

FUTURE STATE
OCTOBER 2018

IDEAS AND SOLUTIONS
FOR QUEENSLAND
FOR THE NEXT DECADE



COMMITTED TO IMPROVING THE STATE OF QUEENSLAND

ABOUT QFI

The Queensland Futures Institute (QFI) is a unique partnership of academic, business, community and social services, government, industry and research organisations that seek faster economic and social growth through collaborative public policy reform.

Our members are the organisations that have an immense stake in Queensland's future.

The QFI pursues an apolitical discussion on Queensland's future; its potential and its opportunities; the State that we want for our children and for newly minted Queenslanders.

We work alongside political and government processes; our dialogue centred around a vision of enhanced social and community development based upon long-term plan for economic growth.

Our public policy impact is achieved through thought-leadership, investment in evidence-based research, meetings with government and political leaders, media engagement, events and presentations.

FUTURE STATE

'Future State' is a program of independent, apolitical engagement by the Queensland Futures Institute 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. Receptions are held at which the annual Queensland Future State – Ideas and Solutions for the Next Decade report is presented and members are afforded the opportunity to meet with the Queensland Government and separately, the Queensland Opposition.

MEMBERS IDEAS/THOUGHTS/SOLUTIONS

Ms Julieanne Alroe, Chair, Infrastructure Australia (QFI President)

The need for integration between land use and transport planning is well recognised, however, integration with other types of infrastructure is not always included in such plans. There are challenges with planning integration between State and local government agencies. Also the scale and structure of government departments and agencies, while designed to deliver sector outcomes, can make it difficult to coordinate when planning for specific places in the State. Queensland has a unique advantage in Australia due to the size of our local government areas (eg Sydney has 33 Local Government Areas and 5 Districts, Melbourne has 32 LGAs and 6 metro regions. Brisbane has 1 LGA and SEQ has 10 LGAs with improving coordination through the SEQ Council of Mayors).

To meet the challenges of our growing communities in the SEQ and in Regions, a more integrated approach is needed. A "place based" approach would take a cross sectoral view of interrelated infrastructure and amenity needs of a place and would identify how and when these needs should be delivered. It would also help re-connect infrastructure decision-making with the needs of a community. The Queensland LGA structure would make this approach easier to implement than in most other States. It would also lend itself to creating a framework for City Deals for Queensland areas.

It is recommended that Government should adopt a place based approach in areas with high growth is forecast.



Dr Catherine Ball, Founder and Executive Director, World of Drones Education

Energy security and sustainability with a move to renewables, especially solar. Solar power can be installed on all publicly owned buildings and also we should look at the solar paint, solar tiles, solar bike paths, and other international ideas. We are the sunshine state, after all.

Ms Libby Beath, Corporate Affairs Manager, New Hope Group

Infrastructure and innovation cost money. In the financial year 16/17 the resources industry contributed \$55.1billion to the QLD economy – providing 1 in 8 jobs and 1 in \$6. The resources sector has often led the way building regional infrastructure (roads, rail, ports, airports) and it will continue to underpin Queensland's future well past 2027.

Ms Mary-Jane Bellotti, Executive General Manager, Corporate Affairs, Suncorp Group

As Queensland's largest company and one of Australia's largest insurers, Suncorp is motivated to take a leading role in protecting vulnerable communities.

Suncorp rates building cyclone resilience in the north as a key strategic opportunity for Queensland.

We believe in a strategy that tackles cyclone risk, invests in natural disaster mitigation and working together to improve insurance affordability for residents in this region.

The only way to make insurance sustainable is to improve the resilience of homes. Not only does mitigation result in cheaper premiums, it has the substantial additional benefits of keeping people safe, growing the economy, and creating jobs.

Suncorp has long been a passionate advocate for natural disaster mitigation and for several years has been focused specifically on addressing the complex issue in North Queensland through our award-winning Protecting the North program.

Our program can translate to a viable and positive policy option for Queensland. We believe there is a role for industry, all levels of government, home owners and specifically Suncorp, to ensure the community is well served and well protected.

Such a package can involve a mix of stronger industry action, government-led incentives and relief, as well as homeowner education and community preparedness.

Mr Peter Carne, Public Trustee Queensland

In response to the Royal Commission in to Aged Care, we would support the development of a policy for elderly Queenslanders so as they are provided with the best support available. The aged population will become a larger and larger proportion of our customer base over the next 25 years.

Mr Shane Charles, Chairman, Toowoomba and Surat Basin Enterprise

Drought has been a critical factor for Queensland in the past 12 months. This extended drought, and continued climate change will have long term impacts on agricultural production, exports and importantly cattle and sheep herds. The use of water for positive economic outcomes is something that needs to be focused on. The Department of State Development Manufacturing, Infrastructure and Planning is charged with developing the state's economy. The Department of Natural Resources, Mines and Energy acts only as a regulator whilst trying to achieve triple bottom line outcomes. The Federal Government role in water regulation is also an important one not to forget, however in many instances on water the federal government abrogates its legislative responsibility through to the states and territories. I humbly would ask that government take the lead and develop policies to ensure that the State can drive economic growth from water whilst maintaining sustainability. This involves water planning, understanding what is and is not available for industry, and understanding our water needs for both domestic, agricultural, commercial and environmental uses on a long term basis. Water planning is such an important issue and would benefit from a heightened sense of shared understanding and collaboration between government and industry.



Associated with this is the need for a discussion for more resources and effort to be placed into value added manufacturing in the agricultural sector. With our proximity to Asian markets, and the insatiable global appetite to our world class agricultural products, we need to continue to focus on opportunities to value add our commodities. It is a generalisation of course, but we grow and sell in bulk volumes well in this state with there being many opportunities to better develop and value add products to provide higher exports and a higher return for our producers.

Ms Karina Collins, Strategy and Digital Partner, KPMG

Queensland Government Departments and Agencies need guidance in the form of a repeatable, scalable and pragmatic approach to work together to contribute to the objectives for the community as set out in Our Future State: Advancing Queensland's Priorities at ourfuture.qld.gov.au.

There is significant opportunity to create momentum on the government priorities and achieve cohesion across the Priority clusters. An iterative approach to facilitate test and learn concepts is required:

- 1 Framing: Clearly understand the problem and opportunities
- 2 Discovery: Quantify and qualify the problem and opportunities
- 3 Ideate: Co-create a range of concepts to test
- 4 Prototype and Test: Create and test specific solutions in real-life scenarios
- 5 Prioritise and Scale: Prioritise and scale proven solutions
- 6 Sustain and Evolve: Continuous improvement to respond to changes in technology and customer expectations

The identification and aggregation of cross agency data sets to inform priority insights, drive evidence-based investment and facilitate ongoing performance monitoring of outcomes is essential.

These are the most important priorities and hardest challenges facing the State of Queensland. Providing Departments and Agencies with a repeatable, scalable and pragmatic approach to execution will realise benefits and position Queensland as the leader in Future State Transformation.

Mr Brett Fraser, Chief Executive Officer, Brisbane Marketing

Maintaining a focus on Brisbane not at the expense of the regions but as the major attack brand for Queensland could be a priority. Kate Jones has managed to this going but the idea of BNE airport as the gateway for Queensland/Australia could really be ramped up. Aviation route development is important here so maintaining marketing spend that supports this will be a priority. The additional opportunity from aviation capacity to new markets is that the belly of the planes for cargo provides continued access to new trade markets for Queensland produce and products.

Also focusing on growing the conversion of visitors through Brisbane airport to overnight stays in Brisbane. This is a significant opportunity that can contribute billions to the SEQ economy by 2031.

Policy around environmental management for tourism is also a big issue. Most companies interested in bringing a tourism attraction (whether it be accommodation or attraction) to market outside of the urban footprint will have to spend significantly (\$1m to \$2m) just to get approvals. In an industry where margins are notoriously tight this can kill a project.

Professor Ian Frazer AC, Ambassador and 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.



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.

Mr Kevin Gill, Chairman, Townsville Enterprise Limited

Demand for Australian agricultural food and goods in Asian markets has been at historical highs in recent years. Queensland is one of Australia's most agriculturally productive states with abundant resources, high quality land, favourable climatic conditions and an opportune location to support the establishment of export infrastructure with close proximity to key target markets.

North Queensland is an epicentre of agricultural productivity for the state, producing more than \$1 billion in gross value of agricultural commodities in 2016/17 year across livestock, cropping, horticulture and aquaculture. Furthermore, the region has an acknowledged capacity to grow agricultural output, with new irrigation schemes planned, high-value export supply chains identified, further studies and value-add processing being investigated for the region.

The objective is to ensure that more food produced reaches consumers plates, increasing return on investment to the producer and boosting agricultural contribution to Gross Regional Product (GRP). The development of value-added processing of agricultural produce is a significant growth sector that offers high return on investment.

Queensland and North Queensland in particular are positioned competitively to supply Asia with quality produce and this is a key sector area of growth our regions can capitalise on. Support for water, energy and infrastructure to underpin a strong agricultural export market is required and will require collaboration between the private sector and Government.

Mr Gert-Jan De Graaff, Chief Executive Officer, Brisbane Airport Corporation

As tourism, trade, research and education will be the key drivers for the economy in the coming years it is important Queensland, as a destination and investment hub, continues to leverage the opportunities that exist from the growing South East Asian market.

An integrated approach to urban and regional planning, the connectivity within and around SEQ and, most importantly, the links to regional Queensland must remain a key focus for the State's prosperity. SEQ's projected growth must also deliver opportunity and benefit to regional Queenslanders.

Brisbane Airport Corporation supports the current pursuit of a City Deal for SEQ, providing an opportunity for Government at all levels and the private sector to collaboratively work together on economic and social infrastructure priorities and community issues.

Mr John Greig, Managing Partner, Queensland, Deloitte Touche Tohmatsu

In 2017, we released *Confidently Queensland*, a co-designed, shared vision for the future of Queensland which pointed to an opportunity for an uplift in Queensland's Gross State Product of \$54Bn by 2027 over and above current forecasts at that time. This vision for growth centred around 3 key themes:

1. Liveable communities
2. Diversified economy
3. Inclusive growth

We know the liveability of our communities in Queensland is a key driver of our economy into the future. By improving liveability we can significantly strengthen the attractiveness of Queensland for residents, workers and potential investors. We can continue to attract a high quality workforce,



create further demand for the goods and services we deliver, continue to enrich Queensland's cultural vibrancy all whilst encouraging new ways of thinking and doing things.

We also know that at the heart of any liveable community is an effective mobility ecosystem which requires co-operation from all levels of government, business & the community if we are to enhance our transportation experience. Our global research has identified that mobility plays a central role in economic growth and prosperity. Our own Global Mobility Index highlights where Brisbane is positioned relative to other world cities and suggests some steps that we as Queenslanders can take to enhance our mobility over the next decade. Some of these include investigating possible solutions such as fare incentives to shift peak demand on the various modes of transport, further embracing data analytics to improve network performance outcomes, adopting disruptive models such as shared mobility options as well as expanding open-data policy.

Dr. Stefan Hajkowicz, Director Data61 Insight Team, CSIRO

Queensland has an innovation imperative. Like many advanced economies worldwide we need to transition our existing industries, and grow brand-new industries, in line with advancing technology and powerful forces of global change. Our future sources of wealth generation will be different from what they are today. There's some pretty grim outcomes if we don't keep pace. Unemployment could rise and incomes could fall. The world doesn't owe us a living. But there's excellent outcomes if we succeed in riding the waves of change. And were endowed with valuable natural resources, a powerful brand and incredible human talent. But how does transition occur? How do we diversify Queensland's exports beyond a handful of commodities and start selling a wide array of service-sector oriented offerings to a much wealthier and economically advanced Asia-Pacific regional world economy? Brisbane, the Gold Coast, the Coast Sunshine, Mackay, Toowoomba, Cairns and many other cities & regions are actively exploring options to diversify and grow new industries. The solutions will look different across our diverse State. However, the imperative to innovate is shared. Another common theme is the need to get better at anticipating plausible futures so we can take proactive action. Singapore built a shipping port and airport before Asia knew it needed them. That was a terrific piece of foresight. Queensland needs to build the industries of the future in a world experiencing accelerating technological, demographic and geopolitical change. For that we'll need foresight along with innovation, determination and courage.

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

The future will not look like today.

This is an obvious statement, but it is critical to appreciate this fact as government and communities turn their attention to the economic and social development of the northern half of our nation. Development of the abundance of potential, and unconventional, resources in this region will require a culture of innovation and a combination of traditional and original insights, if the North is to release its potential.

Towards that end, JCU is establishing the Cairns innovation Centre (CIC) and the Technology Innovation Complex (TIC) in Townsville. The core of our intent is to create innovation centres to translate our research, our spirit of enquiry and our store of youthful talent and ambition into products and processes with real commercial application, which can drive economic growth and diversity for Northern Australia.

The CIC and the TIC are available to any student, no matter what discipline. Our message is: if, during your stay at JCU, you conceive of a process, innovation or idea with commercial or social benefits there are resources, tools, places and partners to advance your ambition.

For our staff and partner institutions, we see the CIC and TIC fostering a transformation to culture of entrepreneurship and a lessening of reliance on government funding.

For our region, these projects are important enablers in the translation of our strong institutional research and education capability into commercial activity and a vibrant demonstration that the



capital cities are not the only repositories of innovation – the regions too can be smart, strong and independent.

Mr Mark Henley, Chief Executive Officer, Queensland Council of Social Service

QCOSS is engaging with many communities across Queensland and creating new ways for people - citizens, community organisations, the private sector and government – to come together and ask “what will it take to create communities where everyone contributes, matters and belongs?” The forums, called Changing Lives, Changing Communities, are bringing together all parts of the community to co-create solutions to ensure that everyone is included in their community and can access to what they need; like a place to call home, good health, transport, education, meaningful employment and strong relationships with their family, friends and community .

The people and communities we have engaged with to date are highly enthusiastic to talk about their aspirations for their community, the good things that are happening and how they can ensure that all people can have the good life they aspire for. This is building communities and community spirit to ensure people look out for each other, support each other and that everyone has the relationships and supports that are so critical for each of us to have a good life. These forums are inspiring to be part of and what communities across this state are craving. They are creating a long term vision for their community that they can aspire for, be part of and make a reality.

Professor Greg Hill, Vice-Chancellor and 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.

Mr Geoff Hogg, Managing Director, Queensland, The Star Entertainment Group

We need to combine the collective strength of the South East Queensland region into a consolidated ‘super destination’ that packages the ‘best of Australia’ and makes us a must-see part of the world.

The more successful SEQ is, the more successful our regions will be. We therefore need to enhance SEQ’s positioning as a destination first and foremost; rather than a layover for a connecting flight. SEQ has an unbelievable range of existing tourism jewels that are all located



within just a 1-2 hour drive – iconic beaches at either the Sunshine or Gold coasts, scenic hinterland, rainforest, a thriving arts and cultural society, a growing entertainment and live music scene, local and international sporting events, a quickly-developing foodie scene featuring Queensland seafood, beef and tropical fruit, theme parks, and natural attractions such as Moreton Bay.

Add to these strengths the infrastructure boom that will turbo-charge our tourism offerings within the next five years: Queen's Wharf Brisbane, Howard Smith Wharves, Brisbane's Mega Cruise Ship Terminal, Brisbane Live, the CBD Waterfront Precinct, and much more. These will be enhanced by the added capacity from Brisbane Airport's new runway come 2020 which, unlike Melbourne or Sydney, does not have a curfew. This extraordinary confluence of activity affords Queensland an opportunity that we have not seen before.

All of these collective strengths need to be packaged up within the added bonus of 300+ days of blue sky. Ours is a highly enviable subtropical climate, which enables a laidback outdoor lifestyle. Then there are our people – friendly and welcoming, with a diversity of one in four of us having been born overseas.

Tourism is a global race for the traveller's wallet. Our best chance to take on the world is to position SEQ collectively as a region that is a must-see destination and as either the arrival or entry point for inbound visitors to Australia.

With our existing offerings, and exciting future projects, packaging our region and working collaboratively to draw tourists to SEQ– and from there, to our regions – has never looked so good. Ultimately, the more we can convince people to extend their stay and their spend, the greater our economy will prosper.

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

Queensland is showing clear signs that it is ready to broaden its economic base by becoming one of Australia's strongest foci for the innovation economy.

The University of Queensland (UQ) has spun out 100 companies based on its intellectual property (IP) and, in that process has raised more than \$650 million. This, together with managing the leading licence portfolio of any Australian university, has resulted in \$24 billion in global sales of products containing UQ IP. Similarly, UQ's iLab, Queensland's premier incubator and accelerator program has supported almost 200 founder-based start-ups since 2012, with \$57 million raised to take innovative ideas to market.

We also see students engaging in their many hundreds in entrepreneurship. The talent and will is there - now we need to create a focal point and we need vertical integration at scale.

The Precinct would not be a dedicated UQ facility. We can play a major role in catalysing the planning, development and driving innovation at the Precinct. We envisage dedicated technology incubator and accelerator facilities, wet and dry laboratories for start-up companies and dynamic co-working spaces.

UQ supports the development of a Precinct with a deep technology base, drawing upon its research strengths and breadth in thematic technology disciplines including:

- Engineering – new materials, renewable energy and utilisation
- Health – wellness, disease prevention, diagnosis and treatment
- Social and Behavioural Sciences – economics and social cohesion
- Agribusiness and Food – new, sustainable agri-food and agri-fibre production, pest and disease resistance
- Water – quality and security.



Transformation technologies run as verticals in partnership with industry that are under-pinned by horizontal platforms:

- Big data analytics including artificial intelligence and machine learning
- Robotics and autonomous systems
- Quantum computing.

Mr Peter Maher OAM, Chief Executive Officer, St Vincent de Paul Society Queensland

I think the key issues from my sector are the importance of affordable and sustainable long and short term housing. This opens up opportunities for Tiny housing concepts and the need for more community spaces like community centres and community gardens.

Professor Geraldine Mackenzie, Vice-Chancellor, University of Southern Queensland

Science, technology and innovation are critical to developing Queensland's future industries and maintaining our natural competitive advantages. We propose building on the Advance Queensland initiative, through the creation of a 10-year bipartisan science, technology and innovation policy. This policy would be developed by an expert working group with representatives from government, industry and academic organisations, along with broader consultation groups. By securing bipartisan support for this policy, it would enable Queensland to plan for the long-term and create large-scale strategic research initiatives to support the economy and future job creation.

Mr Neil Makepeace, Chief Executive Officer, GWI

The pace of digital transformation continues to outstrip the pace of legislative reform or policy intent. Queensland must pursue a suite of reforms that update the Privacy Act to account for modern intrusions such as drones, smart sensors, device tracking and analytics. We need a statutory data ethics framework which has the flexibility to allow for the free transfer of information required to operate in the digital age, but provides some enforceable safeguards for citizens and a sense of what is right and wrong in the use of data in the public arena.

Mr Tim McLennan, Chief Executive Officer, Qutbluebox Pty Ltd

Expand the growth of real world, robust and sustainable technology and social based ventures to add significant value to the economy and the social fabric of our communities. Queensland has taken a national leadership position in building and supporting an entrepreneurial ecosystem as part of seeding the development of our future economy.

This process builds linkages between our broader education system, research partnerships and industry and is supported by the establishment of the physical and human capital to enable the ecosystem. The opportunity now exists to leverage those processes and relationships to grow a robust community of social entrepreneurs and social enterprises to address wicked social problems, to enable long-term employment for vulnerable, with sustained social impact and economic returns. This will require a broader approach to entrepreneurship. With this approach we need to harness partnerships between Government, social sector, corporate and investment communities to make better use of market facing mechanisms such as flexible commercial approaches to access procurement chains, early stage investment models and contract processes, will enable more commercially robust ventures to be established and deliver broader social impact and grow Queensland.

Mr Ray Merlano, General Manager - Queensland, Data#3

By 2028 Queensland will be well placed to be the most advanced state in Australia benefitting from the Digital economy. With the significant challenges in dealing with population growth that will drive infrastructure investment and expansion of the mining, agriculture and tourism industries, it is well recognised that technical innovation supported by a strong local commercial sector will provide solutions.

Advance Queensland is a great initiative but needs to be backed up by government policy and procurement guidelines that not only attract business to Queensland but builds on the strength and



reputation of established companies to create globally competitive businesses developing and delivering innovative products and services to the world.

Mr Jeremy Mitchell, Director of Corporate & Public Affairs, Huawei Australia, New Zealand & South Pacific

On the path toward an intelligent world, ubiquitous sensing, high-speed connections, and sharing of knowledge will lead to unprecedented growth and opportunity 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 being brought to every person, home, and organisation, and this is having an unprecedented positive impact on life, business, and society. With these changes will come increased opportunities in a digital economy valued at US\$23 trillion.

Fostering "stamina" – three key steps to tapping into the opportunities of the intelligent world.

Focus on the foundation of intelligent connections and ubiquitous sensing, making ICT infrastructure investment a top-level strategy: The foundation on which data value can be unleashed is to make connections better, faster, and broader and enable digital sensing to penetrate every corner of society. Increased investment and application of ICT infrastructure is needed.

Combine Intelligence with industry scenario needs: Combine ICT industry development with specific strategic demand and strengths in industries, seeking out the most advantageous ICT investments to leverage. Gain an understanding of the value of existing data assets, and know how to use existing data, along with Intelligence, to innovate in business. Move rapidly to maximize the value of Intelligence in every stage of business, production, operations, services, and talent development.

Seek out paths of innovation to break through boundaries in intelligent data flows: Amidst intelligent data where information finds people, and information finds things, boldly assess, trial, and deploy new models of business cooperation, industry enablement platforms, and ecosystem strategies. Seek out cross-industry and even fully-integrated business partnerships that go beyond the barriers in space, capabilities, and resources in the ICT ecosystem across all industries, looking to the unlimited opportunities for innovation that this space presents. Amidst the integration of cutting-edge intelligent technologies, explore all-new opportunities for innovation in business.

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.

Funds to secure patents are sorely needed as a protection for these innovations. They are an imperative to the multinationals who consider taking up such innovation.

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 international criteria such as USA Federal Drug Administration and Health Economics.

Support in these areas are lacking nationally but are integral to allow innovations to be delivered worldwide in the healthcare sector.

Mr James Palmer, Asset President, BMA

Our industry generates a substantial contribution to capital investment, regional development and jobs in regional communities across Queensland. We need to accept that our world is changing.



That our traditional industries are changing. In thinking about what the future means for ourselves, we must also be thinking about what it means for the next generation.

It's our vision that careers in mining for our children will be safer, better connected and more appealing to the digital generation. For this reason, we must continue to have a conversation about the skills and training we are providing to our young people in their formative years so that we equip them for the jobs of the future. Many of Queensland's major industries are experiencing the same quantum shift. The lessons we learn, and discoveries we make in innovating the resources sector will be transferable to other sectors.

We will continue to work with federal, state and local governments on policy implementation so that Queensland is an international leader in innovation in these more traditional industries, now and into the future.

Mr Matthew Peter, Chief Economist, QIC

An outcome of the high Australian dollar and high wage costs during the mining investment boom was that investment Queensland's other internationally important industries such as tourism, education, agriculture and health care slowed. Now that the Australian dollar has fallen and the global economy is strong, our international industries have been bouncing back and are driving economic and jobs growth in the state. However, rising global interest rates are driving the cost of investing higher.

The Queensland Government should explore ways to attract international and domestic capital into large scale investments in our international industries.

Mr Fraser Power, Stakeholder & Advocacy Manager, Australia Pacific LNG Pty Limited

Queensland is a leading state in the production of resources and energy both domestically and for export. It has thriving coal, gas and renewable energy industries which bring considerable value to the state through economic development, employment and royalties. There may be value in promoting the state and its regions as an "energy hub" in the Asia-Pacific to attract investment in energy production as well as associated industries and related services.

Ms Jennifer Purdie, Chief Executive Officer, Adani Renewables Australia

Queensland has an opportunity to position itself as the 'Smart Energy Future State' by positioning itself to create a smarter energy future for Queenslanders. We should design the transition of our energy system to a higher percentage of renewable energy whilst delivering secure reliable energy to all customers at a globally competitive price, in the context of policy certainty to encourage long term investment, thereby creating economic growth and competitive advantage for Queensland and opportunity and community wellbeing for Queenslanders. This could be a point of difference attracting investment to QLD from elsewhere. Queensland is in a strong position to execute a strategically planned transition and lead long term in this regard with our range of diverse high quality energy resources and key infrastructure assets largely in one set of hands facilitating strategic planning for the overall system.

Mr Owen Rayment, State General Manager QLD, Customer Management and Sales, Telstra Enterprise

Adopting Data Driven Policy intervention from a technology lens quickly diverges to two considerations, whether automation and the use of algorithms can elevate, or reduce social value.

Real time analysis and implementation of actionable insights can clearly have positive impacts in highly mechanised environments such as the multitude of Internet of Things (IoT) sensing devices across a number of sectors including manufacturing and agriculture, all the while greatly improving yield & efficiency whilst protecting valuable environmental and infrastructure assets.

When considering Policy autonomy for population security, law enforcement, health care and criminal justice careful assessment and rigorous evaluation of moral metrics against impact criteria



need to be understood in driving the desired social outcome. Specifically, how the algorithms are developed, used, understood and evaluated against inherent biases.

Dr Russell Reichelt FTSE, Chair, Great Barrier Reef Marine Park Authority

Queensland is home to world class natural assets – the Great Barrier Reef is one on the seven Natural Wonders of the World – and it is under pressure from human activities on local, regional and global scales. There is an opportunity to focus on the Sustainable Development Goal called ‘Life under Water’ – or more poetically, how can we build a sustainable blue economy?

Our focus should lift above sustainable tourism, transport and hospitality industries to include managing some consequences of increasing movement of people through our popular natural locations. Several themes come to mind. Reducing levels of waste by building the circular economy and promote Queensland’s achievements to the public. Reducing industry and community carbon footprint is another emerging priority for many Queenslanders and engaging Reef (or marine and coastal) tourism would be an ideal example for the world.

Mr Tony Schiffmann, Managing Partner, BDO

Queensland is strongly positioned to capitalise upon many of the international trends shaping our economy today. Whether it be a desire for quality agricultural products, the need for experienced professionals in fields such as science and education, or ecotourism, our Sunshine State can answer the call.

Doing so over the long term though will require continual commitment to supporting our home grown businesses and fostering an innovative culture across all sectors. There is little doubt that many Queensland businesses are seeking to be creative and think ‘out of the box’, whether it be for operations on shore or internationally, but to cement this success they need high level support. Changes to initiatives like the Federal Government’s Research & Development Tax Incentive, which many argue are acting as a disincentive to innovation, make it even more important for our State leaders to continue supporting our local market through programs such as Advance Queensland, the Business Development Fund and the Queensland Trade and Investment Strategy 2017-2022.

Mr Jason Scott, Executive General Manager, The Courier Mail & Sunday Mail

The critical need for a City Deal-type agreement between federal, state and local government that locks in a shared strategy and funding model over a 25-year period for major transport and infrastructure projects to provide certainty. An independent regional authority with statutory powers to take responsibility for regional planning and infrastructure to remove it from the political cycle. -A rapid rail network for SEQ, linking GC, SC and Toowoomba to Brisbane in under 45 minutes. A bid to host the Olympic Games in 2032.

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

Queensland is making significant advances in developing a strong innovation-driven entrepreneurial economy that reaches beyond our traditional reliance on primary production. Innovation precincts can arise where there is a combination of deep sectoral domain knowledge and strong technological capability, together with enabling factors such as professional services firms, access to risk capital and a culture of entrepreneurial education. Queensland should continue to identify sectors where critical mass can confer global advantage when we achieve linkage of sectoral domain knowledge and strong universities with research and technological capability. Extending traditional sector concentrations into high-technology offerings is one avenue – agriculture, mining and tourism come to mind – while emerging areas offer the opportunity to develop new specialisations, such as advanced manufacturing, biotechnology, robotics and machine learning, translational health and medical research, and digital creative industries.

Ms Debbie Smith, Managing Partner Brisbane, PwC

Key to Queensland’s future prosperity and growth is its access to markets, and particularly



overseas markets for higher value-added products. Freight connectivity is critical, yet despite air services being now strongly supported through both Wellcamp and Brisbane airport expansions, land freight risks being left behind. The connection between Toowoomba and the Port of Brisbane should be one of the State's highest priority initiatives. Delivery of this connectivity ideally would be a collaboration between the State, relevant local governments and also the Federal Government, facilitated as part of a City Deal for SEQ. A key supporting initiative would be to develop contemporary and efficient biosecurity systems, to support the growth of an export hub for value-added agricultural and other products.

Mr Paul Spiro, Chairman, Gadens

One of the issues of paramount importance moving towards 2028 will be seamless transport connectivity. The successful delivery of the Cross River Rail and Brisbane Metro projects will provide an excellent foundation for improved accessibility to new and existing developments and attractions, but continuous upgrading of transportation options will be necessary as the city evolves.

Brisbane needs a world-class transport network to both enhance liveability for residents and for the River City to truly cement its place on the world stage as a destination of choice.

Dr Peter Stewart, Chief Executive Officer, Montrose

Queensland needs to fully activate the Sunshine Coast with new business and employment opportunities in conjunction with the introduction of the international broadband submarine cable, and a high speed train link to Brisbane.

The Sunshine Coast has not fully integrated into the greater Brisbane State Government, business and commerce areas and employment opportunities for digital and services industries are not being fully realised. The relocation of sections of State Government Department/s would reduce costs for government while encouraging complementary growth in services and businesses.

If this was linked to the introduction of a high speed rail link between Sunshine Coast Airport and Brisbane CBD the it would be possible for workers and tourists to easily commute between Brisbane and the Sunshine Coast as well as offering the potential for greater international air traffic into the Greater Brisbane area.

Councillor Margaret Strelow, Mayor, Rockhampton Region

Regional Queensland is struggling while the South East corner of the State is surging. An extra two million people are expected to settle in the South East within 25 years. In the past 12 months alone, nearly 90% of Queensland's population growth occurred in the south-east corner of the State. This dramatic growth will suck energy in every way possible (population, money, lifestyle, health and education opportunities) from the regions. We need State and Federal level policy settings that actively nurture and sustain Regions and grow jobs. We need decisions to build key pieces of infrastructure that are not dependent on exhaustive business cases and competitive grant programs. Affirmative action helped get women into the workplace and up the ladder of success. We need to apply a little affirmative action, until the regions are self-sustaining again. We need deliberate policies to push growth in the regions. We need big investments, infrastructure, State Development Areas, low tax environments, incentives to deliberately engineer where some of these two million people choose to settle. We need to favour the regions before market forces finish the regions.

Andrew Young, Chief Executive Officer, Brisbane Markets Limited

A major requirement to support long term growth in horticulture exports out of Queensland is the provision of new facilities which respond to the enhanced security requirements which are being imposed in relation to all air cargo, while also providing for phytosanitary treatments, through the likes of a new state of the art x-ray facility. The Government's recent announcement of a \$10 million grant proposed to establish a regional export and distribution centre is a welcome one in terms of the Government being prepared to contribute towards investment in new infrastructure.



Having said this, other opportunities exist to support the longer term growth of exports which justify Government support.

In all likelihood, an export and distribution warehouse located in regional Queensland may only see use during peak growing seasons in that particular region. Furthermore, given that a significant amount of the fresh produce air cargo exported out of Queensland is in passenger jets, there will be an ongoing major requirement for this product to be exported out of Brisbane into the foreseeable future. To maximise the potential of such an investment therefore, it would make commercial sense for such a facility to be located in a central location in South East Queensland, with options available to use one or more of the four international airports which are available. Government support to construct a facility at an existing marketing and distribution hub would leverage existing logistics efficiencies and could readily service all of Queensland, not just one region.

A further \$10 million investment could be spent supporting the establishment of a new air freight facility at an existing major warehousing and distribution hub for fresh produce, such as the Brisbane Markets, which could ensure year round utilisation by exporters, leveraging the efficiencies available given that produce is already received at that location from Growers throughout Queensland for marketing and distribution, as well as the existing role of the site as a major transport hub.



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