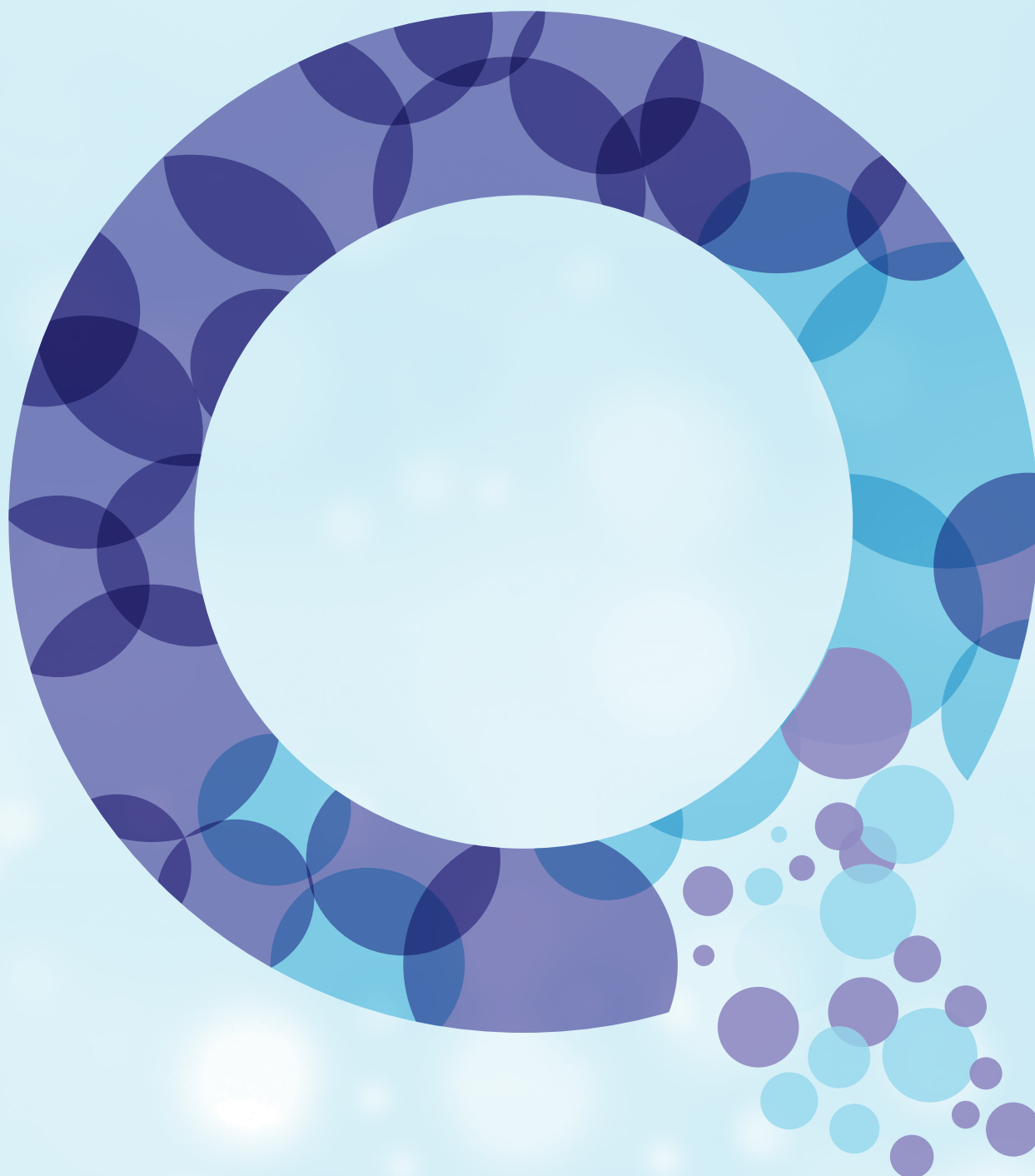


# The Queensland Plan: a 30-year vision for Queensland

Our working draft created  
by Queenslanders, for Queensland

December 2013



# How to read and review The Queensland Plan: 30-year vision for Queensland – our working draft

*The Queensland Plan* will be a 30-year vision for our state. It will set the high level direction for Queensland's future and will be delivered through a series of supporting strategies and action plans.

Getting our vision right is the first step in this journey, and where we need to focus our current efforts. Our working draft has been developed to gauge your thoughts on Queensland's collective vision for the future. It represents a summary of the community's voice so far during the engagement process. We need your input now to ensure that the direction we are setting for our state in this document is where we truly aspire to be. Once we agree on this destination, we can then concentrate our efforts on the best way to get there together.

## *The Queensland Plan process*

The following diagram outlines the development and delivery of *The Queensland Plan*

### Development

**Mid-2013**

Community engagement

*The Queensland Plan: a 30-year vision for Queensland – our working draft*

**Late 2013 to early 2014**

Community review

**Mid-2014**

*The Queensland Plan: a 30-year vision for Queensland*

We are here

### Delivery

**2014**

#### **Responses**

Queensland Government response

Local government responses

Business and industry responses

Community organisation responses

Individual actions

## The review process

This is your opportunity to have your say on whether our working draft reflects the collective aspirations expressed by Queenslanders in setting the goals for Queensland's future. The diagram below illustrates how to read and review the working draft.

Everyone is encouraged to contribute their thoughts about the draft and we will also seek expert advice to ensure our plan is robust and reasoned. A statistical baseline for all targets and measures will be developed through the review process and included in the final plan. We acknowledge a current baseline may not be available for all areas and will work with the relevant organisations to create one.

Feedback should be submitted through the online survey, available via the project website during the review period—[www.qld.gov.au/queenslandplan](http://www.qld.gov.au/queenslandplan).

One of the nine foundation areas (a focus area or an enabler) identified during the community engagement process.

A statement of where we want Queensland to be in 30 years for each foundation area.

The outcomes Queenslanders identified during the engagement process.

A high-level long-term target that focuses our vision.

The goals for achieving the vision confirmed by Brisbane Summit delegates.

Example data collection and reporting mechanisms to track progress.

### 4.1 Education—building life skills and inspiring bright minds

In 2044, all Queenslanders will have access to a quality education. Our schools and education institutions will be engaging and motivating. Our educators will be valued and respected as experts in their field. We will achieve fluency in mathematics, English and science, have practical skills for the real world, participate in further study, and be connected to experts and new industries. We will have a culture that embraces lifelong learning and uses education to connect our community.

**Targets\***

<p><b>100 per cent of Queensland children have basic literacy and numeracy in primary school.</b></p>	<p><b>Education is highly valued by all Queenslanders.</b></p>
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What do Queenslanders want?	What does success look like?	Describing success
<p><b>1. Our curriculum is flexible and future-focused</b></p>	<p>The curriculum is responsive and focused on literacy and numeracy.</p> <p>The majority of students have Asian language skills.</p> <p>The curriculum prepares a skilled workforce for tomorrow's jobs.</p>	<p>We have a curriculum that is founded on the essential skills of reading, writing, and arithmetic.</p> <p>We consider individual learning needs, interests, and strengths.</p> <p>We make learning an interactive process.</p> <p>We achieve balance between teaching core skills, responding to local needs and maintaining academic excellence relative to national and international standards.</p> <p>Students have access to Asian language studies at all stages of education.</p> <p>We have specialist language educators and make use of communications technology to deliver course materials online.</p>
<p><b>2. We have practical-based learning</b></p>	<p>There is greater emphasis on learning outside the classroom.</p> <p>Students are equipped with everyday life skills.</p>	<p>We review the curriculum and higher education and vocational courses regularly to ensure they meet the needs of our students, are relevant to the real world, and take advantage of new technologies.</p> <p>We are responsive and adapt the curriculum and courses to reflect new skills development, preparing students and trainees for the workforce they will enter.</p> <p>We provide practical-based learning such as real world experiences for students and trainees.</p> <p>We offer excursions, work experience and traineeships to all Queensland students.</p> <p>We learn, both in classrooms and at home, basic skills such as healthy living, finance, social values, parenting skills, and draw on the experience of older generations.</p>
<p><b>3. We have the most highly valued education in Australia</b></p>	<p>The teaching profession is held in high esteem.</p> <p>Teachers have attractive working conditions.</p>	<p>We have educators who are highly qualified.</p> <p>We respect our teachers as educators of future generations and hold them in high social esteem.</p> <p>We remunerate our educators to attract and retain the highest achievers.</p> <p>We support our educators by providing access to the best resources, including ongoing training, real-world experience, mentors and administrative assistance.</p>

**Measures\***

<p><b>Primary measures:</b></p> <ul style="list-style-type: none"> <li>• Literacy competency levels in primary school.</li> <li>• Numeracy competency levels in primary school.</li> </ul> <p><b>Secondary measures:</b></p> <ul style="list-style-type: none"> <li>• Queensland school attendance rates for Indigenous and non-Indigenous students.</li> <li>• Percentage of Queenslanders with non-school qualifications.</li> <li>• Average entry requirements for acceptance into education courses of Queensland universities.</li> <li>• Rate of participation in the workforce post-school.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Queenslanders who nominate education as one of their top values in state survey.</li> <li>• Percentage of graduates employed within three months.</li> <li>• Participation by business and industry in education and skills training in Queensland.</li> <li>• Participation in non-formal work-related training in Queensland.</li> <li>• Relative position of Queensland teaching profession in comparison to top paid professions.</li> <li>• Attendance at a kindergarten (preschool) program.</li> </ul>
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**What Queenslanders said...**

"Students need broad-brush learning—from the arts to literature to physics and ecology as well as the basics of numeracy and literacy..."

(North Queensland)

"We need to focus on lifelong learning... people must learn to change and adapt as the world races ahead."

(North Queensland)

"Create an education culture that rewards excellence, hard work and dedication and not a culture that rewards mediocrity. This will give rise to a more focused and motivated future generation."

(Brisbane)

\* Top 10 priority identified by delegates at the Brisbane Summit.

\* These targets and measures are preliminary and will be refined through the public response process. Some details may be modified to ensure appropriate balance of aspiration and achievability. A detailed evidence base will also be developed to underpin the targets.

Share your feedback now. While reading, ask yourself...

**Does the structure of our working draft best focus our future vision?**

**Do these goals and outcomes appropriately reflect Queensland's feedback?**

**Are these targets and measures appropriate? Are there additional ones that should be considered?**

# Preliminary targets

## EDUCATION

100 per cent of Queensland children have basic literacy and numeracy in primary school.

Education is highly valued by all Queenslanders.

## HEALTH

Aboriginal and Torres Strait Islander Queenslanders have the same life-expectancy as non-Indigenous Queenslanders.

Queenslanders have the lowest incidence of preventable diseases in Australia.

## REGIONS

Half of Queensland's population lives outside South East Queensland.

## GOVERNANCE

Queenslanders are highly satisfied with the way governments deliver for their communities.

## ECONOMY

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

Our bright ideas have real economic and social benefits.

## PEOPLE

Double the proportion of Queenslanders over 55 years who participate in the community and workforce.

Aboriginal and Torres Strait Islander Queenslanders have the same workforce participation as non-Indigenous Queenslanders.

Queensland is the best place to live in Australia.

## ENVIRONMENT

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

## COMMUNITY

Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.

Queensland has the highest rates of volunteering and community participation in Australia.

Anyone who makes Queensland their home has employment opportunities and is welcomed into the community.

## INFRASTRUCTURE

The right infrastructure is delivered in the right place at the right time.

# Our shared 30-year vision for Queensland

In 30 years Queensland will be a vibrant and prosperous state with a population that has grown by over three million people to nearly eight million people. Our state will be well planned with the right infrastructure in the right places, attracting half of our population into our great state's regions.

We will value education as a means to secure jobs for our children 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 to live, work and play with a natural environment that inspires an active lifestyle and healthy communities. We will have a community spirit that embraces our diversity and will give everyone the opportunity to shine—we will not leave anyone behind.

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

In 30 years, I want my Queensland to look like:  
Draw your picture below.



ing your picture.  
have



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## The Queensland Plan journey

*In 2013, all Queenslanders, from all walks of life, were asked to set a 30-year vision for our state.*

The Queensland of the future is in our hands. When we compare the Queensland of today with 20 years or even a decade ago, so many things appear to be different. We are experiencing changes to our environment, health, resources, lifestyles and economy that appear to be more rapid and unpredictable. It is up to us to shape how this change happens so that we arrive at our preferred state, rather than the one we are trending towards.

Creating a vision for Queensland will help protect the things we love the most about this great state, and improve on those things that need to evolve and change for the future. At the same time, we recognise that Queensland, by its very nature, is a diverse state and our population has differing ideas about how to achieve our future path. The challenge is acknowledging our divergence and working together to find common ground on our long-term vision for Queensland.

*The Queensland Plan: a 30-year vision for Queensland – our working draft* has been prepared by the Queensland Government on behalf of the people of Queensland. It represents a compilation of what Queenslanders said when asked to think about their preferred future in 30 years time and we are seeking your help to make sure we have got it right.

The working draft includes nine foundation areas for our future state. These are: education, community, regions, economy, health and wellbeing, environment, people, infrastructure and governance. Each area was identified through the engagement feedback and confirmed at the Brisbane Summit. The draft describes what success in that area should look like including preliminary targets and indicative measures so we can keep track of how we are going.

Your feedback is now required to confirm whether our working draft accurately reflects the ideas and aspirations that were voiced during the engagement process and consider the targets we are setting for the future. This is your opportunity to review the structure and flow of the document,

### *The Queensland Plan milestones*

**Industry workshop**—April 2013 (more than 140 representatives)

**Mackay Summit**—May 2013 (more than 400 delegates)

**Community engagement**—May to August 2013 (78 251 Queenslanders and Queensland organisations responded as individuals and in groups and 252 postcards shortlisted in the primary school program)

**Brisbane Summit**—October 2013 (more than 600 delegates)

**The Queensland Plan: a 30-year vision for Queensland - our working draft**—late 2013

**Review period**—late 2013 to early 2014

**The Queensland Plan**—mid-2014

identify any key omissions or overlaps, and shape *The Queensland Plan* into a true vision for Queensland.

While this document represents the aspirations of the community, delivering our vision will take place through supporting strategies, plans and actions. These will follow later in 2014 as the vision is used to inform the decisions of government and other organisations. In this way the vision will become a collective responsibility of government, business, industry and the community.



# Queensland's future at a glance

Queensland's vision is built on defining success across nine foundation areas.

Our working draft presents, for your feedback, a summary of what you said the top goals for Queensland would look like, and some preliminary targets to achieve these goals. Subsequent chapters of this draft describe this success in further detail.

	Preliminary target	What do Queenslanders want? (the top 35 goals identified by Queenslanders)	Who is responsible?
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>100 per cent of Queensland children have basic literacy and numeracy in primary school.</li> <li>Education is highly valued by all Queenslanders.</li> </ul>	<ol style="list-style-type: none"> <li>Our curriculum is flexible and future focused</li> <li>We have practical-based learning</li> <li>We have the most highly valued educators in Australia.</li> <li>Education is valued as a lifelong experience</li> </ol>	Collaboratively delivered by all levels of government, business, industry, community organisations and individuals
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.</li> <li>Queensland has the highest rates of volunteering and community participation in Australia.</li> <li>Anyone who makes Queensland their home has employment opportunities and is welcomed into the community.</li> </ul>	<ol style="list-style-type: none"> <li>In Queensland nobody gets left behind</li> <li>We celebrate, embrace and respect diversity</li> <li>We applaud community achievers</li> </ol>	
<b>REGIONS</b>	<ul style="list-style-type: none"> <li>Half of Queensland's population lives outside South East Queensland.</li> </ul>	<ol style="list-style-type: none"> <li>Our regions are strong and prosperous</li> <li>We capitalise on unique regional opportunities and assets</li> <li>Working together we will achieve more</li> <li>We value and invest in local business and workers</li> </ol>	
<b>ECONOMY</b>	<ul style="list-style-type: none"> <li>Queensland has the highest income, trade and employment levels in Australia.</li> <li>Our bright ideas have real economic and social benefits.</li> </ul>	<ol style="list-style-type: none"> <li>We are the number one performing economy in Australia</li> <li>We are focused on industry development and diversification</li> <li>Queensland has the best job opportunities in Australia</li> <li>Our centres of excellence drive innovation</li> </ol>	
<b>HEALTH</b>	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander Queenslanders have the same life-expectancy as non-Indigenous Queenslanders.</li> <li>Queenslanders have the lowest incidence of preventable diseases in Australia.</li> </ul>	<ol style="list-style-type: none"> <li>We are physically and mentally healthy</li> <li>We are connected to our communities</li> <li>We enjoy work life balance</li> <li>We have the opportunity to reach our full potential</li> </ol>	

	Preliminary target	What do Queenslanders want? (the top 35 goals identified by Queenslanders)	Who is responsible?
<b>ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>Queensland has the best balance of environmental protection and economic development in Australia.</li> </ul>	20 Our natural resources are managed effectively 21 We protect the environment 22 We invest in and adopt sustainable and renewable solutions 23 Urban sprawl is managed efficiently	Collaboratively delivered by all levels of government, business, industry, community organisations and individuals
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>Double the proportion of Queenslanders over 55 years who participate in the community and workforce.</li> <li>Aboriginal and Torres Strait Islander Queenslanders have the same workforce participation as non-Indigenous Queenslanders.</li> <li>Queensland is the best place to live in Australia.</li> </ul>	24 Impacts of population growth are managed 25 Older Queenslanders are respected and valued 26 We support the least advantaged 27 We attract bright minds to Queensland	
<b>INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>The right infrastructure is delivered in the right place at the right time.</li> </ul>	28 Our infrastructure fits our changing population and demographics 29 Our regions, businesses and communities reach their full potential 30 Infrastructure is funded in a variety of ways 31 Infrastructure is designed and built with longevity in mind 32 Infrastructure provides connectivity and accessibility across the state	
<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>Queenslanders are highly satisfied with the way governments deliver for their communities.</li> </ul>	33 We have localised and more flexible decision making 34 Regulation is outcome based 35 Government is more effective and efficient	

Our shared 30-year vision for Queensland

In 30 years Queensland will be a vibrant and prosperous state with a population that has grown by over three million people to nearly eight million people. Our state will be well planned with the right infrastructure in the right places, attracting half of our population into our great state's regions.

We will value education as a means to secure jobs for our children 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 to live, work and play with a natural environment that inspires an active lifestyle and healthy communities. We will have a community spirit that embraces our diversity and will give everyone the opportunity to shine—we will not leave anyone behind.



## Our changing world

In 30 years time, our climate, population and way of life will be different\*. The Queensland we experience today is vastly changed from that of three decades ago, and the pace of change is speeding up. While there are some things that we cannot predict, there are others we can foresee by identifying megatrends from current data.

We know, for example, Queensland's population will be heading toward eight million people. We will be living longer, with average life expectancies likely to increase by about five to 10 years. At the same time, the proportion of our population in the workforce will decline, with resulting impacts on tax revenue, and the cost and availability of public-funded services. Lifestyle related illnesses such as diabetes, obesity, and heart disease may be on the rise, but potentially countered by our increasing focus on exercise and healthy living. We will find new ways of supporting and engaging our older generations, so we benefit from their knowledge and experience and maintain their quality of life.

In the next 30 years we will also experience shifts in productivity across the globe that will change the nature and demand for our exports. We will see Asian countries such as India potentially become the new super powers of our world economy. New technologies will emerge, alternative energy sources will be adopted and we will become better and wiser at using natural resources so they are cleaner and last longer. Our climate will continue to get hotter and more extreme with the risk of losing some of our unique flora and fauna. However, what and how much of this is lost will depend on the choices we make to protect our biodiversity.

The future Queensland will also present new and different ways of connecting with each other and doing business. For example, we are likely to become immersed in the virtual world of employment and service delivery, which will alter our usual work spaces. Our expectations of government, businesses and the community in providing our essential services at any time and any place will also be greater. And yet, our increased virtual connectivity may engender a sense of loneliness and heighten the value we place on face-to-face social interactions.

The Queensland of 2044 is neither fixed nor irreversible. There is an opportunity for us to mould the future Queensland into what we would most like it to be, rather than allowing events to simply take their course.

Throughout the engagement process Queenslanders were asked to describe their ideal future in detail 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 expressed on how best to achieve success in these foundation areas. Such divergence in views is not surprising. They reinforce the complexity of the challenge ahead. This is why we need to develop a plan for Queenslanders that articulates a brighter future for all and informs the many choices we make over the coming decades. Your comments on our working draft will be critical to shaping our final plan.

\*Information in this chapter is sourced from Hajkowicz, Cook and Littleboy (2012). *Our Future World: Global megatrends that will change the way we live. The 2012 Revision.* CSIRO, Australia.



## Did you know?

By 2044, Queensland will be home to almost eight million people.

In 2044, 22.1 per cent of the Queensland population will be aged 65 years and over, up from 13.1 per cent in 2011.<sup>1</sup>

In 2044, there is projected to be 2.7 people of working age to support every Queensland person aged 65 years and over, compared to 5.1 in 2011, and 7.0 in 1971.<sup>1</sup>

In 2044, Queensland men and women will have a life expectancy at birth of about 87.2 and 90.4 years respectively, up from 76.4 and 81.9 years at the turn of this century.<sup>1,4</sup>

By 2026, South East Queensland's water consumption will have risen by over 122 per cent from 2009.<sup>2</sup>

Queensland's primary energy consumption is expected to grow by over 50 per cent between 2012–13 and 2049–50.<sup>3</sup>

Between 2010–11 and 2026–27, demand for public hospital inpatient services in Queensland is expected to grow by 73.5 per cent.<sup>5</sup>

Queensland Government spending on health care and social assistance is projected to rise from 3.3 per cent of gross state product (GSP) in 2015–16 to over 5.2 per cent of GSP in 2050–51.<sup>5</sup>

Over the period of 2015–16 to 2050–51, Queensland's annual economic growth is projected to be between 1.6 per cent and 2.4 per cent.<sup>5</sup>

The proportion of Queensland persons living alone will have risen from 8.7 per cent in 2006 to 10.5 per cent in 2031 (334,000 more people in lone person households).<sup>6</sup>

“...one of the most comprehensive public engagement pursuits ever undertaken.”

**Kathy MacDermott, Property Council of Australia**  
(*Townsville Bulletin*, 4 September 2013)

“The direct touches with so many people and their aspirations had been exceptional, certainly in the number of responses submitted.”

**Steven Ames** (29 August 2013)

“The plan has broad ownership by the Queensland community, and engaged effectively and widely, and therefore it is here for the long-term, regardless of changes to governments in the future.”

**Joanne Grainger, Queensland Farmers Federation**  
(*Queensland Country Life*, 17 October 2013)

### Sources:

1 Queensland Government Population Projections to 2056: Queensland and Statistical Divisions, 2011 edition, Office of Economic and Statistical Research, Queensland Treasury and Trade.

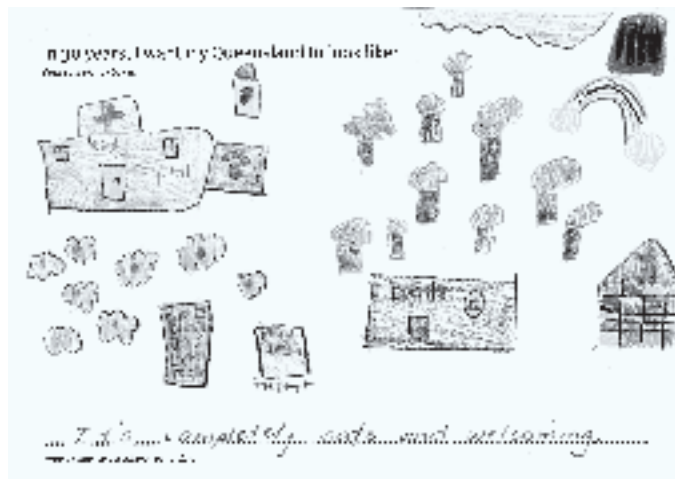
2 WSAA, Implications of population growth in Australia on urban water resources, July 2010

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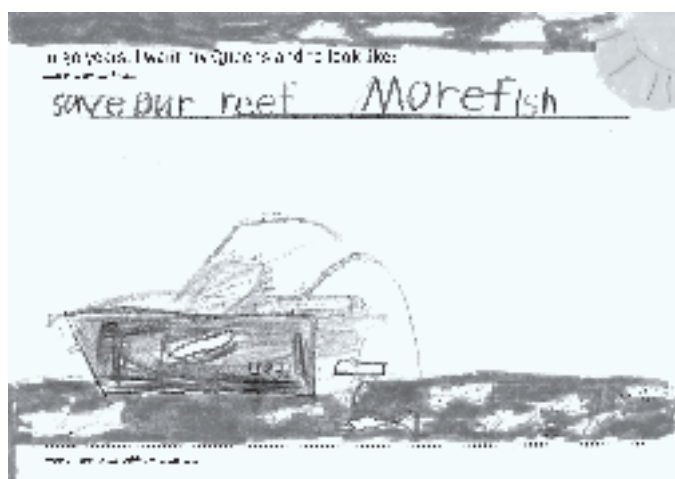
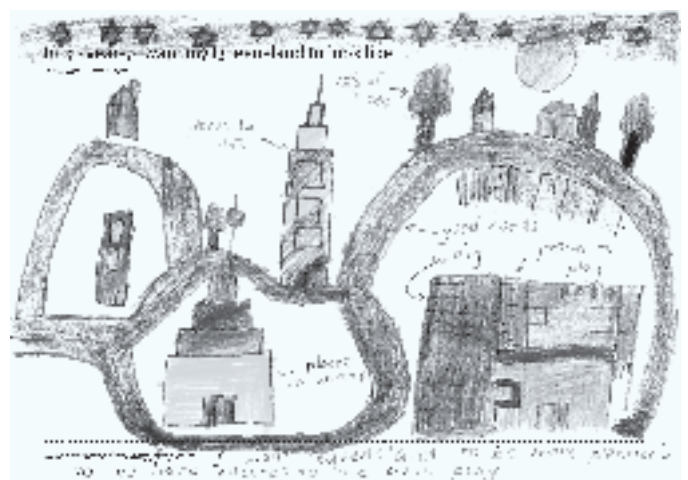
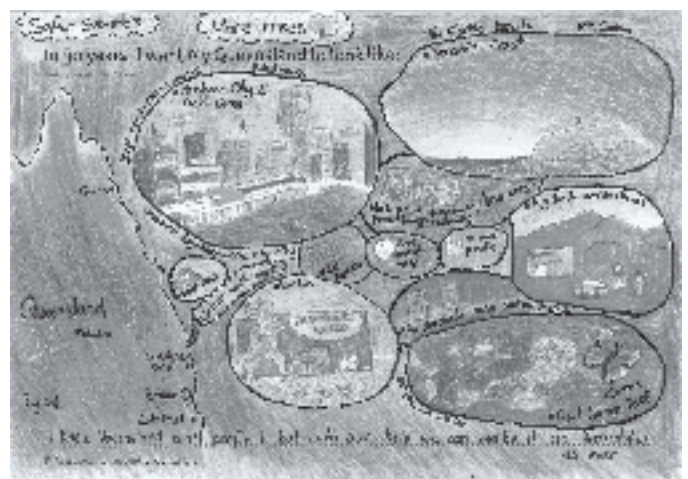
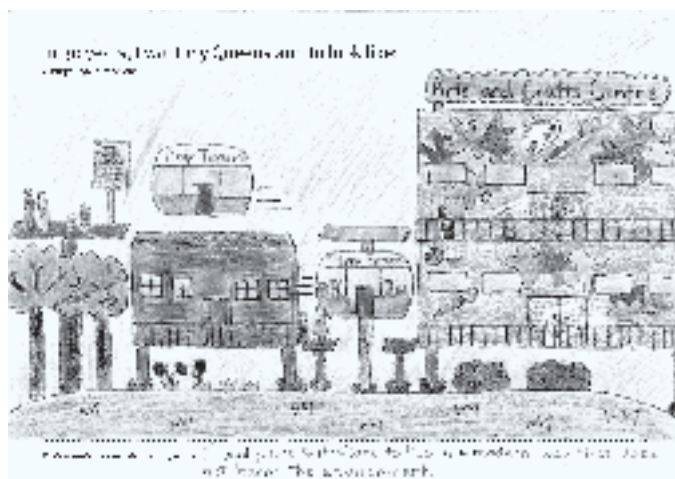
4 Australian Bureau of Statistics, Deaths, Australia, 2000, Cat. No. 3302.0

5 Queensland Commission of Audit – Final Report, February 2013

6 Australian Bureau of Statistics 2006 Census; Queensland Government household and dwelling projections, 2011 edition, Office of Economic and Statistical Research, Queensland Treasury and Trade.



Primary school students were invited to draw and write their vision for Queensland on specially designed postcards as part of a schools program competition. Pictured are some of the 252 shortlisted postcards.





## Foundation areas

The following chapter outlines the key areas of interest for our future state. These areas were identified through the community engagement feedback and confirmed by Queenslanders at the Brisbane Summit. They form the foundation of what we want to achieve over the next 30 years and include preliminary targets and indicative measures so we can focus our efforts and keep track of how we are going.

Our nine foundations are:

- 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

Realising Queensland’s 30-year vision will require clear focus about what we want to achieve and how we track our progress. A series of long-term targets are proposed in our working draft to stimulate community discussion about how we might measure our future state. These targets are based on your feedback from the engagement period and Brisbane Summit, and informed by national and international benchmarks. They recognise the interdependence of the foundation areas and should not be viewed in isolation. Some of the measures used are likely to influence one another, for example success in one measure may impact the success of another. With your feedback, we will work with experts to advise on the relevance, suitability and achievability of these measures, and establish a statistical baseline.

Further development and monitoring of these targets is not solely the responsibility of the Queensland Government. Rather it is through partnership with business, community organisations and academia that the best results can be achieved. The final plan will include targets refined through your comments from the community review process.

# 4.1 Education—building life skills and inspiring bright minds

In 2044, all Queenslanders will have access to a quality education.

Our schools and education institutions will be engaging and motivating. Our educators will be valued and respected as experts in their field. We will achieve in mathematics, English

and science, have practical skills for the real world, participate in further study, and be connected to experts and new industries.

We will have a culture that embraces lifelong learning and uses education to connect our community.

## Targets^ to achieve what Queenslanders want

100 per cent of Queensland children have basic literacy and numeracy in primary school.

Education is highly valued by all Queenslanders.

What do Queenslanders want?	What does success look like?	Describing success
<b>1. Our curriculum is flexible and future focused</b>	The curriculum is responsive and focused on literacy and numeracy.	<p>We have a curriculum that is founded on the essential skills of reading, writing, and arithmetic.</p> <p>We consider individual learning needs, interests, and strengths.</p> <p>We make learning an interactive process.</p> <p>We achieve balance between teaching core skills, responding to local needs and maintaining academic excellence relative to national and international standards.</p>
	The majority of students have Asian language skills.	<p>Students have access to Asian language studies at all stages of education.</p> <p>We have specialist language educators and make use of communications technology to deliver course materials online.</p>
	The curriculum prepares a skilled workforce for tomorrow's jobs.	<p>We review the curriculum and higher education and vocational courses regularly to ensure they meet the needs of our students, are relevant to the real world, and take advantage of new technologies.</p> <p>We are responsive and adapt the curriculum and courses to reflect new skills development, preparing students and trainees for the workforce they will enter.</p>
<b>2. We have practical-based learning</b>	There is greater emphasis on learning outside the classroom.	<p>We provide practical-based learning such as real world experiences for students and trainees.</p> <p>We offer excursions, work experience and traineeships to all Queensland students.</p>
	Students are equipped with everyday life skills.	We learn, both in classrooms and at home, basic skills such as healthy living, finance, social values, parenting skills, and draw on the experience of older generations.
<b>3. We have the most highly valued educators in Australia</b>	The teaching profession is held in high esteem.	<p>We have educators who are highly qualified.</p> <p>We respect our teachers as educators of future generations and hold them in high social esteem.</p>
	Teachers have attractive working conditions.	<p>We remunerate our educators to attract and retain the highest achievers.</p> <p>We support our educators by providing access to the best resources, including ongoing training, real-world experience, mentors and administrative assistance.</p>

What do Queenslanders want?	What does success look like?	Describing success
4. Education is valued as a lifelong experience	<i>Schools are hubs of learning providing affordable and accessible education to all.*</i>	<p>Our schools are welcoming and accessible to all Queenslanders.</p> <p>We encourage open communication between teachers, students and their families.</p> <p>We provide equal education and care for all Queenslanders despite their age, location, income or culture.</p> <p>We offer education that is flexible, low cost and delivered in different ways, different places and at different times.</p> <p>We provide financial support for those students and trainees who need it.</p>
	<i>Our education model leverages community/industry expertise through partnerships.*</i>	<p>We establish partnerships to effectively deliver real world learning experiences, vocational training, and higher education.</p> <p>Bright students are developed and encouraged into priority industries.</p> <p>Business learning and training is provided beyond the school and tertiary years.</p>
	All Queenslanders can achieve their full education potential.	<p>From the early childhood years all Queenslanders have access to education.</p> <p>We are supported to participate in lifelong learning.</p> <p>We value people in our community who are highly educated or experts in their field.</p> <p>We look to seniors in the community as mentors and experienced educators in life skills.</p>

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

## Measures<sup>^</sup>

### Primary measures:

- Literacy competency levels in primary school.
- Numeracy competency levels in primary school.
- Percentage of Queenslanders who nominate education as one of their top values in state survey.

### Secondary measures:

- Queensland school attendance rates for Indigenous and non-Indigenous students.
- Percentage of Queenslanders with non-school qualifications.
- Average entry requirements for acceptance into education courses at Queensland universities.
- Rates of participation in the workforce post-school.
- Percentage of graduates employed within three months.
- Participation by business and industry in education and skills training in Queensland.
- Participation in non-formal work-related training in Queensland.
- Relative position of Queensland teaching profession in comparison to top paid professions.
- Attendance at a kindergarten (preschool) program.

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## What Queenslanders said...

“Students need broad-brush learning—from the arts to literature to physics and ecology as well as the basics of numeracy and literacy...”

(Far North Queensland)

“We need to focus on lifelong learning... people must learn to change and adapt as the world races ahead.”

(North Queensland)

“Create an education culture that rewards excellence, hard work and dedication and not a culture that rewards mediocrity. This will give rise to a more focused and motivated future generation.”

(Brisbane)

## 4.2 Community—making connections

In 2044, Queensland will have cohesive and supportive communities that set an example to the world.

We will value the contribution of every Queenslanders, and find opportunities to enrich the lives of others. Community hubs,

diverse partnerships and high rates of volunteering will allow us to demonstrate our respect and appreciation for each other.

Community spirit will not be a goal, it will be a way of life.

### Targets<sup>^</sup> to achieve what Queenslanders want

Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.

Queensland has the highest rates of volunteering and community participation in Australia.

Anyone who makes Queensland their home has employment opportunities and is welcomed into the community.

What do Queenslanders want?	What does success look like?	Describing success
5. In Queensland nobody gets left behind	Those in need have equal access to community and social services and supporting infrastructure.	Regular consultation with communities is undertaken to better understand their needs. We provide services that are flexible and adaptable. We have community infrastructure (transport, community spaces, community resources) that is safe, affordable, well maintained and easily accessible.
	Queensland has places, spaces and activities that encourage participation.	We have hubs and meeting spaces in all local government areas. We have community spaces that provide locals with shelter, food, services, education and recreation spaces. We focus on personal safety and look out for one another. We offer opportunities for people to connect and feel included.
	We take responsibility for our actions and value community spirit.	Individual and diverse contributions are recognised and valued by the community. We take responsibility for providing a supportive community environment. We have collaborative partnerships to deliver community projects.
6. We celebrate, embrace and respect diversity	Cultural diversity is appreciated by all.	We bring communities together to experience, celebrate and appreciate our diversity and multicultural backgrounds. We provide greater access to diverse and vibrant arts and cultural experiences. We have an inclusive society through cultural events, festivals and city-region exchange programs.
	Queensland will be an inclusive society with strong community values.	We respect our Indigenous cultures and embrace our migrant communities. We value the wisdom, knowledge and values of all generations.
7. We applaud community achievers	Parents and schools will instil values and aspirations.	We have regular meetings between parents, teachers, young people and community representatives to monitor and nurture our shared values. Our school curriculum and extra-curricular activities are informed by shared values and aspirations. We encourage parents to teach their children community values and community mindedness.

What do Queenslanders want?	What does success look like?	Describing success
	Children and young people know the value of education and take initiative.	<p>We encourage parents to 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 collaboratively work 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.</p> <p>We undertake regular reviews of the skills needed in regional and local communities.</p> <p>We acknowledge and respect community elders and experts willing to share their experiences and knowledge.</p>
	Queenslanders are renowned for volunteering and community participation.	<p>We are aware of local and workplace volunteering opportunities through various communication channels.</p> <p>We have the highest rates of volunteering in Australia.</p> <p>We support community volunteers through schools and local community organisations.</p>

## Measures<sup>^</sup>

### Primary measures:

- Relative advantage and disadvantage on the Socio-Economic Index for Areas (SEIFA).
- Rate of participation in voluntary work compared with the rest of Australia.
- Acceptance of other cultures compared with the rest of Australia.
- Rate of workforce participation for migrants compared with the rest of Australia.
- Rate of community participation by migrants compared with the rest of Australia.

### Secondary measures:

- Ratio of income received by low income households relative to high income households compared with the rest of Australia.
- Number of Queenslanders at or above the weekly average earnings level.
- Hours spent in voluntary work compared with the rest of Australia.
- Rate of participation in community (informal help) compared with the rest of Australia.
- Estimated number of victims and victimisation rates for types of crime compared with the rest of Australia.
- Perceptions of social disorder compared with the rest of Australia.
- Diversity of social networks compared with the rest of Australia.

## What Queenslanders said...

“Volunteering in local charities as part of the school curriculum will help younger minds gain a sense of accountability and also show respect to those who need assistance.”

(Group submission)

“Greater consultation with the public is required; communities will get involved if they are encouraged to do so...”

(Mackay Isaac Whitsunday)

“Foster an attitude of respect and tolerance in our communities and schools of our multicultural communities.”

(Darling Downs)

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## 4.3 Regions—building thriving communities

In 2044, our strong and diverse regional economies will support communities where people want to live, work, and raise families.

We will capitalise on the unique attractions of our regions and promote the growth of niche industries and local talents.

Reliable and accessible infrastructure will connect our regions with one another, the nation and the world.

### Target^ to achieve what Queenslanders want

Half of Queensland's population lives outside of South East Queensland.

What do Queenslanders want?	What does success look like?	Describing success
<b>8. Our regions are strong and prosperous</b>	Our regions are prosperous and liveable.	Our regions are attractive and appealing growth hubs for business and industry. We provide working age people with a variety of interesting and rewarding job opportunities in the regions. We provide families with affordable and stimulating lifestyle options within our regions, including access to housing, health care, education, recreation and other essential services.
	<i>Centres of excellence attract highly skilled labour and drive innovation*.</i>	We nurture and develop what makes each region unique. We have an investment-ready business environment in each region, able to compete nationally and internationally. We enjoy growth driven by cooperation across industry, political and geographical boundaries. We retain the best talent locally, and attract highly skilled workers from national and international communities.
	Local decision making drives regional development.	We have clear and flexible regional planning processes, developed locally with each region's unique environment, economy and social values in mind. We use regional planning processes to ensure we sequence development to ensure it is delivered at the right time.
<b>9. We capitalise on unique regional opportunities and assets</b>	Regions have strong, diverse economies.	We embrace regional diversity and nurture home-grown industries that build on regional strengths. We attract investment, reinvestment and employment across a variety of sectors and regions.
	Regional development and service delivery reflect the needs of each region.	We know what makes us different, and capitalise on the social and economic opportunities that diversity provides. We provide services that acknowledge diversity and help locals contribute to regional economies.
<b>10. Working together we will achieve more</b>	Regions collaborate productively.	We work together across industries and sectors, and across regions, to make the most of our comparative economic advantage.
	We are the number one reliable and safe food bowl of Asia.	Queensland leads the Asian region in food production and crop diversification, by investing in research and development across the agricultural sector. We maximise agricultural production through safe and sustainable farming practices. We consistently generate new industries and export opportunities throughout Asia.

What do Queenslanders want?	What does success look like?	Describing success
11. We value and invest in local business and workers	We have a range of employment choices.	<p>We have access to a range of job opportunities, no matter where we live.</p> <p>We provide our young people with 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.

## Measures<sup>^</sup>

### Primary measures:

- Population growth in Queensland by region.

### Secondary measures:

- Regional liveability on Urban Competitiveness Index (cost of living, wealth, health, social diversity, education, safety and security, arts and culture, sense of community).
- Number of companies headquartered in regions.
- Industry diversity.
- Gross Regional Product (GRP) increases.

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

### What Queenslanders said...

“Queensland needs to become a state with well thought out, well defined regions, properly resourced—not all coastal based. The fundamental proposition is to create a number of series of SEQs right across the state.”

(North Queensland)

“We have the opportunity to plan long-term strategies across multiple sectors and use those sectors to complement each other (e.g. farming, mining, tourism). Rather than competing against each other start working together for a longer term goal.”

(Darling Downs)

## 4.4 Economy—forging diversity and prosperity

In 2044, Queensland will be the strongest, most diverse economy in Australia, and a key player in the Asian region.

Our regions will be central to our economic prosperity, converting their unique strengths into opportunities that drive and sustain growth.

Greater productivity and prosperity means everyone will enjoy a high standard of living. Unemployment will be at a record low, and our workforce will be inclusive, making the most of what all Queenslanders have to offer.

### Targets<sup>^</sup> to achieve what Queenslanders want

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

Our brightest ideas have real social and economic benefit.

What do Queenslanders want?	What does success look like?	Describing success
<b>12. We are the number one performing economy in Australia</b>	We have a resilient economic system that can cope with global stress and threats.	We have a diverse economy that is able to absorb and adapt to specific sector or global pressures. We have a AAA credit rating, high workforce participation and high productivity.
	We offer a diverse, competitive, contemporary business sector.	We are the most competitive, innovative and multi-faceted economy in South East Asia. We are an investment centre of choice, offering a business-friendly environment.
<b>13. We are focused on industry development and diversification</b>	We maximise opportunities in Asia.	We lead Australia in servicing Asia's growing prosperity. We have an abundance of 'Asia-literate' businesses, with well-established networks including trade, investment and partnerships. We have universities with strong teaching and research links throughout the Asian region.
	<i>We are recognised as internationally competitive with strong exports/business especially in the agricultural (food bowl) and ecotourism sectors*.</i>	We readily adopt cutting edge technology and sustainability practices. We have world-class supply chains including efficient and innovative transport and logistics systems, that link Queensland producers to domestic and global markets. We showcase our natural wonders, ensuring Queensland appeals to a diverse range of tourists. We are prepared for, and responsive to, natural weather events, such as floods, cyclone or drought.
	Our businesses work together to innovate and embrace new opportunities.	We provide strong support for emerging industries. We readily explore and act on a variety of partnership opportunities. We attract specialists from a range of fields and nurture our bright minds.
<b>14. Queensland has the best job opportunities in Australia</b>	<i>We have the highest productivity rate in Australia with no skills shortages*.</i>	We use our flexible, knowledgeable and resilient workforce to drive productivity. We have a diverse workforce, with increased participation of groups previously underrepresented. We have training and skills development programs that match industry needs and trends.
	Our unemployment rate is less than five per cent.	We have a workforce that is multi-skilled, resilient and able to adapt to change. We see industry working with education and training providers, to deliver training to our priority sectors.

What do Queenslanders want?	What does success look like?	Describing success
<b>15. Our centres of excellence drive innovation</b>	We are a global leader in innovative industry practices.	<p>We work with local and international specialists to develop ground breaking processes and products.</p> <p>We embed innovation into our education and training, providing our workers with the skills to identify and act on opportunities to innovate.</p> <p>We encourage and support innovative industries.</p> <p>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>We provide opportunities for our regions to work with partners from across Australia and around the world.</p>
	Our education is technologically advanced— attracting foreign students.	<p>We are world renowned for our facilities and innovative delivery of education.</p> <p>We feed our 'knowledge economy', specifically in science, professional services and research and development.</p>
	<i>We invest and convert research into innovation*</i> .	<p>We build on our strengths by investing in what we know best, with Queensland known as an international leader in a range of sectors.</p> <p>We adapt as demand for goods and services fluctuate.</p> <p>We ensure universities, industry and government work together to put us at the forefront of innovation.</p>

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

## Measures<sup>^</sup>

### Primary measures:

- Gross state domestic income per capita.
- Contribution of exports to Gross State Product (GSP).
- Employment and workforce participation rates compared with the rest of Australia.
- Queensland's credit rating.
- Levels of venture capital investment compared with the rest of Australia.

### Secondary measures:

- Total imports and exports of goods and services as a share of GSP.
- Rates of business collaboration and innovation compared with the rest of Australia.
- Rates of start-ups compared with the rest of Australia.
- Number of active angel investors.
- Number of business incubation initiatives compared with the rest of Australia.
- Percentage of GSP investment into innovation.
- BERD (business expenditure on research and development) and GERD (gross expenditure on research and development) compared with the rest of Australia.

## What Queenslanders said...

“The most ambitious and brightest professionals are attracted to places where there is a culture of innovation, courage and continual advancement. This creates an environment where innovation can prosper and real change can occur.”

(Brisbane)

“Our economy needs to have more importance placed on agriculture... Reshape society's view so that farming is seen as a vital industry and that kids can be proud to have a career in farming.”

(Far North Queensland)

“We must transition from an economy reliant on farming, mining and manufacturing to one reliant more on our intellect and innovations.”

(Sunshine Coast)

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## 4.5 Health and wellbeing—being healthy and active

In 2044, Queenslanders will take responsibility for their health and wellbeing, and make healthy lifestyle choices. Our health care system will support those most in need.

Our children will learn how to live healthily and develop habits that last well into adulthood.

Our local communities will be trusting and safe places where we interact with each other in a range of different ways.

We will have a better balance between work and life.

### Targets<sup>^</sup> to achieve what Queenslanders want

Aboriginal and Torres Strait Islander Queenslanders have the same life-expectancy as non-Indigenous Queenslanders.

Queensland has the lowest incidence of preventable diseases in Australia.

What do Queenslanders want?	What does success look like?	Describing success
<b>16. We are physically and mentally healthy</b>	We have a balance between prevention and treatment.	We take more responsibility for looking after our own health, by choosing active and healthy lifestyles. We have a sustainable health care system that 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. We sustain healthy lifestyles, with the support of a range of health care and exercise options.
	Life expectancy is increased for Indigenous Queenslanders.	We have increased the life expectancy of Aboriginal and Torres Strait Islander Queenslanders to be the same as the average for non-Indigenous Queenslanders.
	Mental health is improved.	We are aware of the relationship between mental health and wellbeing and positive health, family, work and economic environments. We encourage Queenslanders to be more involved in their communities in order to improve their mental health and wellbeing. We help our young people deal with self-esteem issues and learn how to manage stress and anxiety.
	We regularly engage in healthy activities and make healthy food choices.	We learn to value active and healthy lifestyles from childhood, and support parents and carers to teach healthy habits in the home. We have access to fresh food so we can easily make healthy food choices. We have access to a variety of affordable exercise and sporting activities, to allow us to maintain good health. We have access to information and education about our health and lifestyle choices.

What do Queenslanders want?	What does success look like?	Describing success
	We have improved affordability of healthy options.	We have affordable, healthy food options conveniently available for all Queenslanders through outlets such as cafes, restaurants, schools and workplace cafeterias. We offer affordable options for participating in sporting groups and exercise classes and make access to sporting goods and exercise equipment more affordable.
<b>17. We are connected to our communities</b>	<i>We have well planned and well connected communities*.</i>	We ensure Queensland’s growing urban areas include space to embrace and emphasise culture, entertainment and recreation. We provide infrastructure that supports safe, active lifestyles. We provide infrastructure that makes it easier to travel between communities.
	We have greater community interaction and participation.	We spend more time in our own neighbourhoods, so we can develop meaningful relationships with neighbours, local community members, friends and family. We enjoy greater participation in local activities, programs and events to allow us to find and provide support within the community.
<b>18. We enjoy work-life balance</b>	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. We are able to manage the time we spend travelling to and from work, to free up our time even more.
	Our work environments are flexible.	We have access to flexible and innovative working arrangements. We regularly take personal time during the working week to look after our health and wellbeing.
<b>19. We have the opportunity to reach our full potential</b>	We have low levels of poverty and disadvantage.	We use community and social networks and work together to ensure disadvantaged Queenslanders are able to contribute to their community and the economy.
	There are numerous opportunities for intergenerational connection.	We value the wisdom and perspectives of each generation, and give them opportunities to be heard within their communities. We seek out opportunities to learn from and connect with one another. We embrace young Queenslanders as a part of the community and help them develop greater social awareness and responsibility. We provide older Queenslanders with opportunities to pass on their wisdom so that we learn from the past.

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

### What Queenslanders said...

*“Often the focus of health care is on primary health rather than a proactive model of health promotion. We should be focused on wellness rather than purely disease prevention.”*

(Fraser Coast)

*“Continue to support and grow our valuable mental health facilities and practitioners.”*

(Far North Queensland)

## Measures<sup>^</sup>

### Primary measures:

- Life expectancy for Indigenous and non-Indigenous Queenslanders.
- Proportion of Queenslanders overweight or obese compared with the rest of Australia.
- Proportion of adults and children physically active compared with the rest of Australia.
- Proportion of adults and children consuming sufficient fruit and vegetables compared with the rest of Australia.
- Proportion of adults who don't smoke compared with the rest of Australia.
- Proportion of adults who consume alcohol within guidelines compared with the rest of Australia.
- Rates of preventable accidents and injuries in Queensland compared with the rest of Australia.
- Prevalence of mental health conditions in Queensland.
- Proportion of adults and children with unsafe behaviours compared with the rest of Australia.

### Secondary measures:

- Age-standardised morbidity rates for Indigenous and non-Indigenous Queenslanders.
- Age specific mortality for Indigenous and non-Indigenous Queenslanders.
- Proportion of urban centres that are highly walkable compared with the rest of Australia.
- Use of community facilities compared with the rest of Australia.
- Cost of the healthy food access basket compared with the rest of Australia.
- Proportion of employed adults with access to workplace health and lifestyle programs compared with the rest of Australia.
- Rates of immunisation in Queensland compared with the rest of Australia.
- Participation in screening programs compared with the rest of Australia.
- Participation in sports and recreation compared with the rest of Australia.

### What Queenslanders said...

*“Support farmers’ markets so that people have a chance to see food that has been freshly picked, talk to farmers, get a feel for how food is actually produced.”*

(Brisbane)

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.



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## 4.6 Environment—achieving balance

In 2044, Queenslanders will enjoy a natural environment that is the envy of the world. Our diverse landscapes will be preserved and we will be internationally recognised for the innovative and adaptable way we manage our environment.

While we strive to develop and strengthen our economy we remain focused on protecting our natural assets.

We will be world leaders in sustainable business practices, exporting our expertise around the globe.

### Target^ to achieve what Queenslanders want

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

What do Queenslanders want?	What does success look like?	Describing success
<b>20. Our natural resources are managed effectively</b>	Agricultural and mining industries are integrated, equitable, profitable and environmentally responsible.	<ul style="list-style-type: none"> <li>We produce more from mines and farms with less impact on natural resources.</li> <li>We use industry-led and collaborative stewardship programs to support sustainable growth.</li> <li>We have rigorous standards for environmental rehabilitation.</li> <li>We use more renewable energy sources.</li> </ul>
	Our environment remains a tourism and migration drawcard.	<ul style="list-style-type: none"> <li>We protect our natural assets for future generations to enjoy.</li> <li>We have natural and cultural heritage tourism experiences that are internationally renowned.</li> <li>We have world class opportunities to experience Queensland.</li> </ul>
<b>21. We protect the environment</b>	Unique environments are protected and well maintained.	We ensure National Parks, World Heritage Areas, prime agricultural land and significant ecosystems are maintained and support economic growth.
	Our natural environment has economic value.	<ul style="list-style-type: none"> <li>We have a healthy natural environment that is a key contributor to our economy.</li> <li>We maintain a natural environment that underpins tourism and key industries such as agriculture.</li> </ul>
	Decisions are based on scientific evidence.	<ul style="list-style-type: none"> <li>We undertake research, invest in and implement internationally renowned alternative energy solutions.</li> <li>We develop industry, community and government partnerships to preserve Queensland's landscapes and wildlife.</li> </ul>
	Environmental education encourages personal responsibility.	<ul style="list-style-type: none"> <li>We include environmental education in learning and development programs.</li> <li>We support communities to care for local natural environments.</li> <li>We manage our personal consumption of natural resources more wisely.</li> </ul>

What do Queenslanders want?	What does success look like?	Describing success
22. We invest in and adopt sustainable and renewable solutions	Renewable energy will be the norm.	We have infrastructure that supports alternative energy solutions. We generate commercially viable and competitive alternative energy sold in the retail market.
	Business practices will be sustainable.	We use sustainable business practices as a competitive advantage in the global marketplace. We embed sustainability into our business culture.
23. Urban sprawl is managed efficiently	Queensland cities will go up not out.	We give priority to best practice urban renewal for better access to transport, services, recreation and entertainment facilities. We plan cities to ensure there are safe, attractive and environmentally sustainable places to live. We limit outward city development.
	Integrated communities and green spaces are part of our long term plan.	We plan cities to reduce the number of long distance commutes. We develop long-term area-specific plans in consultation with the local community. We ensure that each community has accessible dedicated green spaces.

### What Queenslanders said...

*“Queensland’s extraordinary natural assets are recognised internationally—let’s not waste or lose them.”*

(Online submission)

*“As a state we should lead the way for the rest of the country—make a statement that says our land of beauty is our future.”*

(Brisbane)

*“I believe agriculture is the foundation of any economy, and if Queensland can build and strengthen its agricultural industries this will go a long way to ensure our children inherit a resilient and sustainable future.”*

(South West Queensland)

*“We need mining, farming, tourism and manufacturing to drive the Queensland economy into the future.”*

(South West Queensland)

## Measures<sup>^</sup>

### Primary measures:

- Percentage of Queenslanders who are satisfied with the balance between environment and economy in the state survey.

### Secondary measures:

- Percentage of energy consumption sourced from renewable/clean energy production compared with the rest of Australia.
- Percentage of community participation in nature conservation activities compared with the rest of Australia.
- Percentage of Queensland classified as protected area estate compared with the rest of Australia.
- Energy and water consumption for industry, business and households compared with the rest of Australia.
- Waste generation by industry and households compared with the rest of Australia.
- Environmental quality indicators e.g. air, water, soil.
- Regional liveability Urban Competitiveness Index.

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

# 4.7 People—creating opportunities for everyone

In 2044, Queensland will be a place where we want to live. Our lifestyle and opportunities will be the envy of Australia and the world.

We will have access to everything we need to make the most of our education, health care and job opportunities. We will support those in need and learn from each other, our seniors, our neighbours and our young people.

## Targets<sup>^</sup> to achieve what Queenslanders want

Double the proportion of Queenslanders over 55 years who participate in the community and the workforce.	Aboriginal and Torres Strait Islander Queenslanders have the same workforce participation as non-Indigenous Queenslanders.	Queensland is the best place to live in Australia.
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What do Queenslanders want?	What does success look like?	Describing success
<b>24. Impacts of population growth are managed</b>	Our population growth keeps our communities liveable.	<p>We live in cities and towns that are people friendly.</p> <p>We have access to spaces such as parks and other recreational facilities to enjoy our outdoor lifestyle.</p> <p>We have a range of job opportunities to support our changing population.</p>
	More people live and work in regional centres.	<p>We offer a range of opportunities for workers in our regions.</p> <p>We have a highly trained workforce, with transferrable skills, ready to move within and across industries and regions, in order to support our adaptable economy.</p>
	Essential services are available across the state.	<p>We have access to the services we need to enhance our way of life.</p> <p>We use technology to develop different ways of providing and accessing services.</p>
<b>25. Older Queenslanders are respected and valued</b>	Seniors share knowledge with younger generations.	We recognise our seniors as an important part of our community and actively involve them in teaching and mentoring our younger generations, including business leaders of the future.
	Seniors remain healthy and active in community life.	<p>We have the healthiest seniors in Australia.</p> <p>We provide support services to assist lifestyle transitions, including career planning and training, as well as healthy ageing.</p> <p>We connect our seniors to the wider community through a variety of networks.</p>
	Seniors can age in their communities or neighbourhoods.	<p>We provide health care services in regions through a wide range of government and community organisations.</p> <p>We provide personalised health care and versatile living options for all ages.</p>
<b>26. We support the least advantaged</b>	We have broken the cycle of disadvantage and unemployment.	<p>We help disadvantaged and unemployed Queenslanders build life skills.</p> <p>We support disadvantaged and unemployed Queenslanders to be active in the community.</p>
	Minorities actively participate in community life.	<p>We support migrants and minority groups through networks that connect them with the broader community.</p> <p>We provide opportunities to explore and celebrate cultural diversity.</p> <p>We provide leadership opportunities for people from culturally diverse backgrounds.</p>

What do Queenslanders want?	What does success look like?	Describing success
	We have equitable access to qualifications and opportunities.	<p>We provide access to a range of education and training options with different methods of delivery.</p> <p>We support people to develop core skills, and receive training to progress careers and achieve goals.</p>
<b>27. We attract bright minds to Queensland</b>	<i>Regions are attractive to bright minds and trained professionals*.</i>	<p>We draw bright minds to Queensland by our reputation and the global ranking of our universities.</p> <p>We provide interesting and diverse study and work opportunities in regions.</p> <p>We have technology 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>We use our regional strengths and diversity, as well as our online connections, to explore opportunities with partners from around the world.</p> <p>We offer an attractive lifestyle where bright minds are encouraged to innovate, and diversity is fostered.</p>
	There are more flexible learning options and opportunities for young people.	<p>We have flexible study options available to young people 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>We prepare our young people to become the leaders of the future through training, mentoring and on the job experience.</p>

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

## Measures<sup>^</sup>

### Primary measures:

- Employment rate of Queenslanders over 55 years.
- Volunteering rate of Queenslanders over 55 years.
- Employment rate of Indigenous and non-Indigenous Queenslanders.
- Personal wellbeing on the Australian Unity Wellbeing Index Survey.
- Rate of participation in flexible working arrangements compared with the rest of Australia.
- Perceptions of work/life balance.
- Percentage of Queenslanders who perceive Queensland as highly liveable in state survey.

### Secondary measures:

- Participation rates for further skills training and learning for Queenslanders over 55 years.
- Percentage of Indigenous and non-Indigenous Queenslanders with non-school qualifications.

## What Queenslanders said...

*“We need to ensure that the older generation is not forgotten as they have a vast practical experience.”*

(Fraser Coast)

*“We need to rediscover our commitment to social justice. There are many Queenslanders being left behind because of poverty, living in a remote location, whether or not they are Indigenous.”*

(North and Central West)

*“Create an environment where the brightest minds are able to fully extend themselves and put their ideas into practice...”*

(Far North Queensland)

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## 4.8 Infrastructure—being connected

In 2044, Queenslanders will be well connected, with communication, transport and other services supported by world-class infrastructure.

An integrated communications network will keep us in touch and working together, to drive our economy and show the world what we have to offer.

Our transport and roads, water and energy supplies, hospitals and schools will use state of the art technology to ensure they are reliable, efficient, safe and secure.

### Target^ to achieve what Queenslanders want

The right infrastructure is delivered in the right place at the right time.

What do Queenslanders want?	What does success look like?	Describing success
<b>28. Our infrastructure fits our changing population and demographics</b>	<i>We take a long-term approach to planning and delivery through infrastructure*.</i>	<p>We approach planning wisely, knowing where we want to grow and how we will manage that growth.</p> <p>We understand the needs of each region, and support them to invest in infrastructure for their future.</p>
	We deliver essential services effectively.	<p>We have world-class service delivery that is flexible, adaptable, innovative, and tailored to our diverse needs.</p> <p>We feel confident in using services delivered through a variety of different channels, including online.</p> <p>We use technology to bridge distance and partner to drive efficiency.</p>
	We use existing infrastructure efficiently.	<p>We are internationally recognised for the way we manage and operate our infrastructure.</p> <p>We use technology to manage our infrastructure.</p> <p>We ensure we get the most out of existing hospitals, schools, roads and other infrastructure, before we build new.</p>
<b>29. Our regions, businesses and communities reach their full potential</b>	We have effective access to keep the economy moving.	<p>We have access to reliable infrastructure and services.</p> <p>We are connected by a state of the art telecommunications network, linking us across the state, across Australia and across the world.</p> <p>We have a road and rail network, water and electricity supplies that are secure and efficient, providing an uninterrupted supply of essential services.</p>
	<i>We deliver economic, social and community benefits through infrastructure*.</i>	<p>We have infrastructure that supports economic activity, social networks and community participation.</p> <p>We have infrastructure tailored to the needs of each region, supporting growth and sustaining our unique Queensland lifestyle.</p>
<b>30. Infrastructure is funded in a variety of ways</b>	We use public funds more efficiently.	<p>We allocate our public funds according to the greatest need and widest benefit.</p> <p>We invest our public funds wisely, to ensure ongoing fiscal sustainability.</p>
	There is an increase in private investment.	We use new funding models to continually increase the level of private investment in infrastructure, making Queensland a world leader in innovative investment.

What do Queenslanders want?	What does success look like?	Describing success
<b>31. Infrastructure is designed and built with longevity in mind</b>	Our infrastructure is resilient.	We tailor our infrastructure to each region's unique climate and needs. We have secure and reliable infrastructure that is quickly rebuilt or restored in the event of a disruption.
	We use technology effectively.	We incorporate technology into the way we think about, operate and manage access to goods and services. We change the way we do things, using technology to provide new opportunities for all Queenslanders.
<b>32. Infrastructure provides connectivity and accessibility across the state</b>	Our transport system is integrated.	We have a transport system that is central to our economic success, helping us to connect and collaborate. We are able to move people and goods around the state on an integrated, intelligent and efficient network.
	Our communications network is integrated.	We are online and connected, across the state and with the world. Our network infrastructure is able to keep pace with technology developments and global trends. We have timely access to information and communications.

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

## Measures<sup>^</sup>

### Primary measures:

- Percentage of Queenslanders who are satisfied with infrastructure in state survey.

### Secondary measures:

- Levels of accessibility.
- Rates of connectivity and use of digital services.
- Utilisation rates of public transport.
- Levels of congestion.
- Waiting times for elective surgery.
- Average commuting times.

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## What Queenslanders said...

*“Without growing infrastructure, the economy will be hamstrung or at best hobbling along on three wheels. Every part of the economy, no matter what, depends on infrastructure. Infrastructure is the oxygen of the economy and the building of it boosts the economy... and trickles through to every aspect...”*

(South East Queensland)

*“Provide public services that are easily accessible for health and education—this enables a community to continue and function at a high level—not only for the affluent few but for all.”*

(Wide Bay Burnett)

*“We should focus on future proofing key infrastructure, and developing it across the state...”*

(Sunshine Coast)

## 4.9 Governance—balancing all our interests

In 2044, a diverse group of Queenslanders will be involved in the governance of the state. Communities will be empowered to get involved in and deliver projects. Regulation will be less prevalent and will serve as an enabler to build knowledge capacity. Low-risk industries will be empowered to self-regulate.

Service delivery will be streamlined and provided in a timely manner.

### Target^ to achieve what Queenslanders want

Queenslanders are highly satisfied with the way governments deliver for their communities.

What do Queenslanders want?	What does success look like?	Describing success
<b>33. We have localised and more flexible decision-making</b>	We will achieve collaborative outcomes.	<p>We involve a broad range of Queenslanders, not just elected officials, in government processes.</p> <p>We directly engage key industry, business and community leaders—both nationally and internationally—in policy development and project delivery.</p> <p>We use technology to facilitate communication and community consultation.</p>
	Government decisions are responsive, open and transparent.	<p>We ensure interaction between levels of government is streamlined and timely and free of duplication.</p> <p>We provide progress reporting and open data initiatives to promote openness and transparency.</p> <p>We ensure decision-making is responsive to new issues and addresses our changing needs.</p> <p>We inform and involve the community in decision-making processes.</p>
	We will make faster and better decisions.	<p>We reduce bureaucracy and process, leading to faster decisions and more certainty.</p> <p>We make decisions with the outcome in mind to avoid unnecessary process or irrelevant considerations.</p> <p>We undertake suitable probity processes to ensure risks are identified and managed.</p>
<b>34. Regulation is outcome based</b>	Regulation will only be applied where necessary.	<p>We implement regulation based on an assessment of risk.</p> <p>We encourage compliance through education and advocacy with enforcement only as a last resort.</p> <p>We have regulation that reflects community expectations.</p> <p>We remove prescriptive regulation to enable more flexibility in business and positively influence business growth.</p>
	We will continually improve our regulation and regulatory models.	<p>We continually improve, review and build upon our regulation to ensure it is flexible, adaptable and responsive to community needs.</p> <p>We adopt a regulatory approach based on best practice industry needs or desired outcomes such as co-regulation.</p>
<b>35. Government is more effective and efficient</b>	There will be no duplication of services and a closer partnership between government and business.	<p>We have no unnecessary overlap between government and business or industry services.</p> <p>We ensure cost effectiveness underpins all government services.</p> <p>We have a government that operates in areas where it can provide results that cannot be provided by the private sector.</p>

What do Queenslanders want?	What does success look like?	Describing success
	We will be flexible, adaptable and committed to innovation.	<p>We have governments that are agile and responsive, ready to adapt to change.</p> <p>We focus on outcomes desired by Queenslanders, not process.</p> <p>We have an international reputation for innovative approaches to governance.</p> <p>We take calculated risks, unafraid of getting it wrong occasionally.</p>
	Government will operate with a long-term perspective.	<p>We operate our government with a long-term perspective.</p> <p>We investigate the possibility of longer cycles for government.</p> <p>We strive to 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.</p> <p>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.</p> <p>We are proactive and responsive to trends and community needs.</p> <p>We continually review and refine our delivery models.</p>
	We will adopt accountability measures to ensure the Queensland Government is well regarded by the people.	<p>We operate our government in an open, transparent, accountable and trustworthy manner at all times.</p> <p>We maintain open lines of communication between the government and the community to ensure citizens are kept updated on topical issues, decision-making processes and government activities.</p>

## Measures<sup>^</sup>

### Primary measures:

- Percentage of Queenslanders who are satisfied with government (state, local and federal) services in state survey.

### Secondary measures:

- Number of community engagement processes undertaken annually and community satisfaction with process.
- Number of government/industry joint initiatives.
- Red tape reduction.

<sup>^</sup> These targets and measures are preliminary indicators only and will be revised following the public review process. Expert advice will be sought to ensure an appropriate balance of aspiration and pragmatism is achieved. A statistical baseline will also be developed and included in the final plan.

## What Queenslanders said...

*“We need more community consultation from government—they need to talk face to face with communities and listen to the local knowledge to determine the services required.”*

(Far North Queensland)

*“By lowering taxes and government red tape the economy is better able to respond to market demands and the intellectual resources will go where they are needed and valued.”*

(Fitzroy/Central)

*“...new ideas need to be given a chance to develop. Reducing paperwork and form filling to the absolute minimum maximises the amount of productive time.”*

(Fraser Coast)

*“...instead of placing road blocks in the way of people/ organisations/industries we should be clearing the way for them to do what they do best.”*

(South West Queensland)



# Targeting future success

The nine foundation areas and preliminary targets will guide our efforts on what we want to achieve over the next 30 years. While each preliminary target has a specific focus, the following table highlights how they will deliver multiple benefits.

Preliminary targets	Nine foundation areas								
	Education	Community	Regions	Economy	Health and wellbeing	Environment	People	Infrastructure	Governance
100% of Queensland children have basic literacy and numeracy in primary school.	●	●		●			●		
Education is highly valued by all Queenslanders.	●	●		●	●				
Increase the wealth of all Queenslanders while achieving Australia's narrowest gap between the wealthy and the poor.	●	●	●	●	●		●		
Queensland has the highest rates of volunteering and community participation in Australia.		●	●	●	●	●	●		
Anyone who makes Queensland their home has employment opportunities and is welcomed into the community.		●	●	●	●		●		
Half of Queensland's population lives outside South East Queensland.		●	●	●			●	●	
Queensland has the highest income, trade and employment levels in Australia.			●	●			●	●	●
Our bright ideas have real economic and social benefits.	●		●	●	●	●	●	●	
Aboriginal and Torres Strait Islander Queenslanders have the same life-expectancy as non-Indigenous Queenslanders.		●	●		●		●		
Queenslanders have the lowest incidence of preventable diseases in Australia.	●	●			●		●		
Queensland has the best balance of environmental protection and economic development in Australia.		●	●	●		●		●	●
Double the proportion of Queenslanders over 55 years who participate in the community and workforce.	●	●		●	●		●		
Aboriginal and Torres Strait Islander Queenslanders have the same workforce participation as non-Indigenous Queenslanders.	●	●	●	●	●		●		
Queensland is the best place to live in Australia.	●	●	●	●	●	●	●	●	●
The right infrastructure is delivered in the right place at the right time.		●	●	●			●	●	
Queenslanders are highly satisfied with the way governments deliver for their communities.		●		●					●



# Delivering for Queensland

## Created by Queenslanders, for Queensland

In 2013, the Queensland Government set out to produce a long-term vision that was created by Queenslanders, for Queensland. It was the largest engagement activity ever undertaken in Queensland with all 89 state electorates involved. Individuals, industry groups, businesses and community organisations were encouraged to share their thoughts and aspirations for the future. The diagram below illustrates key milestones:

<b>Define process</b>	<b>February 2013</b>	<b><i>The Queensland Plan</i></b> The plan and development process announced in Townsville.
	<b>March to April 2013</b>	<b>Briefings</b> Sessions with key groups to inform the process.
	<b>May 2013</b>	<b>Mackay Summit</b> Community representatives identified six questions on what the plan should address and discussed how to engage local communities in its development.
<b>Engage communities</b>	<b>May to August 2013</b>	<b>Community engagement</b> Activities took place across Queensland to seek local community input and a statewide program supported the engagement process.
	<b>October 2013</b>	<b>Brisbane Summit</b> Delegates reviewed Queenslanders' response and workshopped key elements of the vision.
<b>Deliver together</b>	<b>Late 2013</b>	<b><i>The Queensland Plan: a 30-year vision for Queensland—our working draft</i></b> Released for public review.
	<b>Mid-2014</b>	<b><i>The Queensland Plan: a 30-year vision for Queensland</i></b> Our final 30-year vision is released.

### Queensland's questions

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?

## Next steps

Everyone is encouraged to have their say on our working draft. Your feedback will be used to finalise our vision for release in 2014.

Achieving our vision will require a collective commitment and a broad range of strategies and actions.

The Queensland Government will take the lead in responding to *The Queensland Plan* in the form of a whole-of-government strategic plan that will look holistically at policy development and service delivery. The strategic plan will provide clear guidance about the government's priorities over the short to medium term as well as its responsibilities in contributing to Queensland's targets.

*The Queensland Plan* will also be enshrined in legislation to make it central to all government policy and planning. Legislating the plan places our vision firmly on the public record and requires future governments to honour the aspirations of Queenslanders and take a long-term approach to delivering services and infrastructure.

Local government, business, industry and community organisations are all encouraged to respond to *The Queensland Plan* through their words and actions; articulating how they will align their future planning to Queensland's strategic direction.

## What Queenslanders said...

“It’s exciting that we have been a part of a collaborative effort to help shape our future for the next 30 years.”

(Whitsundays)

“...I feel satisfied and confident *The Queensland Plan* is a worthwhile endeavour and a proactive approach to the future.”

(Laidley)

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## Working together

Queenslanders' collective wisdom is shaping a positive plan for the future. Contributions from every region and demographic have enriched our goals and ongoing community input, both now and into the future, is essential to our success.

A group of community representatives will be established to support the plan's implementation and engage Queenslanders in the ongoing achievement of the vision. It is intended for this group to act as advocates for *The Queensland Plan*, encourage its implementation across the community and in non-government sectors, and inform and engage Queenslanders in realising the vision. Members of the group will be eminent Queenslanders, representing a range of industries and groups that reflect the diverse nature of our state and people.

More information about the group's role and structure will be provided in the final plan.

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## For more information

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## Notes

A series of horizontal dotted lines for writing notes.





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