Message from the Premier

*The Queensland Plan* encapsulates what Queenslanders in 2014 pictured an ideal Queensland to be in 2044.

The themes that Queenslanders focused on in developing the long-term vision for our state are reflective of what my government is passionate about delivering for Queensland: building safe and inclusive communities, creating jobs in a strong economy, embracing environmentally sustainable methods to keep the natural wonders of Queensland protected, making sure our children are getting the best start to life, and ensuring we are a responsive and consultative government.

*The Queensland Plan* was developed through an intensive statewide consultation period to determine our—business, industry, government, communities and individuals—collective vision for the direction of our state.

My government continues to deliver on commitments outlined through *The Queensland Plan* and the *Queensland Plan Act 2014*, and both were considered through the development of my government’s objectives for the community that were introduced in 2018: *Our Future State, Advancing Queensland’s Priorities*. We also continue to report annually against *The Queensland Plan*, demonstrating our contribution towards implementing the vision for Queensland.

Under the Act, my government is committed to reviewing *The Queensland Plan* every five years within the active period 2014 to 2044 to ensure it remains relevant and an accurate reflection of the aspirations and priorities of the community today. We are in the midst of rapid change, and as new global trends emerge and community priorities shift, we need to check and adjust our path forward to ensure the continuing strength and resilience of our communities, businesses, economy and natural assets.

That is why we have launched this consultation paper seeking input from community, business and industry on the vision for Queensland and implementation of *The Queensland Plan* to inform the first five-year review.

I encourage all Queenslanders to have their say by reviewing the consultation paper and responding to the online survey.

I look forward to seeing the outcomes of the review, so that together we can advance our state, grow our economy, strengthen our regions, support our communities and protect our environment both now and for generations to come.

The Honourable Annastacia Palaszczuk MP
Premier of Queensland and Minister for Trade
The Queensland Plan review

The Queensland Plan (the Plan) was released in 2014, presenting an aspirational community vision for Queensland. Now in 2018, the Queensland Government is undertaking a review of the Plan to consider whether this vision still reflects the long-term aspirations of Queenslanders and whether the implementation approach is still appropriate.

Under the Queensland Plan Act 2014 (the Act), a review of the Plan is to be completed every five years. The Queensland Government is required to present findings and respond to the review by October 2019, when the first five-year review is due.

As part of the review process, we are seeking input from industry, business and community. This consultation paper starts the conversation by summarising the Plan and its intent and outlining the issues to be considered in the review. This consultation paper is intended to guide consideration of the following review questions:

- Is the community vision for Queensland from 2014 still reflective of the community’s aspirations today?
- Is the implementation approach outlined in the Plan, including adoption into community, industry and business planning, the most effective and appropriate for working towards a long-term vision for Queensland?

We invite you to peruse the consultation paper and provide a submission to the review via the survey available at www.getinvolved.qld.gov.au

Consultation closes Wednesday 7 November 2018.

As you reflect on the vision of The Queensland Plan, consider:

- Does the vision still reflect your or your organisation’s aspirations for Queensland?
- What aspects of your vision for a future Queensland are not included in the vision?
- Does the vision address existing and future environmental, economic and social trends?
- How does a long-term vision for Queensland influence your decisions?

Overview of The Queensland Plan

The Queensland Plan presents a long-term aspirational vision for Queensland and roadmap for growth. Launched in 2014, The Queensland Plan was developed through the largest statewide community engagement activity of its kind ever undertaken in Queensland.

With contributions from more than 80,000 people across the state, the consultation process established the community’s 30-year vision for Queensland, and identified goals and success factors to help focus efforts to achieve this vision. Nine foundation areas create the framework for the Plan, representing the priorities of Queenslanders, an ideal future for the state and an indication of how this can be achieved.

To achieve the vision, all Queenslanders have a role to play in pursuing the goals and targets under the foundation areas. Industry, government, business, communities and individuals have responsibility for considering the Plan in strategic or business planning, and delivering on the intent of the Plan in their activities.

The role of The Queensland Plan

The Queensland Plan draws on a well-established approach to community development planning used by regional governments and community organisations across the world.

Visions are used to help align decisions, resource allocation and actions by governments and other organisations with longer-term, shared community goals. They also help to integrate the efforts of different stakeholders in a coordinated and collective effort to achieve those goals.

The process of developing community visions and subsequent strategic plans also provides an opportunity for communities to inform the decisions affecting their lives, enabling governments and community organisations to be more responsive to community needs and values.

Measuring progress towards achieving the shared goals, using well-developed and targeted indicators, provides a mechanism of accountability and feedback about the effectiveness of efforts being implemented to achieve the goals.
The vision

The Queensland Plan was developed to guide Queenslanders towards a shared future. It was developed in consultation with Queenslanders and aimed to account for global trends, while acknowledging we would not be able to predict many changes influencing Queensland in the future.

It is a living document, intended to evolve to meet the shifting needs of Queenslanders. As global, national and local changes occur, so too will the priorities and aspirations of Queenslanders.

Even today, five years from the Plan’s development, Queensland has changed. Many of the long-term trends we understood then still prevail. Yet, we have more information and understand some in more detail.

New trends have also emerged, affecting Queenslanders, their work and environment and how we live our lives today.

This section provides an opportunity to consider the vision in the context of Queensland today and the changes we envisage for our future.

Queensland now

Since 2014, Queensland has seen a number of changes. The state’s population continues to grow, presenting both opportunities and challenges for the future. Our economy is on an upwards trajectory and our industries are continuing to evolve. Queenslanders are facing the challenge of resource limitations and our healthcare sector continues to be pressured by increased community needs.

Queenslanders’ vision for our state, as articulated in 2014 in The Queensland Plan

In 30 years Queensland will be home to vibrant and prosperous communities. Our state will be well planned with the right infrastructure in the right places, to support a population that has grown across every region.

We will value education as a lifelong pursuit where we gain practical skills, enrich our lives, find secure jobs and improve the competitiveness of our economy. Our brightest minds will take on the world and we will work collaboratively to achieve the best results for Queensland.

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

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

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

5,018,000
as at August 2018

More than 90% of Queensland’s population growth occurred in South East Queensland.

Annual population growth rate
1.7%
December 2016 to December 2017

Economy

Total value of Queensland’s economy
$309 billion as of 2016–17

Top five industries by share of gross state product (2016–17)

- Mining: 11.4%
- Construction: 8.9%
- Health care and social assistance: 8.7%
- Manufacturing: 7.3%
- Financial insurance services: 6.9%

Top 5 export destinations (year ending June 2018)
1. China
2. Japan
3. India
4. Republic of Korea
5. Taiwan

Top five industries by number employed (year ending June 2018)

- Health care and social assistance: 14.2%
- Retail trade: 10.6%
- Construction: 9.7%
- Education and training: 8.2%
- Accommodation and food services: 7.4%

Community

In 2017–18,

- 63.9% of Queenslanders born overseas compared to 67.7% of Queenslanders born in Australia participated in the labour force.

In 2015–16,

- The top 20% of households had 4.7 times the household disposable income of the bottom 20% of households.

In 2016,

- 18.8% of Queenslanders 18 years and over were doing unpaid voluntary work.

Queensland’s tourism sector was valued at $25 billion in 2016–17 and feeds into sectors such as retail trade and accommodation and food service.

The Queensland Plan – Review
Health and wellbeing

Infrastructure and freight network

Environment

Queensland's water consumption increased by 5.6% in 2015–16, to 3958 gigalitres

Queensland's energy use increased by 8.3% in 2014–15 to 1444 petajoules

Queensland's total greenhouse gas emissions in 2016 were 153 million tonnes of carbon dioxide equivalent

Six new nature refuges were declared in Queensland in 2016–17, bringing the total land area protected as nature refuge to 3.8 million hectares

Education

Attendance rates, Semester 1 2017, Years 1–10:

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<thead>
<tr>
<th>5–17 years</th>
<th>18 or older</th>
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<tr>
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<td>26.2% overweight</td>
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<tr>
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<td>63.6% overweight</td>
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In 2014, 12% of Queensland adults experienced high or very high psychological distress

In 2011, 18–29 year olds participated in formal learning

Year 5 students at or above the national standard for reading and numeracy, in 2017:

<table>
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Governance

In 2014, 23.4% of Queenslanders felt they were able to have their say within the community on important issues (all or most of the time)

In the 12 months to June 2017, 20.5% of Queenslanders aged 15–74 years old participated in formal learning

4.3% participated in personal interest learning

17.8% participated in work-related training

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## Foundation areas, goals and targets

Each foundation area in the Plan is supported by a number of goals that describe Queenslanders’ vision in more detail, desired outcomes and targets to focus efforts in contributing to the vision. Progress measures are also identified for tracking progress against each of the targets.

The review provides an opportunity to consider whether these goals and targets are helpful in focusing action towards a long-term vision.

The review is not focusing on the progress measures as many rely on data that is no longer available and some rely on the establishment of a state survey. Further, the government collects data for and reports on many measures under its regular reporting activities, which relate to the targets identified in the Plan.

### As you reflect on the goals, targets and performance measures, consider:

- Do the goals and targets in each foundation area reflect the corresponding vision?
- How does your organisation use these targets to focus action and report on its progress?

### Foundations

<table>
<thead>
<tr>
<th>Targets</th>
<th>Goals</th>
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</table>
| **Education**<br>Building life skills and inspiring bright minds<br>T1 *Literacy and numeracy*<br>100% of Queensland children have basic literacy and numeracy in primary school.<br>T2 *Skills for life*<br>All Queenslanders enter adulthood with life skills and broad knowledge.<br>T3 *Valuing education*<br>Education is highly valued by all Queenslanders. | **G1** Our curriculum is flexible and future-focused.  
**G2** We have practical-based learning.  
**G3** We have the most highly valued educators in Australia.  
**G4** Education is valued as a lifelong experience. |
| **Community**<br>Making connections<br>T4 *Household prosperity*<br>Increase the wealth of all Queenslanders while achieving Australia’s narrowest gap between the wealthy and the poor.<br>T5 *Opportunity for all*<br>Anyone who makes Queensland their home has meaningful employment opportunities and participates in their community.<br>T6 *Community connection*<br>Queensland has the highest rates of volunteering and community participation in Australia. | **G5** In Queensland nobody gets left behind.  
**G6** We celebrate, embrace and respect diversity.  
**G7** We applaud community achievers. |
| **Regions**<br>Building thriving communities<br>T7 *Liveable regions*<br>All Queenslanders are highly satisfied with the liveability of their region.<br>T8 *Growing regions*<br>Double the regional population outside South East Queensland. | **G8** Our regions are strong and prosperous.  
**G9** We capitalise on unique regional opportunities and assets.  
**G10** Working together we achieve more.  
**G11** We value and invest in local businesses and workers. |
<table>
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<tbody>
<tr>
<td><strong>Economy</strong></td>
<td>**T9  ** <em>Growing prosperity</em> Queensland has the highest income, trade and employment growth in Australia.</td>
<td><strong>G12</strong> We are the number one performing economy in Australia.</td>
</tr>
<tr>
<td></td>
<td>**T10  ** <em>Bright ideas</em> Our brightest ideas have real social and economic benefits.</td>
<td><strong>G13</strong> We are focused on industry development and diversification.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>G14</strong> Queensland has the best job opportunities in Australia.</td>
</tr>
<tr>
<td></td>
<td>**T11  ** <em>Life expectancy</em> Regional and Aboriginal and Torres Strait Islander Queenslanders have the same life expectancy as other Queenslanders.</td>
<td><strong>G15</strong> Our centres of excellence drive innovation.</td>
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<td></td>
<td>**T12  ** <em>Disease and injury prevention</em> Queensland has the lowest incidence of preventable disease and injury in Australia.</td>
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<tr>
<td></td>
<td>**T13  ** <em>Mental health</em> Queensland leads Australia in improving mental health and wellbeing.</td>
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<tr>
<td><strong>Health and wellbeing</strong></td>
<td>**T14  ** <em>Environmental guardian</em> Queensland is recognised as a world leader in environmental management and protection.</td>
<td><strong>G20</strong> Our natural resources are managed effectively.</td>
</tr>
<tr>
<td></td>
<td>**T15  ** <em>Environmental balance</em> Queensland has the best balance of environmental protection and economic development in Australia.</td>
<td><strong>G21</strong> We protect the environment.</td>
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<tr>
<td></td>
<td></td>
<td><strong>G22</strong> We invest in and adopt sustainable and renewable solutions.</td>
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<td></td>
<td>**T16  ** <em>Inclusive participation</em> Queensland leads Australia in meaningful community and workforce participation especially for seniors and people with a disability.</td>
<td><strong>G23</strong> Urban sprawl is managed efficiently.</td>
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<td></td>
<td>**T17  ** <em>Indigenous opportunity</em> Aboriginal and Torres Strait Islander Queenslanders have the same opportunities and rates of employment as non-Indigenous Queenslanders.</td>
<td><strong>G24</strong> Impacts of population growth are managed.</td>
</tr>
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<td></td>
<td>**T18  ** <em>Liveability</em> Queensland is the best place to live in Australia.</td>
<td><strong>G25</strong> Older Queenslanders are respected and valued.</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td>**T19  ** <em>Tailored and timely infrastructure</em> The right infrastructure is delivered in a timely way to support economic growth and social needs.</td>
<td><strong>G26</strong> We support the least advantaged.</td>
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<td></td>
<td></td>
<td><strong>G27</strong> We attract bright minds to Queensland.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>**T20  ** <em>Community governance</em> Queenslanders are highly satisfied with the ways governments deliver for their communities.</td>
<td><strong>G28</strong> Our infrastructure fits our changing population and demographics.</td>
</tr>
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<td></td>
<td></td>
<td><strong>G29</strong> Our regions, businesses and communities reach their full potential.</td>
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<td><strong>G30</strong> Infrastructure is funded in a variety of ways.</td>
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<td><strong>G31</strong> Infrastructure is designed and built with longevity in mind.</td>
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<td><strong>G32</strong> Infrastructure provides connectivity and accessibility across the state.</td>
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<td><strong>G33</strong> We have localised and more flexible decision-making.</td>
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<td><strong>G34</strong> Regulation is outcome-based.</td>
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<td><strong>G35</strong> Government is more effective and efficient.</td>
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</table>
Implementation

A number of mechanisms exist to implement the Plan. The community, businesses, industry and government all have a responsibility to contribute to achieving the aspirational vision for Queensland. These contributions are guided by the Act, *The Queensland Plan* and the Ambassadors Council.

The Act provides a legislative requirement for a long-term plan that is developed with community, business and industry input. Together with the Plan, it aims to embed consideration of Queenslanders’ vision into the planning and actions of government, industry, business and community.

The Act stipulates requirements for the Premier and Ministers of the state government and local governments and establishes mechanisms for encouraging the community, business and industry to contribute to the Plan.

The role of government

Queensland Government

The Queensland Government is required to consider the Plan in developing its statement of objectives for the community. These objectives are the government’s priorities for contributing to Queensland’s future.

In June 2018, the government released its new objectives for the community, *Our Future State: Advancing Queensland’s Priorities*. The Plan was considered in developing these priorities. More information about Our Future State can be found online at [www.ourfuture.qld.gov.au](http://www.ourfuture.qld.gov.au).

The Premier is also required to prepare annual progress reports outlining how government has contributed to implementing the Plan.

As part of the review process, the Queensland Government will be considering its own obligations under the Act, including reporting requirements and how the Plan informs strategic and operational planning.

Local government

The Plan should inform local government corporate plans. The Plan should guide the development of the strategic direction for local governments and the performance indicators used for measuring progress towards achieving their vision for the future.

In reviewing the Plan, the Queensland Government is interested to learn how local governments have incorporated the goals and progress measures of the Plan in their own corporate plans.

*The Queensland Plan*

Ambassadors Council

The Ambassadors Council is established under the Act to promote awareness of *The Queensland Plan* and encourage the community, business and industry to strive towards its vision and goals. Ambassadors also provide independent advice to the Premier regarding the implementation of the Plan.

Members of the Ambassadors Council are appointed because of their expertise, experience and networks, representing a broad cross section of industries, community interests and regions across Queensland.
As you reflect on the implementation of *The Queensland Plan*, consider:

- How does *The Queensland Plan* inform your own organisation’s strategic plans or actions?
- How do you report your organisation’s contribution to the goals and targets of *The Queensland Plan*?
- How do the vision, targets and performance measures in *The Queensland Plan* guide your decision-making?
- Does a body such as the Ambassadors Council provide your organisation with an opportunity to engage with *The Queensland Plan* and the Queensland Government?

More information about the current members of the Ambassadors Council can be found online at: www.queenslandplan.qld.gov.au/delivering-the-plan/ambassadors.aspx

The inaugural meeting of the Ambassadors was held in Brisbane in August 2014. Since then, the Ambassadors Council have met an additional 15 times, with meetings held in Brisbane, by teleconference, and in the regions including Townsville and Ipswich.

These meetings have provided an opportunity for Ambassadors to meet with a range of stakeholders from across the community, business and industry to discuss priorities and raise awareness about *The Queensland Plan*.

A series of communiques from these meetings are available on *The Queensland Plan* website: www.queenslandplan.qld.gov.au/delivering-the-plan/ambassadors.aspx

**Business, industry and community**

All sectors and organisations are encouraged to consider the Plan and identify how they can contribute to its vision, goals and targets.

In reviewing *The Queensland Plan*, the Queensland Government is interested to hear how community, business and industry organisations take the Plan into consideration in developing their own strategic plans and performance measures.

**Individuals**

Individuals are encouraged to refer to *The Queensland Plan* in making decisions about their own lives.
The survey

We will be collecting feedback about *The Queensland Plan* through an online survey, to enable Queenslanders from across the state to equally participate in the review.

Survey responses will be collected until the closing date of Wednesday 7 November 2018.

You can access and complete the survey online at:
www.getinvolved.qld.gov.au

What next?

Your responses, with information we collect through additional research, will inform the ultimate question asked of the review: Does *The Queensland Plan* need to be revised?

The Queensland Government will respond to the findings of the review by October 2019.

Contact details

If you have any questions about the review or require assistance in accessing survey, please contact:

*The Queensland Plan* Secretariat
Department of the Premier and Cabinet
queensland.plan@qld.gov.au