

FUTURE STATE

2019 ANNUAL MEMBER SURVEY

IDEAS AND SOLUTIONS FOR QUEENSLAND FOR THE NEXT DECADE



QUEENSLAND
FUTURES
INSTITUTE

A BETTER QUEENSLAND



At the Queensland Futures Institute (QFI), we're for a **better Queensland.**

We listen

We conduct independent research and host leadership forums.

We act

We work alongside government; advancing new ideas to enhance the quality of life of all Queenslanders.

Steve Greenwood
Chief Executive Officer
Queensland Futures Institute



Julianne Alroe
Chair
Queensland Futures Institute



Future State is a program of independent, apolitical engagement by the QFI with Queensland's elected leaders.

It facilitates the development, presentation and exploration of ideas, concepts and solutions for the future social and economic growth of Queensland. Members are afforded the opportunity to meet with the Queensland Government and separately, the Queensland Opposition.



Gert-Jan de Graaff Chief Executive Officer Brisbane Airport Corporation

The city is evolving before our very eyes with billions of dollars of investment in infrastructure projects currently underway, including our new runway, a vibrant arts and major events sector, direct access to some of Australia's greatest natural assets and a reputation for being a safe and friendly destination.

This all contributes to boosting Brisbane's international profile, attracting more visitors, new airlines, and additional services and new destinations, truly cementing our position as Australia's best gateway.

Sustainable connectivity between Brisbane Airport and the city, our region and our State is absolutely imperative with the forecast growth in passenger number and workers, expected to reach 50 million+ and 50,000 respectively in the next 20 years.

While Brisbane Airport Corporation has invested heavily in the last decade to meet future growth projections, we have been very vocal about the need for similar investment in the roads and public transport infrastructure between the airport and the city and region.

“Sustainable connectivity between Brisbane Airport and the city, our region and our State is absolutely imperative.”

Professor Ian Frazer AC Ambassador & Chair of the Translational Research Institute Foundation

Establish Queensland as a premier location for the conduct of medical research by industry and academia, by introducing a single uniform public health system eHealth record across the State, by introducing opt out consent for contribution of data to medical research, by rationalising the governance aspects of the conduct of research in the public hospital system, and by expanding the pool of clinical research talent through creation of further practitioner research fellowships across all sectors of the public health service.

“Queensland should become a hub of biomedical and translational research.”

Engaging young people to understand that the quality of life that they have become used to in Queensland will in future depend on the continued growth of the Queensland economy, and that achieving this will depend on their generation, and their contribution through participation in (the rigorous parts of) education (stem, but not just stem), through entrepreneurship and through political engagement

Queensland should become a hub of biomedical and translational research. The initiative could be strengthened by supporting BDHP, encouraging universal consent to trial participation, and supporting USC's initiative in attracting clinical trials into general and rural practice. Also by putting in a bid for a gene therapy GMP facility.

John Greig Managing Partner, Queensland Deloitte

Improvement in Queensland's prosperity relies heavily on continued productivity gains, and that means fostering creativity and innovation in Queensland's workplaces. A big part of the productivity story will centre around people yet there exists a lot of anxiety about the future of work. Queenslanders needn't be scared by technology as it isn't a substitute for people rather it's more about augmentation rather than automation leading to replacement. Whilst the nature of jobs are changing they will not disappear altogether as new technologies tend to create as many jobs as they make redundant – they are just different.

“Change is accelerating, Queensland and Queenslanders will be more prosperous and more fulfilled if we can get ahead of the game.”

Change is accelerating, Queensland and Queenslanders will be more prosperous and more fulfilled if we can get ahead of the game. Getting ahead of the game will mean, amongst other things, the need to refresh our skills. This raises an important question: what is the best way to learn and refine job skills required in workplaces of the future? Part of the solution is tertiary and vocational education but the cost of this education is high and there is evidence of a lack of alignment between skills learnt in the classroom and the skills demanded in the workplace. More emphasis on work-integrated learning including on-the-job training may address this however it is presently rarely formally recognised. This could be overcome by adopting micro-credentialing involving certification of specific skills such as problem solving, data analytics or coding by way of example. Further, once job seekers move beyond entry level positions, formal qualifications tend to have a diminished impact on hiring decisions with emphasis shifting more towards relevant skills requirements.

Dr Stefan Hajkowitz Senior Principal Scientist CSIRO's Data61

Over the past few years over AU\$86 billion has been publicly announced by governments and companies worldwide in new artificial intelligence (AI) research, development and capability-building programs. There's likely to be much larger undisclosed investment. The emergence of AI is like the discovery of electricity in the late 1800s. It's a general purpose technology that will transform every industry and every policy sphere in all geographic regions. It will lead to improved quality of life for Queenslanders.

AI will also build new industries and create new sources of wealth generation. There's an opportunity for Queensland to drive AI development in areas related to our existing industries of mining, food, agriculture, manufacturing, professional services, education and healthcare. As yet no State or Territory in Australia has emerged as the place to be for AI - Queensland can take pole position.

“There's an opportunity for Queensland to drive AI development in areas related to our existing industries of mining, food, agriculture, manufacturing.”

Professor Sandra Harding AO Vice-Chancellor and President James Cook University

To grow stronger communities and create the jobs of the future, Queensland, and in particular northern and far northern Queensland, must embrace new and innovative enterprises and technology-informed economic development. Two industries with great potential are health services and aquaculture.

The TropiQ health and knowledge precinct in Townsville and the Cairns Tropical Enterprise Centre (CTEC) are two great examples of opportunities for strategic investment in the knowledge, health and education economies already in place by providing for the co-location of existing and new health and education facilities, thereby intensifying employment and leveraging the extensive health and education infrastructure already in place in Townsville and Cairns.

Located in the Tropics, the activities of these two precincts will not only serve the needs of their regions and Queensland more broadly, but also tropical populations throughout the world, through the development of world leading tropical health research and remote medicine technology.

“Investment now in innovative health services and aquaculture projects has the very real potential to position Queensland at the forefront of what I consider to be two of the most promising growth opportunities in our region over the next 30 years and transform both Cairns and Townsville from large regional centres to important global tropical cities.”

In conjunction with the twin developments of James Cook University’s Technology Innovation Complex in Townsville and the Cairns Innovation Centre, TropiQ and the CTEC have the potential to transform their host cities into thriving centres of tropical innovation.

A very real opportunity also exists for north and far north Queensland to become the epicentre of aquaculture in Australia and globally, given our unique position, our track record and our focus on clean, safe and high-quality product. Food security and the rapidly growing demand for high quality seafood protein are two of the biggest challenges we face. Much of the future growth in demand for high quality, clean product will come from Asia’s developing economies which are forecast to contain more than half the world’s middle class by 2020.

If it continues to grow at its current rate, aquaculture is set to be Australia’s second largest agri-food export by 2050, worth \$12.8 billion. This is a very real growth opportunity which would be significantly enabled and enhanced by the establishment of a Tropical Aquaculture Accelerator in Townsville, to bring together JCU’s world-leading expertise in research and commercialisation along with the commitment and engagement of pioneering industry partners in fit-for-purpose facilities.

Investment now in innovative health services and aquaculture projects has the very real potential to position Queensland at the forefront of what I consider to be two of the most promising growth opportunities in our region over the next 30 years and transform both Cairns and Townsville from large regional centres to important global tropical cities.

Mark Henley Chief Executive Officer Queensland Council of Social Service

Queensland needs a clear and aspirational vision. For QCOSS this means equality, opportunity and wellbeing for every person in every community in Queensland.

We must ensure that those people who are made most vulnerable by the systems and structures that fail them are supported to have a better life. That includes many children, young people, seniors, people with a disability, new arrivals to Australia, those having to rely on low income, and of course our First Nations people.

“We must ensure that those people who are made most vulnerable by the systems and structures that fail them are supported to have a better life.”

We need a set of wellbeing measures to actively measure and track our progress on matters that are important to people and their community.

It has been very clear from our engagement across Queensland that people want and need to have a say in the decisions that affect them at local and system wide levels. They do not want to see more political polarisation, growing income inequality or division between cities and regional areas on social and economic issues. We need to bridge the divide at the community level. People want to be engaged and stay engaged.

And to achieve this vision we need a strong government that strengthens our work and works with the community and business sectors.

Professor Greg Hill Vice-Chancellor & President University of the Sunshine Coast

Realise the full potential of regional Queensland – and therefore Queensland – through higher education. The benefits of higher education intersect with and support the community objectives and priorities identified in the Queensland Government's 'Our Future State' plan.

Through higher education and research, we can create jobs and strengthen the economy for a secure future; we can forge inclusive, diverse and safe communities; we can improve people's health, well-being and resilience; we can build the capacity to tackle wicked problems including climate change and its effects; and we can engender an innovative and entrepreneurial outlook for a vibrant and prosperous regional Queensland.

Based on the 2016 Census, Queensland includes the two regions in Australia with the lowest proportion of 25-34 year olds with a bachelor degree or higher – Moreton Bay North at 13% and Wide Bay at 14%. The only part of Queensland to exceed the Australian average of 35% is Brisbane. In addition, while participation rates are tracking upwards, Indigenous people comprise less than 2% of university domestic student enrolments nationally. Key to the successful development of regional Queensland is the strengthening of genuine and meaningful partnerships with our First Nations people.

Regional students have diverse aspirations and challenges. They are often first-in-family to attend university. We need to inspire and welcome potential students and their families, and then provide them with whole-of-community support as they progress through their studies. We can achieve that by working together, mobilising existing partnerships in and for our regions and developing new and productive networks, involving government, business and industry, the broader education and training sector, and cultural and social organisations.

Higher education can, and does, transform the lives of individuals, families and communities.

“Key to the successful development of regional Queensland is the strengthening of genuine and meaningful partnerships with our First Nations people.”

Michael Hiller

Queensland State Chair

KPMG

Meeting the future health needs of the Queensland population will require fundamentally reshaping how, where and when we deliver services. Government is attempting to reign in growth in spending (currently the single biggest area of expenditure, at just over 31% of the budget). At the same time our Hospital and Health Services are under significant pressure to meet a growing demand for services.

The people who work in our health system are deeply committed to delivering excellent care, they are also incredible innovators. But systematic barriers are limiting our ability to harness this potential.

To drive more than incremental change policy makers will need to consider:

- How do we design health services to put patients and communities at the centre?
- How can digital tools and solutions support new 'out of hospital' models of care?

- How do we empower our people at the front line to identify opportunities to improve quality, access and efficiency and to work together across settings to make improvements?
- How do we reshape funding models, across various levels of government, to pay for value rather than volume?

Queensland's Asia Pacific neighbours have a growing demand for low carbon energy. It is expected that the region's focus on access to abundant, low carbon energy will grow rapidly, driven by the impact of climate change on the region and growing energy demand. Queensland is uniquely placed to provide this energy to the region by establishing a hydrogen export capability.

Hydrogen requires large amounts of renewable energy (solar and wind) to produce and our land mass and climate provide an abundant energy resource which can be exported to energy constrained neighbours.

“Our Hospital and Health Services are under significant pressure to meet a growing demand for services.”

Lance Hockridge Independent Director Huawei Australia

The fourth industrial revolution – founded on Information and Communications Technology (ICT) networks and driven by Artificial Intelligence (AI) – is leading us into an intelligent world where all things will sense, all things will be connected, and all things will be intelligent. Now is the time for Queensland not only to ensure it is ready to meet the opportunities this new era will create, but adopt early to become a leader in this next industrial revolution. On the path towards an intelligent Queensland, ubiquitous sensing, high-speed connections, and sharing of knowledge will lead to unprecedented growth and value creation. Data will become an inexhaustible resource. Intelligence will decide how the value of data is transformed and delivered. Connections will carry massive quantities of data, and enable exchange of data and smart value creation. The digital world is gradually being brought to every person, home, and organisation, and this is having an unprecedented impact on life, business, and society.

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By 2025, there will be 40 billion AI-enabled personal smart devices, 90% of which will have an intelligent personal assistant. 12% of homes will have robots under their roofs, with enormous potential unleashed for individuals as they begin to be supported by sensing devices, two way human-machine communication, and proactive information services. At the business and societal levels, there will be 100 billion connections by 2025, helping to drive digital transformation in domains including public utilities, transportation, manufacturing, healthcare, agriculture, and finance. By that time, 85% of enterprise applications will be on the cloud, 86% of global companies will adopt AI, and data utilization rates will skyrocket to 80%. Queensland can lead these efforts by first pursuing intelligent transformation of itself, helping all industries across the state go intelligent. By being an early adopter, Queensland can position itself as an ICT leader, especially through partnerships between Government, Business and Universities.

Geoff Hogg Group Executive Operations The Star Entertainment Group

We are in a 'golden age' for tourism in Queensland, but in the coming years it's vital we work together to ensure we maximise this outstanding opportunity.

Countries around the world are investing heavily and repositioning themselves to capitalise on substantial tourism growth out of Asia, especially China, where the more affluent middle-class demographic continues to expand exponentially.

Now and in the future, we need to ensure they have Queensland at the top of their list – because we unashamedly tick the boxes they're looking for – great local cuisine and shopping experiences, breath-taking natural and safe environments, friendly and welcoming people, beautiful sunny climate, and more high-end accommodation in the future.

We applaud the Queensland Government on keeping the tourism budget strong but we should not underestimate the power of collaboration between government and the private sector to find the best ways to leverage marketing budgets and attract more major events to our State.

Major events are a fantastic way of driving tourism and getting people to increase the length of their stay in a destination while spending more. It also encourages more repeat visitation – something that we can never have enough of.

At The Star, we have been proud to bring some spectacular events to Queensland recently including the television industry's 'night of nights', The TV Week Logie Awards; as well as Magic Millions as a premier event on the Australian sporting calendar. But we need more.

One of the things that stands out about Queensland is our pioneering spirit. Now is the time to come together to realise more unique and untapped opportunities that we can own or create...and therefore truly differentiate as we take on the rest of the world.

"We are in a 'golden age' for tourism in Queensland, but in the coming years it's vital we work together to ensure we maximise this outstanding opportunity."

Professor Peter Høj AC Vice-Chancellor and President The University of Queensland

Queensland, like most major centres around the world, is being disrupted by global trends – the profound acceleration of the digital economy, new technologies and artificial intelligence, increased urbanisation, the pressures caused by environmental challenges, demographic change and the emergence of new markets.

The pace of change is remarkable and unstoppable.

Queensland is already embracing the knowledge and innovation economy and this momentum must continue.

Through a strong and unified Entrepreneurship Strategy, UQ has confirmed its commitment to this space. More than 100 courses already provide access to entrepreneurial learning as we strive to give every student at UQ will have the opportunity to experience entrepreneurial learning.

We also demonstrate what's possible. More than 100 companies have been created from our intellectual property portfolio that have raised more than \$700 million to take university technology to market. This, together with managing the leading licence portfolio of any Australian university, has resulted in \$32 billion in gross product sales from UQ technologies licensed by us.

The total economic impact associated with The University of Queensland's activities across Australia in the 2017 academic year has been estimated at \$9.6 billion, through an intensive study by UK-based London Economics, more than a third of which (\$3.3 billion) is associated with the University world-class research output.

Fuelling this innovation ecosystem is partnerships. Still, we must have even stronger external partnerships and networks that interweave ideas, expertise and resources from across the world if we are to keep the momentum going.

The University has previously proposed the idea of multi-institutional innovation precinct housing dedicated technology incubator and accelerator facilities, wet and dry laboratories for start-up companies and dynamic co-working space. We maintain this should be considered to continue Queensland's growth.

“Queensland is already embracing the knowledge and innovation economy and this momentum must continue.”

Dr Andrew Johnson CEO and Director of Meteorology Bureau of Meteorology

Queensland's current and future operating environment is intensely dynamic by any international benchmark. Profound shifts are occurring in geopolitics, global economic power, technology, demography and societal values and norms. Our climate is changing and we are experiencing extremes of weather more frequently and with greater intensity than at any other time in modern history. Almost every sector of the economy and society is experiencing some form of "disruption". These changes will likely accelerate in the years ahead. There will be new technologies and new economic, social and physical phenomena that we cannot now anticipate that will change the course of human history, the trajectory of Australia, and hence the development of Queensland.

These drivers are most acutely expressed in the global tropics and will directly impact on the trajectories of our immediate region and of northern Australia. There is an important role and enormous opportunity for the Queensland Government to build the adaptive capacity of the community to anticipate these trends and ensure maximum flexibility to respond. The Queensland Government may wish to consider how it might augment

the States' strong science and technology foundations with new skills and new ways of doing things to be able to support the community transition whilst addressing key risks to social cohesion.

Key to this will be simplifying the States' "operating environment" to drive higher productivity while ensuring the safety, security, integrity and resilience of our communities and industries. This will involve aggressively adopting new technologies, new ways of working, growing Queensland's capability to innovate internally and deepening national and global partnerships and collaborations.

"There is an important role and enormous opportunity for the Queensland Government to build the adaptive capacity of the community to anticipate these trends and ensure maximum flexibility to respond."

Steve Johnston Chief Executive Officer Suncorp Group

As a proud Queensland company, Suncorp has a more than 100-year history of protecting Queenslanders from natural disasters as well as their economic impacts.

“Investing in and prioritising natural hazard mitigation infrastructure not only helps protect communities and their economies - it creates jobs in those regions, stimulates local economies and will sustainably improve the affordability of insurance.”

We are committed to advocate for and deliver products and services in the best interests of our customers.

This includes building community resilience which helps to mitigate against the increasing risk of natural disasters. We recognise that small communities are the backbone of regional Queensland and are especially vulnerable when disaster strikes.

Investing in and prioritising natural hazard mitigation infrastructure not only helps protect communities and their economies - it creates jobs in those regions, stimulates local economies and will sustainably improve the affordability of insurance.

Gail Ker OAM DUniv Chief Executive Officer Access Community Services

Australia is a country built on migration. Our future will continue to rely on migration as a central aspect to contributing towards Australia's future prosperity. As noted in the "Economic Impact of Migration" report produced by the Migration Council Australia (MCA) our nation's projected population will be 38 million by 2050 and migration will be contributing \$1,625 billion (11.6 trillion) to Australia's GDP. This will add 15.7% to our workforce participation rate, 21.9% to after tax real wages for low skilled workers and 5.9% in GDP per capita growth. Each individual migrant will on average be contributing approximately 10% more to Australia's economy than existing residents. This impact flows through into every aspect of the economy and will have a significant impact on population growth, labour participation, employment, wages and incomes, as well as on our national skills base and net productivity – the three P's Participation, Productivity and Population.

For Queensland it would be forward thinking to establish strong but targeted links for our migrants, refugees and diaspora communities to be included as part of a strategic plan that builds a workforce pipeline to meet industry needs while also positioning for regional employment and skills shortages. Developing and implementing a "Population to Place" plan and investment strategy with community-based partners offers the opportunity to identify and place the right person with the right skills and talents into the right job and industry in the right location or region.

The community services sector has formed a critical point of broad-based connections and a deep understanding of who and where our diverse communities are located and what the talents, aspirations, skills and goals they bring with them or that they develop as part of their settlement process into Queensland. The journey of arrival to autonomy is one to be invested in and supported to ensure these unique and valuable opportunities are realised as assets towards building our success as a State.

Key Themes

- Strategically tailor programs and services to meet industry and employer needs.
- Rich talent pool and the better use of skilled and unskilled labour force.
- Building social and economic infrastructure to support Place Based solutions – building the Eco System.
- Gateway to the Regions (is the new version of Gateway as a roll out strategy across Queensland).
- Planning for and engaging community, government and corporate sectors for action.

"Our future will continue to rely on migration as a central aspect to contributing towards Australia's future prosperity."

Warwick King Chief Executive Officer Australia Pacific LNG

Queensland is resource-rich and has a capable workforce, but will need to keep attracting significant capital investment and human capital in the resources sector to achieve economic growth in coming decades. A proven approach to stimulate growth is using government policy incentives to encourage reinvestment for innovation spending eg tax credits and research grants. These may help stimulate new exploration, development of new technologies, advance data analysis tools or fund university research. A focus on industry innovation has a track record of increasing resource recovery.

“Queensland is resource-rich and has a capable workforce, but will need to keep attracting significant capital investment and human capital in the resources sector to achieve economic growth in coming decades.”

Professor Geraldine Mackenzie Vice-Chancellor University of Southern Queensland

Better utilise regional universities as platforms for economic and social development in regions by embedding them in key state strategies for regional development. Regional universities provide institutional capacity, research and professional expertise and extensive international linkages.

“Regional universities provide institutional capacity, research and professional expertise and extensive international linkages.”

Tanny Mangos GM, Corporate Public Affairs & Customer Advocacy Bank of Queensland

Initiatives designed to improve outcomes for Indigenous Australians are something that we should all support. A key part of this needs to be greater investment and support for Indigenous education initiatives. We all know that investment in education is directly linked to better social and economic outcomes, reducing poverty, increasing income, and increasing an individual's chances of leading a healthy life.

“We all know that investment in education is directly linked to better social and economic outcomes, reducing poverty, increasing income, and increasing an individual's chances of leading a healthy life.”

Yet the Government's 2019 Closing the Gap report shows that on the critical indicator of school attendance rates, outcomes for Indigenous Australians have not improved since 2014, and remain well below the attendance rates for non-Indigenous students. Not-for-profit organisations like the Clontarf Foundation and Stars Foundation do great work to support Indigenous education, but until the gap is closed, there will always be more that State and Federal Governments can do.”

Kevin Mercer Chief Executive Officer St Vincent de Paul Society Queensland

Today people and society are faced with many challenges. They are complex issues with many dimensions – economic, cultural, geographic, environmental, political, historical, physical health, mental health, emotional and spiritual wellbeing. However, I believe the three main macro social issues, containing all those multiple dimensions, that are driving need in Queensland over the next 10 years are:

1. Homelessness and the associated addiction and mental health concerns.
2. Shortage of affordable housing
3. An ageing population

These are complex issues that require a complex and collaborative response. The opportunity is to collaborate better on social impact rather than program outputs, remembering there is always a person at the centre and we must provide a continuous pathway as a broader sector to deliver real social impact for that person and not just one-off interventions with no follow on support. How do we co-design such as system across Governments, agencies and the broader community?

“The opportunity is to collaborate better on social impact rather than program outputs.”

Ray Merlano

General Manager, Queensland Data#3

We are entering an age of Digital Connectivity. An increasing focus on sustainability, and all things green (driven globally), will see major change across the utility and built infrastructure industries and connected communities will have an increasing influence on our policy makers.

In February 2019, the Queensland Government in collaboration with the Council of Mayors (SEQ) formalised a proposal to the Commonwealth Government to partner with State and Local Councils to create the SEQ City Deal. Quoting from the proposal; *'At the core of this proposition is a deal that transforms regional connectivity to address congestion; ignites the potential of our employment precincts to create jobs; and that supports the development of thriving communities that are lifestyle destinations. This can only be achieved by working together collaboratively across local government boundaries to realise our region's potential. Something that transcends political cycles to deliver a strategic approach to planning and investment which supports our region to be even better.'*

This may also set the benchmark for other regional centres with similar aspirations.

The ability to generate, measure, monitor, and charge, for sustainable services will drive growth and disruption. Governments (and companies) that move and adapt quickly will be well placed to capitalise on this shift that is rapidly transforming industries such as power, solar, water, recycling, transportation and agriculture where digital connectivity is key to better economic, social and environmental outcomes. There is large growth in businesses, and investment, right across these industries and demand on Governments to react – Digital Technologies will be at the heart of this change throughout the next decade.

“There is large growth in businesses, and investment, right across these industries and demand on Governments to react – Digital Technologies will be at the heart of this change throughout the next decade.”

Professor Carolyn Mountford Chief Executive Officer and Director of Research Translational Research Institute

Australia has responded to the need to transform its economy. Queensland has recently demonstrated its ability to develop an innovation-driven entrepreneurial hub.

The Advance Queensland Initiative has been highly successful. Continuity of support, to include business acumen and mentorship, is important; as is the need for expertise in the international interface with the USA Federal Drug Administration; and addressing the national shortage of expertise in Health Economics.

Financial support for patent registration to protect innovations is an imperative to the multinationals who consider taking up such innovation. There is currently a serious shortage of "Start-up space", particularly in the healthcare sector in Brisbane.

Strength in all of these areas is integral for innovations to be delivered worldwide by major industry in the healthcare sector.

"There is currently a serious shortage of "Start-up space", particularly in the healthcare sector in Brisbane."

Philip Noble Chief Executive Officer Queensland Treasury Corporation

Since the mid-1990s, a series of significant reforms aimed at delivering more sustainable water resource management have been implemented by States and Territories as part of the National Competition Policy (NCP) agenda and the COAG National Water Initiative. Water reform has sought more efficient service delivery by cost-reflective pricing, separating service delivery from the broader role of government, and corporatising major water utilities. In regional Queensland, bulk water is delivered by three State-owned water authorities and water distribution, retail and wastewater services are delivered by around 70 local governments.

“A review should be undertaken into ways to improve the sustainability of regional water and wastewater operations.”

Resource utilisation and cost recovery across many bulk water assets is very low, while at the same time there are calls for new investments to increase supply in some catchments. Many local government water businesses have fewer than 10,000 connections, and are unsustainable without significant ongoing funding support, and a range of other sustainability challenges, including workforce capability, asset management planning and regulatory compliance. A review should be undertaken into ways to improve the sustainability of regional water and wastewater operations and increase the utilisation of bulk water assets to support economic growth in agriculture, resources and regional industry. This includes investment requirements, pricing arrangements, environmental aspects, and optimal institutional arrangements.

Garry Page Queensland Director Australian Red Cross

Every year, Australian communities face devastating losses and disruption caused by more frequent and intense disaster such as bushfires, floods, severe storms and extreme heat. At Red Cross we are witnessing and responding to the human impacts of these extreme weather events that are having a detrimental health and social impact.

The consequences of these events not only have significant long term impacts on people, they impact communities, the economy, infrastructure and the environment. The total cost of natural disasters in Australia is forecast to increase from \$18.2 billion to \$39 billion per year by 2050. Increasing climate change will only see this accelerate. The changes we are seeing now and will see more of, will impact upon just about every aspect of our lives, from the way we earn a living to how we move around our cities, feed ourselves and enjoy leisure time.

It is essential that we act now to support communities, especially people most at risk, to adapt to a changing climate. Through business-community partnerships we want to build stronger and more resilient communities that are better equipped to prepare for, recover from and adapt to more frequent and intense disasters. Every dollar spent on disaster risk reduction in Australia can save between \$3 and \$8.52. However, currently 91% of disaster funding is spent on response and recovery, with only 9% on mitigation.

“It is essential that we act now to support communities, especially people most at risk, to adapt to a changing climate.”

James Palmer Asset President BMA

As the world continues to change so do many traditional industries. With so many forms of new technology we are seeing the opportunity for new ways of working and with this comes the opportunity to create new training and development opportunities for our people. As we prepare for the future of work, we are committed to the development of our people and building on their capabilities and expertise.

“As we prepare for the future of work, we are committed to the development of our people and building on their capabilities and expertise.”

Dr Matthew Peter Chief Economist Queensland Investment Corporation

Queensland amongst all of the States and Territories of Australia, has the most balanced representation of industries in which Australia can make a genuine claim to have international comparative advantage, as well as being on the doorstep of the world's fastest growing economic region.

We know which industries these are - tourism, educational services, healthcare & bio-manufacturing, funds management, resources and agriculture – and Queensland's businesses and State government have made strides in developing our capacity in these industries. However, Queensland is a small player in the global arena and to be competitive it must exploit all possible synergies and scale economies to establish markets and attract capital. To help us pull together, the State Government needs to write our economic narrative – to define the Queensland economy's value proposition.

That narrative needs to emphasise our outwardly focused industries, define the comparative advantages of our regions, define the skills that are needed in our workforce and articulate a compelling case to attract investment into the state. The narrative should also define the role of the State Government as an enabler: bringing together businesses that can support one another through supply and demand chains; supporting Queensland's financial institutions in attracting capital into the State economy and exporting their financial services abroad; enhancing the attractiveness to skilled workers of locating in Queensland through a targeted infrastructure program that improves the liveability of the State.

The Queensland State Government has enacted programs to assist innovation and attract and keep skilled labour and capital in the state, with the Advance Queensland initiative an excellent example of how government implement broad reaching policy that eschews picking winners and encourages competition and excellence.

Queensland businesses, councils and institutions of higher learning have a responsibility in assisting the State Government in refining our economic narrative and providing ideas and solutions to achieving our common goals.

QFI is ideally placed as an independent thought leader, which can bring together these groups with the State government to ensure we have a clear way forward for the economy of Queensland.

“To help us pull together, the State Government needs to write our economic narrative – to define the Queensland economy's value proposition.”

Scott Power Group Executive Director Operations BMD

Looking towards 2029, Queensland will require substantial and continued investment in both public and private infrastructure to foster the desired population and economic growth throughout our vast State. In 2016, the Queensland Government released The State Infrastructure Plan which contains five strategic infrastructure documents including Energy, Transport, Digital, Water and Social Infrastructure. These documents are designed to provide clear policy direction for strategic infrastructure decisions in each sector and to inform the regional development plans. For example, as the SEQ 200km planned metropolis develops, we will need to ensure the 45 minute commute vision becomes a reality. As an example, the SEQ People Mass Movement Study proposes 47 projects at an estimated cost of \$63B over the next 23 years to avoid the gridlock currently seen in the southern capitals.

In Regional Queensland, we will see the continued growth of our energy, resource, tourism and agricultural sectors. Key to their success will be access to reliable and affordable water sources. We need to invest in additional bulk water storage and use existing water resources more efficiently. As an example, The New Bradfield Scheme as recently developed by Sir Leo Hielscher and Sir Frank Moore is worthy of further investigation.

The scheme proposes to divert excess North Queensland floodwater to Hell's Gate Dam from where the water would be redirected to the Warrego system and locally to Hughenden to create new food bowls on the western side of the Great Dividing Range.

In parallel, it is critical that we develop a funding plan to support our infrastructure aspirations. Quite simply, we need to consider asset recycling. Other states have already established long term plans for infrastructure development and have made the hard decisions regarding funding and finance.

Finally, procurement policies need to genuinely support Queensland owned businesses to further support the economic prosperity of our great state.

“Quite simply, we need to consider asset recycling. Other states have already established long term plans for infrastructure development and have made the hard decisions regarding funding and finance.”

Owen Rayment General Manager Queensland Telstra Enterprise

Enterprise and Government organisations in Queensland have invested heavily in digital transformation in recent years as the pathway to benefits such as deeper customer insight, frictionless processes and productivity improvements. The industry to enable this has matured rapidly with investments across the state in fixed and mobile networks and the imbedded IoT capability spawning millions and potentially billions of new data sources. Software to analyse this mass of data at scale in cloud based platforms is there to interpret and present data and visual models to we humans to make better decisions. So with process and technology in place, the vital transformational ingredient is people and culture.

“So with process and technology in place, the vital transformational ingredient is people and culture.”

In the 1950s a Belgian primary school music teacher Georges Cuisenaire wondered why children who excelled and loved engaging in music struggled with the academic approach to maths. He experimented with a fun and visual technique to represent numbers with different lengths and colours of wooden rods hence were born Cuisenaire Rods. In 1952 he published the guide to their use *Les nombres en couleurs* (Numbers in Colour) which changed the learning experience and culture of teaching children maths globally. The example may not map to large corporations or governments but what it does tell us that new models and leadership, such as rise of the Chief Digital Officer, are required to tap into the way we engage employees with digital adoption to realise the large investments being made in these platforms.

Professor Margaret Sheil AO Vice-Chancellor and President Queensland University of Technology

Queensland is experiencing a period of significant growth, developing a robust, deeply-connected and innovation-driven economy that complements our traditional strengths in primary production. Our successes have been greatest when the talent and dedication of our people on the ground – the deep discipline knowledge, technical expertise, and business savvy – are embraced by the infusion of capital, national and international partners, and an innovation culture of support and mentorship.

“Our success will be a function of our ability to identify the evolving and emerging sectors in which Queensland’s unique characteristics and capability position us as Australian and international leaders – and then to attract and support the talent to drive them.”

This progress should encourage us to further develop Queensland’s future-focused strategy to enable collaboration, empower innovation, drive research at scale, and leverage our dynamic networks to draw more investment into Queensland on identified areas of research need. From agriculture, advanced manufacturing, biotechnology, the creative industries, digital impacts and data science, energy and climate change mitigation, medical research and translational health, and robotics and machine learning, Queensland can reap greater benefit from discovery by driving further into application. So too must we recognise that our diverse skillsets present an opportunity to create value from complementarity – between regional and urban perspectives, between the sciences and the arts and humanities, and between industry, government and academia. provide opportunity for interdisciplinary innovation seldom seen in one innovation ecosystem.

Our success will be a function of our ability to identify the evolving and emerging sectors in which Queensland’s unique characteristics and capability position us as Australian and international leaders – and then to attract and support the talent to drive them.

Raynuha Sinnathamby

Managing Director

Springfield City Group

Queensland would benefit from a long term view on our infrastructure needs across the State. By getting this right, it has the potential to boost connectivity for trade, education, tourism, events, such as the Olympics, and business.

Long term planning on jobs for the next two decades in areas outside the Brisbane CBD is important to support growth, reduce congestion and improve the wellbeing of Queensland families. By understanding our jobs focus and skills needs, Queenslanders will be equipped with the knowledge for relevant jobs and we will attract people to live in locations across the State.

A focus on training for the skills needed for future jobs needs to continue with training hubs for this to be accessible across the State.

“Long term planning on jobs for the next two decades in areas outside the Brisbane CBD is important to support growth, reduce congestion and improve the wellbeing of Queensland families.”

Debbie Smith

Managing Partner Brisbane

PwC

Queensland's prosperity is dependent on infrastructure which grows the economy to deliver jobs of the future and opportunities across the width and breadth of the State. We are a state of great liveability and affordability compared to the other eastern seaboard states and we need to take advantage of this by encouraging growth through the delivery of supporting and facilitating infrastructure.

A City Deal for SEQ which includes key infrastructure funding is a critical next step for Queensland, as is the ongoing focus on industry stimulating infrastructure in the regions. Having a government which works with the private sector is important as it will give business confidence to continue to invest in the future of the State.

“Queensland's prosperity is dependent on infrastructure which grows the economy to deliver jobs of the future and opportunities across the width and breadth of the State.”

Paul Spiro Queensland & National Chairman Gadens

Wholesale power prices in Australia have escalated sharply in recent years. The closing down of coal fired generators and pressure on baseloads has contributed to that along with a lack of investment in generating and power transmission assets.

It appears that private investors are reluctant to commit to long term projects with energy policy uncertainty and changing political agendas.

Government investment in projects like Snowy Hydro may actually act as a deterrent to private investment as investors have some reluctance to invest when government itself takes on such projects.

“It is critically important to the continuing social and economic development of our city and region that government and industry work together to plan and sensibly grow essential infrastructure.”

It would be critical for State and Federal governments to work more closely with each other and with international counterparts in setting the right policy objectives and transitional measures (towards the desired mix of renewables and traditional energy sources). It is suggested that properly planned long term joint venture energy projects between government and the private sector may provide the comfort required by private investors.

Inadequate infrastructure severely limits a city or region's connections, and moreover, significantly impacts on the economic growth through lost business opportunities, employment, and tourism.

Therefore, it is critically important to the continuing social and economic development of our city and region that government and industry work together to plan and sensibly grow essential infrastructure.

Shane Stephan Chief Executive Officer New Hope Group

Investment in infrastructure and innovation is critical to the future of Queensland. Understanding how they are paid for is also important. The resources industry is the corner stone of Queensland's economy and will continue to be so in the future providing 1 in \$5 and 1 in 7 jobs. In 2018-2019 the resources industry contributed \$74.3Billion to Queensland's economy. It paid over \$6Billion in wages to 52,595 full time employees and made over \$22.7Billion in purchases to Queensland businesses.

"The resources industry is the corner stone of Queensland's economy and will continue to be so in the future providing 1 in \$5 and 1 in 7 jobs."

Councillor Margaret Strelow Mayor Rockhampton Region

Population growth is fundamental to realising economic growth in regional cities right across Queensland. And without the advantage of having South-East-Queensland's dramatic population growth over the past 25 years, regional cities like Rockhampton must be aggressive in seeking to grow job opportunities, population and in-turn our economy.

At a time when inland towns are shrinking, Rockhampton has had a key focus on lifestyle and amenity as an important pillar to renewal. On the back of growth in the resources, civil construction and health care and community sectors, it is pleasing to welcome new residents to Rockhampton and hear positive remarks about our new Riverside precinct, quality cafes and restaurants and beautiful public gardens.

But Councils can't do all the heavy lifting. We need the Queensland and Australian Governments to take a more active approach to regional development. Whether decentralisation of agencies, modern taxation arrangements, targeted regional migration initiatives and infrastructure investment – it is critical that both Queensland and Australian Governments support Local Government efforts to grow regional communities.

“At a time when inland towns are shrinking, Rockhampton has had a key focus on lifestyle and amenity as an important pillar to renewal.”

Richard Wankmuller Chief Executive Officer Inland Rail

The living standards of future generations of Australians will be determined by the decisions we make today to drive a more productive economy. Infrastructure projects that truly improve productivity must be a priority, but they require a true partnership between all levels of government and the private sector.

Governments can bring the vision and the private sector the innovation and know-how. Inland Rail is one such project, focused on improving the efficiency of national and regional supply chains and in the process helping reduce the rising cost of congestion on our roads and railways, which if not addressed will cost this country upwards of \$30 billion a year by 2031.

“Infrastructure projects that truly improve productivity must be a priority, but they require a true partnership between all levels of government and the private sector.”

A regional view

Shane Charles Chairman Toowoomba and Surat Basin Enterprise

More with less - CSIRO identified this theme as part of their mega-trends and we are keen to continue the momentum of this idea. Particularly relevant for some regional areas in particular is water. It is a sad reality that we only seem to talk about new dams and water infrastructure in times of drought. Of course, it is not only water we need to protect and conserve – it is soil, arable land, lower grades of mineral reserves, and natural minerals.

“We must continue to focus on doing more with less, and value adding.”

We live in one of the richest countries on earth in terms of the abundance of our natural resource and we have already come so far in terms of innovation in cropping and agriculture to conserve water, but there is much more that is still to be done. We must continue to focus on doing more with less, and value adding. As a corollary, there could be some positive aspects of climate change in terms of our ability to grow different foods. As such, research into water and climate change impacts on our great state will help us plan for the inevitable change coming our way.

Brett Fraser

Chief Executive Officer

Brisbane Marketing

To be globally competitive and to attract investment and talent, leading cities and regions have created a clear and specific vision centred on one or two specialities. They communicate this vision across all levels of government and industry under a common brand. Greater Brisbane and the rest of Queensland lacks a global recognition or a supporting common narrative for this to be created. It is paramount to Brisbane's growth and success that it focusses on which industry sectors can drive the economy in 20 years. In preparing for this, Brisbane must also be ready for major global consumer trends such as hyper personalisation and customisation.

To aid this, Brisbane needs to build closer links with global cities located in strategically important regions (APAC, EMEA, AMERICA) to assist Brisbane companies to build new networks and talent chains. This would also encourage flow on effects for smaller companies with aspirations to scale up. A new-found pool of talent and increased number of larger global corporates (whether attracted or Brisbane built) would enable these smaller companies to obtain the resources, finance and education they need to grow.

Achieving success in the future global economy will also rely on a talented workforce. Brisbane will need to produce, attract and retain a workforce that produces leading edge output and is at the forefront of innovation and creation. Tertiary education facilities and industry will need to increase their collaboration to drive the economy. Opportunities for new discoveries and research linked to Brisbane's future industry priorities will be key.

“It is paramount to Brisbane's growth and success that it focusses on which industry sectors can drive the economy in 20 years.”

Kevin Gill Chairman Townsville Enterprise Limited

The Government of the day has a fundamental obligation to ensure fair and equitable distribution of wealth across the state, supporting and contributing to the regeneration and sustainability of regional cities and communities. If governments fail to support proactive regional development, they run the risk of economic instability or the establishment of a 'two-speed' economy.

Townsville and North Queensland needs the right policy settings in place to retain and attract the population needed to underwrite its future economic growth. The Developing Northern Australia White Paper 2015 recognised that rapid population growth is fundamental to unlocking Northern Australia's economic potential and capitalising on its proximity to the burgeoning economies of Asia and the Tropics.

"If governments fail to support proactive regional development, they run the risk of economic instability or the establishment of a 'two-speed' economy."

The broad objective of macroeconomic policy is to contribute to economic and social wellbeing in an equitable and sustainable manner. The State Government, through the 'City Deal' agenda, should seek to build sustainable public-sector employment opportunities and career paths for North Queensland locals.

A dedicated Population Policy targeting regional Queensland should not only focus on attracting new residents but also on retaining existing residents through:

- a commitment to invest in the economic infrastructure, social infrastructure and government services needed to support the population target;
- legitimate consideration of the relocation of relevant Queensland Government department and agency functions to Townsville;
- a whole-of-government requirement for laws and policies that affect Northern Australia to explicitly consider how they will positively impact population growth targets.

John Glanville

Chairman

Greater Whitsunday Alliance

The opportunities and potential for Australia's economy that stem from Northern Australia have been clearly articulated over the last five years and yet, the reality is that policy from all levels of government does not yet align to this data. For example, the Northern Australia region is dominated by SME business enterprises which in the main seek a level of grant or investment loan support that ranges from \$500k - \$4M at any one time and yet facilities such as NAIF or EFIC are too complex to suit these funding requests. Greater cohesion needs to exist across all levels of government so that the objectives and intent of the Northern Australia agenda are clearly articulated and embedded into policy.

“Greater cohesion needs to exist across all levels of government so that the objectives and intent of the Northern Australia agenda are clearly articulated and embedded into policy.”

Additionally, even with a renewed focus on supporting Northern Australia achieve its potential, the looming insurance crisis will slow economic growth unless action is taken immediately. Current examples of increases in premiums of up-to 500% is making the proposition of doing business in Northern Australia as unaffordable. The follow-on impacts to residential consumers will also have a significant consequence to industry's ability to attract and retain skilled workforces.

The opportunities for the Mackay Isaac Whitsunday region are many and include mining, METS, agriculture, bio-futures, tourism and more, however the harsh truth is that we require more attention applied to regional issues to foster economic growth.

Trent Twomey Chair Advance Cairns

Prime Minister Scott Morrison stated in January 2019 that “Cairns [is] a Pacific capital of Australia, a tropical capital of Australia. Cairns is very important to our engagement with the Pacific.” As such, Cairns is Australia’s natural home for administering the national Pacific Engagement Strategy, providing the Department of Foreign Affairs and Trade’s new Office of the Pacific with close direct air and sea access to Pacific nations, enabling stronger partnerships for economic growth, regional security and free trade.

While the newly formed Office of the Pacific has been tasked with overseeing Australia’s Pacific Engagement Strategy, Cairns already has strong established networks and links with nations of the Pacific, together with expertise in working with dispersed populations and tropical climates. The city is therefore well-placed to facilitate the administration of the next phase of security, education, health, trade and investment conversations in the region.

“Cairns is Australia’s natural home for administering the national Pacific Engagement Strategy, providing the Department of Foreign Affairs and Trade’s new Office of the Pacific with close direct air and sea access to Pacific nations.”

To deliver on Australia’s ‘future state’ plans in the Pacific, Advance Cairns recommends that:

- through the Department of Foreign Affairs and Trade, the Federal Government establish an Office of the Pacific in Cairns to drive the implementation of Australia’s Pacific Engagement Strategy from northern Australia, and formally designate Cairns as Australia’s northern hub for delivering the Step-Up to the Pacific program.
- to facilitate hosting the Pacific Games in northern Australia, the Australian Olympic Committee becomes a member of the Pacific Games Council and works with the three levels of government to secure the Pacific Games in Cairns.
- the Federal Government provides \$1.5 million for developing a comprehensive strategy to identify and maximise initiatives to position Cairns as the Pacific capital of Australia as part of delivering its Step-Up to the Pacific agenda.

Our members







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