 40 per cent of people lending a helping hand through an organisation or group activity.

Barcoo Shire is leading by example and highlights how resilience, local pride and personal connections can build strong communities in even the most remote locations. Consider volunteering or getting involved in your community today.

Photo courtesy of the Barcoo Shire Council.



Did you know?

- Volunteering produces health benefits such as happiness, health and longevity.
- Volunteers contribute \$200 billion to the Australian economy annually.
- Volunteering is more common outside capital cities with 38 per cent participation compared to 32 per cent in the cities.



Regions

Building thriving communities

Queenslanders' vision

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In 2044, our strong and diverse regional economies will support communities where people live, work and raise families. Our regions will balance and preserve liveability with robust, sustainable economic growth. They will be centred on towns and cities with growing populations that attract new residents to their enviable lifestyles and opportunities for growth. Reliable and accessible infrastructure will connect our regions with one another, the nation and the world. We will capitalise on the unique attractions of our regions and promote the growth of niche industries and local talents. Each of our regions will discover and develop their distinctive character, culture and heritage.

What Queenslanders said

“Build ownership as a state as opposed to the local and regional Queensland mentality of us and them.”

(Mackay Isaac Whitsunday)

“Allow regional and rural facilities to expand and become centres of excellence. Encourage and support fertile minds into these areas, to allow local residents to stay in towns, and encourage others to move there.”

(Darling Downs)

“Empower each region to build its own strengths and resources... Decentralisation is key to making each region responsible and independent.”

(Wide Bay Burnett)

“Energy and funding should go into each community in such a way that they can continue to grow and prosper. This is particularly relevant in regional Queensland where the population may not be dense, but there are some really innovative and creative ideas that need support from the state to really flourish.”

(South West Queensland)

Why regions are a foundation

Regions are the engine rooms of our state. They drive growth, create employment and draw people to pioneer new lives and new opportunities. They are key population centres and transport, communication and service hubs, critical to Queensland's economy and future. As Australia's most decentralised state with the strongest regional network, our regions offer a unique competitive advantage.

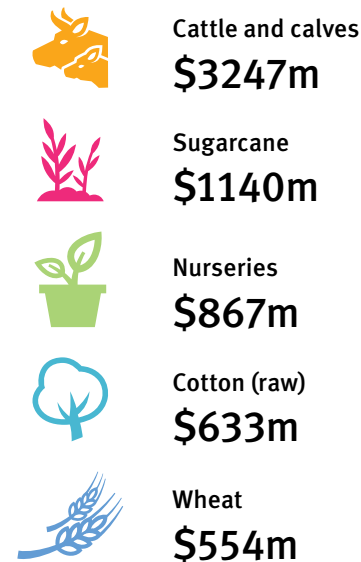
However, our regions also face challenges in the 21st century, particularly in maintaining a critical mass of population in the face of a worldwide trend of migration to large metropolitan cities. Success in reversing this trend will bring its own challenge of balancing population growth with quality of life in regional centres. Population drift also complicates the growing cost of building and maintaining Queensland's vast regional infrastructure, much of which is ageing and subject to damage by natural disasters.

The growth of technology can create barriers for regions, with leading edge communications infrastructure essential for connecting them to the world. At the same time, technology promises to overcome the isolation often experienced by regional and remote communities. It can open up new opportunities for business innovation, improve educational outcomes and bring medical expertise via remote technology while breaking down the extremes of social isolation.

Investing our time, energy and resources to plan and position our regions for growth over the next three decades is vital to Queensland's future and a test that we need to meet together.

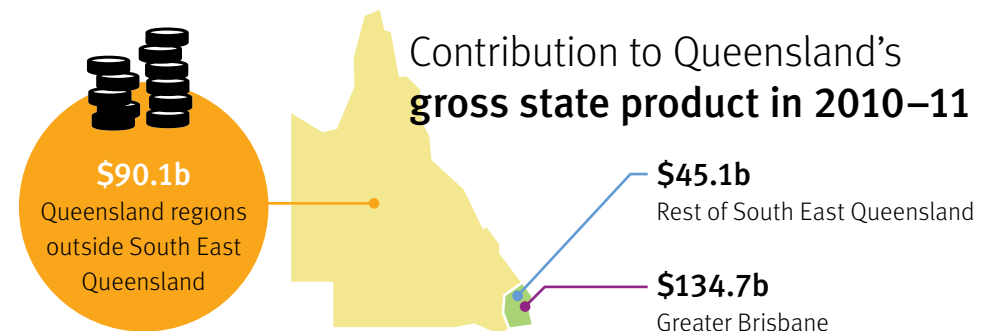
Spotlight on our regions

Queensland's top 5 agriculture commodities



Estimated population by region

South East Queensland	3 198 594
Far North Queensland	279 772
Wide Bay Burnett	279 750
Darling Downs	259 338
North Queensland	252 222
Fitzroy/Central	241 177
Mackay, Isaac & Whitsunday	167 641
North & Central West	36 640
South West Queensland	27 543



What do Queenslanders want?

Goal	What does success look like?	Describing success
G8 Our regions are strong and prosperous.	Our regions are prosperous and liveable.	<p>Our regions are attractive and appealing growth hubs for business and industry.</p> <p>Regions offer working age people a variety of interesting and rewarding job opportunities.</p> <p>We provide families with affordable and stimulating lifestyle options within our regions including access to housing, healthcare, education, recreation and other essential services.</p>
	Centres of excellence attract highly skilled labour and drive innovation*.	<p>We nurture and develop what makes each region unique.</p> <p>Each region has an investment-ready business environment, able to compete nationally and internationally.</p> <p>Our regions enjoy growth driven by cooperation across industry, political and geographical boundaries.</p> <p>Regions retain the best talent locally, and attract highly skilled workers from national and international communities.</p>
	Local decision-making drives regional development.	<p>Regional planning processes are clear and flexible, developed locally with each region's unique environment, economy and social values in mind.</p> <p>We use regional planning processes to make sure we sequence development and it is delivered at the right time.</p>
G9 We capitalise on unique regional opportunities and assets.	Regions have strong, diverse economies.	<p>Regional diversity is embraced and home-grown industries that build on regional strengths nurtured.</p> <p>We attract investment, reinvestment and employment across a diverse variety of sectors and regions.</p>
	Regional development and service delivery reflects the needs of that region.	<p>We know what makes us different, and capitalise on the social and economic opportunities from diversity.</p> <p>Our services acknowledge diversity and help locals contribute to regional economies.</p>
G10 Working together we will achieve more.	Regions collaborate productively.	<p>Regions make the most of our comparative economic advantage through working together across industries and sectors, and across regions.</p>
	We are the number one reliable and safe food bowl of Asia.	<p>Queensland leads the Asian region in food production and crop diversification by investing in research and development across the water supply and agricultural sectors.</p> <p>Our agricultural production is maximised through safe and sustainable farming practices.</p> <p>We consistently generate new industries and export opportunities throughout Asia.</p>
G11 We value and invest in local businesses and workers.	We have a range of employment choices.	<p>No matter where we live, we have access to a range of job opportunities.</p> <p>Our young people are offered future career paths that mean they don't need to relocate.</p> <p>We support businesses and people relocating to and maturing within regional centres, ensuring sustainable business innovation and growth.</p>

*A top 10 priority identified by delegates at the Brisbane Summit.

Targets to achieve success

T7 Liveable regions

All Queenslanders are highly satisfied with the liveability* of their region.

T8 Growing regions

Double the population of regions outside of South East Queensland.

Tracking our progress

Primary measure	What the measure shows	Starting point or baseline												
Regional population Estimated resident population by region. <i>Source: Queensland Treasury and Trade, unpublished estimates.</i> <i>Source: ABS 3218.0 (2013), Regional Population Growth, Australia, 2012–13.</i>	T7, T8, T9, T15 Much of Queensland’s economic prosperity is delivered by our regions. Strong and prosperous regions that are able to attract and retain residents are vital to Queensland’s ongoing growth. The regional population is an indicator of both economic growth and the success of regions in increasing their proportional population base. It is also a proxy indicator of the liveability of regional communities.	4 742 677 Queensland population <i>Baseline: Queensland’s estimated resident population, as at 30 June 2013. See Region Spotlight for a breakdown by region.</i>												
Population growth Annual percentage growth in population by south east and regional Queensland. <i>Source: ABS 3218.0 (2014), Regional Population Growth, Australia, 2012–13.</i>	T8, T9, T15, T18 Regional population growth is a fundamental indicator of the economic health of regions and their competitiveness as places to live, work and invest in. It provides a key measure for planning and development and is a proxy indicator for liveability.	1.7% Regions outside SEQ 2.0% SEQ region <i>Baseline: Regional population growth rates over the year to 30 June 2012.</i>												
Regional liveability* Percentage of Queenslanders who are satisfied with the liveability of their region. <i>Source: State survey.</i>	T7, T12, T15, T18, T19 The liveability of regions impacts directly on their ability to attract and retain both people and businesses.	Baseline to be created for 2014–15 through state survey.												
Industry diversification Top five industries of employment by region. <i>Source: ABS, Census of Population and Housing, 2011.</i>	T7, T8, T9 Many regions have economies developed around strong niche industries. A wider range of industries and occupations adds diversity to local economies and insulates against economic downturn in sole-industry economies. This measure helps to track trends across selected industries and aids long-term planning of skilled occupations.	<table><tr><th>Industry or occupation</th><th>Queenslanders employed</th></tr><tr><td>1 School education</td><td>101 766</td></tr><tr><td>2 Cafes, restaurants and takeaway food services</td><td>84 110</td></tr><tr><td>3 Hospitals</td><td>82 343</td></tr><tr><td>4 Supermarket and grocery stores</td><td>49 152</td></tr><tr><td>5 Architectural, engineering and technical services</td><td>40 665</td></tr></table> <i>Baseline: Queensland’s top five industries by total employment, 2011 and available by region.</i>	Industry or occupation	Queenslanders employed	1 School education	101 766	2 Cafes, restaurants and takeaway food services	84 110	3 Hospitals	82 343	4 Supermarket and grocery stores	49 152	5 Architectural, engineering and technical services	40 665
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5 Architectural, engineering and technical services	40 665													

*Liveability is a complex concept and includes dimensions of safety, prosperity, sense of community, opportunity and work-life balance.

Secondary measure	What the measure shows	Starting point or baseline
Regional economy Average annual percentage growth in gross state product. <i>Source: Queensland Treasury and Trade (2014), Queensland State Accounts.</i>	T7, T8, T9 Prosperous and growing regional economies are critical both to the future of local communities but also Queensland's overall economic performance.	4.1% gross state product growth <i>Baseline: Queensland gross state product over 12 months, 2012–13.</i>
Housing stress Proportion of occupied private dwellings in the bottom two income quintiles paying 30% or more of total household income in rent or mortgage. <i>Source: ABS, Census of Population and Housing, 2011, unpublished data (Queensland Treasury and Trade derived).</i>	T4, T7, T12 Housing affordability is a key indicator of the liveability of regional centres. Affordable housing is central to being able to attract increased populations to regions and part of the critical infrastructure of local economies. Mortgages and rental payments make up a significant part of household budgets and high payments can contribute to financial pressure on individuals and families.	18.0% households in bottom two income quintiles in mortgage/rental stress <i>Baseline: All Queensland-occupied private dwellings in the bottom two income quintiles experiencing housing stress defined as where more than 30% of gross household income goes toward either rent or mortgage payments. 2011, available by region.</i>
Community safety Rate of reported person, property and other offences. <i>Source: Queensland Treasury and Trade (2014), unpublished data.</i>	T7, T12 Levels of crime and its impact on public safety are directly related to the liveability of local communities. High crime rates can lessen the ability of a community to attract residents and businesses as well as reducing social cohesiveness and community pride. In turn, this can have negative effects on economic growth and prosperity.	660.4 per 100 000 offences against the person 5005.9 per 100 000 offences against property 3910.2 per 100 000 other offences <i>Baseline: Reported offences across Queensland per 100 000 person, 2012–13. Also available by region.</i>
Cost of living Spatial price index for towns/cities within regions. <i>Source: Queensland Treasury and Trade (2014), Index of Retail Prices in Queensland Regional Centres, 2013</i>	T7, T18 The cost of living in regional towns and cities can be influenced by additional costs including transport to remote areas and the economies of scale in local markets. In turn, this can impact on the economic competitiveness of regional centres, their liveability and ability to grow and retain their population.	10 higher price centres Overall prices were higher than Brisbane in 10 centres surveyed, with the highest overall prices in Weipa. 18 lower price centres The 'all' items index was similar to Brisbane in Cairns, Rockhampton, Bowen, and Redland local government areas (LGAs) and lower in 18 centres, with the lowest overall prices in Gatton. <i>Baseline: Brisbane prices are taken as the base measure of 100. Prices are measured above or below this base.</i>



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected, with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Regions and other foundation areas are illustrated below:



The plan in action—Regions

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Lifesavers of the air

The Royal Flying Doctor Service (RFDS) was established by the Reverend John Flynn, whose dream to provide medical care to rural and remote Australians was first realised with an aeromedical flight between Cloncurry and Julia Creek (Queensland) in May 1928.

Today, the RFDS operates across Australia with a fleet of 60 aircraft and 21 regional Bases, providing a 24/7 aeromedical retrieval service, an extensive range of primary health care clinics, dental health, indigenous health, mental health and tele-health initiatives, to those either living, working, or traveling across remote Australia.

In Queensland, it delivers health care to over 90 000 people each year (290 000 Australia-wide), including over 11 000 aeromedical retrievals and patient transfers, 5000 medical clinics and 14 000 remote telemedicine consults; flying in excess of 7.8 million kilometres. Its inspirational staff continue to fulfil the Service's mission each day delivering the "finest care to the furthest corner".

Photo courtesy of the Royal Flying Doctor Service.



Improving practices

Queenslanders are renowned for their resilience and ability to get back up no matter what Mother Nature throws our way. Set up in the wake of the 2011 summer of natural disasters, the Queensland Reconstruction Authority works to reconnect, rebuild and improve Queensland's communities and economy.

The Authority has developed an Australian first GPS system for early and accurate information collection. The Damage Assessment and Reconstruction Monitoring system (DARMSys™) collects real time data from assessors traveling street-by-street and house-by-house through flood and cyclone-affected communities. Using hand held monitoring devices, information is sent via wi-fi to provide map-based damage data to identify where the greatest needs exist. The Authority is a leading example of Queenslanders working collaboratively to build their communities and translate innovative ideas into action.

Photo courtesy of the Queensland Reconstruction Authority.





Economy

Forging diversity and prosperity



Queenslanders' vision

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In 2044, Queensland will be the strongest, most diverse economy in Australia, and a key player in the Asian region. Success will come from making the most of what we have to offer, building upon our strengths and using innovation to diversify our industries. Our regions will be central to our prosperity, converting their unique strengths into opportunities that drive and sustain growth. All Queenslanders will enjoy a high standard of living, supported by a wide variety of employment opportunities. Unemployment will be at a record low and our workforce will be inclusive, making the most of local talent.

What Queenslanders said

“Innovation comes from employing smart people and adapting to latest technology... A well-diversified economy based on our comparative advantages ensures we keep our industries and companies strong and attractive to the brightest. It also means those industries are likely to be at the forefront of technological innovation.”

(Webjam participant)

“We need to think big-picture and focus on our strengths such as agriculture, education (as an export industry), and manufacturing. With growing world population, food production will be in higher demand. Support development of northern Queensland and a new food-belt.”

(Darling Downs)

“We need to be the pioneers we once were in areas of science, alternate energy and agribusiness.”

(Wide Bay Burnett)

“Australia’s fortunes are strongly linked to Asia, and Queensland is ideally positioned to capitalise on the economic, social and cultural benefits arising from an increasingly prospering Asia.”

(Brisbane)

Why economy is a foundation

A strong economy provides job opportunities, rising incomes and essential services. A growing economy offers an attractive location for innovative firms to invest, leading to the high-skill career opportunities of tomorrow for our trades and higher education graduates.

We have a skilled workforce and our reputation as a reliable and competitive supplier of resources to the world market demonstrates that our state is a dynamic place in which to invest.

Our proximity to the emerging Asian middle class, coupled with our reputation for clean, green agriculture and being Australia's premier environment-based tourist destination, provides significant opportunities for future growth in trade. Queensland's overseas exports of goods and services increased by 32.3 per cent in real terms over the decade to 2012–13¹, while Asia's share of our merchandise exports increased from 62.7 per cent to 75.9 per cent in nominal terms².

Our challenge is to lift productivity in a way that sustains economic growth, improves living standards and balances the natural environment. The latest Queensland productivity estimates show that we have turned the corner on the productivity slowdown that prevailed over the decade to 2010–11³. The challenge over coming decades will be to maintain productivity growth through microeconomic reform, such as the red-tape reduction program.

Spotlight on our economy

Economic growth rate
among the strongest
in Australia



Top 5



Imports



Petroleum
\$10.8b



Road vehicles
\$6.9b



Recreational travel
\$3.8b



General industrial machinery and equipment
\$3.2b



Specialised industrial machinery
\$2.4b



Exports



Coal
\$23.7b



Meat and meat preparation
\$3.6b



Non-ferrous metals
\$3.5b



Metal ores and scrap
\$3.4b



Recreational travel
\$3.2b

Growth industries

for employment
in Queensland to 2021



Health care and social assistance
16.2%



Education and training
13.1%



Professional, scientific and technical services
5.7%

Principal goods trading partners by value

1. China
2. Japan
3. Republic of Korea
4. United States
5. India



What do Queenslanders want?

Goal	What does success look like?	Describing success
G12 We are the number one performing economy in Australia.	We have a resilient economic system that can cope with global stress and threats.	<p>We have a diverse economy, able to absorb and adapt to specific sector or global pressures.</p> <p>Queensland has a AAA credit rating, high workforce participation and high productivity.</p> <p>We identify and capitalise on global growth opportunities.</p> <p>We are prepared for, and responsive to, weather events such as floods, cyclones or drought.</p>
	We offer a diverse, competitive, contemporary business sector.	<p>Queensland has the most competitive, innovative and multi-faceted economy in South East Asia.</p> <p>We are an investment centre of choice, offering a business-friendly environment.</p>
G13 We are focused on industry development and diversification.	We maximise opportunities in Asia.	<p>We lead Australia in servicing Asia's growing prosperity and the greater Asia Pacific region. We have an abundance of Asia-literate businesses with well-established networks including trade, investment and partnerships.</p> <p>Our universities have strong teaching and research links throughout the Asian region.</p>
	We are recognised as internationally competitive with strong exports/businesses especially in the agricultural (food bowl) and ecotourism sectors.*	<p>We readily adopt cutting edge technology and sustainability practices.</p> <p>World-class supply chains link Queensland producers to domestic and global markets.</p> <p>We protect and showcase our natural wonders, ensuring our appeal is diverse.</p>
	Our businesses work together to innovate and embrace new opportunities.	<p>Emerging industries, small business and start-ups are supported.</p> <p>Partnership opportunities are acted upon.</p> <p>We attract specialists from a range of fields and nurture our bright minds.</p>
G14 Queensland has the best job opportunities in Australia.	We have the highest productivity rate in Australia with no skills shortages.*	<p>Our flexible, knowledgeable and resilient workforce drives productivity.</p> <p>Our workforce is diverse, with greater participation of groups previously under-represented.</p> <p>Training and skills development programs match industry needs and trends.</p>
	Our unemployment rate is less than 5%.	<p>Queensland has a multi-skilled, resilient and adaptable workforce.</p> <p>Industry works with educators and trainers to deliver training to priority sectors.</p>
G15 Our centres of excellence drive innovation.	We are a global leader in innovative industry practices.	<p>Local and international specialists develop ground-breaking processes and products.</p> <p>Innovation is embedded into our education and training, providing workers with the skills to identify and the support to act on opportunities.</p> <p>Innovative businesses and emerging industries are encouraged and supported. We have the highest proportion of start-ups and entrepreneurs in Australia.</p>
	All regions have a centre of excellence for training, innovation and employment.	<p>We showcase our priority and growth industries within each region.</p> <p>Our regions work with partners from across Australia and around the world.</p>
	Our education is technologically advanced— attracting foreign students.	<p>Our education facilities and innovative delivery are world-renowned.</p> <p>Our knowledge economy is strong, specifically in science, professional services, and research and development.</p>
	We invest and convert research into innovation.*	<p>We invest in what we do best and our strengths, including our environment and biodiversity, ensure we are an international leader in a range of sectors.</p> <p>We adapt as demand for goods and services fluctuates.</p> <p>Universities, industry and government work together, putting us at the forefront of innovation.</p>

* A top 10 priority identified by delegates at the Brisbane Summit.

Targets to achieve success

T9 Growing prosperity

Queensland has the highest income, trade and employment growth in Australia.

T10 Bright ideas

Our brightest ideas have real social and economic benefits.

Tracking our progress

Primary measure	What the measure shows	Starting point or baseline
Income per capita Growth in real gross state domestic income per capita. <i>Source: ABS 5220.0, Australian National Accounts: State Accounts.</i>	T4, T9 Queensland's continued prosperity will depend on the consumption patterns of the population and, in turn, our consumption patterns are directly linked to our levels of income. Growth in real gross state domestic income (GSDI) per capita provides an indication both of our standard of living and our potential to reinvest in the economy through our spending behaviour.	GSDI per capita was \$61 348 <i>Baseline: Real GSDI per capita for 2012–13 expressed in 2011–12 dollar terms. Dollar value of the baseline will be adjusted annually to allow comparative growth calculation.</i>
Exports Growth in international exports of goods and services. <i>Source: ABS 5220.0, Australian National Accounts: State Accounts.</i>	T9 In the modern, global economy, our economic growth is dependent upon our ability to maintain our trading partnerships in the face of increased competition from developing nations. Growth in our exports indicates whether we are maintaining or improving our international competitiveness.	International exports were \$66.1b <i>Baseline: Real international exports per capita for 2012–13 expressed in 2011–12 dollar terms. Dollar value of the baseline will be adjusted annually to allow comparative growth calculation.</i>
Credit rating Queensland's credit rating. <i>Source: Standard and Poor's (2013).</i>	T9 Credit ratings are developed by international ratings agencies following an assessment of a borrower's ability to pay back debt and the likelihood of defaulting on loans. This risk assessment helps determine how much interest is paid on a loan. AAA credit rating is the highest rating. AA rating means a borrower could pay more in interest than a borrower with AAA rating. As such, our credit rating indicates whether we are paying more or less interest on our borrowings than we could be.	AA+ with a stable outlook <i>Baseline: Queensland's credit rating 2013.</i>
Venture capital Levels of venture capital investment compared to Australia. <i>Source: ABS 5678.0 (2014), Venture Capital and Later State Private Equity, Australia 2012–13.</i>	T10 The amount of investment in new ventures and capital is an indication of both economic strength and confidence. Companies willing to invest in their own growth are usually confident in their ability to continue to grow. Higher levels of investment in Queensland, compared to the rest of Australia, are an indication of commercial perceptions of our opportunity for growth and diversification.	Venture capital \$302m Queensland \$1121m Australia <i>Baseline: Venture capital 2012–13. Queensland's new and follow-on venture capital investment is second in Australia.</i>
Employment growth Employment growth compared to Australia. <i>Source: ABS 6202.0 (monthly), Labour Force, Australia.</i>	T5, T9 Growth in employment is an indication that the economy is growing because more jobs are being created and more people are participating in the labour force. Comparing our rate of employment growth to the rest of Australia can show how well Queensland is performing in the national economy. Lower rates of growth compared to other states suggest we should consider why this is occurring and how we can address it.	Employment growth 0.3% Queensland 1.2% Australia <i>Baseline: 2012–13.</i>

Secondary measure	What the measure shows	Starting point or baseline
Unemployment rate Unemployment rate for Queensland persons 15 years and older. <i>Source: ABS 6202.0 (monthly), Labour Force, Australia.</i>	T2, T4, T9, T12, T13 High rates of unemployment suggest that the economy has room to improve and low rates suggest the economy is performing well.	6.0% Queensland's unemployment rate <i>Baseline: Queensland's unemployment rate for persons aged 15 years and older, 2012–13.</i>
Labour force participation rate Labour force participation rate for Queensland persons 15 years and older. <i>Source: ABS 6202.0 (monthly), Labour Force, Australia.</i>	T2, T5, T9 Labour force participation rates indicate the percentage of the working age population participating in the labour force. That is, the percentage of the population who have jobs.	66.1% of Queenslanders participate in the labour force <i>Baseline: Queensland's labour force participation rate for persons aged 15 years and older, 2012–13.</i>
Research and development Business expenditure on research and development in Queensland compared to Australia. <i>Source: ABS 8104.0 (2013), Research and Experimental Development, Business, Australia 2011–12.</i>	T10 The amount of expenditure on research and development is an indication of economic strength and confidence. Companies willing to invest in research and development are investing in their future growth. Higher levels of investment in Queensland compared to the rest of Australia are an indication of our opportunity for growth and diversification.	Research and development \$6.38b New South Wales \$3.98b Victoria \$3.58b Western Australia \$2.50b Queensland \$1.06b South Australia \$0.16b Tasmania \$0.09b Northern Territory <i>Baseline: Business expenditure on research and development, 2012–13. Queensland is fourth in Australia.</i>



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Economy and other foundation areas are illustrated below:



The plan in action—Economy

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Conquering cancer

World-class medical research and development is a marathon effort, but the payoff for the global community can be revolutionary treatments. For more than 20 years, Professor Ian Frazer AC, a clinical immunologist, researched the link between papilloma viruses and cancer. In 2006, he developed a vaccine to prevent and treat cervical cancer, revolutionising women's health across the globe and potentially leading to the eradication of cervical cancer caused by the virus within a generation.

Now Professor Frazer is part of a visionary team that has established Australia's first Translational Research Institute (TRI)—one of only a few in the world that is able to research, trial and manufacture breakthrough treatments all within the one location. A partnership between two leading Queensland universities and two major hospitals, TRI is Australia's newest and most comprehensive medical research and biopharmaceutical facility. Professor Frazer's work highlights how bright minds in Queensland can make changes that echo around the world.

Photo courtesy of the Translational Research Institute.



Taking care of business

Queensland businesses provide the platform for economic growth across the state. Since 1865, the Chamber of Commerce and Industry Queensland (CCIQ) has represented business, working to make them more competitive, qualified and protected. CCIQ also provides valuable support for emerging industries, helping to establish business networks and commercial partnerships.

CCIQ offers online tools and resources, information about industry trends and issues, training, legal advice, networking opportunities and much more. Through their advocacy work, CCIQ is working to improve the efficiency and strength of the business sector in Queensland to build a strong and prosperous economy.

Photo courtesy of Chamber of Commerce and Industry Queensland.





Health and wellbeing

Being healthy and active

Queenslanders' vision

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In 2044, all Queenslanders will make healthy lifestyle choices. We will take personal responsibility for our health and wellbeing, supported by a healthcare system that provides the best possible care and attention for those in need. Our children will learn how to live healthily and develop habits that last a lifetime. In our communities, we will look out for each other, talk often and be active together, enjoying our local green spaces and safe facilities. We will have the best balance between work and life.

What Queenslanders said

“By better urban planning we can foster better lifestyles which can help combat obesity, daily exercise to avoid health problems later and relearning everyday social skills as we greet each other daily.”

(Fitzroy/Central)

“Health and healthiness are two different things—and we all need education and health promotion to enable better choices. Everything in moderation is good—the only thing that should never be moderated is laughter.”

(South East Queensland)

“People have to want to have a healthy lifestyle and get out in the community. Maybe if [we] encourage them to join community activities it would help make a difference.”

(North and Central West Queensland)

“It is absolute rubbish to say that healthy food is more expensive. I grew up in the country and it’s amazing how many meals you can make with flour, eggs, mince, cheese and a few vegies.”

(Brisbane)

Why health and wellbeing is a foundation

Our health and wellbeing are the building blocks of fulfilling lives. Queenslanders highly value being healthy in mind and body, but we don't always agree on how best to achieve this. If we were all able to eat well, stay active, take care in the sun, and keep up with our immunisations we would enjoy healthier, more productive lives¹.

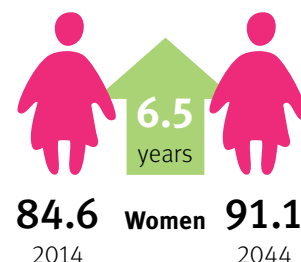
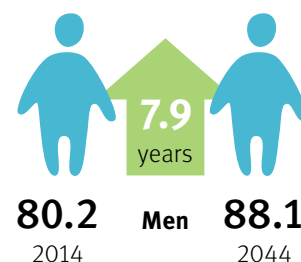
One challenge relates to our growing, ageing population. We are living longer, resulting in a wider range and greater number of health services being needed in the future. Chronic health problems, such as diabetes and heart disease, are more prevalent than ever¹. Others, such as some cancers and infectious diseases, are less common because of medical advances that include local Queensland innovations².

We are also facing a burgeoning number of Queenslanders who are overweight or obese. This trend is threatening to undermine the health gains we have made in recent decades. There is more we can do to make healthy food and exercise the easy and affordable choice. We have shown we can reduce smoking rates¹. Together, with the help of education, conditions that support healthy choices and a great healthcare system, we can take positive steps to improve our own health and wellbeing, and that of others we care for and work with.

We also recognise that not all illness is preventable and that there are some groups who need extra support to be well. Children, Aboriginal and Torres Strait Islander Queenslanders, and those who live in Queensland's more remote locations, all show higher rates of mental and physical illness¹. We recognise that people with disabilities have poorer health outcomes and will need extra care³. There is opportunity for families, communities and government to all work together to encourage good health and reduce these disadvantages. Providing an equitable, affordable, accessible and sustainable health system is our challenge for the future.

Spotlight on our health and wellbeing

Queenslanders will live longer

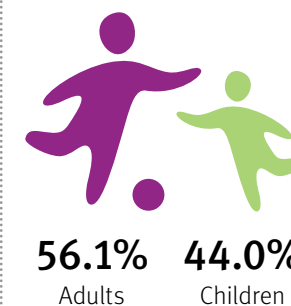


3 in 5

Queensland adults are overweight or obese



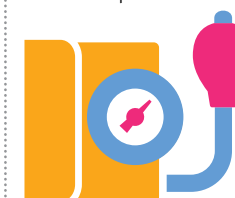
Physical activity



Met recommended physical activity amounts in 2012

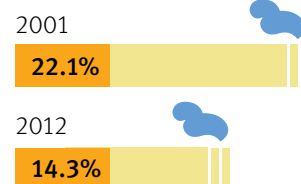
Chronic disease is the cause of 91% of all deaths and costs 87%

of the recurrent allocated health expenditure



10 000 fewer people

per year are smoking daily



1 in 10

Queenslanders have been diagnosed with skin cancer—the highest rate in Australia



Hospitalisations

are expected to double over a 17 year period



1.77m 2010–11 3.5m 2026–27

What do Queenslanders want?

Goal	What does success look like?	Describing success
G16 We are physically and mentally healthy.	We have a balance between prevention and treatment.	We take more responsibility for looking after our own health by choosing to be active, healthy and safe. Our healthcare system is sustainable. It encourages wellness and supports those most in need.
	Lifestyle diseases are in decline.	We have reduced rates of lifestyle diseases caused by lack of exercise, poor diet, alcohol, smoking and drug abuse. A range of healthcare and exercise options help us to live and stay healthy.
	Life expectancy has increased for Indigenous Queenslanders.	Aboriginal and Torres Strait Islander Queenslanders are healthy and live longer. There is no difference in average life expectancy between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders.
	Mental health has improved.	We understand that health, family, work and the economy all affect our mental health and wellbeing. This knowledge means we can support those at risk of poor mental health and increase wellness. We encourage everyone to be more involved in their communities to improve mental health and wellbeing. We help our young people to deal with self-esteem issues and learn to manage their stress and anxiety.
	We regularly engage in healthy activities and make healthy food choices.	From a young age, we know the value of an active and healthy lifestyle. Our parents and carers are supported in teaching healthy habits in the home. We have access to fresh food and high quality water so we can easily make healthy food choices. Our well-lit bikeways and walking paths encourage physical activity. There are a variety of exercise and sporting options available to allow us to maintain good health. We have access to education programs and information about our health and lifestyle choices.
	We have improved affordability of healthy options.	Healthy food options are affordable and convenient choices for all Queenslanders when we shop or eat out. We offer inexpensive options for participating in sporting groups and exercise classes. Our sporting goods and exercise equipment are also affordable.
G17 We are connected to our communities.	We have well-planned and well-connected communities*.	Queensland's growing urban areas include space to embrace and emphasise culture, entertainment and recreation. Our infrastructure supports a safe and active lifestyle, and easy travel between communities. We value and protect our local green spaces, air, and waterways that help us to stay healthy.
	We have greater community interaction and participation.	Our neighbourhoods are where we spend our time so we can have meaningful relationships with neighbours, local community members, friends and family. We enjoy more participation in local activities, programs and events. This allows us to find and provide support within the community.
G18 We enjoy work-life balance.	We have more time for family and community activities.	We are able to manage our working hours so we can spend quality time with our family, friends and community. More time is freed up by the way we manage our travel time to and from work.
	Our work environments are flexible.	Our working arrangements are flexible and innovative. We regularly take personal time during the working week to look after our health and wellbeing.
G19 We have the opportunity to reach our full potential.	We have low levels of poverty and disadvantage.	By working together and using our community and social networks, we ensure that disadvantaged Queenslanders are able to contribute to the community and economy. We look out for the health and wellbeing of all Queenslanders, and especially those who are less advantaged or have special needs.
	There are numerous opportunities for intergenerational connection.	Our communities allow the wisdom and ideas of each generation to be valued and shared. We seek out opportunities to learn from and connect with one another. Young Queenslanders are embraced as a part of the community and we help them develop greater social awareness and responsibility. Our seniors are given opportunities to pass on their wisdom so that we all learn from the past.

Targets to achieve success

T11 Life expectancy Regional and Aboriginal and Torres Strait Islander Queenslanders have the same life expectancy as other Queenslanders.	T12 Disease and injury prevention Queensland has the lowest incidence of preventable disease and injury in Australia.	T13 Mental health Queensland leads Australia in improving mental health and wellbeing.
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Tracking our progress

Primary measure	What the measure shows	Starting point or baseline
Life expectancy Life expectancy at birth by Indigenous and by regional status. <i>Source: ABS 3302.0.55.003 (2013), Life Tables for Aboriginal and Torres Strait Islander Australians, 2010–2012.</i> <i>Source: Queensland Treasury and Trade (2014), derived from ABS 3302.0 Deaths Australia 2012, unpublished estimates.</i>	T11, T17 Life expectancy at birth measures how long, on average, a person is expected to live, based on current age and sex-specific death rates. It is often expressed as the number of years a person born today is expected to live. There is a longstanding difference in life expectancy between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders. It is a marker of Aboriginal and Torres Strait Islander Queenslanders inequality in health, wellbeing and quality of life. We also know that Queenslanders who live outside metropolitan areas experience a difference in life expectancy at birth. This primary measure will keep track of life expectancy at birth by both Aboriginal and Torres Strait Islander and regional status.	Life expectancy at birth 68.7 years for males 74.4 years for females 79.4 years for males 83.0 years for females 82.3 years for all persons 80.5 years for all persons Indigenous Queenslanders Non-Indigenous Queenslanders South East Queensland^a Rest of Queensland <i>Baseline by Indigenous status: Average life expectancy at birth of Indigenous and non-Indigenous Queenslanders, 2010–2012.</i> <i>Baseline by region: Estimated average life expectancy at birth of all persons South East Queensland and rest of Queensland, 2010–2012.</i> ^a Includes ABS Greater Brisbane Statistical Areas level 4 (SA4), Gold Coast SA4 and Sunshine Coast SA4.
Obesity Proportion of Queenslanders who are overweight or obese. <i>Source: Queensland Government Department of Health (2013), Self Reported Health Status 2012: Preventative Health Indicators.</i>	T2, T12 Rates of overweight and obesity in Queensland are continuing to rise. Collecting data on these trends is important for managing the health problems associated with weight gain and the success of health promotion efforts. Being overweight or obese is a major risk factor for cardiovascular disease, Type 2 diabetes, some musculoskeletal conditions and some cancers.	Obesity 26.6%^a 5–17 years 57.7%^b 18 years or older <i>Baseline: Queenslanders are overweight or obese.: a2011; b2012.</i>
Mental health—illness Proportion of adults experiencing high or very high levels of psychological distress. <i>Source: ABS 43640 001_ 20112012 (October 2012), Australian Health Survey First Results 2011–12 QLD.</i>	T13 Mental health is an integral part of health ³ and the term ‘mental illness’ is used to refer to a diagnosed clinical condition. Examples of mental illness may include depression, anxiety, distress, behavioural problems, psychosis and eating disorders, some of which may even lead to suicide. A measure of psychological distress is based on questions about negative emotional states experienced in the past 30 days where very high levels may signify a need for professional help. This measure will keep track of the population need for mental health services and support.	10.8% of adults experienced high/very high psychological distress <i>Baseline: Age-standardised rate of Queensland adults who experienced high or very high levels of psychological distress, 2011–12.</i>
Mental health—wellbeing Proportion of people highly satisfied with life, and feeling happy and worthwhile. <i>Source: State survey.</i>	T2, T6, T13, T14, T19 Mental wellbeing is a positive construct and means more than the absence of mental illness. It embodies three core components: emotional wellbeing (feelings of happiness and satisfaction with life); psychological wellbeing (positive individual functioning) and social wellbeing (positive societal functioning). This measure will be developed by mental health and statistical experts to track how Queenslanders report their overall state of subjective wellbeing.	Baseline to be created 2014–15 through a state survey.

Secondary measure	What the measure shows	Starting point or baseline
Mortality rates Age-standardised mortality rates for Indigenous and non-Indigenous Queenslanders.	T11, T13, T17 Mortality rates by age for Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders show a different pattern of distribution. The Aboriginal and Torres Strait Islander Queensland population has a higher rate of death in the middle age groups and in infants. In contrast, non-Indigenous Queenslanders have the majority of deaths occurring in the older age ranges. Equality of health and wellbeing will be achieved when infant and younger adult mortality rates for Aboriginal and Torres Strait Islander Queenslanders are the same as for non-Indigenous Queenslanders ⁴ .	Indigenous Queenslanders 1104.4 per 100 000 Non-Indigenous Queenslanders 577.1 per 100 000 <i>Baseline: Indigenous and non-Indigenous Queenslanders age-standardised mortality 2012. The age-standardised mortality rate of Queensland's Indigenous people is 1.9 times that of non-Indigenous people.</i>
Smoking rates Proportion of Queenslanders who are daily smokers.	T2, T12 Smoking rates among Queensland adults have declined steadily since the early 1970s, but there are some age and gender groups that are showing an increased or steady rate. Smoking is a major risk factor for coronary heart disease, stroke, peripheral vascular disease, numerous cancers, and other diseases and conditions.	14.3% of Queensland adults smoked on a daily basis <i>Baseline: 2012.</i>
Fruit and vegetable consumption Mean number of serves of fruit and vegetables consumed by adults and children, compared to Australia.	T2, T12 Experts recommend we eat plenty of fruit and vegetables. These foods are highly nutritious, low in calories and contain fibre for good health. People who regularly eat diets that are high in fruit and vegetables are less likely to be overweight or develop health problems such as coronary heart disease, cancer or Type 2 diabetes.	Queensland adults 1.57 average serves of fruit 2.40 average serves of vegetables Queensland children 1.87 average serves of fruit 1.99 average serves of vegetables <i>Baseline: 2011–2012.</i>
Diabetes Proportion of the adult population with diabetes (Types 1 or 2) or high blood sugar.	T2, T12 High blood sugar and Type 2 diabetes are becoming increasingly common among Queenslanders. They are usually associated with having poor dietary and exercise habits, and being overweight or obese. Three in five people with diabetes also have cardiovascular disease ¹ . It is predicted that the proportion of Queenslanders with diabetes will double between 2003 and 2033 ⁵ .	8.6% diabetes or high blood sugar <i>Baseline: Queenslanders self-reported diabetes (Types 1 or 2) or high blood sugar, 2012.</i>
Potentially avoidable deaths Age-standardised mortality rates for potentially avoidable deaths for people aged less than 75 years.	T2, T7, T12, T13 An avoidable death is a premature death that could have been treated or prevented in some way, including accidental deaths from injury. Overall, the rates of potentially avoidable deaths in Queensland have been declining. This is because many illnesses and health conditions can be averted through immunisation, early intervention, safe practices or good healthcare. Disadvantaged Queenslanders tend to have higher rates of potentially avoidable deaths, particularly those in rural or remote areas.	157.5 per 100 000 deaths from potentially avoidable conditions <i>Baseline: Age standardised rate of Queenslanders aged less than 75 years deaths from potentially avoidable conditions, 2010.</i>

Source: ABS 3303.0 (2014), Cause of death, Australia, 2012.

Source: Queensland Government Department of Health (2013), Self Reported Health Status 2012: Preventative Health Indicators.

Source: ABS 4324.0.55.003 (2014) Australian, Health Survey Core Content: Risk Factors and Selected Health Conditions, 2011–12 (derived by Queensland Government Department of Health).

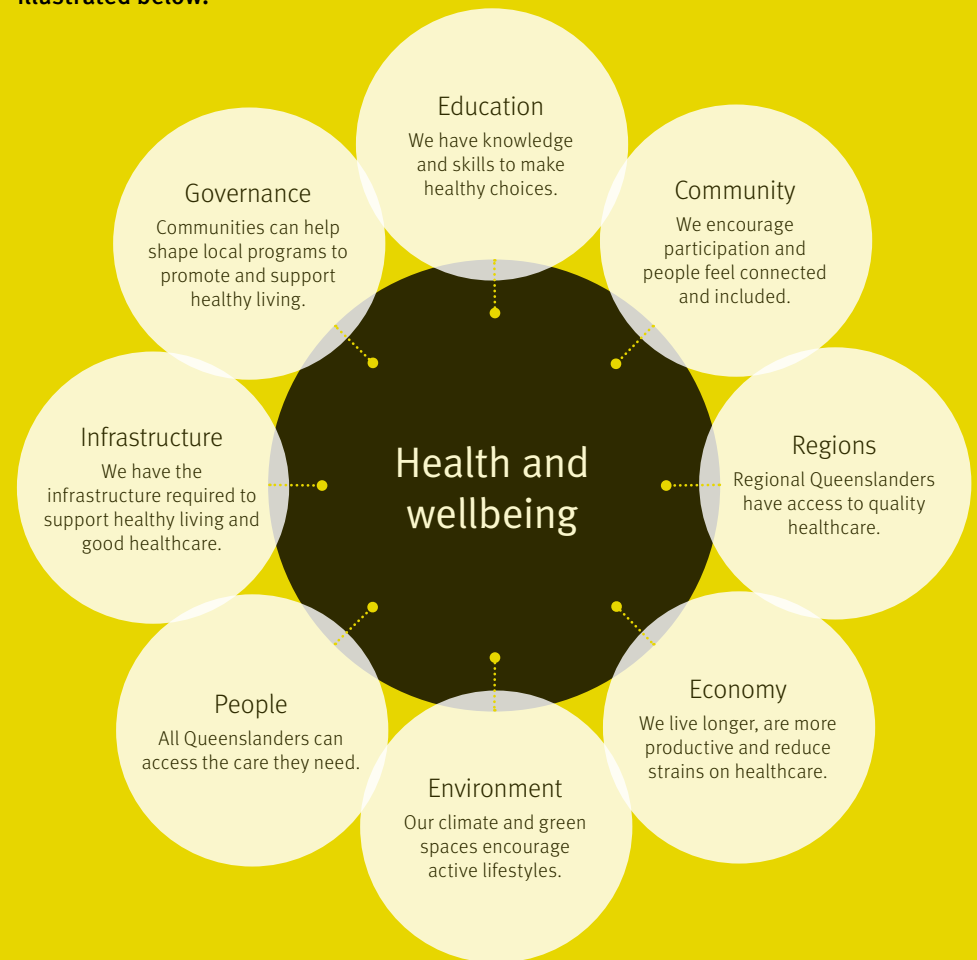
Source: Queensland Government Department of Health (2013), Self Reported Health Status 2012: Preventative Health Indicators.

Source: Steering Committee for the Review of Government Service Provision 2012, National Agreement Performance Information 2011–12: National Healthcare Agreement, using ABS Cause of Death data.



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected, with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Health and wellbeing and other foundation areas are illustrated below.



The plan in action—Health and wellbeing

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More than skin deep

Clinical epidemiologist Professor Adèle Green AC is working at the frontline to help reverse Queensland's unenviable record of the highest rate of skin cancer in the world. Professor Green has dedicated her career to understanding the preventable causes of cancers and combating them. A leader in biomedical science, she was among the first to take up the fight against the skin cancer epidemic in Queensland, identifying that wearing sunscreen helps prevent skin cancer, with regular use halving the risk of melanoma.

Professor Green is currently Head of the Cancer and Population Studies Group at QIMR Berghofer Medical Research Institute, where her research continues to receive international acclaim. A brilliant mentor, she has also been recognised for her contribution to public health including Indigenous health and her leadership in the wider scientific community. Professor Green is a great example of one of Queensland's brightest minds helping nurture the next generation.

Photo courtesy of QIMR Berghofer.



Tying up the black dog

Depression and mental illness affect many Queenslanders and take an alarming toll in rural and remote areas. But hope is growing thanks to Tie up the Black Dog Committee—a dedicated group of three Goondiwindi women working tirelessly to tackle these issues in regional Queensland. They have teamed up with personalities, businesses, organisations and local communities to take action against “the black dog” of depression and support those who need our help most.

In 2013, Tie up the Black Dog Committee partnered with the Queensland Country Life to develop the Glove Box Guide to Mental Health. This comprehensive and informative magazine contains real stories of regional Queenslanders living with mental illness, as well as clinical information, how we can work to reduce stigma, and where to go to find help. Most recently, Tie up the Black Dog delivered 10 forums across the state in communities from Georgetown in the Gulf to Thallon on the southern border, with medical experts presenting the facts about symptoms, diagnosis and treatment of mental illnesses and speakers who have lived experience of a mental illness. Tie up the Black Dog is a great example of Queenslanders helping Queenslanders.

Photo courtesy of Tie up the Black Dog.





Environment

Achieving balance

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Queenslanders' vision

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In 2044, Queenslanders will enjoy a natural environment that is the envy of the world. Our diverse landscapes, species and heritage will be conserved and protected. We will be internationally recognised for our approach in managing our environment and finite resources. While we strive to develop and strengthen our economy, we will remain focused on protecting our natural assets. Preserving these assets will be a large part of our economic success. Our growing cities will invite outdoor activity through creative use of green space and forward thinking. We will be world leaders in renewable energy and sustainable business practices, exporting our expertise around the globe.

What Queenslanders said

“Think about living with the environment and not try and make the environment live with us.”

(Wide Bay Burnett)

“The natural landscapes are also intrinsically valuable, and worth protecting in their own right as unique parts of the planet really radically different to anywhere else.”

(Brisbane)

“A balance between mining and agriculture and still having free land for conservation is important.”

(Darling Downs)

“We need to make our planning process far more robust and base it on the big picture for the environment not local plans.”

(North Queensland)

“We need more courses on environmental engineering, green technologies, and encourage the individual to live a more sustainable life.”

(Fitzroy/Central)

Why environment is a foundation

We are passionate about our diverse landscapes and unique ecosystems and have identified the environment as a key foundation for our future. Our environment is a natural asset to be valued in its own right, as well as providing the many ecosystems that underpin our lifestyle, health and economy. Yet Queenslanders' ideas differ on where the balance lies between protecting our environment and achieving economic success.

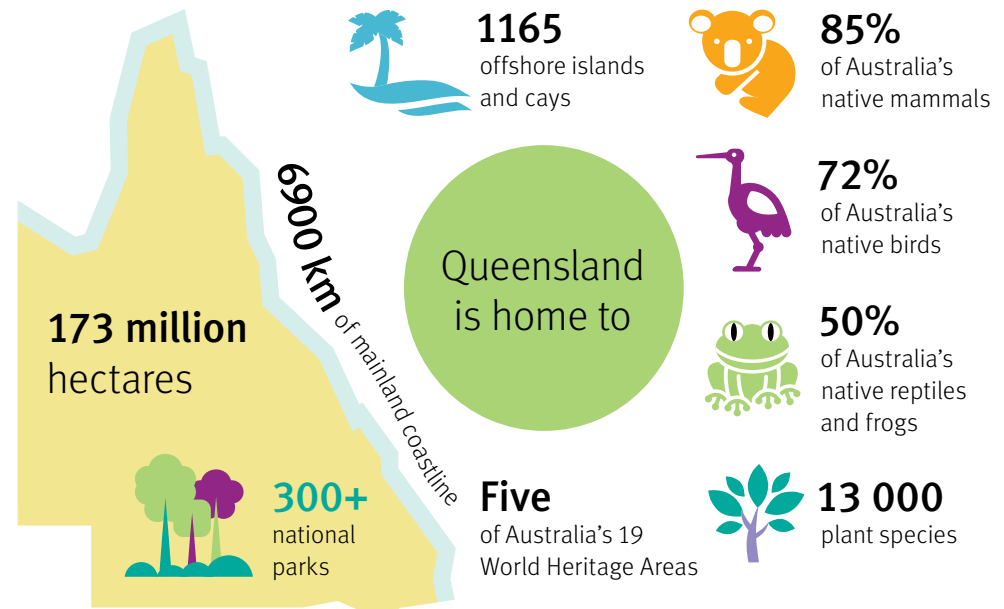
We are the guardians of some of the planet's most pristine natural and cultural heritage areas. We also have the greatest levels of biodiversity in Australia¹. Preserving and protecting these areas for future generations is vital. Our farming, mining and tourism successes have allowed Queensland to grow and prosper, but have also placed pressure on the environment. As our population grows, we will need to ensure new urban developments are green and sustainable, that we preserve our unique heritage and have the infrastructure to support growing industries.

This need to provide more with less presents both challenges and opportunities². Queensland's minerals and resources could be further explored and exported; our climate lends itself to harnessing the natural power of wind, sun, waves and biofuels; and science, technology and partnerships can lead to innovation and greater efficiency.

However biodiversity loss from climate change and human impact is another challenge³. Many of our natural habitats, plant and animal species are in decline or facing extinction. The increase in extreme weather events, rising sea levels and increased temperatures places many other species at risk.

Yet there are positive signs as well. We are already striving to make a difference: to reuse, recycle and reduce our waste, and to follow stringent environmental standards to prevent pollution of our air, land and waterways. Our improved land management has also seen improvement in water quality. As stewards of the environment for present and future generations, we must find ways to balance preservation with responsible economic growth and development.

Spotlight on our environment

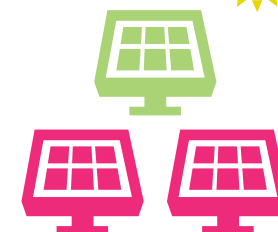


Improved water quality

↓ **13% reduction** in dissolved inorganic nitrogen, the key pollutant linked to crown-of-thorns starfish outbreaks

↓ **6% reduction** in sediment

Queensland has **one-third** of Australia's solar power capacity



In 2013, **91 743** volunteers removed around **3130 tonnes of rubbish** from **1423** registered sites across Queensland

What do Queenslanders want?

Goal	What does success look like?	Describing success
G20 Our natural resources are managed effectively.	Agricultural and mining industries are integrated, equitable, profitable and environmentally responsible.	Our mines and farms produce more at less cost to our environment. Industry-led and collaborative stewardship programs support our sustainable growth. We adopt more renewable energy sources. Through such rigorous standards, our environment is returned to its natural state.
	Our environment remains a tourism and migration drawcard.	Our natural assets are valued and protected for future generations to enjoy. We have internationally renowned natural and cultural heritage tourism experiences. People visit and choose to stay here because we have world-class opportunities to experience Queensland.
G21 We protect the environment.	Unique environments are protected and well maintained.	Our priority is protecting our environment. We ensure our national parks, World Heritage areas, cultural heritage areas, prime agricultural land, water supplies, significant ecosystems and heritage places are conserved and managed well.
	Our natural environment has economic value.	We have a healthy natural environment that is a key contributor to our economy. By protecting and maintaining our natural assets, we thrive in key industries such as tourism and agriculture.
	Decisions are based on scientific evidence.	We are renowned worldwide for our research, investment in, and delivery of renewable energy solutions. We develop industry, community and government partnerships to preserve Queensland's landscapes and wildlife.
	Environmental education encourages personal responsibility.	Our learning and development programs teach us to value and protect the environment. We make wise choices in our personal consumption of natural resources. Communities are supported to care for their local natural environments.
G22 We invest in and adopt sustainable and renewable solutions.	Renewable energy will be the norm.	Alternative, renewable energy is a Queensland commodity. It is affordable, commercially viable and available to all Queenslanders. Our infrastructure supports these renewable energy solutions.
	Business practices will be sustainable.	We use sustainable business practices as a competitive advantage in the global marketplace. Sustainability is embedded into our business culture. It is carefully considered in our planning and research into the future.
G23 Urban sprawl is managed efficiently.	Queensland cities will go up not out.	As our population grows, we plan new developments that protect our environment. We give priority to best practice urban renewal. This gives us better access to transport, services, and recreation and entertainment facilities. Outward city development is limited and cities are planned to be safe, attractive and environmentally sustainable places to live.
	Integrated communities and green spaces are part of our long-term plan.	Local communities help develop long-term and area-specific plans for their city. Our plans encourage community togetherness. They ensure that each community has accessible dedicated green spaces. They limit the need for long-distance commutes.

Targets to achieve success

T14 Environmental guardian

Queensland is recognised as a world leader in environmental management and protection.

T15 Environmental balance

Queensland has the best balance of environmental protection and economic development in Australia.

Tracking our progress

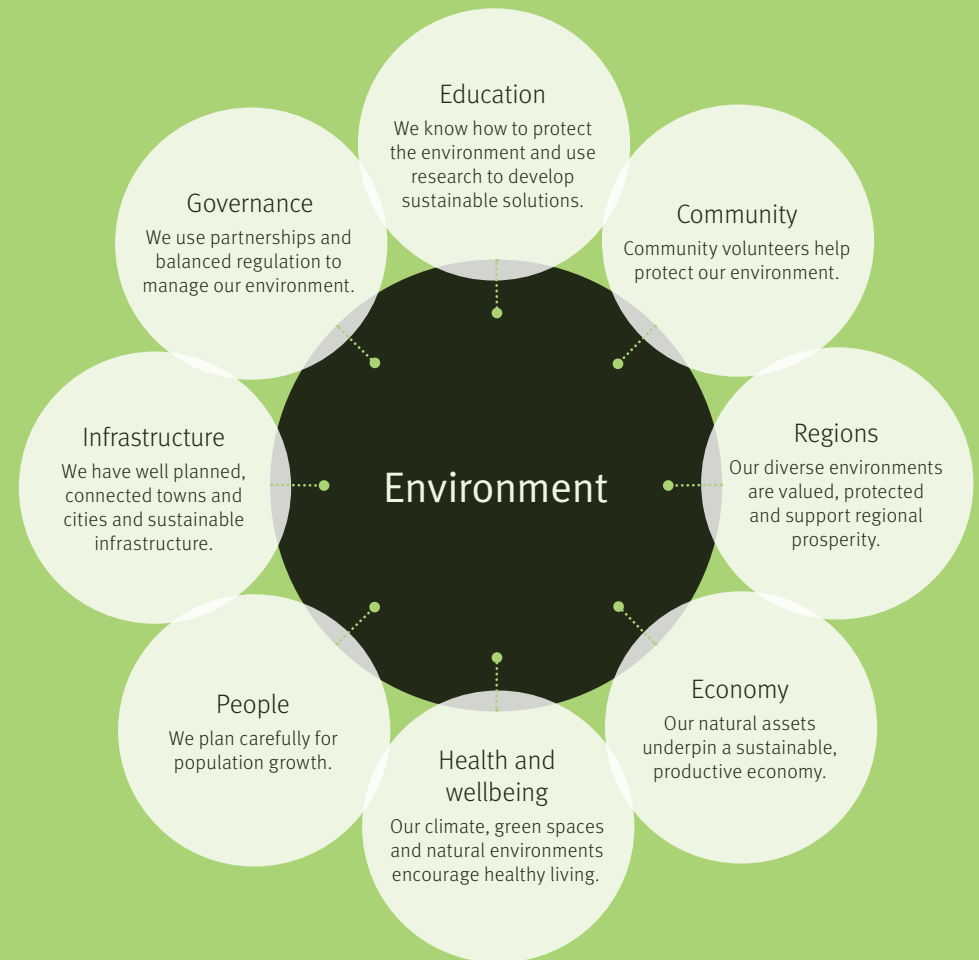
Primary measure	What the measure shows	Starting point or baseline
Environmental footprint Measures of households and industry environmental footprints. <p><i>Source: ABS 4610.0 (2013), Water Account Australia 2011–12.</i></p> <p><i>Source: Bureau of Resources and Energy Economics (2013), Australian Energy Statistics 2011–12.</i></p> <p><i>Source: Department of Sustainability, Environment, Water, Population and Communities (2014), Waste generation and resource recovery in Australia 2010–11.</i></p>	T2, T6, T14, T15, T18 Environmental management and protection is a collective responsibility. Individual, household and industry resource use and waste disposal can all impact on the quality of the local environment. This measure will demonstrate whether Queensland households and industries are choosing to lower their environmental footprint by reducing their energy and water use and waste disposal and recovery. The goal is to increase household and industrial use of responsible and sustainable solutions for energy, water and waste disposal and recovery, and decrease their consumption of Queensland's finite resources.	Water—industry 3029 GL Queensland 14 303 GL Australia <i>Baseline: Total water used by Industry in Queensland and Australia, 2011–12.</i> Water—households 346 GL Queensland 1715 GL Australia <i>Baseline: Total water used by households in Queensland and Australia 2011–12.</i> Energy 101 846 GWh (23.5 KWh per capita) Queensland 506 987 GWh (23.2 KWh per capita) Australia <i>Baseline: Total energy consumed in Queensland and Australia 2011–12.</i> Waste generation 1.7 tonnes per capita Queensland 2.2 tonnes per capita Australia <i>Baseline: Total waste generated in Queensland and Australia, 2010–11.</i> Waste recovery 52.0% Queensland 60.0% Australia <i>Baseline: Total resource recovery rate in Queensland and Australia, 2010–11.</i>
Environmental accounts for Queensland Integrated accounts on the health of the environment. <p><i>Source: To be developed and based on the ABS Environmental – Economic Accounting system.</i></p>	T14, T15 Environmental accounts are to be developed for Queensland containing environmental indicators such as air quality, biodiversity, vegetation, land condition, water quality and the status of protected area estates. Information on the condition of our natural assets will contribute to environmental accounts under development by the Australian Bureau of Statistics to integrate economic and environmental information for decision-making.	Environmental accounts on the condition of our natural assets to be developed commencing in 2014–15.
Environmental balance Proportion of Queenslanders satisfied with the balance between environment and economy in a state survey. <p><i>Source: State survey.</i></p>	T7, T15, T18 The Queensland environment faces increasing pressures from a growing population and thriving economy. At the same time, a healthy environment is integral to a strong economy and liveable society. Through a series of questions, we will use a state survey to help track whether Queenslanders agree that we are achieving the right balance between environmental protection and economic growth in our state.	Baseline to be created for 2014–15 through state survey.

Secondary measure	What the measure shows	Starting point or baseline																					
Nature conservation Proportion of Queenslanders who participated in nature conservation activities at home or on a farm in the past 12 months. <i>Source: ABS 4602.0.00.002 (2013), Community Engagement with Nature Conservation Australia 2011–12.</i>	T6, T14 We can conserve the environment in many ways. This can include taking actions that protect, care for and avoid damage to the environment; for example, through protecting native flora, fauna and wilderness areas. Using a state survey, this measure will track the number of Queenslanders involved in environmental conservation or other activities.	51.4% Queensland adults 47.0% Australian adults <i>Baseline: Participated in nature conservation activities at home or on a farm in the past 12 months, 2011–12.</i>																					
Visits to nature Proportion of Queenslanders who visited a Queensland protected area (national park, botanic garden) in the past 12 months. <i>Source: Australian Bureau of Statistics 4602.0.00.002 (2013), Community Engagement with Nature Conservation Survey 2011–12.</i>	T13, T14, T15, T18 Part of appreciating the environment is having access to the opportunities it provides for enjoyment, reflection and inspiration. The proportion of Queenslanders visiting our natural areas is considered a good indicator of valuing the environment, because it shows how often we are taking up opportunities to appreciate the environment directly through outdoor activities.	52.7% of adults visited a national park or botanic garden <i>Baseline: Queensland adults who visited a national park or botanic garden in the past 12 months, 2011–12.</i>																					
Green spaces Amount and quality of dedicated green space in urban areas. <i>Source: Survey of selected local governments.</i>	T6, T12, T13, T14 Integrated green space within urban areas is recognised for having positive impacts on our overall health and wellbeing by providing opportunities to experience nature, exercise, and walk dogs, or by simply acting as a meeting place for people to come together as well as maintaining viable ecosystems. The goal of this measure is to maintain or increase the amount of accessible green space in our urban areas.	Baseline to be created for 2014–15 through survey of selected local governments.																					
Biodiversity Number of threatened species in Queensland. <i>Source: Queensland Government (2014), Nature Conservation Act 1992 Nature Conservation (Wildlife) Regulation 2006.</i>	T14, T15 Queensland is more biodiverse than any other state in Australia. Although it is hard to track overall changes in biodiversity, we can track official numbers of extinct or endangered flora and fauna species. However, change in these numbers is sometimes due to improved efforts to collect information, rather than actual biodiversity change. As data-recording and tracking techniques become more sophisticated over time, this measure is likely to become more useful as a proxy for biodiversity protection.	<table> <tr> <th>Vulnerable</th><th>Endangered</th><th>Threatened species</th></tr> <tr> <td>17</td><td>15</td><td>amphibians</td></tr> <tr> <td>35</td><td>16</td><td>birds</td></tr> <tr> <td>5</td><td>2</td><td>invertebrates</td></tr> <tr> <td>2</td><td>4</td><td>fish</td></tr> <tr> <td>23</td><td>15</td><td>mammals</td></tr> <tr> <td>24</td><td>11</td><td>reptiles</td></tr> </table> <i>Baseline: Number of Queensland threatened species, as at 1 July 2014.</i>	Vulnerable	Endangered	Threatened species	17	15	amphibians	35	16	birds	5	2	invertebrates	2	4	fish	23	15	mammals	24	11	reptiles
Vulnerable	Endangered	Threatened species																					
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Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected, with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Environment and other foundation areas are illustrated below:



The plan in action—Environment

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World's best research on coral reefs

The world's best research into managing coral reefs happens right here in Queensland. Headquartered at the James Cook University in Townsville, the Centre of Excellence for Coral Reef Studies constitutes the world's largest concentration of coral reef scientists, working with other leading institutions internationally including the USA, France and Philippines.

The Centre's vision is to provide the scientific knowledge necessary for understanding the world's coral reefs and their interaction with people in order to foster their sustainable use, secure the benefits they provide to tropical societies and economies, and enhance the effectiveness of coral reef management world-wide. Funded by the Australian Research Council, the Centre is a leading example of how Queensland can leverage partnerships to become a world leader.

Photo courtesy of Ed Roberts.



Queensland's first national park

In June 1907, James Dunn, a representative of the Tamborine Shire Council, wrote to the Department of Public Lands in Brisbane requesting that the area of Mount Tamborine, known as Witches Falls, be set aside for preservation. Less than one year later, 342 acres of land at Witches Falls were proclaimed as Queensland's first national park. Since 1908, more than 300 other areas across Queensland have been awarded national park status, covering over 8.3 million hectares.

Today, Queensland's national parks and marine parks attract an estimated 7.9 million international and 51 million domestic visits annually. This popularity needs careful management and will be coordinated by the *Master Plan for Queensland's Parks and Forests* to ensure our national parks are preserved for generations to come.

Photo by Briony Masters.





People

Creating opportunities for everyone

Queenslanders' vision

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In 2044, our lifestyle and opportunities will be the envy of Australia and the world. Individual Queenslanders will have access to everything we need to make the most of our education, healthcare and job opportunities. We will support those who are in need or are disadvantaged and learn from each other—our seniors and young people, our neighbours and our Aboriginal and Torres Strait Islander peoples and their cultures.

What Queenslanders said

“People living in remote Indigenous communities just want to have a quality of life on their island home. Training must be purposeful and on completion people must be able to be linked to work.”

(Far North Queensland)

“Local Queenslanders are doing incredible things but we don’t celebrate it, share the knowledge or encourage the next great idea.”

(Brisbane)

“Harness the skills of the retired and retiring baby boomers. Establish mentoring programs in all local government areas for small business, students, managers, future business owners.”

(Brisbane)

Why people are a foundation

Our people are Queensland's greatest asset. Together, we strive to develop everyone's individual potential. We create opportunities, encourage individual responsibility and initiative, inspire bright minds and celebrate our achievements. We encourage individuals, young and old, to value lifelong learning and keep actively engaged with their communities.

To achieve our ambition of building a more inclusive community, where individuals are valued and there is equal opportunity, we must address the pressure points and barriers that exist.

A cycle of intergenerational poverty and disadvantage prevents many individuals from achieving their full potential and can scar whole communities. We have made progress but can do much more to close the gap, especially between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders, through equal opportunities for education, employment, mobility and healthcare.

We need to break down the barriers that prevent people with a disability from being able to fully participate in society and ensure they have access to education, training and life skills, and the support they and their carers need to be fully integrated into community life.

Child safety and family breakdown impact all communities, while social isolation can be a concern for seniors and young people alike and is compounded by factors such as unemployment or disability. In a fast-paced world, individuals in the workforce face pressures to find a work-life balance that maintains a quality of life.

By valuing and supporting every individual Queenslander, we can make Queensland the best place to live in the nation.

Spotlight on our people

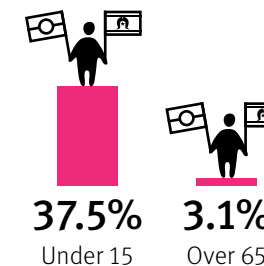
Queensland's population is growing



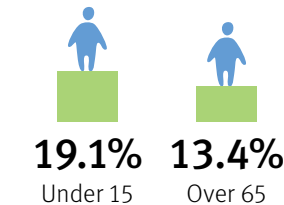
1984	2 523 859
2014	4 742 677
2044	7 988 855

Age profiles

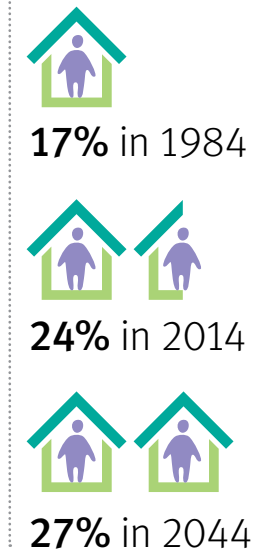
Aboriginal and Torres Strait Islander Queenslanders



Queenslanders of other descent

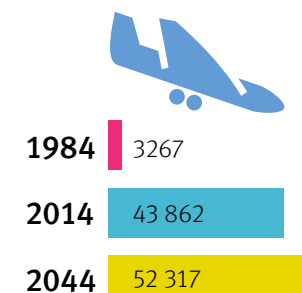


Lone person households are on the rise



A growing global destination

In 2044, international migrants will add **16 times** more people to our population each year than in 1984



1 in 5 Queenslanders were born overseas



What do Queenslanders want?

Goal	What does success look like?	Describing success
G24 Impacts of population growth are managed.	Our population growth keeps our communities liveable.	<p>Our cities and towns are people friendly.</p> <p>We have access to spaces such as parks and other recreational facilities to enjoy our outdoor lifestyle.</p> <p>As our population changes and grows there will be a diverse range of future job opportunities.</p>
	More people live and work in regional centres.	<p>Our workforce is highly trained, with transferable skills, ready to move within and across industries and regions, in order to support our flexible economy.</p> <p>Workers in our regions have a wide range of job opportunities and our regions' economies are strong.</p>
	Essential services are available across the state.	<p>Everyone has access to the services we need to enhance our way of life.</p> <p>Technology is used to develop new and different ways of providing and accessing services.</p>
G25 Older Queenslanders are respected and valued.	Seniors share knowledge with younger generations.	<p>We recognise our seniors as an important part of our community, and actively involve them in teaching and mentoring our younger generations, including the business leaders of the future.</p>
	Seniors remain healthy and active in community life.	<p>Our seniors are the healthiest in Australia.</p> <p>We provide support services to assist lifestyle transitions, including career planning and training, as well as healthy ageing.</p> <p>Our seniors are connected to the wider community through a variety of networks.</p>
	Seniors can age in their communities or neighbourhoods.	<p>Healthcare services in regions are delivered through a wide range of government and community organisations.</p> <p>Personalised healthcare and flexible living options are available for all ages.</p>
G26 We support the least advantaged.	We have broken the cycle of disadvantage and unemployment.	<p>We help disadvantaged and unemployed Queenslanders build life skills.</p> <p>Disadvantaged and unemployed Queenslanders are supported to be active in the community.</p>
	Minorities actively participate in community life.	<p>Migrants and minority groups are supported through networks that connect them with the broader community.</p> <p>We offer opportunities to explore and celebrate cultural diversity.</p> <p>Leadership opportunities are provided for people from culturally diverse backgrounds.</p>
	We have equitable access to qualifications and opportunities.	<p>A range of education and training options with different methods of delivery are available.</p> <p>We support people to develop core skills, and obtain training to progress their careers and achieve goals.</p>
G27 We attract bright minds to Queensland.	Regions are attractive to bright minds and trained professionals.*	<p>We attract bright minds to Queensland through our reputation and the global ranking of our universities.</p> <p>Our regions offer interesting and diverse opportunities for study and work.</p> <p>Technology is at our fingertips, connecting our bright minds to the world.</p>
	Queensland has a reputation for innovative excellence.	<p>We are future-focused, with significant investment in research and development, and innovation.</p> <p>Our regional strengths and diversity, as well as our online connections, are used to explore opportunities with partners from around the world.</p> <p>We offer an attractive lifestyle where bright minds and innovative thinking are encouraged, and diversity is fostered.</p>
	There are more flexible learning options and opportunities for young people.	<p>Young people have flexible study options available in their local community.</p> <p>We teach our young people life skills, using mentors from their community, including teachers, coaches and seniors.</p> <p>Our young people are prepared to become the leaders of the future through training, mentoring and on-the-job experience.</p>

Targets to achieve success

T16 Inclusive participation Queensland leads Australia in meaningful community and workforce participation especially for seniors and people with a disability.	T17 Indigenous opportunity Aboriginal and Torres Strait Islander Queenslanders have the same opportunities and workforce participation as non-Indigenous Queenslanders.	T18 Liveability Queensland is the best place to live in Australia.
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Tracking our progress

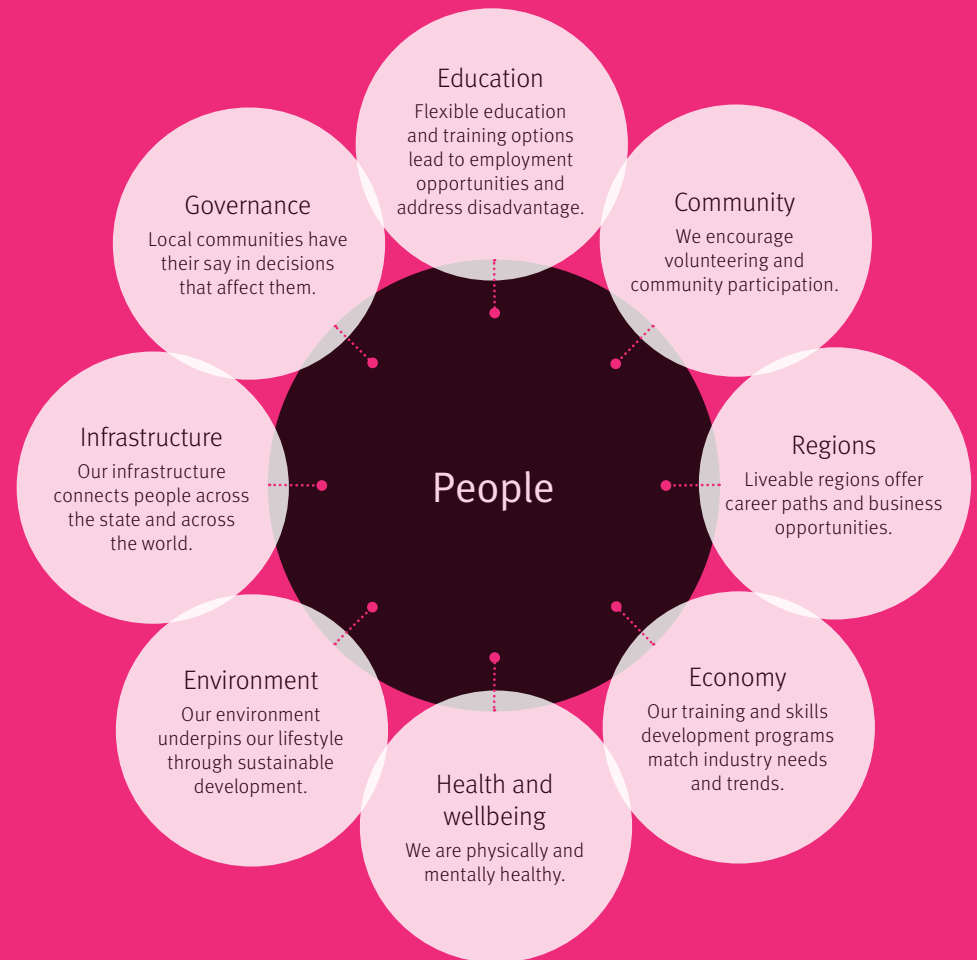
Primary measure	What the measure shows	Starting point or baseline
Training and learning Participation rates for further skills training and learning for Queenslanders 55–64 years of age. <i>Source: ABS 6227.0.55.003 (2013) Education and Work, Australia — Additional data cubes, May 2013.</i>	T2, T5, T16 As our life expectancies increase and we delay retirement; demand for later-life learning may increase. This measure has a particular focus on Queenslanders 55–64 years of age and how they continue to actively contribute to the community through formal training and learning. It will also allow us to see how other age groups are participating in formal study.	2.1% aged 55–64 years participate in formal study <i>Baseline: Queenslanders participating in formal study aged 55–64 years, May 2013.</i>
Employment—Queensland seniors Labour force participation rate of persons aged 55 years or older, Queensland. <i>Source: ABS Census of Population and Housing, 2011.</i>	T9, T16 Employment allows individuals to develop personal and economic independence while being important for individual wellbeing and identity within our communities. Not all Queenslanders share equitably in economic opportunities. This measure will help to track participation rates in employment of older Queenslanders.	Employment—Queensland seniors 36.5% all persons aged 55 years or older 43.4% males aged 55 years or older 30.1% females aged 55 years or older <i>Baseline: Queenslanders aged 55 years or older participating in the labour force, 2011 and available by region (excludes labour force status of 'not stated').</i>
Employment—disability Labour force status by core activity need for assistance. <i>Source: ABS Census of Population and Housing, 2011.</i>	T9, T16 This measure will help to track employment rates of Queenslanders with a disability.	Employment—disability 19.5% participating in the labour force 16.2% employed <i>Baseline: Queenslanders aged 15–64 years with a core activity restriction, 2011 and available by region. Refers to a recorded core activity restriction that required assistance from another person to manage: self-care activities, body movements, and communication (excludes labour force status of 'not stated').</i>
Employment—Indigenous Employment rates of Indigenous and non-Indigenous Queenslanders by age group. <i>Source: ABS Census of Population and Housing, 2011 (derived by Queensland Treasury and Trade).</i>	T9, T11, T17 This measure will help to track the gap in employment between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders.	Indigenous Queenslanders 59.7% in workforce 20.2% unemployed Non-Indigenous Queenslanders 77.8% in workforce 5.9% unemployed <i>Baseline: Employment rates of 15–64 year old Queenslanders, 2011 and available by region. Unemployment rates include participants in Community Development Employment Projects.</i>
Liveability Proportion of Queenslanders who perceive Queensland as highly liveable in a state survey. <i>Source: State survey.</i>	T7, T18, T19 Queensland has an enviable lifestyle, but our state faces pressures in maintaining a high quality of life. Factors from traffic congestion in urban centres to the availability of medical services or internet connections in remote communities combine to challenge Queensland's liveability. This measure will help track Queenslanders' perceptions of liveability in different communities and regions across the state.	Baseline to be created for 2014–15 through a state survey.

Secondary measure	What the measure shows	Starting point or baseline
Disability and opportunity Proportion of people with a disability or long-term health condition with Year 12 equivalent, or with non-school qualifications. <i>Source: ABS 4430.0 (2013), Disability, Ageing and Carers.</i>	T2, T5, T16 The measures help us to track how effective we are at addressing social disadvantage for people living with a disability or dealing with chronic health issues like mental illness.	35.3% achieved Year 12 or equivalent qualifications 20.6% advanced diploma or higher <i>Baseline: Queenslanders with a disability or long term health condition, 2012.</i>
Work-life balance Perceptions of work-life balance in a state survey. <i>Source: State survey.</i>	T13, T18 Queensland offers our citizens an enviable lifestyle and economic opportunities. Finding an appropriate work-life balance is a key to individual wellbeing and happy, prosperous communities.	Baseline to be created 2014–15 through a state survey.
Childhood development The proportion of five-year-old children developmentally vulnerable in two or more domains (AEDI), by region. <i>Source: Australian Government (2013), A Snapshot of Early Childhood Development in Australia 2012 — Australian Early Development Index (AEDI) National Report.</i>	T2 The early childhood years are critical to a child's development and long-term life prospects. This measure helps us track our effectiveness at reducing early developmental vulnerability to improve outcomes for Queensland children so they can reach their full potential.	26.2% of five-year-olds are developmentally vulnerable <i>Baseline: Queensland five-year-olds who are developmentally vulnerable in one or more domain, 2012.</i>
Children disadvantaged Proportion of children and dependent students living in families where no parent is employed, by region. <i>Source: ABS Census of Population and Housing 2011.</i>	T5, T16 Generational unemployment can be a significant factor impacting children's long-term life chances. This indicator allows us to identify and monitor trends in social disadvantage over time across Queensland.	13.5% of children and dependent students live in families with parents who were not employed <i>Baseline: Queensland's children aged 0–14 years and dependent students aged 15–24 years living in families where parent(s) are not employed, 2011 and available by region. Includes parents in one parent and couple families who may not be in the labour force.</i>



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected, with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between People and other foundation areas are illustrated below:



The plan in action—People

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Indigenous ranger's cultural quest

Indigenous Elder Fred Conway is a tireless advocate for protecting Indigenous cultural sites, particularly the rock art sites in Carnarvon National Park in central western Queensland. A former ranger with the Queensland Parks and Wildlife Service, Mr Conway has spent many years helping people understand Aboriginal history and culture, and to respect and protect the rock art sites.

Mr Conway has also been a champion of the Seasonal Indigenous Ranger program, training young Indigenous people to bring them back to country, gain employment and get involved in managing their traditional lands. His work shows us the importance of understanding and preserving Queensland's rich heritage for future generations.

In June 2014, Mr Conway was named a Queensland Great for his achievements.

Photo by Robert Ashdown.

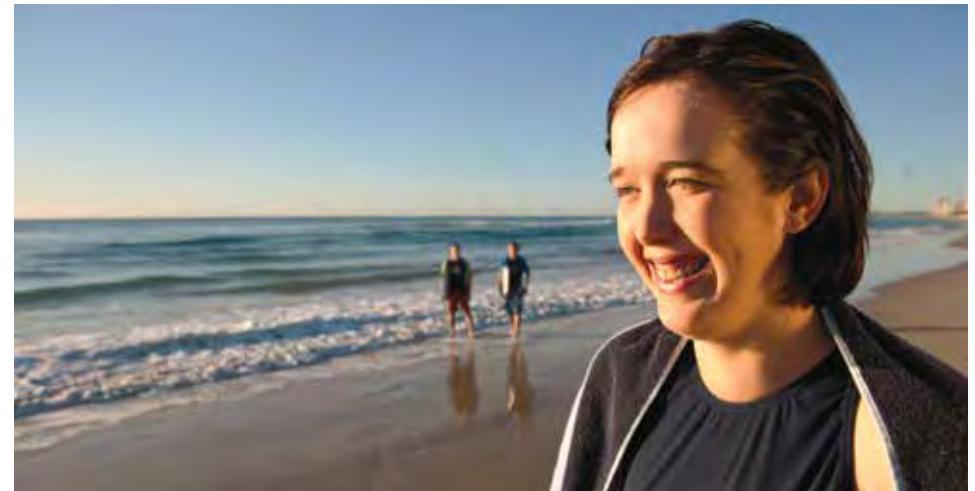


A strong endeavour

Founded in 1951 by a group of parents who refused to accept children with an intellectual disability couldn't be educated, Endeavour Foundation has grown to become one of the largest disability service providers in Australia. Endeavour Foundation employs more than 1800 staff and 1200 volunteers who support 3300 people with a disability.

From its humble beginnings as a makeshift school on a verandah in Coorparoo, Endeavour Foundation has evolved over time in response to the needs and interests of people with a disability, their families and the community. It is just one example of the dedicated work by community organisations right across Queensland working to address disadvantage. Without their support, vision and drive many Queenslanders would not be able to reach their full potential.

Photo courtesy of the Endeavour Foundation.





Infrastructure

Being connected

Queenslanders' vision

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In 2044, all Queenslanders will have access to the services they need, through our sophisticated and world-class infrastructure. Our infrastructure will drive economic growth and will be a key enabler in the digital economy. From our homes, and from our businesses and workplaces, we will be connected to the world. The goods we order will be delivered when we need them and the services we use will be reliable, efficient and meet our needs. Our exports will enter the global market seamlessly, ensuring we remain competitive in the international marketplace.

What Queenslanders said

“Plan and build the infrastructure that will accommodate future needs. Proactive rather than reactive so that the future is being built while we are enjoying the benefits now.”

(Wide Bay Burnett)

“My personal aspiration for my regional area, is a highly connected place, open space, efficient transport networks. I would like a community who is committed to re-use, re-cycle and renewal or multiuse of existing infrastructure.”

(Webjam participant)

“Start investing in infrastructure and source technology to ensure we stay at the edge of innovation.”

(Fitzroy/Central)

“We will invest in vital infrastructure and use our assets and resources wisely.”

(South East Queensland)

“Linkages are critical, road, rail, broadband. Without these, the knowledge base will move to where the linkages are. If we have ubiquitous high speed mobile broadband and high speed rail and roads connecting regions, it decreases the incentives to relocate.”

(Private business)

Why infrastructure is a foundation

Queensland's infrastructure includes our energy, transport, communications and water assets. Our infrastructure carries services such as electricity, gas, freight, telecommunications and water, which are essential to our community and economy. It also includes our schools, hospitals and healthcare facilities. Quality, secure and reliable infrastructure and services boost business confidence and support economic growth.

One of our greatest challenges is access to infrastructure and services, as they need to encompass the significant distances that separate our regional communities. Adding to this challenge is our seasonal weather, which can see flooding isolate entire communities, extreme heat damage our roads and increase the demand on our power generators, while drought can reduce our water supply. These conditions can limit the capacity of our infrastructure and can have an adverse effect on our economic performance.

Population growth and lifestyle changes are increasing demand for infrastructure and services at a time when much of our infrastructure is ageing and unable to cope with the pressure. We are using more electricity and water than ever before, we are travelling more, and more of us are connecting to the internet.

Added to this domestic pressure, we need the right infrastructure in place to capitalise on the opportunities arising from the economic growth of our Asia-Pacific neighbours, including those created by the digital economy. Queenslanders want to be able to export our resources, welcome new tourists at our international airports and undertake business transactions online.

Upgrading and expanding Queensland's infrastructure will require significant investment. In order to meet growing demand, we need to find new ways of investing and getting the most out of what we already have.

Spotlight on our infrastructure

Power



A generation capacity of more than **14 500 MW** of electricity.



Nearly **14 000 km** of high-voltage electrical transmission network.



More than **200 000 km** of powerlines.

Water



48 public dams with **10 000 ML** capacity or greater have a total capacity of approximately **10 600 GL**. This is equivalent to **4.3 million** Olympic pools.

Schools and hospitals



More than **1700** schools.



182 public hospitals and health care facilities.

Transport



More than **33 000 km** of state-controlled roads.
This does not include local council roads.



9500 km of rail track.



15 trading ports, **2** commodity ports and **3** gazetted ports.



Five international airports, including Australia's fastest growing airport in Brisbane.

Trade



Australia Trade Coast (including Brisbane Airport and Port of Brisbane) is Australia's **fastest growing** trade and industry precinct.



871 million tonnes of freight moving around the transport network.

ICT



84% of households with an **internet connection**.

What do Queenslanders want?

Goal	What does success look like?	Describing success
G28 Our infrastructure fits our changing population and demographics.	We take a long-term approach to planning and delivery through infrastructure, recognising that infrastructure supports population growth across the state.*	<p>We approach planning wisely, knowing where we want to grow and how we will manage that growth.</p> <p>Each region is supported to invest in infrastructure for their future.</p>
	We deliver essential services effectively.	<p>Our world-class service delivery is flexible, adaptable, innovative and tailored to our diverse needs. Services are delivered through a variety of different channels, including online.</p> <p>Technology bridges distance and drives efficiency.</p>
	We use existing infrastructure efficiently.	<p>Infrastructure is managed with internationally recognised technology and systems.</p> <p>We get the most out of existing hospitals, schools, roads and other infrastructure, before we build new.</p>
G29 Our regions, businesses and communities reach their full potential.	We have effective access to water, energy, transport and ICT to keep the economy moving.	<p>We have reliable infrastructure and services.</p> <p>A state-of-the-art telecommunications network links us across the state, across Australia and across the world.</p> <p>Road and rail networks, and water and electricity supplies are secure and efficient, providing uninterrupted essential services where economically efficient.</p>
	We deliver economic, social and community benefits through infrastructure.*	<p>Infrastructure supports economic activity, social networks and community participation.</p> <p>Infrastructure is tailored to the needs of each region, supporting growth and sustaining our unique Queensland lifestyle.</p>
G30 Infrastructure is funded in a variety of ways.	We use public funds more efficiently.	<p>Public funds are allocated according to the greatest need and widest benefit.</p> <p>Public funds are invested wisely to ensure ongoing fiscal sustainability.</p>
	There is an increase in private investment.	<p>New funding models continually increase the level of private investment in infrastructure, making Queensland a world leader in innovative investment.</p>
G31 Infrastructure is designed and built with longevity in mind.	Our infrastructure is resilient and sustainable.	<p>Infrastructure is tailored to each region's unique climate and needs.</p> <p>Secure and reliable infrastructure is quickly rebuilt or restored in the event of a disruption.</p>
	We use technology effectively.	<p>Technology supports the way we think about, operate and manage access to goods and services.</p> <p>Technology provides new opportunities for all Queenslanders.</p>
G32 Infrastructure provides connectivity and accessibility across the state.	Our transport system is cost-effective and integrated.	<p>The transport system is central to our economic success, helping us connect and collaborate.</p> <p>Public transport is affordable and accessible.</p> <p>People and goods move around the state on a cost-effective, integrated, intelligent and efficient network.</p>
	Our communications network is integrated.	<p>We are online and connected across the state and worldwide.</p> <p>Network infrastructure keeps pace with technology developments and global trends.</p> <p>Access to information and communications is timely.</p>

*A top 10 priority identified by delegates at the Brisbane Summit.

Targets to achieve success

T19 Tailored and timely infrastructure

The right infrastructure is delivered in a timely way to support economic growth and social needs.

Tracking our progress

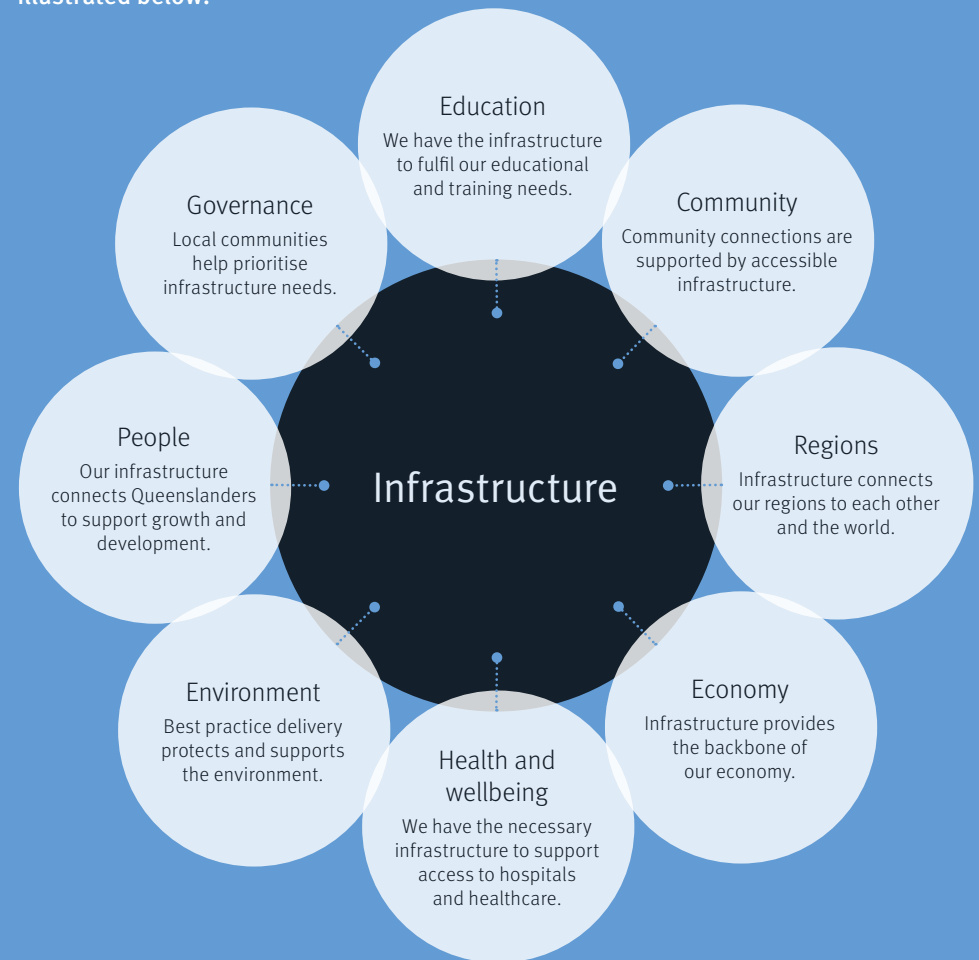
Primary measure	What the measure shows	Starting point or baseline
Community satisfaction Percentage of Queenslanders who are satisfied with infrastructure in Queensland in a state survey. <i>Source: State survey.</i>	T7, T18, T19 Queenslanders' level of satisfaction with the infrastructure that is available to them is a good measure of whether they have access to the right infrastructure to support their needs.	Baseline to be created 2014–15 through a state survey.
Access to services Percentage of Queenslanders who experienced problems accessing services due to 'inadequate services in an area where they reside' or 'no services in an area where they reside'. <i>Source: ABS 4159.0.55.003 (2012), General Social Survey: States and Territories, 2010.</i>	T7, T19 Problems accessing services may be an indication that the infrastructure in place is not the most suitable for the users. In addition, in order to ensure all Queenslanders have access to services, there is a need to monitor the percentage of Queenslanders who do not have access, and identify ways of reducing that percentage.	7.3% inadequate services 5.6% no services <i>Baseline: Queenslanders experiencing problems accessing services in the area where they reside, 2010.</i>

Secondary measure	What the measure shows	Starting point or baseline
Access to public transport Percentage of the population that live within 400 metres of a public transport stop. <i>Source: Department of Transport and Main Roads (2013).</i>	T7, T12, T19 Access to public transport provides Queenslanders with options for how they can get around, which in turn gives them the power to choose the option most suited to their travel needs. More people using public transport can help address issues such as congestion, which can be an impediment to economic growth.	76.2% South East Queensland residents 69.7% regional Queensland residents <i>Baseline: Queenslanders with proximity to public transport (within 400m of a Translink or qconnect network stop, geodesic distance only), 2013.</i>
Access to health services Percentage of Queenslanders who have experienced problems accessing doctors or hospitals. <i>Source: ABS 4159.0.55.003 (2012), General Social Survey: States and Territories, 2010.</i>	T7, T12, T19 All Queenslanders need access to health services, and these services can be delivered in a variety of ways. This measure will help monitor if Queensland has the mix of services right. If Queenslanders have problems accessing services, then we will know the mix may need to be reconsidered.	7.9% access to doctors 5.8% access to hospitals <i>Baseline: Queenslanders experiencing problems accessing doctors or hospitals, 2010.</i>
Access to telecommunications Percentage of Queenslanders who have experienced problems accessing telecommunications services. <i>Source: ABS 4159.0.55.003 (2012), General Social Survey: States and Territories, 2010.</i>	T6, T7, T19 In 2044, access to telecommunications will be essential for Queensland's growth and community connections. This measure will monitor our progress towards making sure all Queenslanders have access to the telecommunications services they need for their employment, business and personal relationships.	14.0% of Queenslanders have problems accessing telecommunications <i>Baseline: Queenslanders experiencing problems accessing telecommunications services, 2010.</i>
Freight movement Total volume of Queensland's freight comprising of export, import and domestic freight movement. <i>Source: Department of Transport and Main Roads (2013), Moving Freight: A Strategy for more efficient freight movement.</i>	T9, T19 Our economic growth depends on the ability of freight, both imports and exports, to move along logistics chains and through the transport network without unexpected delays. Reliable infrastructure in the right place at the right time will ensure freight moves smoothly, allowing us to maximise the amount of goods being transported through Queensland. This can be an indication of our prosperity.	871 million tonnes of freight moved annually <i>Baseline: Queensland's total freight volume comprising of export, import and domestic freight movement, 2010–11.</i>



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Infrastructure and other foundation areas are illustrated below:



The plan in action—Infrastructure

Innovative infrastructure

Australia TradeCoast is the nation's fastest growing trade and industry region and a major force driving economic growth and employment within Queensland. This unique precinct is a dynamic partnership between the Queensland Government, Brisbane City Council, Brisbane Airport Corporation and the Port of Brisbane. It combines, in the one location, a strategic mix of leading businesses and links key transport infrastructure nodes—road, rail, air and maritime.

The 8000 hectare precinct aims to become the premier trade gateway and strategic industry location for the Asia-Pacific region. By 2026 it is forecast to employ more than 90 000 people, with an estimated value to the Queensland economy of more than \$10 billion. Australia TradeCoast is delivering a competitive edge to Queensland's economy through a unique approach to infrastructure partnerships.

Photo courtesy of Brisbane Marketing.



Renewing the waterfront

The Esplanade, and its iconic swimming lagoon, is one of Cairns' biggest attractions for both residents and tourists alike. The 2.5 km stretch of foreshore infrastructure supports the tourism industry while offering opportunities for families to be active and healthy and communities to connect. The busy, multi-use precinct features grassy picnic areas, walking tracks, public barbeques, children's playgrounds, shops and restaurants, and an environmental interpretation centre.

The Cairns Esplanade hosts an active living free fitness program offering everything from aqua aerobics to yoga to Zumba, Saturday markets showcase handcrafts and live music entertains every weekend. This unique infrastructure is the result of a planned approach to urban development that supports economic growth and created a significant meeting place for the local community.

Photo courtesy of Cairns Regional Council.





Governance

Balancing all our interests



Queenslanders' vision

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In 2044, a diverse group of Queenslanders will be involved in the governance of the state. Communities will be empowered to become involved in making decisions on issues that concern them and in delivering projects. Regulation will be less intrusive and will serve as an enabler to build knowledge and capacity. Low-risk industries will be empowered to self-regulate. Service delivery will be streamlined to meet the needs of the community and be provided in a timely manner.

What Queenslanders said

“Local ownership is key, if people do not feel ownership in their communities they have no reason to engage.”

(North and Central West Queensland)

“I’d like to see more community involvement in decisions affecting their areas. While time consuming, it’s a fair and equitable way for valid opinions and valued skills to be included in local efforts.”

(Private business)

“We need to really look at the role government has in our day to day lives and where the boundaries should be, where we start taking responsibility for ourselves.”

(Brisbane)

“Government needs to listen to the people and be responsive.”

(Brisbane)

“If Queensland were to establish a technology-based mechanism to allow the community to contribute directly towards the setting of policies it will follow that these new non-political policy directions will facilitate the activities that will serve to grow Queensland communities.”

(Far North Queensland)

Why governance is a foundation

Vibrant local communities are the foundations of our state. Governance provides the mechanisms through which community members can nurture and shape these communities. While we desire increased local decision-making and enhanced government accountability, we have differing views as to how these outcomes can be achieved.

Good governance not only applies to formal government structures—whether Commonwealth, state or local government—it also performs an important function in the business and community sectors. It is a major factor in enabling citizens to participate in decision-making about issues that affect them through interactions with government agencies and elected representatives, and through participation in community organisations and sporting clubs.

There are growing community expectations of appropriate regulation, consistent with effective and efficient government. Regulation should be proportionate to the risks being addressed. Overly complex and unnecessary regulation imposes major compliance costs on business and industry, and inhibits economic growth. While community members are increasingly time-poor, they are growing more adept at participating in governance activities. Increasing levels of education and improvements in communication and technology enable the community to access a greater range of information on issues that affect them. This environment fosters expectations that decisions are made thoughtfully and incorporate diverse viewpoints and priorities. Technology also provides the opportunity for real-time involvement by citizens in the processes of democratically governing their communities.

Spotlight on our governance

Queensland's **2 907 887** voters elect:



Commonwealth government

30 (of 150)

Members of House
of Representatives

12

Senators



Queensland government

89

Members of the Legislative
Assembly



Local government

77 councils

A mayor and a number
of councillors for each

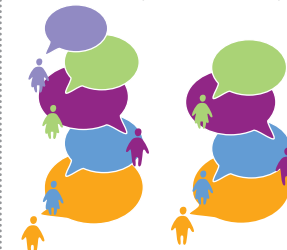


**Better ways of
doing business**

98 online services available
through Queensland
Government One-Stop Shop
with an extra **100** by the
end of 2014

Having our say

Adults actively participating
in a civic or political group



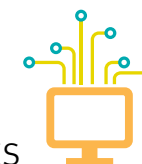
Queensland

Australia



27 831

Registered associations,
charities and co-operatives
in Queensland (at 30 June 2013)



1000
data sets

Accessing our data

Queensland Government
Open Data website

Around 1300

Parents and Citizens
organisations are members
of P&Cs Queensland



What do Queenslanders want?

Goal	What does success look like?	Describing success
G33 We have localised and more flexible decision-making.	We will achieve collaborative outcomes.	<p>A broad range of Queenslanders, not just elected officials, are involved in government processes. Key industry, business, academic and community leaders—both nationally and internationally—are engaged in policy development and project delivery.</p> <p>Technology facilitates communication and community consultation.</p>
	Government decisions are responsive, open and transparent.	<p>Interaction between levels of government is streamlined, timely and free of duplication.</p> <p>Progress reporting and open data initiatives promote openness and transparency.</p> <p>Decision-making is responsive to new issues and addresses our changing needs.</p> <p>Community engagement drives local decision-making.</p>
	We will make faster and better decisions.	<p>Bureaucracy and process are reduced, leading to faster decisions and more certainty.</p> <p>Decisions are made with the outcome in mind, to avoid unnecessary process or irrelevant considerations.</p> <p>Probity processes ensure risks are identified and managed.</p>
G34 Regulation is outcome-based.	Regulation will only be applied where necessary.	<p>Regulation is proportionate, based on assessment of risk.</p> <p>Compliance is encouraged through education and advocacy, with enforcement only as a last resort.</p> <p>Regulation reflects community expectations. Prescriptive regulation is removed to enable more flexibility in business and to positively influence business growth.</p>
	We will continually improve our regulation and regulatory models.	<p>Regulation is continually improved and reviewed, to ensure it is flexible, adaptable and responsive to community needs. Our regulatory approach is based on best practice industry needs or desired outcomes, such as co-regulation.</p>
G35 Government is more effective and efficient.	There will be no duplication of services and a closer partnership between government and business.	<p>There is no unnecessary overlap between government and business or industry services.</p> <p>Cost-effectiveness underpins all government services.</p> <p>Government operates only in areas where it can provide results that cannot be provided by the private or community sector.</p>
	We will be flexible, adaptable and committed to innovation.	<p>Government is agile and responsive, ready to adapt to change.</p> <p>We focus on outcomes desired by Queenslanders, not process.</p> <p>Our innovative approaches to governance have an international reputation.</p> <p>We take calculated risks, unafraid of occasionally getting it wrong.</p>
	Government will operate with a long-term perspective.	<p>Our government operates with a long-term perspective.</p> <p>We investigate the possibility of longer cycles for government.</p> <p>We minimise disruption to strategies or projects when a new administration assumes office.</p>
	Productivity will be increased with less overlap in levels of government.	<p>We work together, at all levels, to streamline service delivery, remove operational overlap and provide a clear delineation of responsibility. We harmonise laws across jurisdictional boundaries to provide certainty to the community and business.</p>
	Different models for service delivery and funding will be implemented.	<p>We implement flexible and adaptable service delivery and funding models. We are proactive and responsive to trends and community needs. Delivery models are continually reviewed and refined.</p>
	We will adopt accountability measures to ensure the Queensland Government is well regarded by the people.	<p>Government operates in an open, transparent, accountable and trustworthy manner at all times.</p> <p>Lines of communication between the government and the community are open, to ensure citizens are kept updated on topical issues and the community is engaged in decision-making processes and government activities.</p>

Targets to achieve success

T20 Community governance

Queenslanders are highly satisfied with ways governments deliver for their communities.

Tracking our progress

Primary measure	What the measure shows	Starting point or baseline
Community satisfaction with government service delivery Percentage of Queenslanders who are satisfied with government services (local, state and federal) in a state survey. <i>Source: State survey.</i>	T18, T20 Measurement of community satisfaction with government (federal, state and local) service delivery provides an indication of community satisfaction with government and also provides an indirect measure of satisfaction with governance.	Baseline to be created for 2014–15 through state survey.
Active democratic engagement Percentage of people who feel they are able to have a say within the community on important issues (all or most of the time). <i>Source: ABS General Social Survey 4159.0 (2010), General Social Survey: States and Territories, 2010.</i>	T3, T18, T20 This information is intended to provide a measure of the extent to which the community have a view that they are able to actively contribute to the resolution of important issues. It is an indirect measure of the community's perception of their engagement in democratic processes.	28.8% of Queenslanders felt they were able to have a say. <i>Baseline: Queenslanders who felt they were able to have a say within the community (all or most of the time), 2010.</i>

Secondary measure	What the measure shows	Starting point or baseline
Community engagement Number of community engagement processes undertaken by state and local governments. <i>Source: Queensland state and local governments.</i>	T20 This information is intended to provide an indicator of the levels of public engagement in decision-making by state and local governments on an annual basis. This community engagement is critical to sound community decision-making in a democratic society.	Baseline to be created for 2014–15 through government reporting requirements.
Satisfaction with community engagement Percentage of participants in community engagement processes satisfied or very satisfied with the process in a state survey. <i>Source: State survey.</i>	T20 This information is intended to provide an indicator of the extent to which participants in community engagement processes are satisfied with the processes.	Baseline to be created for 2014–15 through state survey.
Engagement and joint action by government and stakeholders Number of government/industry joint initiatives. <i>Source: Queensland state and local governments.</i>	T10, T20 This measure is intended to demonstrate the extent to which government and industry work cooperatively to achieve positive outcomes for the community and in accordance with the spirit of the community vision embodied in <i>The Queensland Plan</i> .	Baseline to be created for 2014–15 through government reporting requirements.



Foundation interconnections

The nine foundations of *The Queensland Plan* are interconnected with success or barriers in one foundation directly or indirectly impacting another. Some of the key interconnections between Governance and other foundation areas are illustrated below:



The plan in action—Governance

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P&Cs—working better together

It's been said “It takes a whole village to raise a child”—the combined wisdom and nurturing of people across the generations. Nowhere is this more important than in our schools and Parents and Citizens Associations (P&Cs) are part of the growing trend towards meaningful engagement by family and community members in all aspects of school life.

Operating for almost 70 years and with 1250 affiliated associations, P&Cs Queensland provides support and training for P&C members and volunteers in all aspects of their operations including governance, fundraising activities, tuckshops, school functions and outside school hours care. P&Cs Qld supports parents, students and school communities to foster quality educational outcomes and support for children and young people in all government schools.

Photo courtesy of P&Cs Queensland.



Local issue champions

Queensland's councils are among the largest and most progressive local governments in Australia, responsible for complex infrastructure projects, large workforces and billion dollar budgets. They also provide key essential services from water and rubbish collection to environmental management, disaster preparedness, community welfare services and public transport.

Serving Queensland's 77 councils, the Local Government Association of Queensland (LGAQ) is a not-for-profit peak body helping local governments to improve their operations and strengthen relationships with their communities through innovation and improved service delivery. As champions of local issues, LGAQ and councils are passionate advocates for Queensland's cities and regions, and actively collaborate to strengthen community connections and economic growth.

Photo courtesy of the Local Government Association of Queensland.



Part C: From vision to reality

Delivering together

Queenslanders' collective wisdom has shaped this vision, with contributions from every region and demographic enriching our goals. Ongoing community input, both now and into the future, will be essential to our success.

Our collective responsibilities for implementing the plan are illustrated in the diagram below.



Legislation

In outlining their aspirations for the future, Queenslanders voiced their desire for a long-term approach to state planning, beyond the electoral cycle. They sought effective and efficient governments with a strategic approach in leading community development.

Legislating *The Queensland Plan* will provide that long-term focus and require all governments to have regard to Queenslanders' vision for the future. It will provide a framework that aligns actions by governments, business, industry and community organisations in shaping future growth and prosperity.

Developing legislation will be a key first step in implementing the plan.



The role of government

The Queensland Government has facilitated the development of *The Queensland Plan* and will remain custodian of its implementation. It has an important role in fostering an environment where the community's ambitions can flourish.

In coming months the Queensland Government will respond to the community's vision by outlining its approach and contribution to implementation. It will identify specific strategies and actions that will work towards achieving the community's vision and targets. It will also outline how the plan's direction will inform policy, planning and service delivery; as well as the government's priorities over the short to medium term.

Local governments will play a key role in implementing the plan in their communities. Councils understand the unique needs of their region and the critical paths for future growth and development. By integrating the community's vision into their strategic planning and informing their operations, councils will make a significant contribution to achieving their community's goals. All local governments will be encouraged to respond to *The Queensland Plan* and identify how they will contribute to implementation.

The Australian Government's actions to build our nation over the next three decades will directly influence Queensland's capacity to grow and develop. Ongoing liaison through existing processes and protocols will be required to ensure Queensland is able to capitalise on all opportunities.



The Queensland Plan Ambassadors Council

The Queensland Plan Ambassadors Council will ensure the community-led vision remains the people's plan. Comprising up to 15 community members, the council will work with government to steward the plan's implementation across Queensland and foster community participation.

The ambassadors will represent a range of sectors and regions, and will focus on delivery, accountability and innovation. They will have three roles:

- advocacy—linking government, business, industry and community sectors
- independent advice—relating to the delivery of the community vision and contributing expertise
- leadership, collaboration and review—including community engagement and annual reporting.



Business, industry and community

All sectors, industries and organisations will benefit from a strong, unified state with a clear future direction. While governments can stimulate growth and development, local expertise will drive innovation and industry diversification will open up new jobs and opportunities.

Queenslanders have expressed clear direction for business, industry and community organisations in creating a strong and prosperous state by 2044. All sectors and organisations are encouraged to consider *The Queensland Plan* and identify how they can ‘plug into’ this strategic framework. By working together in a coordinated way within and across sectors, we can maximise Queensland’s opportunities.

The corporate sector can help direct and support research and development, and bring breakthrough ideas to global markets through venture capital and commercialisation. Schools and training institutions, together with local businesses, can partner to align skills training with local job opportunities. Community organisations can partner with corporations to create hybrid social enterprises to address community needs.

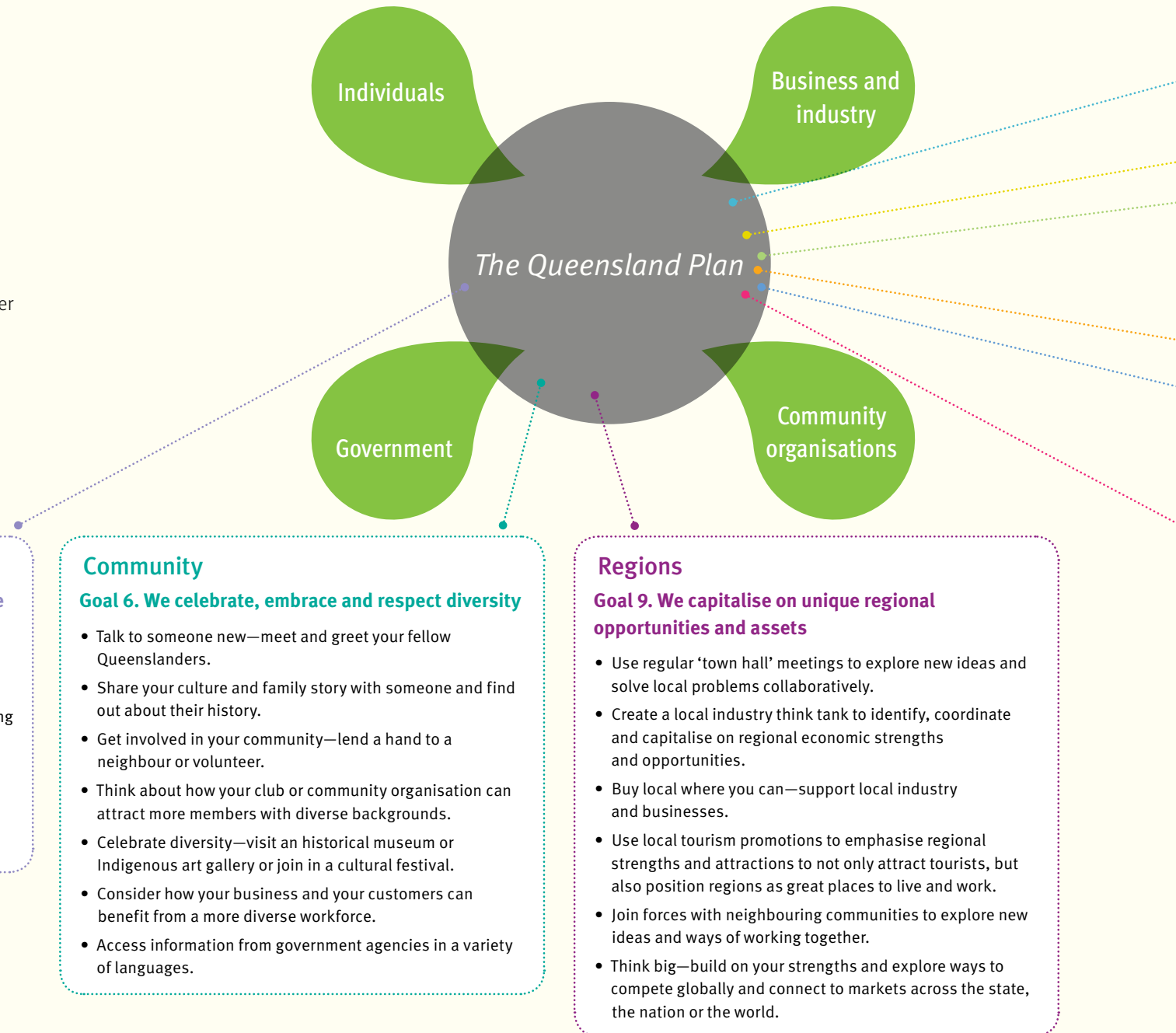
As a Queenslanders, whether in your job or profession, as an employer or a member of a community organisation, as a parent, carer or simply as an individual citizen—you can contribute to bringing *The Queensland Plan* to life. Your individual voice, passion, ideas and energy helped create it—now they are needed to put it into action.



Get involved

The Queensland Plan was developed by Queenslanders from all walks of life—we now need to come back together to turn our ideas into action.

There are as many ways to contribute as there are Queenslanders. Here are just a few ways we could start to make our vision a reality.



Economy

Goal 13. We are focused on industry development and diversification

- Expand your global networks and use them to explore new business opportunities.
- Invest in research and development.
- Use technology to open up new opportunities and diversify businesses.
- Improve and expand your online presence, both personal and business.
- Invest in your people; provide them with training and support them to experiment and innovate.
- See how businesses across the street or across the world are innovating and growing.
- Buy local and buy different. Try out new Queensland products.
- Partner with businesses in complementary industries and leverage your joint expertise.

People

Goal 25. Older Queenslanders are respected and valued

- Share your love of reading by volunteering at your local school or library.
- Be a mentor for someone – share your experiences and life skills.
- Nominate a local hero.
- Participate in kindergarten and prep-class adopt-a-grandparent programs.
- Make your voice heard in the community.
- Employ mature age workers for the skills, experience and mentoring they bring to businesses.
- Design government and business facilities to make sure they are accessible for older Queenslanders.
- Listen to the stories and learn from the wisdom of Aboriginal and Torres Strait Islander elders.

Health and wellbeing

Goal 16. We are physically and mentally healthy

- Get active—walk, run or exercise.
- Join a sports or social club.
- Visit a friend or find time to make new ones.
- Learn about ways to make your body and mind healthy, feel better and get more out of life.
- Contact your local council to find out about sports and recreation programs in your area.
- Quit smoking or support someone else trying to quit.
- See your doctor early to help prevent a small health problem becoming a bigger one.
- Learn how to cook a new dish.
- Check in on your neighbours.
- Spend time with people who make you laugh.
- Plant a herb or vegetable garden.

Infrastructure

Goal 32. Infrastructure provides connectivity and accessibility across the state

- Travel on public transport where possible to reduce congestion.
- Shop locally to reduce pressures on our transport infrastructure and your costs.
- Use logistics and freight efficiently—shipping goods in bulk reduces pressure on the transport network.
- Substitute some travel by going online—work from home, use video conferencing or connect via social media.
- Use the internet to build networks, make new connections and explore opportunities.
- Consider how your business can better connect locally and globally.

Environment

Goal 21. We protect the environment

- Reduce your personal or business consumption of natural resources and consider alternate energy sources.
- Volunteer for the Clean Up Australia campaign and help remove rubbish from our parks, streams and beaches.
- Plant a tree or green up your garden.
- Recycle or reuse materials—try swapping unwanted or unused things with neighbours and friends or find a swap meet.
- Buy local produce where you can and reduce the carbon footprint of your food.
- Become involved as a conservation volunteer in your local community.
- Subscribe to local and international think tanks and keep up to date about alternative energy solutions and environmental issues.
- Take the time to visit and enjoy a national park.

Governance

Goal 33. We have localised and more flexible decision-making

- Be actively involved in the P&C at your local school.
- Work with your local councillor to address neighbourhood issues.
- Join a consumer network and provide feedback.
- Involve citizens in identifying and solving local problems.
- Create a community event or project to recruit new members to your group.
- Actively participate in industry stakeholder groups relating to your business.
- Contribute your organisation's skills or expertise to an educational, community or sporting organisation.
- Engage with governments or projects affecting your community or region.

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