



QUEENSLAND
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A BETTER QUEENSLAND

2021 ANNUAL LEADERS SURVEY

Priority Policy Reforms to Secure
Queensland's Long-Term Prosperity



Each year, the Queensland Futures Institute publishes an **Annual Leaders Survey**, focused on Queensland's future prosperity and containing priority key policy reform submissions from our member organisations and their leaders.

With the 2032 Olympics acting as a unique enabler, this year's submissions focus on opportunities to amplify and accelerate investment and growth across both primary and emerging economic drivers, and for the benefit of all corners of the State.

2021 Annual Leaders Survey

- 03** **Julianne Alroe**
President, Queensland Futures Institute
and Non-Executive Director
- 04** **Professor Scott Bell**
Chief Executive Officer, Translational Research Institute
- 05** **David Carter**
Group Chief Executive Officer, RACQ
- 06** **Councillor Jack Dempsey**
Mayor, Bundaberg Regional Council
- 07** **Louise Dudley**
Chief Executive Officer, Urban Utilities
- 08** **Professor Carolyn Evans**
Vice-Chancellor and President, Griffith University
- 09** **Kate Farrar**
Chief Executive Officer, LGIAsuper and Energy Super
- 10** **Councillor Peter Flannery**
Mayor, Moreton Bay Regional Council
- 11** **Damien Frawley**
Chief Executive Officer,
Queensland Investment Corporation
- 12** **Professor Ian Frazer AC**
Ambassador and Chair,
Translational Research Institute Foundation
- 13** **Gert-Jan de Graaff**
Chief Executive Officer, Brisbane Airport Corporation
- 14** **James Harman**
Chief Executive Officer, EDL
- 15** **Councillor Jenny Hill**
Mayor, City of Townsville
- 16** **Michael Hiller**
Queensland Chairman, KPMG Australia
- 17** **Gail Ker OAM**
Chief Executive Officer,
Access Community Services
- 18** **Professor Geraldine Mackenzie**
Vice-Chancellor, University of Southern Queensland
- 19** **Councillor Bob Manning OAM**
Mayor, Cairns Regional Council
- 20** **Aimee McVeigh**
Chief Executive Officer, Queensland
Council of Social Service
- 21** **Kevin Mercer**
Chief Executive Officer,
St Vincent de Paul Society Queensland
- 22** **Ray Merlano**
General Manager, Queensland, Data#3
Mark Watt
Senior Partner Business Aspect (A Data#3 Company)
- 23** **Philip Noble**
Chief Executive, Queensland Treasury Corporation
- 24** **Garry Page**
Director, Queensland, Australian Red Cross
- 25** **Rebecca Pickering**
Inland Rail Chief Executive – Interim,
Australian Rail Track Corporation
- 26** **Owen Rayment**
State General Manager QLD,
Regional and Midmarket Business, Telstra
- 27** **Professor Margaret Sheil AO**
Vice-Chancellor and President,
Queensland University of Technology
- 28** **Steven Sorbello**
Office Managing Partner, Brisbane, BDO
- 29** **Paul Spiro**
Chairman, Gadens
- 30** **Professor Deborah Terry AO**
Vice-Chancellor and President,
The University of Queensland
- 31** **Councillor Karen Williams**
Mayor, Redland City Council



Julieanne Alroe

President, Queensland Futures Institute
and Non-Executive Director

Water is critical for liveable cities and towns and for health environments and it is a key economic enabler.

The water sector has typically performed well in meeting the needs of households and businesses over many years and most of us take for granted that water is safe, reliable and affordable.

However, the sector is facing unprecedented risks and challenges from climate change, weather extreme, population growth, ageing assets and competing interests for water resources.

These problems are equally valid for metropolitan areas and regional cities and towns where lack of scale often compounds the challenges of water management. And there are still remote areas where water services do not meet acceptable standards.

There are opportunities to transform the way that water and wastewater services are delivered – moving from capture, storage, use and dispose to an integrated water-cycle management where we use, recycle and re-use water resources.

80% of Australia's urban water supply is from surface water, which is highly dependent on rainfall and is subject to evaporation in high temperatures. We should not limit access to affordable alternative sources that will allow a diversified portfolio and barriers, that prevent the use of all water supply options, should be removed.

While it would be good to see a national approach to managing water security, including the development and commitment to a

renewed National Water Initiative, the reality is that most water assets are managed by State and Local Governments so Queensland can act independently to improve our State's water future.

Key reforms could include:

- Better tools and data for measuring water security in any place at any time
 - this will ensure that communities and industry are prepared for the future and can make confident planning and investment decisions
- Make it possible to access the entire range of water sources, including alternative water sources such as recycled stormwater water for potable use and more use of recycled water
- Create water literate Queenslanders
 - ensure that all communities value water at all times (not just in drought) and are open to a more efficient and adaptable water sector
 - invest in community information campaigns to gain acceptance of the use of cleaned water, how it is treated and why it is safe.
- Invest in data and research into land use impacts and changing land use practices to understand the impact on water security.

Water security is a fundamental issue of all communities and will be the determinant in many cases whether our cities and towns are prosperous, resilient and liveable.



Professor Scott Bell

Chief Executive Officer,
Translational Research Institute

Prioritising Collaboration and Partnership for Success

As Queensland emerges from almost two years of havoc wreaked by the COVID-19 pandemic there are many reasons to have optimism for the next decade. Queensland is seen as a safe place to live and to do business with a high quality of life, even during a global crisis. Queensland has a unique opportunity for economic transformation from an economy based on the mining, agricultural and tourism industries to a knowledge-based economy.

Excellence in research and education are cornerstones for the academic sector including universities and medical research institutes. Over the past 20 years, Queensland has invested heavily in high quality research. The next steps need to ensure the ongoing commercialisation of research excellence and early development support so that our burgeoning MedTech industry may thrive. This will ultimately accelerate investment and growth opportunities in Queensland. By 2032, early commercial start-up companies will have been well supported, have developed and completed early phase clinical trials, have secured sustainable funding from investors, and have commenced commercial manufacturing within Queensland.

Currently career pathways for research scientists, particularly at the early-to-mid-career (EMCRs) stage, is treacherous with career progression often hindered by funding limitations. Queensland, and more broadly Australia, needs to urgently address the bottleneck for EMCR's across all disciplines. Having trained in research excellence such researchers need to see pathways for their future. Ensuring health and medical EMCRs are supported in the development of entrepreneurial skills will support translation of discoveries into novel diagnostics and therapeutics. Understanding of, and providing training for alternate career pathways will also be crucial to supporting a range of opportunities for career development through skill development for advanced manufacturing. This will ensure highly

skilled scientists are locally retained and are able to support Queensland's MedTech industry.

It is evident, particularly within the highly competitive national health and medical research funding initiatives, that Queensland currently underperforms when compared with other states. The future success of state-wide collaborations between our academic centres is imperative so that we become "partners in success, rather than competitors for success". Enhanced collaboration and partnership will also support a pipeline of successful research discoveries with an ability to be translated into emerging innovative commercial enterprises and industries within Queensland. The master planning of health and medical precincts, such as the Herston Health, Boggo Road Bioeconomy and Gold Coast Health and Knowledge precincts will support the linking of health services with academic and research institutes and increasingly (and importantly) industry. The mixed-use development of such precincts will provide interdependent support, leveraging from each other's skills for enhanced outcomes and greater impact on the health of our population. Thus ensuring that the research questions being addressed are relevant to those faced in the clinic through improved connectedness. In turn, Queensland's funding competitiveness through national funding agencies including the clinically facing Medical Research Futures Fund will be significantly enhanced.

Finally, it is crucial for maintaining a healthy population and the economic prosperity of Queensland that we embrace and address the tough questions about our changing climate, and its impact on the community. Through collaboration and partnerships, and by building on the expertise already in Queensland, we should strive to be world leaders in understanding the impact of climate on health. Importantly, this will solidify Queensland as an attractive destination, for both people and industry.



David Carter
Group Chief Executive Officer,
RACQ

Three goals are fundamental to Queensland's future prosperity and liveability – growth, safety, and sustainability – all underpinned by innovation.

Queensland's growth and future prosperity is dependent on government incentivising new industries and accelerating smart energy technologies. With an abundance of land and sunshine in Queensland, our government is well positioned to harness these advantages and develop diverse and sustainable renewable energy sources.

In the next decade demand for green, renewable energy will explode. Solar and wind farms linked to green hydrogen production for export have the potential to reach into every corner of our state to build a secure, reliable energy network.

Disruptive new technology in energy efficiency and transport are a reality, and as we address climate risk and the emissions that have historically been a by-product of growth, there is a significant opportunity to leverage solar systems and infrastructure to support integrated home energy storage and low emission vehicles.

As transport systems ultimately decarbonise, we need government to ensure residents and visitors can move and travel safely around our state. RACQ understands the economic value derived from tourism and travel, including efficient transport and the vital access to employment, education, and health services it enables. But we also understand that transport and supporting infrastructure must be

safe and fit-for-purpose. We call on government to be bold and deliver a renewed focus on road safety - including better roads, more effective driver education and safer cars. No one should have to die enroute to visiting family or friends, or simply getting to work.

There must also be increased safety for Queenslanders in their homes and communities. Over the next half century unchecked climate change will reduce Australia's economic growth and the economic and social futures of our younger generations. To keep Queenslanders safe in their homes as we are faced with more frequent and severe natural disasters, we call on government to proactively invest in safer communities and rebalance recovery and resilience funding. It is unsustainable that 97% of disaster funding is spent after a disaster and only 3% is spent on prevention. To increase Queensland's resilience to climate risk and natural disasters, government must prioritise investment in projects that will deliver demonstrated disaster mitigation and enhance liveability for Queensland communities.

The RACQ calls on the government to enable a safer and more resilient Queensland and incentivise the innovation and technology that will get us there. RACQ remains committed to working with government, and all stakeholders, to embrace the big opportunities that will drive the prosperity of our great State.



Councillor Jack Dempsey

Mayor, Bundaberg Regional Council

Queensland and Australia need to actively pursue policies which encourage decentralisation and ensure equity for people living in major regional centres.

Queensland is the most decentralised of all the mainland states, with 49 per cent of people living in the capital city, compared with 68 per cent in other states.

In 2001 it was 45 per cent, not including the Moreton statistical area.

The non-metropolitan share of the total national population progressively declined in the half century after 1921 from 57 to 36 percent, so that by 1971 nearly two-thirds of all Australians lived in the large capital cities.

This trend has been continuing for 100 years and needs to be arrested.

In Queensland we have a unique opportunity to avoid concentrating people in the broader metropolitan sprawl.

We have well-established regional cities that are attractive and serviced with public infrastructure.

It's in the national interest for Australia's population to be dispersed, from a defence perspective and to ensure diversity of production.

Although Australia's population has flat-lined during the pandemic, people have been flocking from the southern states to Queensland and housing is in short supply.

The quickest way to deal with the housing crisis is to incentivise growth in regional cities where

infrastructure already exists, and land is plentiful.

Factories, manufacturing and defence should also be relocated from historical inner city and dockside locations to regional cities.

This will free up land for high-density housing in capitals and create growth in the regions.

It doesn't make sense to have naval bases in Sydney and Brisbane, for example, when Bundaberg offers a more strategically significant location and has room to expand.

State and Federal Governments have policy levers to promote decentralisation.

These include tax incentives, land discounts, housing subsidies and immigration programs.

They also need to ensure that infrastructure keeps pace with growth. Regional cities have the building blocks to expand but essential services such as roads, schools and hospitals need ongoing investment.

My vision for Bundaberg is to build Australia's best regional community.

Many businesses have proved that places like Bundaberg offer benefits that can't be derived from capital cities including cheaper land and willing labour.

Governments need to incentivise others to make the switch to free up land in crowded capitals and ensure balanced growth across the Nation.



Louise Dudley
Chief Executive Officer, Urban Utilities

The water industry has a long history of adapting to meet the changing needs of our communities. In Queensland, we have successfully adapted for over 100 years to improve public health, reduce environmental impacts and secure our water supply in the face of severe climate impacts.

What we anticipate, however, is a perfect storm of challenges that will test our urban water supplies like never before. Our growing population, increasingly fragile environments and the diminishing reliability of our rainfall-dependent water supplies all point to a critical shift we must make over the next 10 to 15 years to secure these essential services for our communities into the future.

Recent water reliability modelling prepared for the new South East Queensland Water Security Plan has indicated that investment in the next water source will need to be brought forward from post 2040 to early 2030. This is due to the impacts on water grid reliability resulting from climate change and increasing population growth in the region. To safeguard water security into the future, Urban Utilities is advocating for all water security options to be on the table to ensure climate-independent water sources, such as purified recycled water for drinking, are progressed.

While addressing these water supply challenges, it is also vital that the water sector continues to deliver affordable services to our customers and communities. As such, Urban Utilities will continue to work with our partners to take a comprehensive and integrated approach to assessing investment decisions.

While water security is our primary focus, we are also embracing opportunities that will transition Urban Utilities towards a circular economy model. These opportunities include using our existing waste treatment platforms to receive and convert food organics and garden organics into higher-value products, whilst minimising the risk of emerging containments entering the environment and reducing impacts from odour and microplastics.

Our State is preparing to welcome the 2032 Olympic and Paralympic Games, the success of which relies heavily on accelerating the infrastructure required to ensure our region can sustain the lifestyle we enjoy in spite of the challenges that lie ahead.

For South East Queensland, the 2032 Games is a once-in-a-generation opportunity to fast-track the reshaping of our water cycle into one that is more resilient, sustainable, climate-independent and cost-effective. Through integrated planning, we will achieve long-term water security, enhance the quality of our local waterways and ecosystems, and put downward pressure on our cost to serve – an Olympic legacy that will serve us well for decades to come.



Professor Carolyn Evans
Vice-Chancellor and President,
Griffith University

Building an Inclusive Future

The COVID-19 crisis has provided many lessons. One of the most important has been the value of working together at local, State and Federal levels. The South-East Queensland 2032 Olympics and Paralympic Games presents a unique opportunity to build on these collaborations. The current crisis has also highlighted the importance, in both public health and beyond, of ensuring that all members of our community are included in plans for the future.

2032 will be the first Olympic and Paralympic Games hosted by a region, not a city. That provides a great advantage, as we can bring the resources and capabilities of our local universities to the immense challenges of the Games. Our universities each have unique strengths and areas of expertise, and collectively provide scale and critical mass to address the more vexing issues confronting the many diverse communities of Queensland. We can work together to maximise the benefits of the Games for all Queenslanders, including our young people.

Our community vision needs to extend beyond our shores, into the wider region. Griffith University was a core partner for the 2018 Commonwealth Games on the Gold Coast. Perhaps our most important contribution was our support for the development of the GAPS program (Gather, Adjust,

Prepare, Sustain) as a legacy event to promote elite sports development for athletes and para-athletes for emerging and disadvantaged nations. This partnership resulted in two countries receiving their first ever Commonwealth Games medals.

In the near term, our challenge as a State is to plan and execute well the fundamentals; facilities, data infrastructure; access points for athletes and spectators and the community. This plan needs to explicitly address the variety of communities that make up Australia: we must ensure that all groups are consulted and brought along the journey. We must celebrate and highlight the contributions of all our communities, including importantly the First Peoples of Australia, so we can show the world the richness of this State.

Our universities stand ready to work with government, business and community groups on everything from training our future athletes to research on every aspect of the impact of the Games, to creating great opportunities for students to undertake internships and volunteer roles. We look forward to helping to ensure that the legacy of the Games is one that all Queenslanders can benefit from.



Kate Farrar
Chief Executive Officer,
LGIAsuper and Energy Super

To compete on a world stage, both at the 2032 Olympics and beyond, it is crucial that Queensland invests in sustainable growth and sustainable businesses. Government commitments to 50% renewables or to NetZero 2050 offer a good start; but given the volume of investment required to get to these targets, there is always more work to do.

The Olympics are a great opportunity, as a state and as a nation, to demonstrate a commitment to our low-emissions future and to provide accelerated investment into critical sustainable industries. We think these sustainable industries represent an enormous opportunity.

The 2032 Olympics are a chance for Queensland to invest in new infrastructure and assets, with a focus on renewable energy and long-term growth. Whether it is green hydrogen in Gladstone, a carbon-neutral airport on the Sunshine Coast or a wind farm in Waterloo, our state's regional and metropolitan can work together to diversify our economy and maximise our job growth in these emerging industries.

Support for sustainable investment can also improve operational practices, provide access to new markets, and increase our ability to withstand climate risks. These benefits are not just limited to the cities but also provide our regions with new income streams and growth opportunities.

Within the superannuation industry, we are acutely aware of how important it is to map the long-term investment horizons of our assets. To get to 2032, we need to start our investment programmes now, with an eye to how our world, our society and our technologies are developing for the future.



Councillor Peter Flannery

Mayor, Moreton Bay Regional Council

As Australia's third largest local government area, Moreton Bay Regional Council (MBRC) is currently experiencing and preparing for game-changing levels of growth. Accelerating investment and unlocking growth opportunities across our region means identifying our strengths, driving strong partnerships and committing to good planning.

We have a workforce catchment of over 1 million workers and are home to over 32,900 businesses. Our population is forecast to grow by over 40 per cent from 480,000 to almost 700,000 by 2041 - one of the fastest in Australia. And we have 12 new growth fronts that will see entirely new communities emerge which, in some cases, are twice the size of Gladstone.

It's clear that Moreton Bay is becoming much more than just a place between Brisbane and the Sunshine Coast.

The announcement of the Dolphins as a new NRL team is monumental for the region, elevating Moreton Bay onto the national stage as we embrace major growth and new opportunities. A Moreton Bay NRL team is projected to generate \$74.88 million annually to our local economy and is estimated to support more than 400 local jobs.

Amplifying prosperity also means remaining committed to good planning in order to unlock other investment and growth opportunities. Our award-winning Regional Economic Development Strategy (REDS) 2021-2041 has key targets and milestones that will advance our region's economy and industries across four key pillars - food and agribusiness; tourism, sport and major events; advanced manufacturing; and knowledge, innovation and entrepreneurship. With the REDS, we have a blueprint that takes us toward building a \$40 billion economy, attracting and generating 100,000 new jobs, and becoming a top 10 regional innovation hub by 2041.

Through a range of signature infrastructure projects, we are building future prosperity today.

The construction of a new Moreton Bay Indoor Sports Centre for the 2032 Olympic and Paralympic Games acknowledges our unique position but also creates a starting point for a Games legacy for the region. This venue will meet existing demands on our community sports centres and could be the next home for a national sporting team, as well as an entertainment and performance space.

Partnerships with other levels of government are also critical to accelerating opportunities. Our strengthened relationships with other levels of government have secured around \$100 million to fund more than 150 projects across our region.

As we boost our productivity, grow our economy and create jobs we remain committed to these partnerships and unlocking investment opportunities.



Damien Frawley
Chief Executive Officer,
Queensland Investment Corporation

While a large part of this year has operated under the long shadow of COVID there are also signs of momentum building for our future success.

The government's response to COVID was critical and well supported, however it has raised challenges for us looking to the future given the level of debt on various governments' balance sheets. The recent Intergenerational Report flagged that the federal budget is due to stay in deficit and this will worsen from the 2030s due to higher spending on health, aged care and interest payments. This leaves little room in the budget for a structural rise in infrastructure spending needed to address climate change impacts, cope with a population growing to 39 million by 2060-61 and drive a recovery in productivity growth.

As I write, the COP26 is underway and a critical conversation about global climate. In our last strategic cycle, QIC worked with stakeholders and clients to understand net zero emissions targets and what this could mean in context of the real assets that we manage. QIC's investment teams now have NZE targets specific to the assets they manage and QIC has set an overall target of NZE by 2050. While responsible investing is part of our social licence to operate it is also good investment sense. We believe that every single asset and asset class can find ways to evolve and modernise their businesses to deliver better investment outcomes and to incorporate ESG principles more fully.

At a State level we should be considering constantly our natural competitive advantages and continue to leverage those ensuring a coordinated and comprehensive policy environment and partnering of government and third-party capital. Green hydrogen is an example that is gaining momentum and fits the bill. We see a strong future for green hydrogen as part of the renewables sector and in driving infrastructure returns, but it will require a fast, competitive, and coordinated State response. The efforts of the State so far are commendable and QIC has been working with government agencies to provide advice and investor perspectives.

In the more immediate term, Queensland has significant infrastructure opportunities via the Cross River Rail development and then leading into the 2032 Olympics. We have the opportunity to expand the footprint and maturity of infrastructure and real estate developments in Brisbane and throughout Queensland. The Cross River Rail is a critical public transport project. It also provides broader opportunities to be delivered from community and precinct master planning. Similarly, a successful Olympics gives us a once-in-a-lifetime opportunity to demonstrate our capabilities on a global stage and to attract international capital into our State.

Finally, earlier this year I announced my retirement from QIC. I have enjoyed my role immensely and feel buoyed by the opportunities ahead for the State. I know that QFI stakeholders will work to ensure the right policy environment for these opportunities to flourish.



Professor Ian Frazer AC
Ambassador and Chair,
Translational Research Institute Foundation

A healthy state of health to ensure a healthy state of Queensland

Queensland spends a considerable amount of its annual budget on health, and much of that is spent on caring for the longer-term chronic effects on health of inappropriate self-care amongst young adults, with a correspondingly lesser amount spent on targeting known effective preventative health measures. A healthy diet, exercise, and avoidance of known carcinogens throughout adult life are recognised as important for healthy ageing, particularly as the major “quick” killers of late middle age during the 20th century (acute myocardial infarction, stroke, and cancer) are increasingly prevented or effectively treated by appropriate medication. Investing in a more intensive approach to health education, including education on how to use an increasingly complex health system, will become more and more important to ensure that our ageing population avoid multiple debilitating and expensive chronic health problems.

The upcoming Olympics will have a wide public appeal, and an emphasis on fitness and healthy

living. They should provide an opportunity to encourage all Queenslanders to look after themselves better. Tobacco and alcohol control will remain a challenge, and prevention of obesity associated metabolic disorders (adult-onset diabetes, chronic cardiac failure, dementia) should be given similar priority as cancer screening and screening for heart disease. Additionally, we should build our environment for health, minimising air pollution to avoid chronic lung disease, and encouraging village-like living areas with good public transport and local social life, to reduce stress and perhaps also mental disorders. It seems likely that health care interventions will become more common for young adults (e.g. for annual Covid vaccine boosters) and these regular contacts with the health system could be used to screen and advise on health education and effective health interventions, aimed at ensuring that more aged people can live longer independent lives.



Gert-Jan de Graaff
Chief Executive Officer,
Brisbane Airport Corporation

The continuation of the COVID-19 pandemic throughout 2021 has created even more urgency behind my call, in last year's QFI Leaders' survey, for a concerted effort to improve connectivity within and beyond Queensland. Whilst COVID may have grounded most of us, both literally and figuratively, there can be no arguing that connectivity is critical to our state's future.

Several forces have conspired to present Queensland with a once-in-a-generation opportunity to fast-track our transport infrastructure and position the state for a better future. With no state or local government elections until 2024 and a deadline in the form of the 2032 Olympics, there is a window of opportunity for industry and government to work collaboratively to ensure the planning is in place, and the work commenced, to ensure Queensland can not only manage the demands of population and visitation growth, but, more importantly, improve the daily lives of the people of Queensland.

There are unique challenges in connecting Queenslanders. Seven in ten of us live in the south-east in a series of metropolises with their own business hubs that together form a population base similar to the single cities of Sydney and Melbourne but spread over significantly larger areas. The rest of us are dispersed in small towns and cities, and larger centres, over the vast expanse of one of the largest provincial areas in the world.

Our regions rely heavily on Brisbane Airport to connect business and communities, but whilst distance means air and road travel will likely long remain the primary fast transport option to connect regional centres with the rest of the country, the most pressing transport challenge, and opportunity, lies in South-East Queensland.

We must ensure public transport corridors link all the growing employment hubs of the Gold Coast, Sunshine Coast, Toowoomba, Ipswich and Brisbane. And furthermore, we must ensure those links seamlessly connect with Brisbane Airport. The airport is the primary gateway to Queensland and its 24/7 operations and geographic location make it an international travel and trade focus for the whole of the State. This will require the leadership of local and state governments in partnership with us, the airport operator.

That partnership will also be essential to re-building the aviation network from BNE to the world. The massive disruption to the national and global aviation market has resulted in one of the most competitive environments in the industry's history. If Queensland is to reach its considerable potential we must be dogged in restoring services lost during the pandemic, and ambitious in pursuing connections that grasp the opportunity we have to be the world's best gateway to Australia.



James Harman
Chief Executive Officer, EDL

Renewable natural gas to help fuel a climate positive Brisbane 2032

Brisbane 2032 will be a climate positive Olympic and Paralympic Games. This means it will go beyond net zero carbon emissions— it will be carbon negative, not just neutralising but removing carbon dioxide from our atmosphere.

This bold commitment will accelerate the State Government's progress towards its target of zero net emissions by 2050. Queenslanders will need to harness our abundant renewable resources in new and innovative ways to generate the carbon savings needed to deliver a climate positive Games.

This means doing more than growing our solar and wind generation. It includes using versatile renewable gases to generate the green electricity we need to power the Games operations and to transport people and goods across the Sunshine State.

Renewable natural gas: turning waste into energy

Like green hydrogen, renewable natural gas (RNG or biomethane) can help meet this challenge. RNG is a zero-emissions gas produced from the organic component of waste and agricultural feedstocks such as sugar cane leftovers. It can be used as an industrial feedstock as well to make clean power, heat, transport biofuels and green hydrogen.

Queensland can produce up to 84 PetaJoules

(PJ) of RNG a year, around 30% of the State's gas demand. An RNG industry would help reduce Queensland's emissions and make beneficial use of waste. It would also promote regional investment and jobs by powering eco-manufacturing hubs supplied by on-site and local waste feedstocks. RNG is a ready-to-go product that can give us a strong start towards net zero while hydrogen produced via electrolysis begins the multi-year journey towards commercialisation.

Growing Queensland's RNG industry

The best way to grow the RNG industry is to **introduce a certificate scheme**—setting an industry-wide target with conventional natural gas producers or retailers required to meet their share by submitting RNG certificates to a regulator. They would obtain certificates by producing RNG themselves or by buying the certificates from other sources.

As a global energy producer, EDL has seen RNG Certificate Schemes work well in other jurisdictions such as the US, UK and EU. The US scheme alone has delivered over 120 RNG facilities to date with another 120 facilities in development. And Queensland has a precedent for this—in 2005, the Beattie Government implemented a Gas to Electricity Certificate (GEC) Scheme that underpinned the current coal seam gas industry. RNG is a valuable part of our climate change and economic pathway forward towards 2032.



Councillor Jenny Hill

Mayor, City of Townsville

For Queensland to continue to lead the nation as an economic powerhouse following the pandemic recovery, as a State, we must leverage our traditional strengths and historic advantages while continuing to develop new industries.

As Australia's most decentralised mainland state, Queensland's prosperity has always drawn significantly from its regional communities – centred around dynamic provincial cities such as Toowoomba, Maryborough, Bundaberg, Gladstone, Rockhampton, Mackay, Cairns, Mount Isa, and of course, Townsville.

These communities have relied historically on agriculture, specialised manufacturing, mining, tourism, and minerals processing.

While these industries have been drivers of growth to the present day, they must continue to evolve as well as exist alongside an emerging services sector new industries such as advanced manufacturing, health and knowledge industries, and new energy production.

A number of strategies will help government and business spread prosperity to all corners of the State.

For the State and Federal Governments to show this commitment, the decentralisation of the public service, government-owned corporations and

statutory bodies and their respective workforces is a key component. Public employees enjoy good salaries, and a strong public sector presence helps support the growth of small and medium businesses in regional communities.

Governments of all levels must also do more to entice companies that do business and win contracts in regional Queensland to become entrenched in the communities they work in.

The success Townsville has had in attracting such companies to set up in Townsville is already helping drive our local economy's economic recovery.

In addition to local success stories, attracting big investors in regional Queensland to headquarter in our region – such as Bravus Mining and Resources – has been instrumental in Townsville looking forward to many years of growth into the future.

Many challenges remain. The costs of insurance, significant disruption to key supply chains for building materials and products, as well as significant shortfalls in labour supply mean that government must look immediately to invest in sovereign manufacturing and production capabilities, as well as reforming our skilled migration program in a post-pandemic world to help meet our growth capabilities.



Michael Hiller
Queensland Chairman,
KPMG Australia

The Olympic Vision is to build a better world through sport. As hosts of the 2032 Olympic/Paralympic Games that vision defines our obligation and our opportunity.

To grasp this opportunity we need to centre our Olympic legacy focus around inclusion and opportunity for all.

As one of the most multiculturally diverse but also one of the wealthiest societies in the world we have the opportunity and social responsibility to deliver the most inclusive Games ever.

We will need to have the foresight and courage to make investments in programs, infrastructure and our communities so that every child and every family, no matter where they live or what their circumstances, gets the opportunity to participate and engage with sport and recreation and participate in the economic opportunities that the Games will bring.

Sport and recreation is a vehicle for lifelong learning and habit formation that contributes to building communities that are mentally and physically healthy, cohesive and inclusive, and where a level playing field means that everyone has an equal opportunity to engage in all aspects of society.

Over the next two decades, KPMG has estimated the potential economic and social benefits to Australia of hosting the Games are in the order of \$17.6bn. About half of the potential benefits are economic in nature, focussed on opportunities to increase international trade and tourism. The other

half are social in nature, including opportunities for increasing participation in physical activities that generate health benefits and resident benefits encompassing community spirit and civic pride.

The opportunity that the Games provides is for Queensland and Australia to showcase its credentials as a modern environmentally sustainable economy and as a fair, diverse and inclusive society.

Governments, businesses and individuals can use the Games as a catalyst for crystallising and bringing forward changes that were already in the pipeline, including:

- A modern transport system with associated infrastructure that will be able to move people and goods efficiently.
- Businesses that are globally oriented, environmentally and socially responsible and that embrace technological solutions.
- Enhancements to Queensland's and Australia's environmental credentials.
- Re-purposing and upgrading existing infrastructure in an environmentally responsible manner.
- Community sporting infrastructure that is targeted and provides opportunities to individuals and to communities engaged in physical activity.
- Accommodation that will deal with the peak demand at the time of the Games but whose legacy will be to house Queenslanders for generations to come.



Gail Ker OAM

Chief Executive Officer,
Access Community Services

As we emerge from COVID-19 with high hopes and ambitious plans for border openings, internally as well as globally, we need to seriously consider the ongoing situation that presents us with both challenges and opportunities.

COVID19 exposed our nations and our State's vulnerabilities as it relates to having the skilled workforce required to support the growth of our economy and of our communities.

Our population and supply of labour for existing and rapidly growing businesses both in the SEQ patch, as well as our more regional and remote locations, needs to be resolved.

What appears to be occurring throughout Queensland is a huge demand for labour, skills and in some regions a population base to fill the expanding number and diversity of jobs available and waiting to be filled.

In these unprecedented labour market conditions we typically would look to secure a range of offshore workers through a range of migration programs to assist to meet these demands. However, with the impacts of the current pause to migration still to be felt in the short to medium term, and the changed practices of business looking to build workforces locally, we have a unique opportunity to look internally to those migrants and refugees who are onshore with the capacity, skills, qualifications and aspirations to fill these vacancies and meet immediate demands.

Queensland has a rich asset base sitting within its diverse communities just waiting to be unleashed. People who have settled here either recently or within the past years bringing with them overseas qualifications, skills, global experiences and a

hunger to work that are worth investing in now to provide that much needed and highly desired opportunity to work in their fields of study or expertise. This includes young people, many of whom have completed their studies onshore and have achieved advanced levels of qualifications within our own universities and other higher educational institutions.

What is needed is a planned, well-coordinated and strongly supported approach to identifying, engaging and placing this group of individuals and families into the jobs and regions where they might finally find their safe and successful landing place in Queensland.

I regularly attend community meetings where key phrases about wanting to find a job remains a high priority for those in attendance. Hearing phrases like "I just want a job" or "I want to use my qualifications and skills in a meaningful way here" should be heard and listened to with careful attention as we seek to find the most appropriate way to untap and leverage this potential population and labour force supply to meet the current workforce needs.

Will it require investment to activate this approach? The answer is Yes! Are there existing resources and agencies who can assist to do this? The answer again is Yes! There are programs, training dollars, specialised migration and settlement agencies poised and waiting to assist. There is a keen interest from many sources that are ideally placed and ready to seize this opportunity right now, but we need to understand this will require specialist providers in the areas of diversity to put these actions in place with a coordinated and collaborative approach involving three levels of Government, the business and community sectors all working together to make this a reality.



Professor Geraldine Mackenzie
Vice-Chancellor,
University of Southern Queensland

The global pandemic has been incredibly challenging for business, industry and communities across Queensland. Education and training has been significantly impacted, alongside other key industries including the arts and recreation industry, tourism, media and communications, with rapid innovation, agile decision-making and proactivity rather than reactivity required in order to survive and thrive.

The University of Southern Queensland has worked hard over the past 18 months to adapt quickly to support our students, our research partners, our regional communities and our State to continue to achieve and succeed during the pandemic. We now look ahead with renewed vigour to a reimagined future for our University and our communities. As we strive for renewed growth in a post-pandemic world, economic policy must strategically drive key value propositions in technology, the digital economy, social capital, new ways of doing business, and jobs of the future.

Skills must be central to any economic policy and if Queensland is going to be globally competitive, the role of universities in producing a skilled workforce must be acknowledged and supported by government at all levels. We are experiencing

a fundamental transformation in the way we work, competition for talent is fierce, and the influence of artificial intelligence, automation and technological innovation cannot be underestimated. Universities can, and must, play a key role in informing and underpinning this transformation, through working with business and industry to identify skills gaps and shortages, developing educational programs to address these, and providing ongoing education and development to our State's workforce.

Key issues such as climate change, water security, digital connectivity, housing availability and affordability remain priorities for Queensland's economic future, and the research undertaken by universities will be central to achieving these priorities. The University of Southern Queensland will have a pivotal role in continuing to work with our regional communities in particular, to drive innovation and investment in real-world solutions for business and industry, as we enter into the post-pandemic world.

The future prosperity and success of our State will rely heavily on our collective ability to work together across government, business, industry and community. The University of Southern Queensland is eager to play its part in reinvigorating and reimagining our State.



Councillor Bob Manning OAM

Mayor, Cairns Regional Council

Cairns is the capital of Tropical North Queensland, the largest SA4 region in northern Australia and strategically positioned as the international gateway to the Pacific, Asia and beyond.

As home to two of the world's most significant natural assets (the Great Barrier Reef and Wet Tropics rainforest), coupled with environmental advantages and strong links to the First Peoples, Cairns is well positioned to continue to grow as an internationally renowned tourist destination.

While tourism remains an important economic contributor, the Cairns economy has evolved over time to become one of Australia's most diverse local government economies, and we are in a position to further build upon this diversity by becoming a leader in emerging green economic opportunities as countries around the world head towards net zero emissions by 2050.

Cairns is also strategically positioned to support the Federal Government's Northern Australia agenda and has an important role to play in alleviating the pressures being experienced in some of the nation's metropolitan cities as a result of population growth and migration.

However, to enable Cairns and the broader region's enormous potential to be realised, Federal and State Government investment in enabling policy and in infrastructure delivery, is critical.

Water is our most valuable resource and for any region to have sustainable growth, access to a secure water supply is essential.

This is why the Cairns Water Security – Stage 1 project is Council's number 1 advocacy priority, recognising the need to provide water security for a growing community and economy.

As a Council we are calling on State and Federal support to fund this \$215 million proposal, which is less expensive and has a lighter environmental footprint than a dam, and also avoids potential future conflict with the agricultural needs on the Tablelands.

Cairns seaport is a critical enabler for the city, as well as being strategically located from a naval, marine logistics and tourism perspective. There is a need to deliver ongoing infrastructure investment into the Cairns Marine Precinct to capitalise on emerging defence and other marine industry opportunities.

Strengthening the nation's relationship with PNG and the Pacific has been identified as one of Australia's highest foreign policy priorities.

Cairns is best positioned to support a number of the Federal Government's initiatives and activities in this regard.

Perhaps no Federal Government initiative would do more to strengthen the economic, social and cultural connections between Australia and PNG, than advocating for a PNG team, to be based in both Cairns and PNG to be included in the National Rugby League.

Cairns is the closest Australian city to Port Moresby and with a large expat community, the city has strong economic, cultural and social connections with PNG. By leveraging our relationship with PNG, sport can be a useful tool to strengthen the economic, social and cultural connections between Australia and PNG.

While Council plays a critical role in shaping the future of the city, the region's resilience and future prosperity is, in part, dependent on Cairns receiving its fair share of investment from both the State and Federal Governments.



Aimee McVeigh
Chief Executive Officer,
Queensland Council of Social Service

Opportunity for all Queenslanders

The community service sector is the beating heart of Queensland's economy. We are part of the largest employer group in Queensland. On any given day almost 150,000 go to work in our more than 10,000 charities. Our essential work is supported by more than 324,000 volunteers.

We're there when Queenslanders are in need. We provide services to people experiencing homelessness, domestic violence and mental health issues. We support children, people with disability and older people. Each day we make our state a better place and our sector is vital to ensuring that equality, opportunity and wellbeing is for all Queenslanders.

As we look toward a decade of economic transformation for Queensland, we must ensure all Queenslanders have access to new opportunities.

The 2032 Olympics presents a milestone event on a journey of inward migration, infrastructure development and emissions-reduced industry transformation. We need to start building 2032's legacy now.

Strategic, long-term investments in Queensland's social infrastructure should result in an end to the housing crisis, expand low-income households' access to the renewable energy revolution, and create good local jobs. These investments will strengthen Queensland communities, and those who support them, as we look to 2032.

Accelerate affordable housing

Both the Queensland and Australian governments must address the state's housing crisis. Billions must be invested into the bricks and mortar of more social and affordable housing. Policy reforms on inclusionary zoning, land tax, commonwealth rental assistance and negative gearing will re-introduce housing affordability to our younger generations and low-income households.

Make the renewable energy revolution accessible

The renewables revolution is on our doorstep. Private industry, community services and government can work together to install solar and energy efficient devices on social housing and low-income households to lower energy costs and enhance our response to climate change.

Boost social infrastructure and resources

As Queensland's population grows, we must invest in community service workforce capability and capacity to ensure Queenslanders continue to receive the services and supports they need. This expanding workforce must be supported by social infrastructure investment including in neighbourhood and community hubs, to grow opportunities for all Queenslanders.



Kevin Mercer
Chief Executive Officer,
St Vincent de Paul Society Queensland

It is truly a once in a lifetime moment having Brisbane announced as the Olympic host for 2032.

The International Olympic Committee (IOC) principles are expressed in the following statement "Olympism is a philosophy of life, which places sport at the service of mankind". With a Vision of "Building a better world through sport" underpinned by the values of "Excellence, Respect and Friendship". The Olympic motto is "Faster, Higher, Stronger – Together".

How can Queensland embrace those Olympic principles, values, and motto across the state through the investment and growth opportunities the Olympics will enable?

Unfortunately, we often measure prosperity in economic terms using averages or individual examples. However, the prosperity of a society must include and benefit all people that live in that society not just the average or the successful few.

Recent coverage of the housing price boom is an example of economic prosperity with the average property prices increasing substantially across the State, but this story has a darker side with thousands of low-income families shut out of that market and unable to afford rent in their community placing them at a high risk of homelessness.

Olympic host cities have historically cleared away and marginalised their homeless in advance of the games. For example, in Rio private security guards cleared the streets of homeless people, sometimes

transporting them to shelters 50 miles away from the city. Similar action was taken in London and the Vancouver Winter games. Such action is not aligned to the Olympic principles of "Building a better world" underpinned by the human value of respect.

The Olympics is an opportunity for Queensland to prosper both economically and socially. Wouldn't it be world leading to set goals such as, Brisbane being the first Olympic host city to solve the problem of housing and homelessness, be recognized as a safe and welcoming place for refugees and those seeking asylum from human rights abuse, celebrate advanced reconciliation with our own indigenous people, and be a net-zero Olympic host. How proud would we be to present our state to the world from such a strong and dignified platform of humanity – a "philosophy of life" of truly Olympic proportions.

Smart investments that support firstly a long term sustainable social foundation (housing, public amenities, human rights, employment) with equal participation and access for all will accelerate our social and economic growth by engaging and including all people in the Olympic opportunities, and therefore, the Olympic prosperity generated will be enduring, memorable and provide substantial benefits for many future generations to enjoy.

In line with Olympic principles, let's take this opportunity to invest and grow as a society and not just an economy. Let's "Build a better world" and be "Faster, Higher, Stronger – Together".



Ray Merlano

General Manager, Queensland, Data#3

Mark Watt

Senior Partner Business Aspect
(A Data#3 Company)

With the Brisbane Olympics on the horizon and the Queensland Government asking questions about accelerating investment and growth opportunities for Queensland, it should be very clear that the Brisbane Olympics will provide a once-in-a-generation opportunity to transform our economy and profile our skills.

If we don't make it an innovation opportunity, we will reduce the ROI of the Games.

The Queensland Government and industry can work together and identify some priority areas for innovation and create innovation clusters – specifying core goals to be achieved. Can you see a digital construction process, a net-zero games and/or a Smart connected travel for SEQ?

To be in that type of position, it is paramount that we take advantage of the period leading up to the Games and upgrade our innovation practices and develop our skills.

The Queensland technology innovation and entrepreneurship system should be more effective at enabling successful innovation in priority areas for the economy. Creating viable innovation-intensive sectors overall but also with a focus on the Games would generate urgency and likely valuable innovation across the economy in a timely fashion.

Queensland Government should perform a key and direct role in introducing start-ups to industry incumbents who have real problems. Government and industry can work to identify key future industry supply chains, and these should be specific capabilities. Development of clusters and a need to be focused

on industry and located in a geography with demand and skills would be important considerations.

Key industry focus areas should include construction supply chain integration, mining and environment sustainability, Defence manufacturing and remote and regional health and community services.

The Queensland economy also needs an advanced technology workforce.

Our current knowledge and skill development models for information technology and digital engineering talent need to be more effective. While Queensland continues to be an importer of skilled technology labour our universities have been reducing their ICT courses, due to lack of demand.

Queensland Government needs to promote tech-in-industry jobs to high school students, to generate demand for CSEE courses. Queensland Government and industry should focus on core future skills around software engineering, AI/ML, data analytics and develop graduate employment programmes in priority industry clusters and incent employers. The development of a migration program incentive to attract experienced tech R&D engineers to move to Queensland and a cross-skilling process and internship for workers in declining industries and skills to enter the CSEE sector are also key considerations for our future technology skills.

Picture Queensland leveraging the Brisbane Olympics Games construction programme to develop world-class digital supply chain practices and germinating local capacity, capability and skills!



Philip Noble
Chief Executive,
Queensland Treasury Corporation

COVID-19 created a shock that households, businesses, economies and governments around the world are still recovering from. Looking beyond the health and economic impacts, one of the legacies from COVID has been a substantial increase in public debt levels around the world with global government debt eclipsing levels seen during WWII to be the highest on record. In Queensland, the Government's strong health and economic response has minimised the impact on public finances in comparison to other jurisdictions.

As the State's central financing authority tasked with funding the Queensland Government's borrowing requirement, QTC has seen competitive market conditions with a substantial increase in semi-government issuance being driven by significant increases in the borrowing programs of many other State's in Australia.

Accessing markets when competition is high from not only governments, but also banks and corporates, is extremely challenging. This is especially the case when movements in bond yields are volatile as we have seen to date in 2021. Backdrops such as these requires issuers to diversify their funding sources to obtain the most cost-effective funding possible.

QTC has focused on a diversified funding strategy for many years, which put us in a strong position leading into the current market conditions. Going forward, we need to continue working to attract a diverse investor base, both onshore and offshore and respond to changing investor mandates.

Building on my recommendations last year, we need to continue to equip our State to attract the growing investor base that is incorporating ESG factors in their investment frameworks. QTC was an early adopter in this area, bringing our first green bond to market in 2017 and we have since sought to further diversify our funding sources by building a green bond curve. The proceeds from these bonds have been allocated against eligible assets and projects that have an environmental benefit associated with the State of Queensland such as rail, water and solar assets.

Through QTC, Queensland is now a leader in this space and is currently one of the largest Australian green bond issuers, with approximately \$7 billion raised. In September, we issued the largest green bond in the Australian dollar market and the volume and pricing that we achieved shows the strong demand from investors for QTC green bonds.

The Queensland Government has continued to respond to growth in the green bond market by supporting the expansion of QTC's Green Bond eligible project and asset pool. The eligible project and asset pool has a mix of low-carbon transport, renewable energy and water infrastructure assets and is currently estimated at approximately \$16.8 billion.

With increasing global investor demand for Queensland's sustainable investment opportunities, we need to continue to look for opportunities across the State for projects and infrastructure initiatives that could be included in QTC's eligible project and asset pool to support future issuance of green bonds and continue to attract this growing investor segment.



Garry Page
Director, Queensland,
Australian Red Cross

Now with clear sight to the Brisbane Olympics 2032, **inclusion** and **sustainability** must absolutely be key themes in government, corporate and not-for-profit purpose policy, and development agendas. The visibility of this world stage event provides an enormous opportunity for Australia to create an Olympics event that celebrates not only the peak of athletic achievement, but at the same time showcases a socially inclusive culture, a cohesive community and economic development which prioritises sustainability.

If we consider just one aspect of inclusion, Queensland already has a good track record on cultural diversity. Queenslanders now speak more than 180 overseas languages, hold more than 110 religious beliefs, and come from more than 220 countries. The economic gains of an inclusive labour market for migrant communities are estimated to be worth \$1.2billion nationally per year.

But we have to get smarter on utilising the strengths of migration - despite over 80,000 skilled migrants and refugees coming to live in Queensland over the last 10 years, almost half are not fully utilising their skills and experience. To reap the social and economic rewards of increased use of a migrant workforce in Queensland, government, industry, and the community at large must all play a role.

With the Games potentially generating more than 130,000 jobs, even more when considering tourism and related sectors – let's get better at reducing costs and complexity related to Recognition of Prior Learning for migrants as just one strategy to benefit from untapped skills and meet our workforce needs over the next 10 years.

And what about sustainability? We know Australia won the competition over other countries by being more convincing on our approach to sustainability and we have correctly set the bar high to create a 'climate positive' Games. Sustainable mobility is a key consideration and a must for any modern city. We will also need to 're-use' sporting facilities to lower our carbon footprint, expertly employ our solar technology and ensure the Olympic village will use sustainable water sources. The sustainability challenge is there for the organisers but of course this challenge also flows to thousands of businesses that will be associated with the Olympics planning and implementation.

Our future prosperity relies on not only what we develop in our industries, but how we develop – **our social inclusion and environmental sustainability can be 'supercharged' with the opportunity of the 2032 Olympics.** Let's make sure we seize the day.



Rebecca Pickering
Inland Rail Chief Executive – Interim,
Australian Rail Track Corporation

The 2032 Olympic Games will be one of Queensland's largest ever logistical exercises.

It's been estimated that during the Games period around one million items of sports equipment and 250,000 items of luggage will need to be moved and managed as 14,000 athletes and ~500,000 international visitors descend on Brisbane. Then there's visitors' "retail therapy" to consider and of course ensuring the finest Australian fare is showcased during the largest sporting event on the planet.

Facilitating these requirements may provide a surprising legacy by catalysing logistics and transport operators and governments to innovate and create secure and resilient supply for Queenslanders – not only for the Games, but beyond. The good news is that Inland Rail is already underway and is crucial to solving a transport gap that's been around since federation.

The 1,700km Inland Rail will deliver the infrastructure needed for our future. It will comprise some of the biggest and most impressive structures in Australia which can be showcased to the world during the Olympics. And thousands of Queenslanders will be involved in building it so it's operational ahead of the Games.

Although Inland Rail was already in train ahead of the Olympics announcement due to the foresight

of the Australian Government, the decision to bid for, and win, the Games further underscores the importance of an efficient freight rail connection between Brisbane and the rest of Australia.

The Olympics will focus the eyes of the world on Queensland and inject growth into the economy like never before. Lessons from previous Games show that host cities can expect up to 500,000 additional international visitors during the Games period and increased levels of domestic and international tourists over subsequent years. In 2000, a record 5 million tourists visited Australia during that Olympic year, 10.6% more than in 1999.

The 2032 Olympics will be a boon for Queensland as current Tourism Research Australia data shows 67% of international visitors holiday in Sydney, 32% in Melbourne and just 15% in Brisbane; based on the Sydney Olympics we can expect record numbers to turn towards the Sunshine State.

We need to have the heavy lifting done before the push to build Olympics infrastructure begins which is why we're moving ahead, together with the Australian and Queensland Governments, to progress approvals and get Inland Rail built. Inland Rail will be needed in 2032 and it will be needed to support the growth that follows.



Owen Rayment
State General Manager QLD,
Regional and Midmarket Business, Telstra

Realising our potential leading up to 2032

If Queensland is to realise the full potential and all the benefits of being the host of the 2032 Olympics, then Digital transformation must become a strategic priority for both business and Government organisations. Almost every organisation around the world has moved Digital Transformation out of the realm of ad hoc experimentation into a widespread adoption as they seek to better connect with their customers and citizens and generate improved economic value.

Getting digital transformation right is a major concern for many business and government leaders - it's a lot more than just digitising a process or implementing a new technology platform or hiring in digital expertise. The reality is there is no one formula for success.

Businesses of all sizes are disrupting markets and industries with innovative new models, products, and services. Or they are being disrupted by those that are. Digital technologies are at the heart of a new industrial revolution. Cloud computing, IoT, mobility, big data, artificial intelligence, and more are changing the way that we live our lives. And in turn it is changing the way we choose to interact with each other, with businesses, and with Governments.

The success of digital transformation, however—as with any change initiative—relies on much more than access to technology and talented specialists. It hinges on changing employee mindsets and organisational culture. Digitally mature organisations are better at developing digital leaders and push decision-making deeper. They aren't organisations that simply buy boatloads of new technology and drop them on top of their workforces. They recognise that digital transformation has to come from within – adopting forward-looking attitudes, encouraging innovation at all levels, and enabling decision-making at all levels.

Leading up to the 2032 Olympics the pressure will be on all business and Government organisations to invest heavily and use digital transformation to meet and exceed the expectations that come from hosting a global event such as the Olympics. If we get it right not only will we deliver an exceptional games experience, we will also set ourselves up for all of the benefits that the games provide through shining a light on the unique products and experiences that Queensland has to offer the World.



Professor Margaret Sheil AO

Vice-Chancellor and President,
Queensland University of Technology

Australia, and Queensland in particular, has shown the world how to deal with a pandemic when it comes to protecting people and preserving lives. Economically we have also performed above expectations, although that response has been patchy, with some sectors like tourism, hospitality and international education carrying a disproportionate load when it comes to the negative economic impact.

The real question is, what next? How do we use this platform, once vaccination rates reach appropriate levels, to come out of the pandemic using what we have learned to build a better Australia in the 21st century.

Some realisations have been hard-earned. For the past 15 years, Australian universities have invested in research, using the revenue from international education. The pandemic has exposed the vulnerabilities of that model.

We will need our national research and development funding to maintain our own capability and to increase and improve our translation into real world outcomes as researchers and entrepreneurs work together to build the new century's manufacturing base through smaller, targeted operations utilising Australia's natural advantages.

Clean energy, abundant rare earth mineral deposits, some of the world's best universities and research centres, and an innovation culture gives Australia an amazing opportunity to continue to provide energy to the world in a cleaner, greener way while moving those, particularly in regional Australia and States like Queensland, who rely on

fossil fuel industries to transition to new jobs in new energy sectors.

QUT has focused on bringing out the best from our partnerships, whether it is new processes to generate battery components with innovative companies like Lava Blue creating jobs in regional Queensland, the amazing agri-tech solutions providing future food options for regional Australia and the world, or our green energy and hydrogen work which we expect to grow far more in the years ahead. Increasingly creative solutions to recycle and manage waste will also be vital to the future.

There is work to be done. International students and tourists must return, and quickly. Not just for our universities and regional economies that rely on tourism, but for our CBD traders, farmers and cafes which rely on the itinerant workforce and inner-city residents for their livelihoods.

However, the forced shift in our economic base, the optimism and investment that comes with the winning of the 2032 Brisbane Olympics, not to mention the resilience we have built into our society, and particularly some of our youngest new students and workers, bodes well for the future.

Time to lean in and look past the challenges and the current international instability to the Queensland we want to be – to build on the optimism, innovation and courage of our people while making the best use of our natural advantages and lifestyle to lead rather than follow into the future.



Steven Sorbello
Office Managing Partner,
Brisbane, BDO

The Olympics brings both opportunity and responsibility to Queensland - specifically opportunity and responsibility to showcase what it is that Queensland businesses are capable of. The key will be to ensure that there is a clear plan prepared with the involvement of industry to benefit from this world-class event. By planning well ahead and hand in hand with industry, we can look for ways to repurpose initial investment in infrastructure, innovation/R&D and skills training well beyond the Games, creating enduring businesses and benefits for Queenslanders into the future. By turning our minds to what Queensland can produce and consume - not just for the Olympics but well after the athletes return home - we open the door to many domestic and international growth opportunities.

As with any large-scale event, building the right infrastructure is vital. Getting the best value from the investment required to host a successful Games means finding ways to leverage essential infrastructure that will provide the capacity for expansion post the Olympics - water, energy and housing are good examples. Proactivity in these areas will see Queensland well-placed for growth from both international and domestic migrants, even well before 2032. This opportunity is even larger as many people consider new places to live and work as they navigate life post a time of heavy COVID restrictions in other jurisdictions.

Enticing people to reside or do business in Queensland also requires dedication to reducing red tape and driving tax reform. The need for simplicity and support of business and employers has never been greater. Not using the Olympics and the economic benefits it can deliver as a catalyst to support business, provide meaningful tax reform and incentives to innovate would be an opportunity missed. Government has the opportunity to create momentum and confidence and we can be sure that business will keep it going. Jobs will be created and Queenslanders will be better off for generations to come. Achieving this could mean seeking Commonwealth involvement from an R&D/grants perspective, but the benefit to the Sunshine State would be significant.

The Olympics provide Queensland with a captive global audience to tell its story. This is our opportunity to showcase the very best of Queensland - promote our regions, celebrate our natural wonders, highlight the generosity of our people and share the marvels of our heritage. This is our time to engage and incentivise Queensland businesses and make sure that the money we are spending results in solid foundations for future growth. It is important that we involve as many of our sectors and industries in the plan so that they are invested in a clear strategy to prosper before, during and for many years after the Games.



Paul Spiro
Chairman, Gadens

Brisbane is embarking on the most pivotal period of its time. With a skyline of cranes to the transport infrastructure burrowing beneath the city, you don't need to look hard to see transformative work underway.

Beautiful may be hard to conceive given the global impact of COVID-19, but Brisbane's growth landscape is changing, we are leading the way compared to other capital cities and our unmatched lifestyle is attracting more people who want to call this great city home.

With a population projected to grow by more than one million over the next two decades, and increased migration, the local talent market is expected to grow significantly in comparison to previous years.

Brisbane's geographical positioning also provides growth and expansion opportunity for industries. Small Brisbane businesses are scaling, and larger businesses are going global, particularly in key industry growth and trade sectors such as construction, advanced manufacturing, logistics, food, tourism, and health. These industries are expected to increase significantly, with the boom flowing through to emerging sectors such as METS (mining, equipment, technology, and services). Therefore, it's vital the city secures job-creating investment to develop and grow priority industries and precincts.

We need to support more initiatives like Brisbane Economic Development Agency's Future Food and PropTech programs, specifically designed to create, retain, and expand local jobs, as well as programs like Brisbane Business Hub, that support small businesses to thrive and prosper.

With a rapid economic shift from recovery to rebuild, Brisbane moves beyond the pandemic and looks towards hosting the Brisbane 2032 Olympic and Paralympic Games. The \$15 billion pipeline of infrastructure plays one part in preparing to stand shoulder-to-shoulder with iconic Olympic cities like Tokyo, London and Paris, so as monumental opportunity lies ahead, it's crucial the city grasps economic opportunities on our doorstep.

Brisbane is fast becoming the sporting and major events capital of Australia, with an impressive economy-boosting international calendar that will accelerate flow-on economic activity for the city now and into the future as international interest in Brisbane increases ahead of the Games.

With all this activity, we're going to see major change, and the only certainty is that Brisbane will continue to forge its own path as an instantly recognisable global city.

There is an air of optimism in Brisbane with business confidence returning to the city, making it the right time for the city to take its rightful place on the world stage.



Professor Deborah Terry AO
Vice-Chancellor and President,
The University of Queensland

While the disruptions wrought by COVID-19 over the past two years have been immensely challenging, I remain optimistic that Queensland is well positioned to seize the growth opportunities of the pandemic recovery phase.

My confidence is based partly on the underlying momentum in the Queensland economy that's apparent in growing household savings, improving job figures, the pick-up in business investment, and the wealth effect associated with strong house price growth.

But, more particularly, there's been a pronounced flow of both financial and human capital into our State. In the first year of the pandemic (April 2020 to March 2021), ABS figures show that Queensland's net population grew by 43,000 people, which is more than all of the other states and territories combined.

This demographic shift, alone, will provide a genuine growth spurt for our State over the coming decade.

The second factor that gives me confidence in Queensland's economic prospects is the increased activity that we are seeing in our state's innovation ecosystem. I have a privileged perspective on this scale-up because UQ is a major producer of both the education and research programs that are a vital input to our innovation ecosystem.

Over the past year, two companies founded by UQ graduates have now reached "unicorn" status. The first is Tritium, a manufacturer of fast chargers for electric vehicles; and the second is Go1, which

operates an online corporate training marketplace. Both companies are run from Brisbane and now employ hundreds of people globally.

Their success is a demonstration that Queenslanders have the capacity to build globally-competitive businesses in knowledge-based industries – and it also highlights the vital importance of investing in our local innovation ecosystem.

Importantly, there is increased commitment, right now – across government, industry and research institutions – to creating a more joined-up innovation ecosystem that will help to drive growth and broaden our economic base over the coming decade.

That commitment is evident in the Federal Government's Modern Manufacturing Strategy and the recent release of a discussion paper by the Queensland Government seeking input to the 10-year Queensland Innovation Places Strategy.

Given the concentration of world-leading research we produce in areas such as agriculture, life sciences and medical sciences, Queensland has enormous untapped potential to translate more of our research into progressive ideas, better services and new products.

So, as we look ahead to Queensland being in the global spotlight in 2032, I'm convinced that the maturing of our innovation ecosystem is going to be every bit as consequential for our state as the infrastructure investment that will occur ahead of the Brisbane Olympics.



Councillor Karen Williams
Mayor, Redland City Council

The Brisbane 2032 Olympic and Paralympic Games is an exciting beacon that will shine decades of light and opportunity on our region.

In addition to generating significant economic, social and community benefits; the Brisbane 2032 journey is also a perfect example of the collaboration and unity needed to deliver for our communities.

Bringing together all levels of government, sporting administrations and the community; this exciting achievement creates a blueprint for collaboration that must be continued if we are to realise its benefits.

Key amongst these benefits is the improved transport infrastructure needed across the region. These upgrades are not only about getting athletes and spectators to and from Games venues, but more importantly they are about getting locals to and from work faster and safer, giving them more time with their families.

It was for this reason that the Council of Mayors (SEQ) agreed to investigate a regional Olympic and Paralympic Games more than six years ago and we remain committed to ensuring this infrastructure is delivered.

Make no mistake, this infrastructure will not come cheap, in a post COVID environment costs are already increasing and that looks set to continue.

But if we continually question ourselves and ask what will be the cost of delivering this infrastructure for our community; we will miss the real question that must be asked, “what will be the cost of not delivering it?” What will be the cost for local families, local business and local communities?

This is not the time for “Business As Usual”, we must welcome a new age of “Business Unusual” – an era of thinking outside the box through innovation and collaboration.

For this to succeed there must be a long term plan that leverages this opportunity along with the strengths each partner brings to the table.

The private sector will play an important role in delivering the communities of tomorrow and for them to succeed they will need greater freedom to create exciting and vibrant precincts that attract visitors and investors.

The 2032 horizon creates a finish line to our regional race to deliver improved communities for our residents. And while ten years may sound like a long time, the starter’s gun has been fired and if we are to win the gold we need to run together, because it will only be through collaboration that we deliver for our communities of tomorrow.

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