



# Governing for Growth

Economic Strategy and Action Plan—February 2014



**The Department of State Development, Infrastructure and Planning is responsible for driving the economic development of Queensland.**

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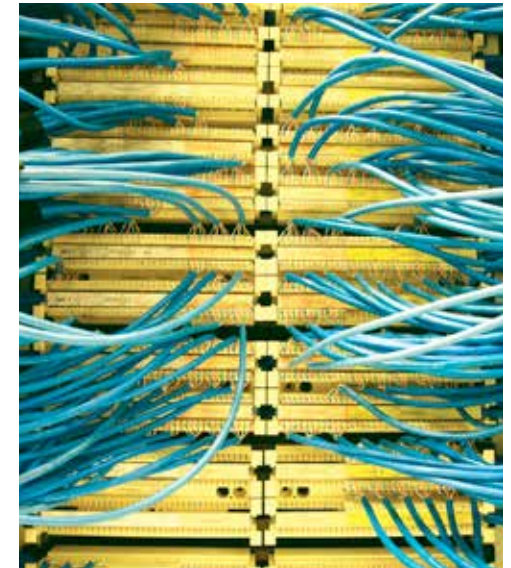


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## Foreword



*The Queensland Plan* reflects the collective aspirations and priorities of Queenslanders for the future. It will be Queensland's vision for the next 30 years.

We have the power to transform and lead our state to meet future challenges head on.

*Governing for Growth* sets out a clear strategy and action plan to deliver economic growth for

the next decade. It identifies the immediate opportunities and challenges that we need to address if we are to achieve the long term vision set out in *The Queensland Plan*.

A decentralised state with the best opportunities, the brightest minds and a prosperous economy.

*Governing for Growth* focuses on those areas within the control of state government. This government is determined to:

- ■ Provide the best business environment in the nation to start or grow a business
- ■ Ensure Queensland has the infrastructure that best connects people to jobs, businesses to markets and visitors to our exceptional destinations
- ■ Play our full role in delivering strong, prosperous and resilient regional economies

A competitive Queensland economy will be the foundation for delivering many of the aspirations and targets set out in *The Queensland Plan* and improving the quality of life for Queenslanders now and into the future.

Already we have made good progress. Business confidence has risen significantly, strong growth

is forecast and investment is returning in sectors such as tourism, construction and agriculture.

Now is the time to redouble our efforts. As *Governing for Growth* clearly demonstrates, this government is committed in our efforts to ensure Queensland is the number one performing economy in the nation.

A great state with great opportunity.

**The Honourable  
Campbell Newman MP**  
The Premier of Queensland



This Government is unashamedly pro-growth. A thriving economy is the foundation for the prosperity and wellbeing of all of Queensland's communities. It's about making the most of Queensland's resources and skills to provide the brightest future for our children. Higher levels of economic growth are also essential to pay back Labor's debt. The

greatest mining boom of our generation was squandered by a government that borrowed to pay wages and invested in poorly designed projects. Despite the missed opportunities of the past decade, we can restore a strong and resilient economy built on the innovation and hard work of generations of Queenslanders.

The Queensland Government is committed to providing certainty for businesses and investors, reducing the cost of doing business and creating the right conditions for industry to flourish.

In July 2013, the *Governing for Growth* economic framework was published as a complement to the government's fiscal strategy. It demonstrated the immense effort underway to revitalise the state's economy through more than 300 reforms and new programs. Taken together, the fiscal strategy and *Governing for Growth* provide a blueprint for responsible economic governance.

This work is already paying dividends. In 2014-15 Queensland is forecast to be the fastest growing state in Australia in terms of Gross State Product. More than a quarter of all business investment in 2012-13 happened in Queensland; worth some \$60 billion. We

are seeing a revival in pillar industries such as tourism and construction.

This is not happening by chance. It is being driven by entrepreneurial people and competitive industries, supported by a government that is committed to providing the best business environment in the nation. Now is not the time to be complacent. We need to lock in growth over the long-term. We are competing globally for the brightest minds and investors who have a greater range of choices than ever before.

*Governing for Growth: Economic Strategy and Action Plan*, sets out clear strategic priorities and determined action to boost Queensland's economy and grow jobs. It identifies over 100 new initiatives. Some of these are economy-wide while other actions will support growth in specific sectors or regions. They will help to build a dynamic economy, in which businesses can invest and grow and communities can flourish.

The first steps have already been locked in. We are a government committed to growing the four pillar economy. To this end we have established special purpose Cabinet Committees to drive actions for growth in

the agriculture, resources, property and infrastructure and tourism sectors.

In an increasingly competitive global economy, there is much work still to do to secure our future prosperity. The *Governing for Growth: Economy Strategy and Action Plan* marks the next stage in getting the economy of Queensland firmly back on track.

**The Honourable  
Jeff Seeney MP**

Deputy Premier and Minister  
for State Development,  
Infrastructure and Planning

# 1. Introduction

In July 2013, the Deputy Premier, Minister for State Development, Infrastructure and Planning launched *Governing for Growth—Enabling a stronger Queensland economy*. The framework outlined the considerable efforts made by the government to revitalise the state's economy through more than 300 reforms and actions. It also sets out six priority areas for economic reform to create the conditions for the private sector to invest, innovate, grow and create new jobs:

- simplifying business regulation
- minimising impediments to business growth
- fostering economic growth and resilience
- enabling infrastructure for economic growth
- driving productivity growth in the public sector
- communicating the importance of economic development.

Alongside the case for fiscal repair, the Queensland Commission of Audit urged strong and decisive action to restore economic and productivity growth. The *Governing for Growth* framework complements the government's fiscal strategy. The fiscal strategy identifies the necessary measures to tackle the state's

budget deficit, while *Governing for Growth* sets out our approach to supercharging the Queensland economy. Together, this provides a comprehensive plan for responsible economic governance.

To ensure economic growth for the next decade the Queensland Government has developed a detailed economic strategy and action plan. This is based on the *Governing for Growth* framework and will focus on actions across all agencies on areas within the state government's control.

The result will make Queensland's economy and industries more competitive. It will be easier to start and operate a business. Business confidence will return and new investment will be attracted to the state.

The strategy and action plan focuses on new, transformative actions to boost growth. Case studies provided highlight some of the initiatives already being implemented and their impact on economic growth.

Many of the priorities identified by Queenslanders during the development of *The Queensland Plan* align strongly with the intent of *Governing for Growth*.

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

An example of this alignment is the impact of future economic strategy on key areas of the 30-year vision including the economy, infrastructure and regions. A competitive Queensland economy that forges diversity and prosperity coupled with building thriving and productive regional communities and connected infrastructure will be the foundation for delivering many of the aspirations and preliminary targets set out in *The Queensland Plan*. A strong economy also supports the other six foundation areas including education, community, health, environment, people and governance that are all vital to improving the quality of life for Queenslanders now and into the future.

*Governing for Growth* provides the basis for the Queensland Government to drive productivity and economic growth in Queensland by:

- reducing the cost of doing business
- ensuring government is efficient and effective
- providing leadership and certainty so that business can invest with confidence
- working with business and industry to communicate the importance of economic development.



## 2. Executive summary

The *Governing for Growth*—Economic Strategy and Action Plan (the *Governing for Growth* strategy) reaffirms the government's commitment to supercharging the Queensland economy. This strategy is a follow up to the *Governing for Growth* framework released in July 2013 that outlined the government's considerable efforts to create the conditions for the private sector to invest, innovate, grow and create new jobs.

The *Governing for Growth* framework highlighted the need for government action and the task of fiscal repair. The benefits of the government's actions are already being seen in the latest data on Queensland's economic performance. Evidence includes higher levels of business confidence, strong growth in the four pillar sectors plus the economy as a whole and ratings agency Standard and Poor's reaffirming Queensland's AA+ credit rating with a stable outlook.

However, now is not the time for complacency and the Queensland Government acknowledges that more needs to be done to continue to secure prosperity and jobs for Queenslanders.

### Strategic economic direction

The Queensland Government is committed to growing a four pillar economy. Agriculture, resources, construction and tourism are the foundations of the Queensland economy and the mainstay of many regional economies. As a result, the government has developed (and is developing) a number of key strategies which provide the direction to the future growth of these pillars including:

- **Agriculture:** *Queensland's agriculture strategy* which sets out to double Queensland's agricultural production by 2040. To achieve this, four key pathways to growth have been developed including securing and increasing resource availability, driving productivity growth across the supply chain, securing and increasing market access and minimising the costs of production.
- **Resources:** the Queensland Government will develop a 30-year strategic vision and action plan (*ResourcesQ*) in partnership with industry to drive growth and jobs in the resources sector. The strategy provides a significant opportunity to generate a strong, competitive and

agile industry. The plan ensures all Queenslanders will prosper from our resources.

- **Construction:** a key aspect of the government's strategy to strengthen the property and construction sector is *Infrastructure for Economic Development* which identifies reforms to infrastructure planning, prioritisation, funding, financing and lifecycle management. The State Infrastructure Plan will be developed to deliver increased benefits to infrastructure networks, assets and investment in 2014.
- **Tourism:** *DestinationQ* sets out the Queensland Government's commitment to double overnight visitor expenditure to \$30 billion by 2020 in partnership with industry. Key priorities include attracting new investment in tourism products, new aviation routes and reducing red tape for tourism operators.

### Strong governance and leadership

Four special purpose Cabinet Committees have been formed to provide overall leadership, they are:

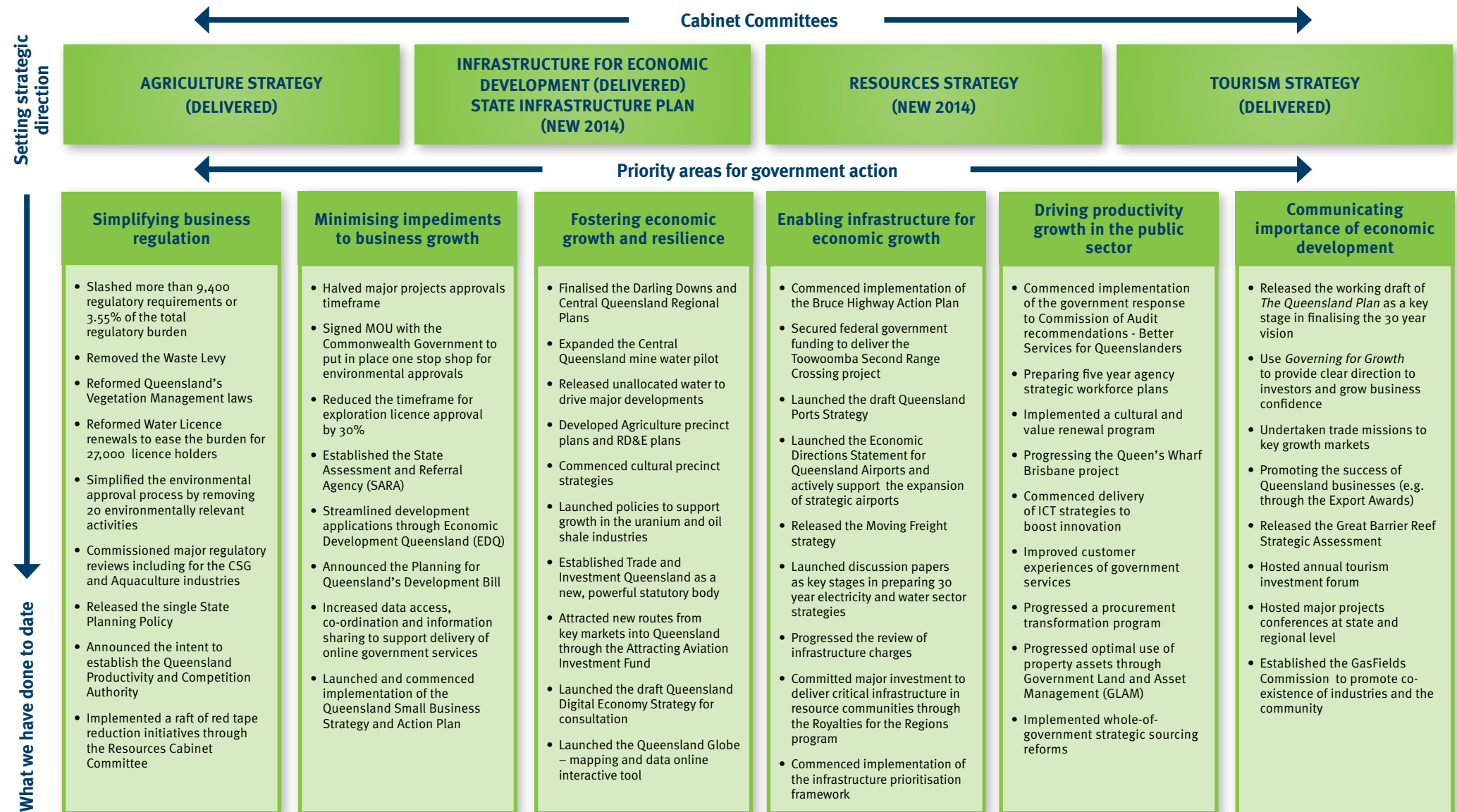
- **Agriculture Cabinet Committee:** will work to strengthen the agriculture sector for the long-term by providing leadership on the four key pathways to driving growth.
- **Resources Cabinet Committee:** continues to drive the resources sector by reducing red tape, streamlining approvals and fast-tracking investment.
- **Property and Infrastructure Cabinet Committee:** will oversee development of the State Infrastructure Plan and the reforms needed to ensure long-term growth.
- **Tourism Cabinet Committee:** ensures a coordinated approach and is helping to deliver the government's 2020 growth target.

This structure provides the governance framework to deliver on the intent of the *Governing for Growth* strategy, as well as ensuring that the decision-making of agencies is consistent with enabling economic, productivity and jobs growth.

# Achievements to date

The Queensland Government has already delivered significant actions and reforms to set the foundations for future economic growth. Some of these key achievements are provided in **Figure 1**.

Figure 1 Achievements to date



## Economic performance and outlook

The benefits of the government's actions are evident in the latest data on Queensland's economic performance, with business confidence in the September 2013 quarter rising to the highest level since March 2012. There is also strong performance in other key indicators including employment growth.

In 2012–13, the Queensland economy grew by 3.6 per cent—well ahead of 2.4 per cent for the

rest of Australia. Furthermore, in September 2013, 58 per cent of businesses reported they believe that economic conditions will continue to improve over the next 12 months. Key drivers of strong recent economic performance include investment (business investment grew by 9.4 per cent in 2012–13) and exports (exports of goods and services totalled more than \$85 billion in 2012–13).

Queensland continues to maintain a substantial investment pipeline (driven by resources) with over \$230 billion worth of projects based on the

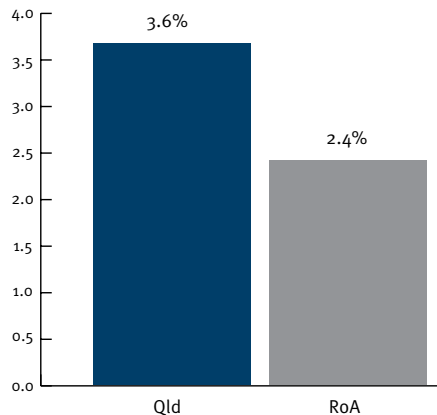
Deloitte Access Economics Investment Monitor for September 2013. Almost 45 per cent of this expenditure is already under construction. Over the medium term, a forecast surge in exports (driven by LNG) combined with a stronger household sector is projected to boost economic growth to an estimated six per cent in 2015–16—the fastest of all states in Australia for the second consecutive year.

The four pillar industries and their supply chains make up the bulk of exports with the majority of that produced in regional centres.

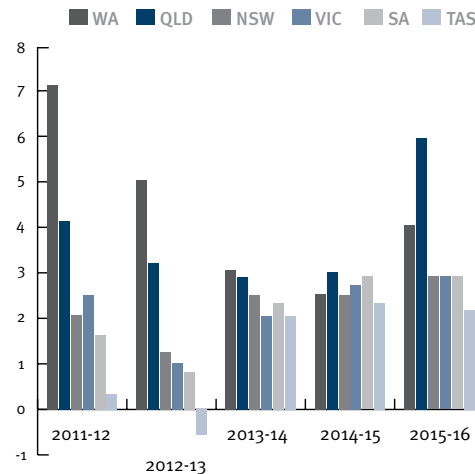
The government's commitment to growing the four pillar industries is also showing positive signs, for example:

**Resources:** Queensland's ports are delivering record coal hauls with volumes exceeding pre-Global Financial Crisis (GFC) levels. In 2012–13, there were 180.2 million tonnes and this is on target to reach over 200 million tonnes in 2013–14. Importantly, coal prices are also stabilising, which is returning confidence to the industry. The Gross Value Added (GVA) of the mining industry is also at record levels in volume terms.

Recent growth (2012–13)



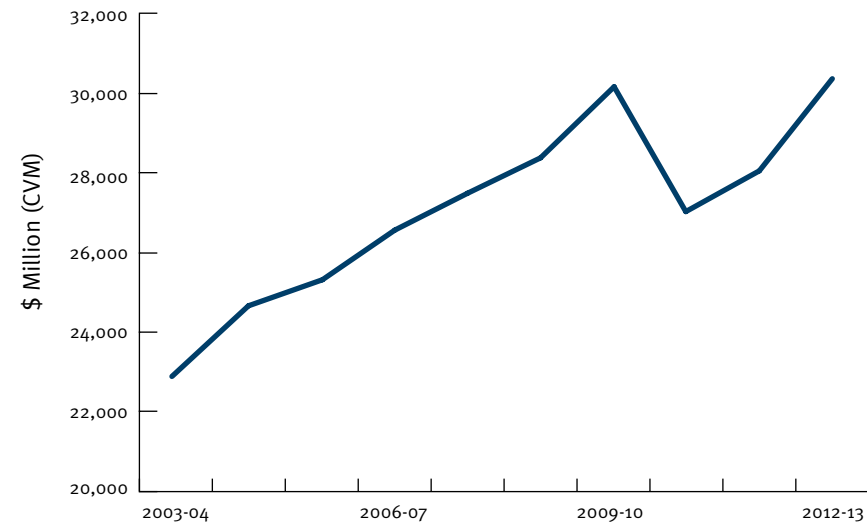
Future growth (to 2015–16)



Sources: Queensland Treasury and Trade (MYFER 2013-14) ABS State Accounts Cat no. 5220.0 State 2013-14 mid-year reviews and Tasmanian Budget.

Notes: chain volume Measure, 2011-12 reference year. 2011-12 and 2012-13 are actuals, 2013-14 onwards are forecasts/projects

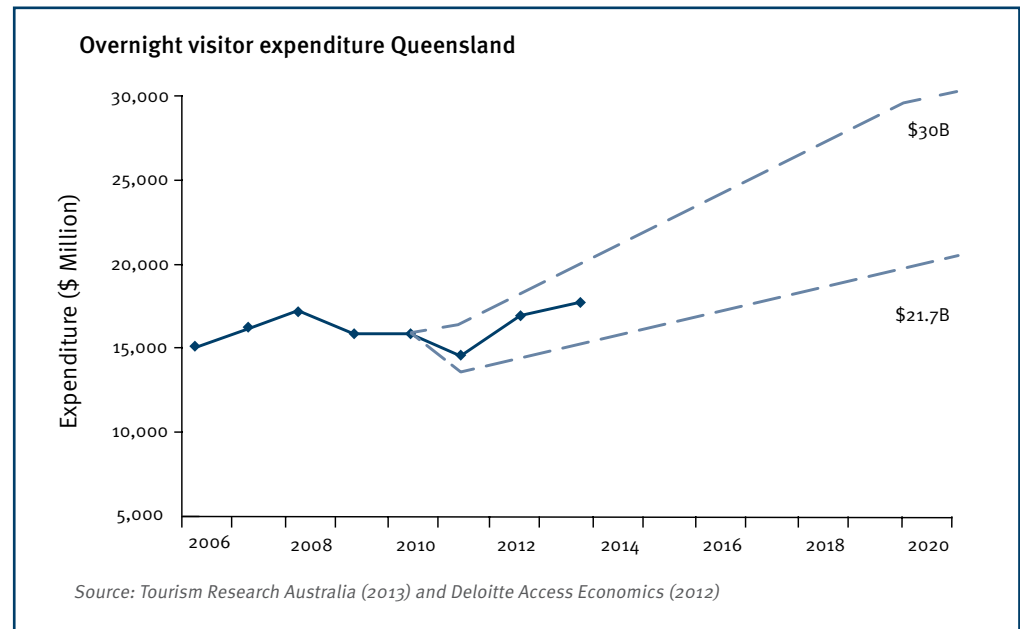
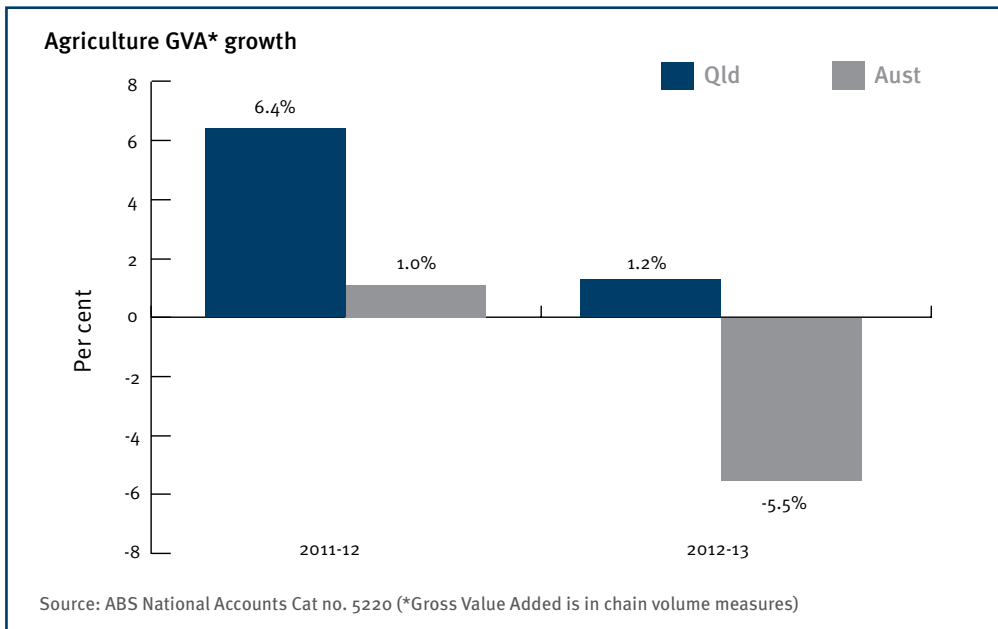
Mining GVA\* 2002–03 to 2012–13



Source: ABS National Accounts Cat no. 5220 (\*Gross Value Added is in chain volume measures)

**Agriculture:** The total value of Queensland's primary industry commodities is forecast at around \$15 billion, with a clear and ambitious target to double agricultural production by 2040. Despite the impact of natural disasters and drought, the industry grew by 1.2 per cent in volume terms in 2012–13, following 6.4 per cent growth in the previous year (and considerably stronger performance than the nation).

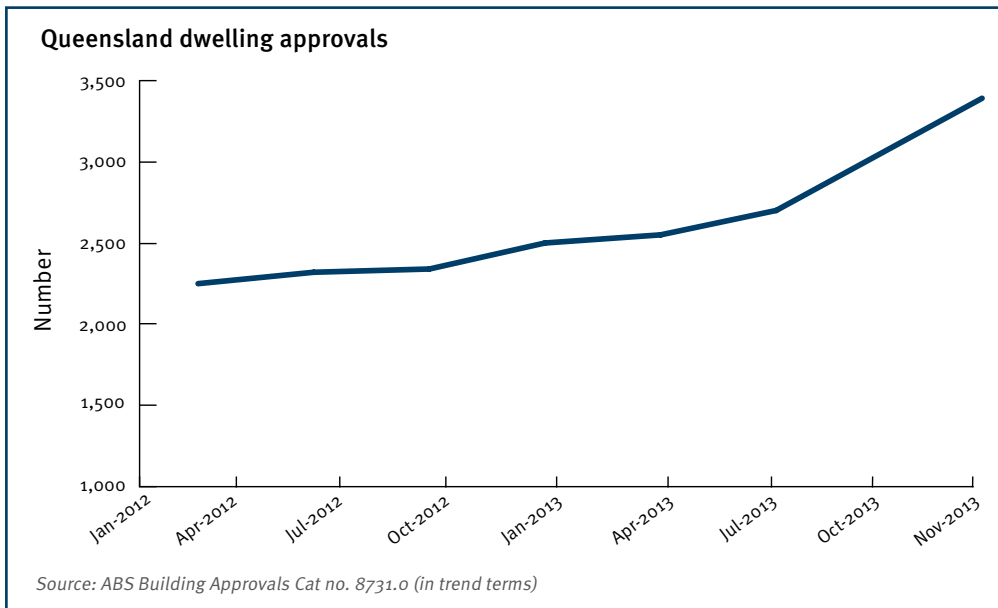
**Tourism:** Queensland's tourism sector is positioning itself to cater for faster growing markets as well as servicing traditional markets. International visitor expenditure reached almost \$4 billion in the year ending September 2013, an increase of five per cent over the year (and domestic overnight visitor expenditure increased by six per cent to around \$14 billion over the same period). Queensland is tracking well to reach the government's target to double overnight visitor expenditure by 2020, from 2010 levels.





**Construction:** Queensland improved by 25 points in the latest Property Council – ANZ industry survey, with jobs and lending in the construction sector up considerably year on year. In line with a pickup in the property market, the number of dwelling approvals has continued to rise (up 4.9 per cent in trends terms in November 2013). Major projects are driving engineering construction activity across the state.

This is a very positive start. The key challenge is now to supercharge Queensland's economy for the next decade by driving productivity and economic growth. This will sustain jobs and boost living standards for all Queenslanders.





## The next wave of actions and reforms

On top of the 300 actions identified in the *Governing for Growth* framework statement in July 2013, the *Governing for Growth* strategy identifies at least 100 new priority actions and reforms that have significant potential to unlock future productivity and economic growth. These new transformative actions (see **Figure 2**) will be the focus of future economic strategy including:

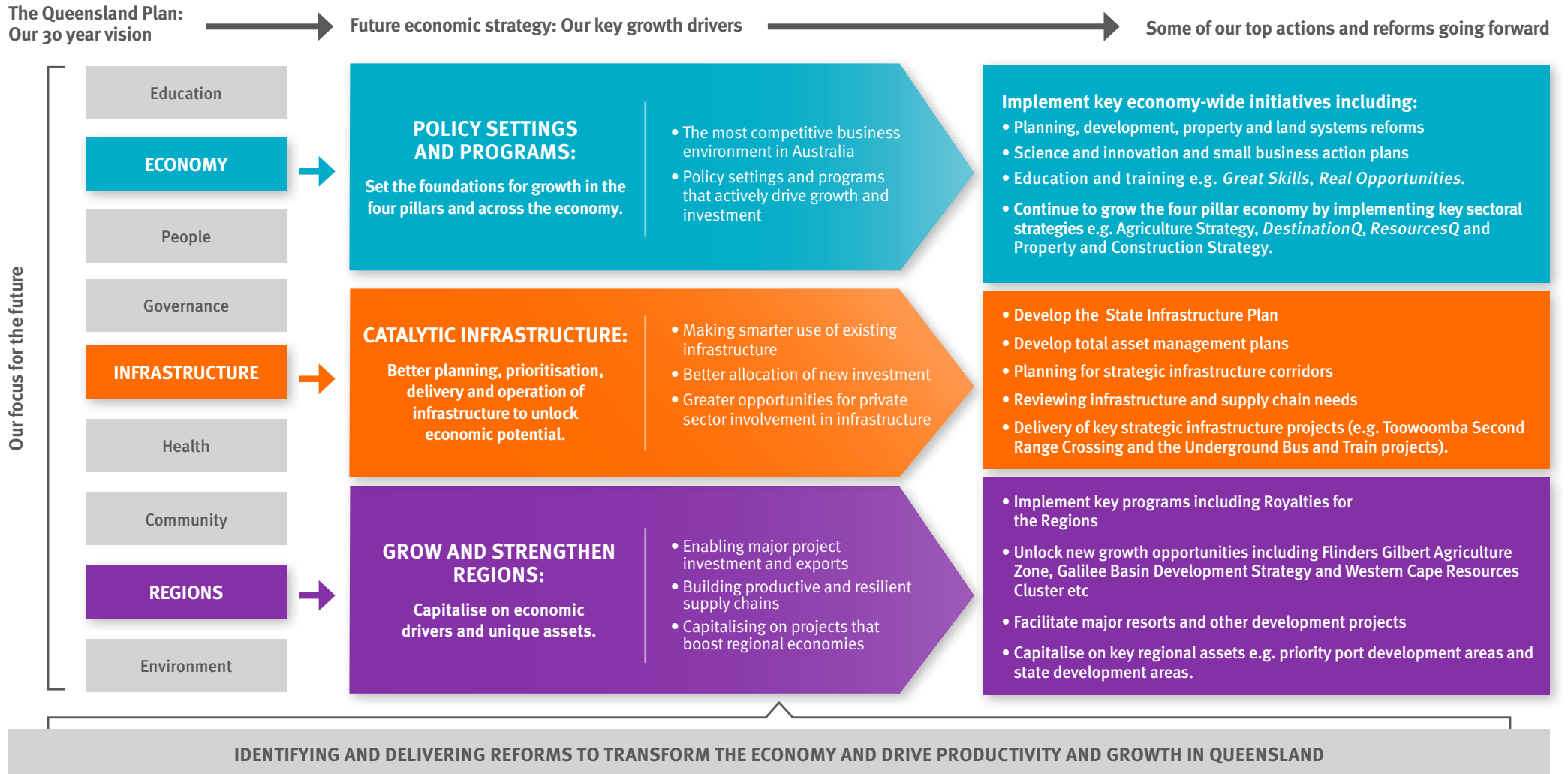
- ensuring that Queensland has the most competitive business environment in the nation through further reforms to key policy and regulatory settings
- implementing better planning, prioritisation and delivery of catalytic infrastructure to unlock economic potential
- growing and strengthening regions by capitalising on regional economic drivers and unique assets.

Focusing on these actions will deliver stronger, more resilient and more productive state and regional economies.

These actions and reforms also align strongly with the future vision for our state currently being developed through *The Queensland Plan*.

# The Governing for Growth Strategy

Figure 2 The next wave of actions and reforms





# Policy settings and programs that drive growth



# 3. Governing for Growth Strategy in detail

## Policy settings and programs that drive growth

### Strategic objectives:

- the Queensland Government will set the foundations for growth in the economy to ensure:
  - the most competitive business environment in Australia
  - policy settings and programs actively drive growth and investment.

The right economic policy settings and programs lay the foundations and steer the economy on a path to higher growth. While the private sector is the engine of economic growth, government shapes the Queensland economy with its decisions in areas such as planning and development, property and land, regulatory and business environment, science and innovation, infrastructure and major projects and skills and education. It also has an important role in addressing the barriers and impediments faced by industry to help unlock economic potential in the four pillars and the whole of economy.

*The Queensland Plan* will outline our shared vision for the next 30 years and identify local and statewide priorities. This will inform future policy development. A working draft for *The Queensland Plan* has been released. Initial findings align strongly with the intent of *Governing for Growth* and highlight that a key priority of the vision includes strengthening Queensland and its regional economies. Some of the key enablers identified to achieve these priorities include targeted infrastructure solutions and fit for purpose governance. Fit for purpose governance delivers more flexible decision-making and increases the ease of doing business through red tape reduction and more effective and efficient government. *The Queensland Plan* is expected to be finalised by mid-2014.



## Strategic objectives:

- modernising and reforming the state's planning and development, and property and land systems
- facilitating major projects as key growth drivers
- reforming science and innovation as a key enabler for productivity growth
- helping business meet challenges and capitalise on growth opportunities
- reforming the vocational education and training sector to increase workforce participation and boost productivity.

## Whole of economy

### Economic challenges

Over the last decade, the state has offered one of the strongest growth rates of all advanced economies. Queensland has world-leading resources in agriculture, mining and energy markets, an internationally recognised science base and talented people and businesses. However, the challenges we face include increased international competition, significant cost pressures and lifting productivity to ensure economic growth into the future.

The Queensland Commission of Audit urged strong and decisive action to restore economic

and productivity growth. Transforming the role of government is necessary to address the major demographic, economic and fiscal challenges faced by our communities and industries. Without a lift in productivity, a substantial budget deficit is also likely to re-emerge beyond 2015–16, affecting the cost of living and quality of public services. This makes a clear argument for further, sustained policy action.

Faced with these challenges, 'business as usual' is not an option. The state government

must change the way it provides services to better meet the needs of Queenslanders and create a more dynamic economy.

Since March 2012, the Queensland Government has undertaken significant work to provide certainty for businesses and investors, reduce costs for industry and create the right conditions for economic growth. There have been major reforms to fiscal settings, planning reforms, cutting red and green tape and reducing timeframes for major project approvals.



## Our reforms

**Planning and development assessment system reforms:** Queensland's planning and development system is being streamlined, modernised and reformed to promote economic development and prosperity across Queensland and to deliver the best system in Australia. Some key actions and reforms include:

- established a new approach to state planning policies that simplifies and clarifies state interests. **The State Planning Policy (SPP)** is a key component of Queensland's land use planning system and replaces multiple state planning policies with one single policy.
- developed the **State Assessment and Referral Agency (SARA)** which provides a one-stop-shop for the state's assessment of development applications and provides significant economic benefits including reducing time and cost inefficiencies. SARA claimed the overall winner award in the statewide Planning Institute of Australia's 2013 Awards for planning excellence. SARA has also received strong positive feedback from industry.
- introduced landmark **regional planning** legislation in November 2013 to manage the impacts of resources activities and other regulated activities in areas of

regional interest that contribute, or are likely to contribute, to Queensland's economic, social and environmental prosperity. New-generation statutory regional plans help to identify these areas of regional interest while resolving competing state land use planning interests, in order to deliver diverse and prosperous economic futures for Queensland's regions. Darling Downs and Central Queensland plans have already been delivered and other regional plans are being developed including Cape York and South East Queensland (SEQ).

- developing the proposed **Planning for Queensland's Development Act** in consultation with local government and industry to further transform Queensland's planning and development system and ensure it facilitates appropriate development to help deliver economic growth.

**Property and land reforms:** the Queensland Government is reforming the state's property and land system. This is closely aligned to planning reform. Key actions and reforms include:

- continuing to streamline and fast-track developments and undertake strategic

planning for priority development areas (PDAs) through **Economic Development Queensland** to help generate over \$240 million in private investment through land sales in 2013–14.

- established the **Government Land for Accommodation and Support Services (GLASS)**, which will provide surplus government land to not-for-profit organisations to develop much-needed facilities for affordable/social accommodation and other support services.
- finalising the **Property Asset Utilisation Review** and implementing its recommendations to ensure the use of the property portfolio drives economic and community development outcomes through the Government Land and Asset Management (GLAM) group. GLAM provides extensive facilitation, land solutions and policy expertise including policy leadership of the *Economic Development Act 2012*.
- reviewing the **Land Act 1994** to optimise the benefits from the use of state land and deliver an efficient, responsive and adaptive framework for dealings with state land that contribute to investment certainty

and promotes private sector development and freehold ownership.

**Major projects** are key growth drivers and to facilitate major project approvals the Queensland Government has:

- halved **major project approval timeframes** through the Coordinator-General resulting in 201 statutory decisions in the 18 months to 2 October 2013—a decision rate 2.7 times greater than the previous government.
- signed a Memorandum of Understanding with the Commonwealth Government to put in place a **one-stop-shop** for environmental approvals to reduce duplication and increase efficiency by reducing unnecessary delays to projects and subsequently supporting jobs and investment growth in Queensland.
- hosted **major projects conferences** in Brisbane and Cairns to facilitate investment and help promote business confidence in the community.
- formed **Projects Queensland**, a stand-alone unit within Queensland Treasury and Trade tasked with enhancing the government's infrastructure delivery capability and encourage private sector investment in infrastructure.





## Case study: Economic Development Queensland

The *Economic Development Act 2012* (ED Act) facilitates economic development and development for community purposes by enabling government to respond to gaps in the market, facilitate development in complex, large sites and fast-track priority projects.

The ED Act established Economic Development Queensland (EDQ) which has the ability to deal commercially in land, property and infrastructure and has responsibility for planning and development activities.

EDQ was established in February 2013 and operates in priority development areas (PDAs). Six PDAs were declared in 2013.

An Office of Best Practice Regulation report has found that the ED Act has significant, positive, state-wide impacts for government and industry, including cost savings to government and developers resulting from streamlined planning and assessment processes. It may also benefit the community by increasing incentives for developers to undertake higher quality developments at reduced costs.

The report shows that developers benefit from a reduction in holding costs due to the shorter timeframes required for final development approval. Over the medium-term, the implementation of *ED Act* and the work of EDQ are expected to bring forward approvals for a range of development projects by as much as two years. This will help to increase investment and economic growth in the state.

Key forward initiatives of EDQ include:

- our intention to generate over \$240 million in private investment through land sales and generate 368 jobs in 2013–14.
- delivering actions from the Regional and Resource Towns Action Plan (RRTAP) including the normalisation of land prices.
- sales of strategic industrial land, including priority developments within the Lytton Industrial Estate and Gladstone State Development Area.
- ensuring land supply for industrial development and provision of infrastructure to enable private sector

industry investment at strategic locations in Queensland.

- facilitating development of the Gold Coast 2018 Commonwealth Games Village.
- delivery of public infrastructure at Yeerongpilly and Northshore Hamilton to enable mixed use development opportunities for the market.
- working with local government to identify and declare PDAs for sites where development can be accelerated to achieve better community and economic outcomes.
- driving better value from surplus government land.



## Our reforms

**Science and innovation reforms:** Science and innovation are key enablers of productivity growth. The Organisation for Economic Co-operation and Development (OECD) estimates that innovation accounts for at least 60 per cent of Australia's productivity growth over the long-term. Innovative businesses are twice as likely to increase employment, three times as likely to export, 40 per cent more likely to increase profitability and almost twice as likely to increase productivity.\*

The Queensland Government has developed the **Science and Innovation Action Plan** to help capitalise on growth opportunities created by our world class research infrastructure and institutes and the exceptional talent in our research base, in collaboration with industry. Key science and innovation programs include:

- **Accelerate Fellowships**, which makes available \$3 million to develop the skills and establish the professional reputation of high calibre researchers to undertake practical and applied research in Queensland.
- **Accelerate Partnerships**, which provides \$4.25 million to support

collaborative science and research projects with an emphasis on translating research into outcomes for Queensland.

- **Accelerate Ideas**, which has \$1.5 million funding available for projects that can demonstrate the potential commercial viability of a new idea involving partnerships between university, researchers and industry.
- **Continue to cement key strategic international alliances**, by undertaking activities through our international agreements and alliances that grow Queensland science, including agreements with China, India and North America.

**Business capability and growth reforms:** Businesses are the foundation of the state's economy. The Queensland Government is committed to setting the conditions for business success and has identified a range of initiatives to help business meet challenges and capitalise on growth opportunities including:

- implementing the actions identified in the **Queensland Small Business Strategy and Action Plan 2013–2015** to

help achieve the government's vision of profitable, innovative and resilient small business enterprises that are competitive and create jobs in the economy.

- expanding the **Business and Industry Portal** which delivered \$155 million in time and money savings for businesses in 2012.
- extending the **Mentoring for Growth program** to assist business with revenue in excess of \$500 000 and employing five staff or more, by providing access to a panel of business mentors to help address commercial challenges and deal with ongoing growth challenges.
- implement further reforms to **payroll tax** (with the threshold to increase by \$100 000 per annum from 2015–16 until it reaches \$1.6 million in 2019) to promote business and employment growth.

*\* Science and Innovation Action Plan. Turning great ideas into great opportunities. Department of Science, Information Technology, Innovation and the Arts (2013). Queensland Government.*



## Case study: Science and Innovation Action Plan

The Science and Innovation Action Plan seeks to ‘turn great ideas into great opportunities’ through applied science, technology and innovation. To support the action plan a Science and Innovation Advisory Council is being established to provide independent guidance and investment advice to the Minister for Science, Information Technology, Innovation and the Arts.

The action plan identifies actions under four key action areas:

- ■ **‘Maintain momentum’** will support Queensland’s goals to be the location of choice for smart young researchers, have Australia’s best performing science teachers and be a centre of healthy ageing with investment in health research.
- ■ **‘Collaborate and share knowledge’** will support Queensland’s goals to have seamless and active interchange of people between universities and business, and have the community engaged in and valuing science and innovation.

- ■ **‘Helping businesses to grow’** will support Queensland’s goals to be a global centre of engineering and design excellence, have thriving businesses that are innovating and exporting globally, and be a hub of service and skills supporting the tropical zone.
- ■ **‘Delivering innovative government services’** will support Queensland’s goal to have the best public service in Australia. To achieve this, actions are underway to drive innovation in service delivery, systems and processes to deliver better outcomes for government’s customers.

The government has developed a Science and Innovation Investment Framework with clear investment principles. Together with the guidance of the advisory council this will ensure that government investment better supports applied science and innovation in areas where Queensland has existing or emerging economic strengths.

The Science and Innovation Action Plan will be reviewed after 12 months of operation to ensure that its goals and actions remain current. This review will also enable

outcomes of *The Queensland Plan* to be considered and incorporated where appropriate.



## Our reforms

**Skills, education, and training reforms:** the Queensland Government has introduced a suite of reforms to the state’s skills, education and training system. One of the key initiatives is **Great Skills, Real Opportunities**. This is a five-year action plan to reform the state’s vocational education and training sector to help increase participation in the workforce, minimise skills shortages and boost productivity. Priorities include focusing training investment on the skills needed by employers, creating an effective, contestable training market and encouraging innovation in service delivery, course content and training outcomes.

**Water and energy reforms:** the Queensland Government is progressing key reforms to water and energy as key stages in preparing 30-year electricity and water sector strategies and through the delivery of the Electricity Reform Implementation Program (ERIP). These initiatives aim to provide their associated services in the most cost-effective and customer-focused manner to support the economic and lifestyle aspirations of their Queensland customers.

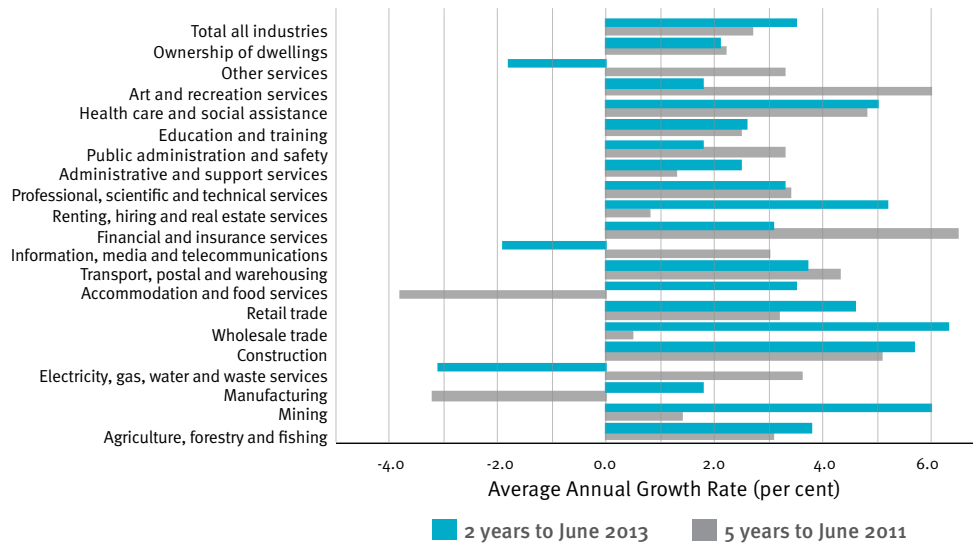
## Boosting the four pillars

The government has demonstrated its focus on growing Queensland's economy, rebuilding after natural disasters and making communities more resilient for the future. The state government is determined to diversify and strengthen Queensland's economy, its four pillars and their associated supply chains.

Figure 3 highlights that the Queensland economy is getting back on track with stronger growth over the two years to June 2013 compared with the five years to June 2011 on average. This has been driven by stronger growth in the four pillars as well as other industries including trade, manufacturing and rental, hiring and real estate services.



Figure 3 Growth in industry GVA\*, Queensland



Source: ABS State Accounts, Cat no. 5220.0 (\*Gross Value Added is in chain volume measures)



## Strategic objectives:

- providing a competitive environment for resource sector investment and growth by cutting red tape and streamlining approvals
- enhancing and promoting Queensland's global reputation as a preferred supplier of minerals and energy resources
- facilitating development of new resource regions and reinvigorating exploration to unlock the next wave of resources growth.

## Resources

### Economic opportunities and challenges

As highlighted in the *State Budget 2013–14 Mid Year Fiscal and Economic Review*, business investment in the resources sector and exports were key drivers of Queensland's strong economic performance in 2012–13. While construction of the three large CSG to LNG projects will continue to support mining investment in coming years, the resources sector is moving from an investment phase toward an export phase. The ramp up in LNG production will drive an expected surge in overseas exports in 2015–16. The outlook for coal has also improved and coal export volumes

are forecast to be stronger than at the time of the 2013–14 Budget.

This government inherited an overly complex regulatory and approvals system that was stifling economic development in the resources sector. Such impediments make it more costly and difficult to do business, particularly when resources sector firms are facing other higher costs. The recently released PWC report *Aussie Mine 2013* indicates that costs for mid-tier firms in Australia have increased by seven per cent and even more for coal firms over the year to June 2013. This is at a time of increased competition for investment from countries in Africa, Asia and South America.

While Queensland does not have a cost advantage on wages, it can compete with these countries in terms of the quality of resources technology, skills and certainty. To help secure new investment and boost the productivity of existing resource projects the Queensland Government is committed to cutting red tape and providing a stable, efficient and risk-based system of regulation and approvals. The government has also committed to providing a comprehensive package of support to help open up the Galilee Basin and is investing in the next generation of geoscience to support exploration.





## Our reforms

### Key reforms delivered include:

- ■ **streamlined regulatory and approval processes** including the development of a significantly improved approach to issuing terms of reference for environmental impact statements and introduced a standardised approval process for issuing environmental authorities as well as fast tracking of major resources projects.
- ■ **lifted the moratorium on oil shale** development to facilitate an industry with growth potential of an estimated 22 billion barrels of oil shale.
- ■ announced the **recommencement of uranium mining** which has significant potential to support economic growth in the future with an estimated in-ground value of \$10 billion.
- ■ **amended** legislation in 2013, to allow the extension of **sand mining** on North Stradbroke Island until 2035, reducing perceptions of sovereign risk.
- ■ progressed the **Strategic Cropping Land (SCL) review** to streamline the framework and better align legislation with regional planning process to help provide investor certainty.
- ■ established the **GasFields Commission Queensland** to provide advice and facilitate on issues related to co-existence.
- ■ extended the **mine water release pilot program** for the 2013–14 wet season to facilitate the ongoing removal of legacy water in mines across Central Queensland which has the potential to open up approximately \$2.5 billion of coal production and contribute more royalties for Queensland's communities.
- ■ developed the **Future Resources Program** to deliver \$30 million over three years to fund a range of initiatives to support resources and exploration industries.

## Our reforms

### Key actions and reforms for the future include:

- ■ develop and implement **ResourcesQ** – a 30-year strategic vision and action plan in partnership with industry to drive growth and jobs in the resources sector.
- ■ implement the **Modernising Queensland's Resources Legislation Reform** program over the next four years to replace existing legislation with a single common act governing all resource tenure. These reforms will bring a range of economic benefits including reducing compliance costs and legislative stock, meeting industry demand for regulatory simplification.
- ■ deliver a **one-stop-shop for environmental approvals** to reduce red tape and provide certainty to business while maintaining rigorous environmental standards.
- ■ deliver an **improved financial assurance model** to manage the environmental risk of resource activities while reducing the financial burden on industry, with legislative amendments by 2015.
- ■ develop a **framework for emerging unconventional petroleum resources** to enable growth in Queensland's gas and petroleum industry by providing appropriate legislation, policy and programs.
- ■ boost mineral exploration activities in Queensland through the **Townsville Minerals Assessment Hub**, a coal services hub and petroleum and gas hub. These hubs will provide a one-stop-shop for resource companies which will reduce the burden of red tape.
- ■ implement the **Galilee Basin Development Strategy** to help open up the region to mining by lowering upfront costs and stimulating development across the basin's southern and central coal resources.
- ■ reform regulation of **overlapping coal and CSG tenures** to reduce regulatory burden and address barriers to future development of the sector.

## Strategic objectives:

- achieve a vibrant, dynamic and sustainable property and construction industry in Queensland
- ensure Queensland's built environment needs can be met and create job opportunities in the property and construction industry.

## Construction

### Economic opportunities and challenges

There has been a pickup in the property market in recent times, as evidenced by increases in the number of building approvals and improvements in house prices. Furthermore, assisted by lower borrowing costs, rising rental yields and accelerating house price growth, dwelling investment is likely to grow faster than previously expected in 2013–14 and 2014–15<sup>1</sup>.

Despite this improved outlook, there are ongoing challenges faced by Queensland's property and construction industry.

Industry is still suffering the fall-out of the Global Financial Crisis. The industry has also been hampered by complex, costly and unpredictable planning systems and regulation.

The Queensland Government identified a number of important issues for the industry in the *Property and Construction Strategy*. These include the need for long-term vision and government leadership; restoring certainty and efficiency to planning and development assessment processes; maintaining a fair and competitive regime for taxes; fees and charges; land supply; provision of infrastructure; addressing industry skills needs; accommodating Queensland's future

population growth; addressing affordability issues; environmental sustainability; and addressing building disputes. As a result, the state government has put in place a number of key actions to address these issues and more reforms are planned for the future.



<sup>1</sup> State Budget 2013-14 Mid Year Fiscal and Economic Review

## Our reforms

### Key reforms delivered include:

- established a new independent **Queensland Building and Construction Commission** in 2013 to replace the Queensland Building Services Authority and developed a 10 point plan in response to a parliamentary inquiry and to stakeholder consultation.
- completed a **Building and Construction Industry Payments Agency (BCIPA) review** to improve the current system to avoid vexatious or inappropriate claims, while continuing to ensure construction contractors and suppliers receive and are able to recover and progress payments.
- implementation of the outcomes of the review of the portable long service leave scheme (**QLeave**) to ensure workers have adequate entitlements and ensure liabilities are appropriately calculated and the impact of the scheme is fair and equitable.
- implemented the \$15 000 **Great Start Grant initiative** which helps first home owners to get their first home sooner and encouraged demand in the construction industry.
- promoted the **Building Projects Industry Guide** to help contractors, suppliers and consultants identify upcoming opportunities with government building projects across the state.
- increased outsourcing through **Building and Assets Services** to the private sector to improve outcomes and deliver better value for money outcomes.

## Our reforms

### Key actions and reforms for the future include:

- developing a single **State Housing Code** to reduce red tape by removing the need for additional approvals and simplifying the code.
- streamlining and simplify **Local Industry Policy** to retain full, fair and reasonable opportunity for capable local suppliers, reduce the compliance burden on proponents and support best practice in Government procurement.
- developing an **construction industry plan** to address regulatory impediments and support growth in the construction industry.
- implementing reforms identified through the review of the **infrastructure charges framework** to facilitate development and investment opportunities in Queensland and support local government financial sustainability.
- implementing findings of **BCIPA review** outcomes to improve current payment system.
- delivering **key projects** such as 1 William Street, Queen's Wharf Brisbane and the Underground Bus and Train project which will stimulate the construction industry in SEQ.



# Agriculture

## Strategic objectives:

- to double agricultural production by 2040 to achieve an efficient, innovative, resilient and profitable sector.

## Economic opportunities and challenges

Queensland's agriculture industry grew by 1.2 per cent in 2012–13, compared to a 5.5 per cent decline recorded at the national level. Looking forward there are major opportunities for growth. An increasing global population and burgeoning Asian middle class will drive an increased global demand for food, fibre and other higher value products. With a reputation for safe, clean, quality produce, Queensland is ideally positioned to take full advantage of growth opportunities.

However, the agriculture industry continues to face a number of major challenges, including continuing global economic uncertainty and the high Australian dollar. Queensland producers are also dealing with increasing production costs, the adverse effects of natural disasters, declining rates of productivity gains, competition for natural resources, continuing biosecurity risks and increasing climate variability.



## Our reforms

### Key reforms delivered include:

- undertook Queensland's most comprehensive **land audit of agricultural land resources** to help inform land-use planning decisions.
- maintained and increased freedom of access to domestic and export markets through the **best biosecurity systems in Australia**.
- developed an industry **plan for forestry and timber**, and commenced development of a **Queensland Beef Industry Action Plan** to address specific issues for these sectors and promote growth opportunities in Queensland.
- reformed the ***Vegetation Management Act 1999*** to enable clearing for high value agricultural activities.
- reformed the **government land tenure system** to provide greater security of tenure for Queensland's rural leaseholders, create new opportunities to freehold, and reduce the regulatory burden on agricultural producers.
- renewed the Queensland Alliance for Agriculture and Food Innovation (QAAFI) partnership agreement to continue to drive agricultural productivity growth.
- consolidated and realigned **R&D infrastructure** to build the critical mass of knowledge and practice needed to accelerate innovation and productivity.
- provided over **\$31 million in drought support packages** which includes: fodder freight subsidies, emergency grazing in some national parks, emergency water infrastructure rebate, land rent relief, water licences waivers, mental health workshops, improved road train access and community support funding and continued to work with the Commonwealth for **natural disaster assistance**.



## Our reforms

### Key actions and reforms for the future include:

- implement more than **60 initiatives across the four key pathways** to growth identified in the *Queensland Agriculture Strategy* including progressing initiatives to support new opportunities for agricultural areas (e.g. Flinders and Gilbert agricultural zone).
- facilitate and coordinate **approvals of large-scale agricultural developments** to ensure a streamlined and clear process is in place to provide agribusiness investors with confidence and to facilitate efficient approvals processes across government.
- implement the **agriculture Research Development and Extension (RD&E) plan** to position Queensland as a global specialist in tropical and sub-tropical food and fibre production, as well as help producers to translate Research and Development (R&D) into practice to realise productivity gains.
- develop **agricultural regional industry development plans** to facilitate industry growth by aligning

government resources, resources availability, infrastructure planning, streamlined approvals and investment attraction.

- reduce the **regulatory burden on producers, foresters and fishers** to enhance business productivity.
- finalise the **review of aquaculture regulation** to remove regulatory barriers to market entry and enable expansion of the aquaculture industry.





## Tourism

### Strategic objectives:

- to double overnight visitor expenditure by 2020.

### Economic opportunities and challenges

Tourism generates regional services, jobs, investment and growth in towns and communities throughout Queensland. Total international and domestic overnight visitor expenditure amounted to \$18 billion in 2012–13. Recent arrivals data show continued momentum in overseas tourism demand, which if sustained will result in stronger than expected growth in 2013–14.<sup>2</sup>

In recent years, the industry has faced challenges from increased global competition, a high cost-base, and changing

consumer travel patterns, expectations and use of technology. Working with the industry, the Queensland Government has outlined a new approach in *DestinationQ* and *Destination Success: the 20-year plan for Queensland Tourism* to grow the tourism industry and increase annual overnight visitor expenditure to \$30 billion by the year 2020. To achieve this target the tourism industry will need to continue to innovate to meet the changing demands and expectations of domestic and international visitors.



<sup>2</sup> State Budget 2013-14 Mid Year Fiscal and Economic Review



## Our reforms

### Key reforms delivered include:

- implementing the *DestinationQ Blueprint 2012–15* in partnership with industry to help achieve the goal of doubling overnight visitor expenditure by 2020.
- implementing the *Ecotourism Plan 2013–2020* to leverage Queensland's comparative advantage to become an innovative world leader in ecotourism.
- implementing the *Queensland Drive Tourism Strategy* to revitalise the drive

tourism industry and meet the changing needs of visitors.

- established the **\$8 million Attracting Aviation Investment Fund** to attract new airline routes to Queensland.
- facilitating **private investment** in new and revitalised tourism developments.
- delivering the **Commonwealth Games Legacy Plan** to ensure lasting benefits from hosting the Games.
- delivering **Tourism and Events Queensland's Regional Development**

**Program** to provide funding for events in regional Queensland, which is used for marketing activities.

- attracting new **investment in tourism product** and **new aviation routes** to Queensland, and reducing red-tape burdens on tourism operators.



## Our reforms

### Key actions and reforms for the future include:

- implement the *Destination Success Action Plan January 2014 – June 2015* in partnership with industry to make Queensland Australia's number one tourism destination.
- develop *Destination Tourism Plans* in each of the 13 destinations throughout the state.

- review of the *Land Act 1994* and other land legislation to reduce red tape and promote leases for tourism purposes.
- implement **greater tenure security** for offshore island developments to provide tourism operators a greater basis for business planning and investment attraction.
- implement the **Queensland Eco and Sustainable Tourism (QuEST) initiative** to provide tourism operators in key

ecotourism destinations with greater business certainty, incentivised best practice standards, opportunities for growth, and streamlined administration.

- work with the Great Barrier Reef Marine Park Authority to develop a **Single Great Barrier Reef World Heritage Area Tourism Permit** to simplify the permit application process for commercial tourism operators.

- progress **red tape reduction initiatives in the liquor and gaming industry** to encourage business and investment growth.
- pilot **tourism projects on state land** to help accelerate private investment in the tourism industry.
- provide the private sector with the opportunity to **develop integrated resorts**.

## Case study: Promoting Queensland as an attractive investment destination

The government is committed to making Queensland Australia's number one tourism destination and doubling annual overnight visitor expenditure to \$30 billion by 2020. The government is proactively working with its industry partners, as part of the *DestinationQ* program, to attract the investment needed to create competitive, new or revitalised tourism experiences. This new, collaborative approach lets the government focus on what it does best: create the conditions for business success, which will make Queensland an even more attractive destination for investors.

Private investment will help to revitalise the state's existing tourism products and to create new ones. The government is focusing on attracting investment for six priority areas, which offer significant benefits for the investor, the industry, and the state:

1. Brisbane CBD hotels
2. brownfield and greenfield investment for Great Barrier Reef and island resorts
3. ecotourism
4. leisure and tourism facilities, including signature tourism products

5. short-term accommodation provision and refurbishment in regional areas
6. foreign direct investment into Queensland's tourism industry.

Actions in support of this include:

- delivering a coordinated, seamless approach to facilitating investment through the Tourism Investment Attraction Unit and the Tourism Investment Working Group.
- maintaining the *Tourism Investment Opportunities Register* to highlight projects seeking private investment.
- creating a streamlined planning system that is responsive to tourism's needs, cuts costs and timelines for proponents and councils, and provides greater certainty and clarity for investors and proponents.
- conducting ministerial and government-led investment missions and delivering targeted tourism investment attraction initiatives globally to showcase Queensland as a tourism investment destination.

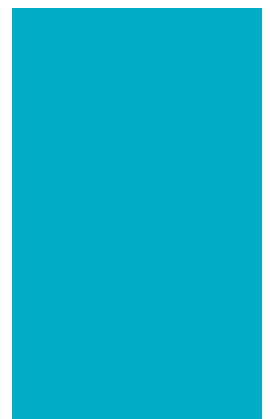
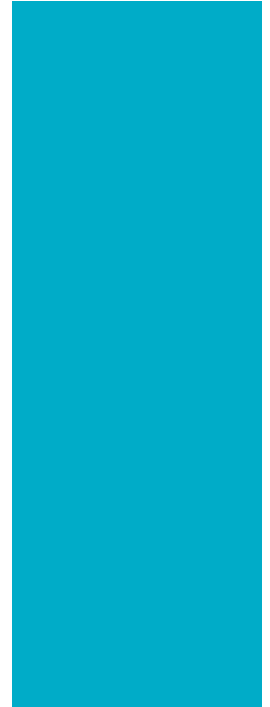
- communicating that Queensland is open for tourism investment through the annual investment forum and regular communication with the investment community.
- recognising tourism as a 'state interest' in the State Planning Policy (SPP).
- develop new international airline routes from growth markets into Queensland through the \$8 million Attracting Aviation Investment Fund.
- providing mentoring and facilitation support to assist developers of tourism product.

These focused efforts are already showing results. For example, the proposed \$600 million Great Keppel Island resort development and the \$1.4 billion Ella Bay integrated tourism and residential community project are closer to development after their environmental impact statements were approved. The Queensland Government is currently advancing two major projects related to tourism – Queen's Wharf Brisbane and Integrated Resort Developments. Two market processes are underway seeking the private sector to deliver integrated resort

developments for Queensland. The need for greater investment in Brisbane CBD hotels is also being met with the old Supreme and District Courts site being redeveloped into a mixed-use precinct including a five-star hotel. Airline investment has increased with China Eastern Airlines flying into Cairns, Air New Zealand flying to the Sunshine Coast and Emirates Airlines flying an A380 Aircraft into Brisbane for the first time.







A person wearing a high-visibility vest and dark pants stands inside a large, circular industrial tunnel. The tunnel is constructed from dark, heavy metal plates with visible rivets and bolts. The person is silhouetted against a bright, circular opening at the end of the tunnel, which is illuminated from within. The perspective is from inside the tunnel, looking towards the person and the bright light. The overall atmosphere is industrial and futuristic.

# Catalytic infrastructure— delivering for Queensland's economy



# Catalytic infrastructure—delivering for Queensland’s economy

## Economic opportunities and challenges

The Commission of Audit emphasised that urgent action is needed to restore productivity and economic growth to ensure sustained improvements to living standards. Infrastructure has a key role to play in achieving this objective and is a fundamental enabler of productivity and economic growth.

Economic infrastructure includes physical assets such as transport infrastructure (including roads, rail, air and sea) and utilities (including electricity and power) that enable economic activity by connecting people with jobs, goods and services to markets, and businesses to essential inputs. Effective and efficient infrastructure can also help the economy to better respond to structural changes, support innovation and bring about productivity benefits through agglomeration. Social infrastructure (i.e. health, education, etc.) provides the necessary amenity for populations to grow and flourish and is a critical enabler of economic growth.

Infrastructure has an important role to play in determining economic performance. The link between infrastructure and economic

growth is widely acknowledged by economists and policy makers including the Productivity Commission.

Infrastructure drives economic growth directly over the short-term by increasing measured economic activity by the capital expenditure it generates and employment it supports. It also enables economic activity and productivity over the longer term through the services provided by the infrastructure.

The government’s recent publication *Infrastructure for Economic Development* highlights that infrastructure decisions require long-term thinking. The best solution may not mean the provision of new infrastructure, but rather better use of existing infrastructure or improving existing infrastructure to meet demand. This approach also includes considering where the private sector is best placed to deliver more efficient infrastructure to improve the productivity of the economy over the long-term.

Key drivers of infrastructure demand over the next 10–15 years include:

- **population growth and demographic change:** both in terms of growing and ageing population which can affect a

number of areas of infrastructure demand including housing stock, aged care, demand for transport etc. Queensland’s population is projected to increase by over 30 per cent from 2011 levels reaching close to 6.1 million by 2026.

- **congestion and housing:** the economic effects of congestion can have a serious impact on economic growth by reducing productivity (e.g. higher costs created by congestion can flow through the economy). In addition, congestion can reduce liveability by potentially distorting housing, work and transport decisions.
- the ongoing influence of **technological change** including the digital economy.
- **global economic factors** such as growth in developed and developing economies including key trading partners like Asia both as competitors and consumers of Queensland’s goods and services.
- **industry growth** including an increase in freight volumes to 1,643–1,741 million tonnes by 2026<sup>3</sup> (up from 871 million tonnes in 2010–11) to meet demands of key export industries such as resources, agriculture and tourism as well as construction and services.

## Strategic objectives:

- implement better planning, prioritisation, delivery and operation of infrastructure to enable productivity growth
- make smarter use of existing infrastructure as well as better allocation of new investment in infrastructure to ensure value for money
- increase private sector involvement to ensure the most efficient delivery and operation of infrastructure for Queenslanders.

‘The cost and quality of infrastructure services bears strongly on many businesses and international competitiveness. The infrastructure reform task is still evolving today and remains crucial to ensure future productivity improvements. Poor infrastructure decisions have a high opportunity cost and can be a long term drag on the economy’s productivity.’

Productivity Commission (2012)

<sup>3</sup> *Transport and Main Roads, Moving Freight Strategy, 2013. Queensland Government.*



## Our reforms

### Key actions and reforms delivered include:

- established the **Property and Infrastructure Cabinet Committee (PICC)** to provide leadership to the property and construction industry and strengthen it for the long-term. The PICC will oversee the development of the State Infrastructure Plan.
  - secured federal government funding to deliver **Toowoomba Second Range Crossing** project. This project will help drive Queensland's economic growth by creating jobs and providing a gateway to the state's resource-rich Surat Basin and the agricultural food bowls of the Darling Downs.
  - released **Infrastructure for Economic Development** which outlines the government's commitment to expand opportunities for the private sector to be part of delivering key infrastructure for the state.
  - released the **Moving Freight Strategy** which identified 38 actions across six priority areas including expanding the use of rail freight to support the growth of freight in the resources, agriculture, construction and tourism sectors.
  - launched the draft **Queensland Ports Strategy** to support better use of port related infrastructure by creating five Priority Port Development Areas (Brisbane, Mackay/Hay Point, Gladstone, Townsville and Abbot Point).
  - launched the **Economic Directions Statement for Queensland Airports** to provide greater certainty and support better coordinated airport planning, expansion and operations (in particular in 40 metropolitan and regional airports identified as having strategic significance for economic growth) as well as actively supporting the expansion of strategic airports (e.g. Sunshine Coast).
  - progressed the **review of the infrastructure planning and charging** framework by releasing a discussion paper that identified possible reform options with a view to implementing the new framework to enhance the clarity, equity and consistency of the system by July 2014.
  - **Queensland Transport and Roads Investment Program (QTRIP)** supports the long-term economic growth of Queensland by delivering better roads infrastructure and better planning across the state.
- A key priority continues to be maintaining a wider transport network that effectively supports the movement of people and freight across the four pillars and the rest of the economy. QTRIP comprises total investment of \$17.2 billion for works across local, state and national networks over 2013–14 to 2016–17. It includes continuing to rebuild transport infrastructure following flooding events from 2011 and 2013, delivering key priority projects such as \$178.8 million in 2013–14 for the \$1.3 billion Gold Coast Rapid Transit light rail project, as well as investment in preservation and maintenance of transport and road assets.
- established the **Projects Queensland** unit within Queensland Treasury and Trade to enhance the government's infrastructure delivery capability and encourage private investment in infrastructure. Projects Queensland is responsible for the development of the Queensland Government's key infrastructure policies, including the Project Assurance Framework and the Public Private Partnerships Policy and Value for Money Framework.



## Case study: Gateway Upgrade North

The Gateway Motorway is an important freight, tourism and commuter route for southeast Queensland, directly linking Brisbane's airport, seaport and Australian Trade Coast precincts with transport corridors to the north, south and west. It is a six-lane 100 km/h transport corridor, except for Gateway Motorway North (GMN) - a four-lane section of the original motorway between Nudgee and the Bruce Highway.

The Gateway Upgrade North (GUN) project involves capacity upgrades to the Gateway Motorway, including:

- ■ widening of the motorway from four to six lanes between Nudgee and Deagon Deviation
- ■ reconfigured Nudgee Interchange, including a new Nudgee Road bridge over the Motorway

- ■ interchange development at the Gateway Motorway/Deagon Deviation connection; and
- ■ a range of new and upgraded ramps and bridges.

The upgrade will benefit the community by improving motorist safety, reducing congestion and accommodating for future traffic growth.

## Case study: Bruce Highway

The Bruce Highway is part of the National Land Transport Network and is Queensland's major east coast transport and economic corridor. The highway plays a significant role in freight and passenger transport and its safe and efficient operation is important nationally.

The Queensland Government's Bruce Highway Action Plan sets out a detailed program of works which will improve the safety, flood immunity and capacity of the Bruce Highway, over the next 10 years.

Projects in the action plan include:

- ■ safety improvements, including wide centre line and shoulder seals, audible edge lines, more overtaking lanes, safety barriers, intersection improvements, verge clearing, improved rest areas and critical maintenance to catch up on the backlog of maintenance on the highway
- ■ flood immunity improvements, including raised embankments, culverts, bridges, bypasses, vegetation clearing and flood warning systems; and

- ■ capacity improvements, including new alignments, extra lanes, intersections, service roads and town bypasses.

Together, federal and state governments have committed \$8.5 billion over the next 10 years to implement the priorities from the Bruce Highway Action Plan.



## Case study: Toowoomba Second Range Crossing

The Toowoomba Second Range Crossing (TSRC) is a strategic infrastructure priority of national significance. It is vital to the economic growth and long-term productivity of the Toowoomba and Surat region and the state as a whole.

The TSRC is one of the government's top three infrastructure priorities. It provides the missing link from Surat Basin, where an estimated \$30 billion worth of mining and development projects are now planned or underway, to international gateways and the labour and services market in South-East Queensland.

Key benefits of the TSRC include:

- ■ addresses a recognised national constraint in the transport network, improving efficiency of freight movements, safety, reliability and overall transport capacity (all project scenarios have a benefit cost ratio above one)
- ■ encourages economic development and improves community liveability by redirecting heavy vehicles from Toowoomba CBD

- ■ up to 30–40 minutes in travel time savings across the range for heavy and super heavy commercial vehicles, with drivers able to avoid up to 16 sets of traffic lights
- ■ increases the productivity of the Toowoomba region by \$2.4 billion in Net Present Value (NPV) terms over 30 years (based on economy wide modelling)
- ■ expected to directly generate around 1800 Full Time Equivalent (FTE) positions in construction (3 years) and 700 FTE positions in operations (25 years).

Funding for the project has been secured with the federal and the state governments announcing the vital TRSC. Construction of the project is expected to begin by mid 2015.

## Our reforms

### Key actions and reforms delivered include:

- ■ developing the **State Infrastructure Plan** in 2014 which will set out new infrastructure policies that drive economic growth and deliver better value for money.
- ■ developing a **Total Asset Management Plan Framework** to ensure a more disciplined approach to asset lifecycle management.
- ■ planning for **strategic** existing and new **infrastructure corridors** including:
  - Galilee Basin rail
  - Port of Brisbane rail access
  - the Mount Isa to Townsville corridor
- ■ reviewing **regional infrastructure plan and supply chain requirements** to best equip regional areas for economic development.
- ■ delivery of the following **key strategic infrastructure** projects:
  - Bruce Highway program
  - Toowoomba Second Range Crossing
  - Gateway Upgrade North
  - Warrego Highway program
- ■ development of **key strategic infrastructure projects** includes:\*
  - The Underground Bus and Train project
  - Ipswich Motorway
  - Pacific Motorway
  - Peak Downs Motorway
  - Centenary Motorway

\*note: funding to be confirmed

## Case study: Future freight rail access for Port of Brisbane

The Port of Brisbane provides a major trade link for Queensland exports and imports and handles over \$50 billion of trade per annum. It also handles over 95 per cent of Queensland's containers and motor vehicles, all of the state's meat exports and 50 per cent of agricultural exports. Key benefits of future dedicated freight rail access could include:

- decentralises industry hubs away from the port and has the potential to improve efficiency by separating passenger network from freight
- provides a component of the Inland Rail to create efficient agricultural and other product access to market
- enables a balanced modal share which would help reduce road congestion and improve road safety
- support an increase in economic productivity and lower freight costs.

## Case study: The Underground Bus and Train project

In November 2013, the Queensland Government unveiled plans for a \$5 billion underground bus and train tunnel to link Dutton Park in the south to Victoria Park at Herston in the north. New underground stations will be built at Woolloongabba, George Street and Roma Street, ensuring the project is a critical link in SEQ's public transport network. The Underground Bus and Train project is expected to solve

many congestion issues and provide a city-defining project for Brisbane. Early works are due to begin in 2015 with major construction planned to commence in mid 2016. Construction is planned to be completed by mid 2020 with the project due to be operational in early 2021. This project is \$3 billion cheaper than combined costs of previous projects for bus and rail upgrades. The Queensland Government will

investigate ways to fund the tunnel including private sector options. In a world-first, the 5.4 kilometre tunnel will deliver rail and bus together in a single, 15-metre wide double decked tunnel under the Brisbane River and Central Business District. The project will lay the foundation for an international standard 'turn up and go' transit system for Brisbane.

## Case study: Queen's Wharf Brisbane

**Queen's Wharf Brisbane**, formally known as the Government Precinct Redevelopment, is the Queensland Government working to renew an underutilised area within Brisbane's CBD to create a vibrant precinct which will be integrated with 1 William Street. The project, along with other related redevelopment initiatives in Brisbane including public transport infrastructure projects such as the Underground Bus and Train project, will provide a boost to Queensland's construction and tourism industries. The Integrated Resort

Developments project is being advanced concurrently with Queen's Wharf Brisbane. This will offer industry the opportunity to submit proposals for integrated resort developments in areas outside of Brisbane.





A sunset scene with a windmill and a tree silhouette. The sun is low on the horizon, creating a warm, golden glow. The windmill is in the foreground, and a large tree is on the right. The sky is filled with soft clouds.

# Grow and strengthen regions—capitalising on regional drivers

# Grow and strengthen regions—capitalising on regional drivers

## Economic opportunities and challenges

The four pillar industries directly contribute at least one quarter of the state’s economic output, but this contribution is a far higher proportion in some regional economies and accounts for up to three quarters of total industry output. The bulk of Queensland’s exports are accounted for by the four pillars and their supply chains (closely related supply chain industries include manufacturing, transport, energy and water

as well as other industries such as business and professional services) with the majority of that produced in regional centres.

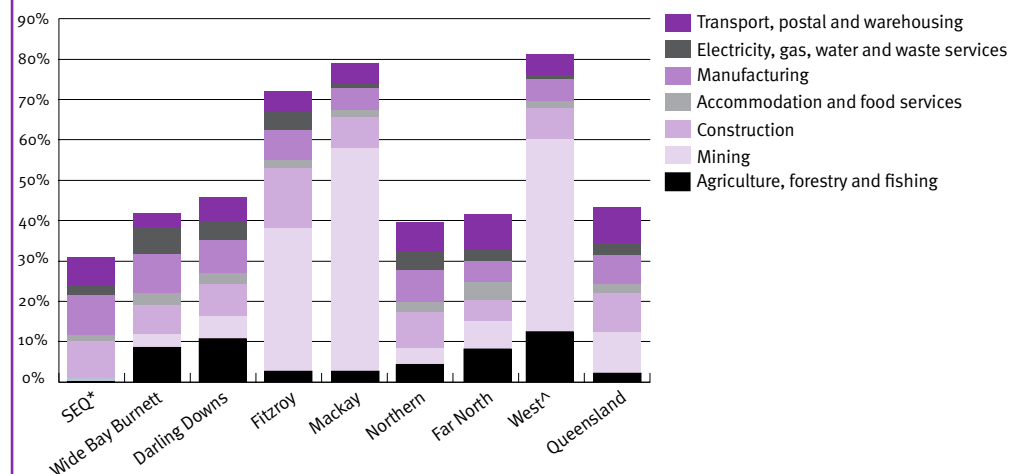
There are significant opportunities to grow and strengthen our regional economies. Capturing new opportunities can also add to regional economic diversity, improving resilience in the face of economic shocks.



### Strategic objectives:

- The Queensland Government’s strategy will capitalise on economic drivers and unique assets to grow and strengthen regional economies
- to unlock regional economic potential by enabling major project investment and exports
- build productive and resilient supply chains.

Figure 4 Share of total industry gross value added in 2010-11 by region



Source: Based on Queensland Treasury and Trade Experimental Estimates of Gross Regional Product

Notes: \* SEQ includes Brisbane, Gold Coast, Sunshine Coast and West Moreton

^ West includes South West, Central West and North West

Accommodation and food services is a key part of the tourism sector

Figure 5 highlights some of the key regional economic drivers including population centres, production zones and major projects by sector across Queensland. These drivers stretch across the four pillars and their supply chains which are critical for export and investment growth. It also shows a number of major projects across the state by the associated sector (see Appendix 1 for major project details).

Major project investment across Queensland continues to be strong with identified projects valued at over \$230 billion, accounting for more than a quarter of all major projects across Australia in September 2013.<sup>4</sup> Close to two thirds of the value of major projects in Queensland is driven by the resources sector. Many of those projects are located in the Fitzroy and Mackay regions, including the three major CSG to LNG projects. Around \$17 billion in coal and metal ore projects are located in Mackay and the North West.

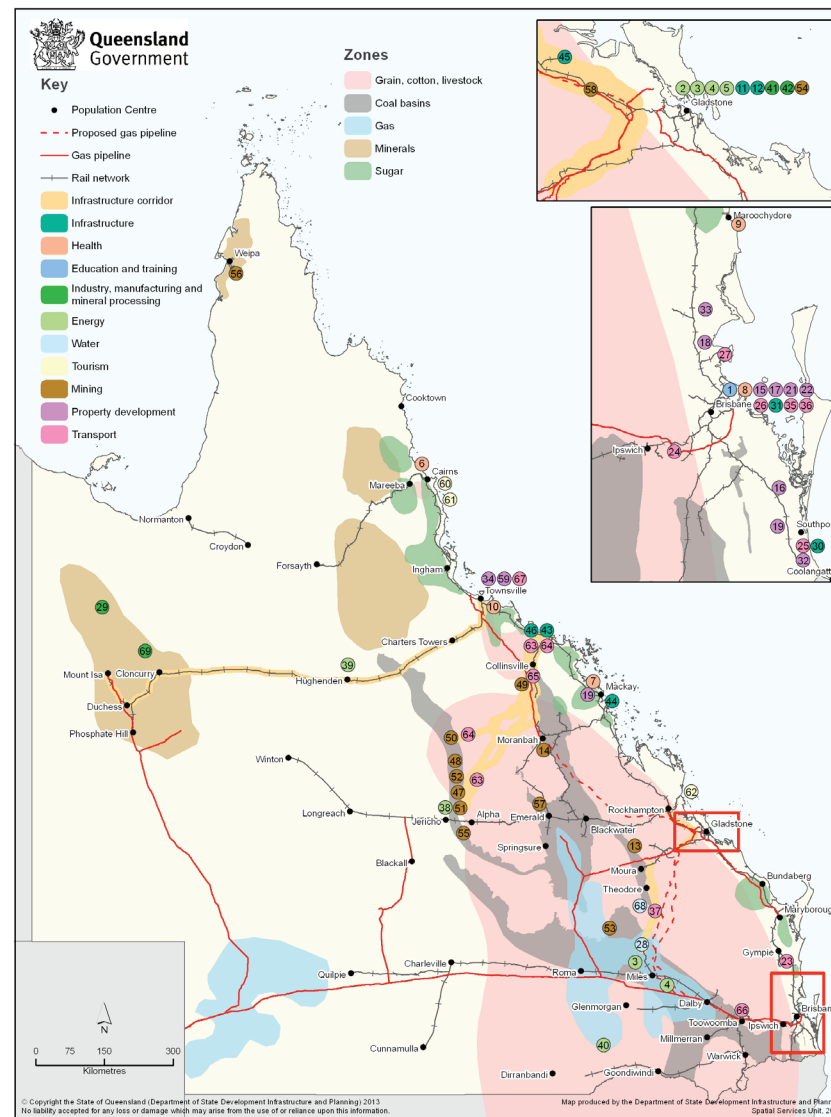
Major projects in the transport sector (in particular road and rail) are estimated at around \$53 billion with \$15 billion either currently under construction or committed. While the bulk of this transport infrastructure investment pipeline is in SEQ, outside SEQ the investment tends to be located around Fitzroy and Mackay including port developments in and around Gladstone.

Major project investment across Australia is transitioning from being driven by resource based activity to a more broad-based growth profile. A range of non-residential projects are in the pipeline or underway such as office space development in Brisbane CBD and major health projects. A key non-residential project is the \$815 million Commonwealth Games Village on the Gold Coast. Science and innovation and tourism major projects are also key drivers in Northern, Central, Far North and SEQ.

There is clear scope for an integrated approach to unleash the development potential of North Queensland and grow economic development in Northern Australia, working with the Commonwealth, Western Australian and the Northern Territory governments and the private sector. For example, the Queensland Government is working with the Commonwealth-funded Pentland Project, an assessment of irrigated agriculture and identification of the best prospective resources for energy generation in North Queensland.

The government is pursuing a range of actions designed to grow economic development in the North. This includes the Department of Agriculture, Fisheries and Forestry (DAFF) actively working with producers and industry to progress the development of agricultural zones based around irrigated agriculture such as in the Flinders and Gilbert river catchments.

Figure 5 Regional economic drivers



<sup>4</sup> Deloitte Access Economic Investment Monitor September 2013. Includes under construction, committed, under consideration and possible projects.



## Case study: CSG to LNG development

In Queensland, there are currently three large CSG to LNG developments whose capital expenditure exceeds \$60 billion in the construction phase. The ramp up in LNG production by 2015–16 will drive forecast growth in overseas exports of just over 23 per cent in 2015–16 (based on *Queensland Treasury and Trade 2013–14 Budget Forecasts*).

The CSG to LNG industry has significant long-term growth potential in Australia. Deloitte Access Economics in its recent publication titled *Position for Prosperity* identified gas as one of the next mega-waves of growth. This is based on Deloitte's assessment of strong global demand and Australian advantage in its production. Deloitte highlights some issues that need to be addressed to help capitalise on gas's growth potential.

The Queensland Government will focus on issues such as simplifying business regulation, communicating the importance of economic development to the community, reducing business impediments and enabling infrastructure for economic growth in order to realise growth in this industry.

In Queensland, there is considerable long-term economic growth potential with a strong investment pipeline. This includes a potential fourth project coming on-line over the medium to long-term. A recent regional economic impact study assumes an additional CSG to LNG development in Darling Downs through to Gladstone with capital investment in the order of \$12 billion by 2019.

This study estimates a significant increase in long-term regional economic growth in Darling Downs and Gladstone with real Gross Regional Product (GRP) estimated to be around 8 and 3 percentage points higher relative to forecast baseline in 2030 respectively.

Positive flow-on benefits are observed in sectors supplying the gas sector such as other mining, other construction, water and gas supply, rail and pipeline transport. Benefits from the overall aggregate expansion are also expected to flow through to other industries including trade, housing services and other service industries.





## Our reforms

### Key actions and reforms delivered include:

- **Royalties for the Regions:** The Queensland Government is giving back to the communities that support resource projects through its Royalties for the Regions initiative. Over a four year period that started in 2012, the program will invest \$495 million in new and improved community infrastructure, roads and floodplain security projects that benefit those who live, work and invest in our resource regions. To date, the first two rounds of the program are funding 64 projects to the value of \$153 million. These projects received significant co-funding from councils and industry to the value of \$125 million. These projects are delivering much needed water, waste, telecommunications, road and flood mitigations projects to communities impacted by the resource activity. In future years there will be an ongoing commitment of \$200 million each year.
- **Regional and Resource Town Action Plan:** In September 2012, the Queensland Government embarked on a series of consultations across regional

Queensland to better understand the challenges of towns impacted by the resources sector. The development of the Regional and Resource Towns Action Plan (RRTAP) is the Queensland Government's response to the issues raised.

The key challenges identified through consultations were:

- housing availability, affordability and diversity
- residential, industrial and commercial land demand and supply imbalance
- infrastructure coordination and funding gaps
- planning practices inhibiting growth and development.

The RRTAP provides:

- a two-year plan focusing on short-term solutions to local issues across 11 local government areas
- 136 on-ground projects focusing on planning, coordinating, funding, and delivering land and infrastructure and best practice solutions

- a plan for how state and local governments, in partnership with proponents, suppliers and communities, can address challenges facing resource towns
- a direct commitment of \$10 million to support project delivery where other funding sources are not available.

## Case study: Royalties for the Regions

The Royalties for the Regions program is designed to ensure that regional communities receive real, long-term royalty benefits through better planning and infrastructure investment. The program was established to return a proportion of state royalties to resource regions experiencing 'growing pains', in order to help fund the community infrastructure needed to support growth. In this way, the program is helping communities better manage the impacts of resources sector development and ensuring they remain liveable and sustainable well into the future, while taking advantage of the opportunities that come with resources growth.

Royalties for the Regions funding is made available in rounds. Local governments may apply for funding from \$250 000 to \$10 million per project. For an application to be considered eligible for Royalties for the Regions funding, the project must respond to critical community infrastructure needs that have resulted from resources sector activity. Floodplain security projects are not required to have a link to the impacts of resource sector activity.

Fourteen regional councils were eligible for funding under Round One. In response to feedback received in Round One, program eligibility was opened to 64 councils in regional Queensland. With council de-amalgamations, from Round Three onwards, 67 councils are eligible to apply.

Eighteen successful projects were announced in Round One funding in early 2013 with over \$49 million in funding approved. In August 2013, Round Two flood mitigation projects were approved as part of the Queensland Government's coordinated disaster mitigation and resilience funding package. Fourteen projects were successful with funding of \$12.3 million.

Shortlisted Round Two road and community infrastructure projects were announced in October 2013. Thirty-two projects totalling \$91.8 million were successful with 20 councils invited to confirm funding by preparing business cases. Together these 32 projects have a total project value of \$228.8 million with proposed industry contributions of \$51.8 million.

Successful projects to date include:

- 27 road projects
- 14 key community infrastructure projects involving upgrading of wastewater treatment plants, water supply and sewerage works
- 16 projects providing flood mitigation
- 7 other community infrastructure projects including a health facility, airport upgrades, childcare centres and telecommunications infrastructure.

The Round One progress report is available on [www.dsdip.qld.gov.au](http://www.dsdip.qld.gov.au)

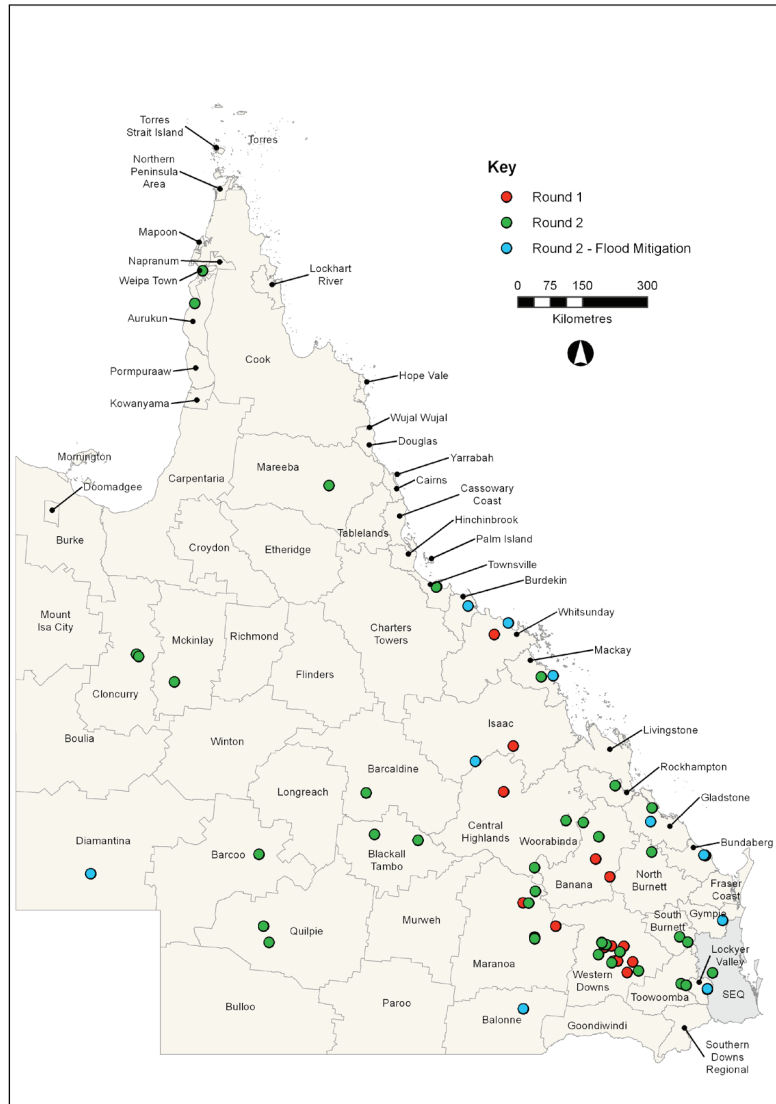
The map on the following page provides a summary of projects by region.

<http://www.dsdip.qld.gov.au/grants-and-funding/royalties-for-the-regions.html>





Figure 6 Royalties for the Regions summary – December 2013



## Our reforms

### Key Queensland Government strategies and actions to support major projects and enable growth across the state include:

- the **Galilee Basin Development Strategy** is designed to help open up the Galilee Basin and to encourage first movers. The strategy includes a ‘ramp-up-to-royalty’ initiative where the government will consider offering reduced royalties for an initial period of time as well as access to the T2 site at Abbot Point, the key potential coal stockpiling and handling site within the priority port development area. Along with the strategy’s streamlined solutions for planning, land acquisition, water, power and rail, this will ensure projects have the best chance of going ahead in the Galilee Basin.
- the **Western Cape Resources Cluster** is underpinning the Queensland Government’s commitment to unlocking the economic potential of Cape York. It is fostering an environment for businesses, enabling them to capture economic opportunities that were previously locked up in regulation and had other barriers to growth. This includes a

number of strategies and actions such as progressing resource development opportunities like the Aurukun and South of Embley bauxite resource projects as well as initiatives to help capture supply chain opportunities.

- the **Flinders Gilbert Agriculture Zone** is being developed by DAFF in partnership with a number of agencies including the Australian Government’s Office of Northern Australia. The initiative is assisting Queensland producers realise an opportunity to diversify into irrigated agriculture in the Flinders Gilbert Agriculture Zone. The release of irrigation water by DNRM in 2013 coupled with thousands of hectares of potentially suitable soil for irrigated cropping can provide a significantly higher economic return than grazing. Unlocking this economic potential will contribute strongly to the Queensland Government’s goal of doubling of agricultural production by 2040.
- in preparation for the **Gold Coast 2018 Commonwealth Games**, the Major Projects Office is managing the delivery of competition venue infrastructure and Economic Development Queensland

is facilitating the delivery of the Commonwealth Games village. The Commonwealth Games Federation Coordination Commission has confirmed that the Games are on time and on budget. The development scheme for the Parklands Priority Development Area (PDA) has been approved. This development scheme sets out the land uses, future development and infrastructure planned for the Parklands PDA, which will guide construction of the Commonwealth Games Village and longer-term development.

- the proposed creation of **five Priority Port Development Areas** around the long established ports of Brisbane, Mackay/ Hay Point, Gladstone, Townsville and Abbot Point to facilitate the growth of these ports in line with rigorous and comprehensive master planning. The growth of these ports will be driven by greater efficiencies within these port areas and through supply chain connections across regions that will flow from more transparent approval and planning processes.
- **State Development Areas** provide clearly defined areas of land for industry (e.g. industrial hubs for large scale heavy industry, in close proximity to

transport infrastructure such as ports), infrastructure corridors (e.g. for the co-location of rail lines, water and gas pipelines) and major public works to promote economic development across the state. Current state development areas include Abbot Point, Bromelton, Callide Infrastructure Corridor, Gladstone, Queensland Children's Hospital, Stanwell to Gladstone Infrastructure Corridor, Surat Basin Infrastructure Corridor and Townsville.

- **Major resort developments** demonstrate the Queensland Government's focused efforts to revitalise tourism and grow visitor expenditure. There are already results, with a number of major resort projects closer to development after their environmental impacts statements (EIS) were approved:

- \$600 million Great Keppel Island resort development in Central Queensland
- \$1.4 billion Ella Bay integrated tourism and residential community project near Innisfail.

An EIS is also underway for the \$4.2 billion Aquis Great Barrier Reef Resort redevelopment of rural land into a large scale integrated tourism resort near Cairns.

- the **Australian Institute of Tropical Health and Medicine** supports Queensland's role as a leader in tropical research and the Queensland Government is investing \$42 million to help establish the Institute with James Cook University as a world-leading centre of excellence. Tropical health and medical research is a significant economic opportunity for Northern Australia and Queensland. Future demand will be driven by a number of factors including strong population growth in the tropical region in the world (which is projected to account for around half of the world's population by 2050 by the United Nations).



## Case study: Planning for and unlocking long-term growth potential in the Galilee Basin

Although business conditions in the coal industry have been challenging over the past couple of years, there is considerable long-term economic development potential in Queensland's Galilee Basin. We need to plan for future growth by understanding potential growth opportunities for regional industries that are part of the broader coal resources supply chain. Recent progress in development of rail solutions provides great promise for earlier development of coal mines in the Galilee Basin coal resource.

Recent economic modelling indicates that unlocking a large expansion in coal output driven by the Galilee Basin would have significant impacts for regional economic growth as well as the Queensland economy as a whole. This modelling assumed an increase in capital expenditure of between \$14–\$29 billion on coal mines, rail and port infrastructure to support additional coal exports of between 110 and 180 million tonnes by 2026.

In particular, real Gross Regional Product (GRP) of Central Queensland (which is defined here to include the statistical divisions of Mackay, Fitzroy and Central West) is expected to increase by 12–18 percentage points relative to forecast baseline by 2026. This expansion is estimated to have a sustained increase on the regional economy with real GRP remaining 10–15 percentage points higher relative to forecast baseline by 2033. At the state level, real GRP is estimated to increase by up to 2 percentage points relative to forecast baseline by 2033.

Industries that are part of the coal supply chain experience positive flow-on benefits including mining services, mining and machinery equipment, rail transport, port services as well as services industries such as finance, property and business services and housing.





## 4. Governing for Growth Action Plan

This section provides the detailed plan for action to drive economic growth into the future (as at January 2014). These actions have been developed against the six priority areas for economic reform set out by *Governing for Growth* including:

- ■ simplifying business regulation
- ■ minimising impediments to business growth
- ■ fostering economic growth and resilience
- ■ enabling infrastructure for economic growth
- ■ driving productivity growth in the public sector
- ■ communicating the importance of economic development.

This has been informed by consultation with government agencies and reflects agency consultation with industry and stakeholders.

### Notes on Action Plan:

- ■ New and recently launched actions and any that were not included in the *Governing for Growth* framework are marked with a red outline in the table.
- ■ Actions are classified as ‘catalytic infrastructure’ (I), ‘grow and strengthen regions’ (R), and ‘policy settings and programs’ (P). This classification is reflected in the first column.
- ■ Each action is allocated to one of six priority areas but may contribute to others.
- ■ Most action descriptions are shorthand for a group of activities. Where there are new activities, the action will be outlined in red.
- ■ While the action plan’s initiatives are generally medium to high-level in nature, several high-level initiatives (such as delivering an industry strategy) have been unpacked to better represent the full range of activity being planned or undertaken. The higher-level actions are shaded in medium blue and the supporting actions are in light blue in the table.



## Simplifying business regulation

Table 1 Current and new actions—simplifying business regulation

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Whole-of-government Regulatory Management System</b>				
P	Facilitate and coordinate the Queensland Government's efforts to reduce red tape and regulatory burden.	<ul style="list-style-type: none"> <li>■ ■ To reduce the cost of complying with regulation in line with the government's commitment to reduce red tape by 20 per cent. The government is undertaking an extensive range of regulatory reforms to help achieve the target.</li> <li>■ ■ For instance, streamlining the development application and assessment process for construction projects will save the industry \$135 million over 10 years.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ To be achieved by 2018.</li> <li>■ ■ In the first 15 months this government has slashed more than 9,400 regulatory requirements or 3.55 per cent of the total regulatory burden and is on track to reach the 20 per cent reduction target.</li> </ul>	QTT
P	Oversight of regulatory impact statements (RIS) system.	<ul style="list-style-type: none"> <li>■ ■ To help prevent unnecessary regulatory burden by informing decision makers of the impacts of proposed regulatory options on business, the community and government. Where possible, the RIS should provide options to reduce or 'offset' the regulatory burden of a proposal.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	QTT
P	Transition of QCA into the Queensland Productivity and Competition Authority.	<ul style="list-style-type: none"> <li>■ ■ To advise the government on measures to improve productivity and efficiency within the economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Transition to be completed in mid-2014.</li> </ul>	QTT
<b>Regulatory review</b>				
P	Implement findings of the <i>Building and Construction Industry Payments 2004</i> review.	<ul style="list-style-type: none"> <li>■ ■ To improve the current payments system to ensure construction contractors and suppliers receive and are able to recover any progress payments.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Government position currently being finalised.</li> </ul>	DHPW
P	Developed a new Queensland Development Code.	<ul style="list-style-type: none"> <li>■ ■ To reduce regulation and provide a more timely and cost-effective approvals process.</li> <li>■ ■ Providing greater certainty and consistency for applications to build over or near a sewer, water main, stormwater drain, or combined sanitary drain by establishing a single, state-wide building standard. Enabling a right of appeal to the Building and Development Dispute Resolution Committees.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Bill passed in August 2013.</li> <li>■ ■ Commenced 1 November 2013.</li> </ul>	DHPW

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Streamlined installation of solar collectors approval process.	<ul style="list-style-type: none"> <li>■ ■ To reduce unnecessary approvals and delays and clarify, under the Building Regulation 2006, that the installation of a solar collector (solar hot water system or photovoltaic power system) is self-assessable building work (i.e. does not need a building development approval but must meet all relevant standards).</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Commenced 1 November 2013.</li> </ul>	DHPW
P	Develop a single State Housing Code.	<ul style="list-style-type: none"> <li>■ ■ To reduce red tape by removing the need for additional approvals and simplify the code.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Currently being finalised in consultation with stakeholders.</li> </ul>	DHPW
P	Develop industry plans to address regulatory impediments and support growth in the construction and manufacturing (including food processing) sectors.	<ul style="list-style-type: none"> <li>■ ■ To reduce regulatory burden to support industry and jobs growth.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Identify regulatory impediments and implement growth opportunities by mid-2014.</li> </ul>	DSDIP
P	Review aquaculture regulation.	<ul style="list-style-type: none"> <li>■ ■ To remove regulatory barriers to facilitate expansion of the aquaculture industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Final report to be released by September 2014.</li> </ul>	DAFF
P	Allow for registration of statutory easements in high density developments.	<ul style="list-style-type: none"> <li>■ ■ To simplify land survey requirements and reduce complexity and costs as part of small-lot and affordable housing solutions. Reduces the need for surveys and easement documents in small-lot developments (e.g. terrace-type lots containing buildings with common walls) with reduced costs to developers and purchasers.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation passed and new actions in progress.</li> </ul>	DNRM
P	Streamline the tenure management process through modernised electronic business transactions.	<ul style="list-style-type: none"> <li>■ ■ To invest in and deploy DNRM's online tenure management system (MyMinesOnline), which is transforming Queensland tenure management system from a manual paper-based system to an efficient online system that automates many of the steps in administering the tenure.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ End delivery date: December 2014.</li> </ul>	DNRM
P	Review the <i>Land Act 1994</i> and other land legislation.	<ul style="list-style-type: none"> <li>■ ■ To enhance investment certainty and promote private sector development.</li> <li>■ ■ To particularly consider leases for tourism and other commercial purposes.</li> <li>■ ■ To develop a new and more productive relationship with local governments in regard to roads and reserves.</li> <li>■ ■ To provide greater opportunities for private sector benefit from land currently administered by the state.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Key reforms delivered in mid to late 2015.</li> </ul>	DNRM



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Improve security of land tenure by improving the approach to native title consent.	<ul style="list-style-type: none"> <li>■ ■ To address the issues presented by native title for lessees wishing to move to more secure title.</li> <li>■ ■ To develop a better approach to native title negotiation and incentives to enhance how native title consents are obtained.</li> <li>■ ■ To reduce the transaction costs of native title resolution for all parties.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Developed in parallel with Land Tenure reform agenda.</li> <li>■ ■ Work with key stakeholders to develop template Indigenous Land Use Agreements (ILUA), which will facilitate streamlined agreement-making.</li> </ul>	DNRM
P	Implement the outcomes of the review of the portable long service leave scheme (QLeave).	<ul style="list-style-type: none"> <li>■ ■ To ensure workers have adequate entitlements.</li> <li>■ ■ To ensure liabilities are appropriately calculated and the impact of the scheme is fair and equitable across industry sectors including the resource sector.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation and regulation changes to commence from 1 July 2014.</li> </ul>	DJAG
P	Monitor the outcomes of the review of the <i>Electrical Safety Regulation 2002</i> .	<ul style="list-style-type: none"> <li>■ ■ To enhance electrical safety while reducing red tape for business.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ New Electrical Safety Regulations commenced on 1 January 2014.</li> </ul>	DJAG
P	Progress red tape reduction initiatives in the liquor and gaming industry.	<ul style="list-style-type: none"> <li>■ ■ To reduce red tape to encourage business and investment growth.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Liquor (Red Tape Reduction) and Other Legislation Amendment Bill 2013 introduced on 15 October 2013.</li> <li>■ ■ Further red tape reduction initiatives will be progressed and expected to be finalised by June 2014.</li> </ul>	DJAG

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Work with other state and territory consumer protection agencies to implement the Travel Industry Transition Plan to reform travel industry regulation in Australia.	<ul style="list-style-type: none"> <li>■ ■ To support the review of the travel industry framework being undertaken by the Council of Australian Governments (COAG) Legislative and Governance Forum of Consumer Affairs (CAF).</li> <li>■ ■ Better align consumer protections with existing tourism frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Repeal travel agents Acts in each state/territory by 30 June 2014.</li> <li>■ ■ Provide consumer protections through reliance on existing Acts and remedies.</li> <li>■ ■ Wind up the Travel Compensation Fund in 2015.</li> </ul>	DJAG
P	Implement the Injury Prevention and Management (IPAM) program through collaboration with WorkCover Queensland.	<ul style="list-style-type: none"> <li>■ ■ To assist employers to improve their work practices to reduce workplace injuries (200 businesses assisted by IPAM annually).</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DJAG
P	Develop a new model for financial assurance.	<ul style="list-style-type: none"> <li>■ ■ To ensure that the Queensland Government is able to manage the environmental risk of resource activities while reducing the financial burden on industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislative amendments by 2015.</li> </ul>	DEHP
P	Review the <i>Building Fire Safety Regulation 2008</i> .	<ul style="list-style-type: none"> <li>■ ■ To reduce the regulatory burden for owners and occupiers of buildings.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Internal review to be finalised by mid-2014.</li> </ul>	QFES
P	Continue to address cross border regulatory issues including ways to ease regulatory burden for businesses.	<ul style="list-style-type: none"> <li>■ ■ To enable cooperative leadership and management of strategic growth issues in key population centres along the border.</li> <li>■ ■ To encourage productive, effective and collaborative approaches to addressing cross-border issues.</li> <li>■ ■ To recognise the mutual interdependencies for service delivery, economic development and resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DPC
P	Introduce and implement Guidelines to the Queensland Code of Practice for the Building and Construction Industry and establish the Building Construction Compliance Branch.	<ul style="list-style-type: none"> <li>■ ■ To improve productivity, reduce costs and stop unlawful industrial activity in the Queensland building and construction industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Guidelines implemented in July 2013.</li> <li>■ ■ Building Construction Compliance Branch established 1 July 2013.</li> </ul>	DJAG

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Promote the use of Queensland Fire and Emergency Services (QFES) e-lodgement.	<ul style="list-style-type: none"> <li>■ ■ QFES E-lodgement allows for the online lodgement and processing of applications for referral agency advice under the <i>Sustainable Planning Act 2009</i> saving time and effort for industry to lodge applications.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ E-lodgement is now available on QFES website.</li> </ul>	QFES
P	Continue to streamline national parks permitting arrangements and reduce red tape.	<ul style="list-style-type: none"> <li>■ ■ To make it easier for clients to do business with Queensland Parks and Wildlife Service and reduce the administrative burden on staff.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ New reforms to be introduced in October 2014.</li> </ul>	DNPRSR
P	Review of the <i>Retirement Villages Act 1999</i> and the <i>Manufactured Homes Act 2003</i> to create a single piece of legislation.	<ul style="list-style-type: none"> <li>■ ■ To remove some of the uncertainty and provide a sound balance between the outcomes required by developers/operators and tenants/owners.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Government release of discussion paper on proposals for changes in September 2014.</li> <li>■ ■ Specific actions to be developed in 2015.</li> </ul>	DHPW

#### Resources sector

P	Finalise CSG regulation review.	<ul style="list-style-type: none"> <li>■ ■ To identify best practice options for regulatory reform of the CSG industry to reduce costs and eliminate regulatory duplication.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ QCA's final report to be completed by early 2014.</li> </ul>	QCA
P	Implement the <i>Modernising Queensland's Resources Legislation</i> program.	<ul style="list-style-type: none"> <li>■ ■ To provide a unified and harmonised system of tenure administration, reducing the regulatory burden of all sectors of the Queensland resources industry.</li> <li>■ ■ To providing an efficient, responsive and adaptable framework for the regulation of the resources sector in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Streamline and reduce by over 50 per cent legislative complexity through the program by 2016.</li> </ul>	DNRM



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Finalise the petroleum and gas safety and health fee - Post Implementation Review and Regulatory Impact Statement.	<ul style="list-style-type: none"> <li>■ ■ To reduce the burdensome reporting requirements for industry while ensuring the proposed amendments make the fee more equitable and efficient.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Currently being finalised (expected completion early 2014).</li> </ul>	DNRM
P	Introduce self-assessable vegetation management codes.	<ul style="list-style-type: none"> <li>■ ■ To simplify regulation of vegetation management activities by allowing landholders to manage vegetation without the need for government involvement or assessment if the proposed activities comply with the relevant code.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Currently being finalised (expected completion 2014). Nine self assessable codes operational with two further codes to be finalised.</li> </ul>	DNRM
P	Implement performance-based water provider reporting.	<ul style="list-style-type: none"> <li>■ ■ To ensure there is transparent reporting on water service provider performance.</li> <li>■ ■ To cut provider costs and so reduce pressure on water prices for domestic and business customers.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Government has approved the preparation of legislation to simplify the Water Supply (<i>Safety and Reliability</i>) Act 2008</li> <li>■ ■ Ongoing.</li> </ul>	DEWS DEHP
P	Monitor the implementation of simplified recycled water regulations.	<ul style="list-style-type: none"> <li>■ ■ To decrease barriers to the reuse of water.</li> <li>■ ■ To reduce costs of providing water for irrigation and other uses, especially during drought.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation introduced in late 2013.</li> <li>■ ■ Ongoing.</li> </ul>	DEWS
P	Develop draft eligibility criteria and standard conditions for certain prescribed Environmentally Relevant Activities (ERAs).	<ul style="list-style-type: none"> <li>■ ■ To improve productivity, reduce costs and stop unlawful industrial activity in the Queensland building and construction industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Gazetted eligibility criteria and standard criteria based on a risk assessment process in December 2013.</li> <li>■ ■ Now operational.</li> </ul>	DEHP
R	Boost mineral exploration activities in Queensland through the Townsville Minerals Assessment Hub.	<ul style="list-style-type: none"> <li>■ ■ To provide a one-stop shop for mining companies wanting to boost mineral exploration activities in Queensland.</li> <li>■ ■ To build resources as one of the four pillars of the economy, by cutting the burden of red tape on mining companies.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Townsville will manage all mineral development applications across the state.</li> </ul>	DNRM

	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Establish a coal services hub.	<ul style="list-style-type: none"> <li>■ ■ To provide a one-stop shop for coal services companies, which will reduce the burden of red tape.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Rockhampton will be the hub for the state.</li> </ul>	DNRM
R	Establish a petroleum and gas hub.	<ul style="list-style-type: none"> <li>■ ■ To provide a one-stop shop for petroleum and gas companies, which will reduce the burden of red tape.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Toowoomba will be the hub for the state.</li> </ul>	DNRM
<b>Environmental management</b>				
P R	Deliver in partnership with industry a framework for best management practice that protects water quality in the Great Barrier Reef.	<ul style="list-style-type: none"> <li>■ ■ To develop best management practices that protects the Great Barrier Reef but supports growth in sugarcane and beef grazing industries.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Best management practices to be developed by June 2014.</li> </ul>	DEHP
P	Commence implementation of single Environmental Offsets Policy for Queensland.	<ul style="list-style-type: none"> <li>■ ■ To simplify the state's offset framework by replacing the existing five issue specific environmental offset policies with a single policy.</li> <li>■ ■ To ensure economic development occurs without an overall degradation of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Work to implement a single environmental offsets policy has commenced and is due to be finalised by mid 2014.</li> </ul>	DEHP
P	Reduce the regulatory burden on producers, foresters and fishers to enable industry growth through a flexible and responsive system.	<ul style="list-style-type: none"> <li>■ ■ To enhance business productivity by removing unnecessarily complex or restrictive regulations.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DAFF
P R	Work with the Great Barrier Reef Marine Park Authority to develop a Single Great Barrier Reef World Heritage Area (GBRWHA) Tourism Permit.	<ul style="list-style-type: none"> <li>■ ■ To simplify the permit application process for commercial tourism operators operating in the Marine Park and on National Park islands in the GBRWHA.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Complete scoping report by December 2014.</li> </ul>	DNPRSR

## Minimising impediments to business growth

Table 2 Current and new actions—minimising impediments to business growth

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Environmental management</b>				
P	Implement further reforms to payroll tax.	<ul style="list-style-type: none"> <li>■ ■ To promote business and employment growth.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ From 2015–16 the threshold will increase by \$100 000 per annum until it reaches \$1.6 million in 2019.</li> </ul>	QTT
P R	Expand the Water in Mines pilot scheme catchment wide.	<ul style="list-style-type: none"> <li>■ ■ To progress a market-based mechanism and the Queensland Government's long-term strategy for managing excess mine water in future wet seasons.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ In place for the 2013–14 wet season.</li> </ul>	DEHP DSDIP
P	Remove electricity price regulation in south-east Queensland.	<ul style="list-style-type: none"> <li>■ ■ To allow electricity retailers to offer the right prices for their products and encouraging increased competition between retailers.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ In principle agreement to have in place by June 2015.</li> </ul>	DEWS
I	Implement reforms identified through the review of the infrastructure charges framework.	<ul style="list-style-type: none"> <li>■ ■ To deliver an infrastructure planning and charging framework that supports long-term local government and water distributor-retailer sustainability and a prosperous development industry in Queensland.</li> <li>■ ■ The review supports the Queensland Government's broader planning and development system reforms, which are targeted at ensuring sustainable development outcomes and supporting the state's continued growth and prosperity.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Reforms identified through the framework review are anticipated to commence from 1 July 2014.</li> </ul>	DSDIP
P	Delivering the statewide approach to dealing with state land applications.	<ul style="list-style-type: none"> <li>■ ■ To deliver an efficient, timely and effective process for applications for state land dealings, with key focus on red tape reduction and customer service.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Key reforms delivered in 2013.</li> <li>■ ■ Ongoing.</li> </ul>	DNRM



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Consult with business and community regarding the referral of Queensland's industrial relations jurisdiction for the unincorporated private sector to the Commonwealth.	<ul style="list-style-type: none"> <li>■ ■ To give all Queenslanders the opportunity to voice their preference on the best industrial relations arrangements for the unincorporated private sector.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The government will consider the submissions in 2014.</li> </ul>	DJAG
P	Review the <i>Land Sales Act 1984</i> to contemporise marketplace practice and clarify rights and responsibilities to reduce time and costs in the contractual process.	<ul style="list-style-type: none"> <li>■ ■ To contemporise the marketplace and streamline processes to reduce costs and regulatory burdens for businesses and the Queensland community.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation introduced in November 2013.</li> </ul>	DJAG
P	Progress legislation to split the <i>Property Agents and Motor Dealers Act 2000</i> into four industry-specific Bills to reduce the regulatory burden for real estate agents, property developers, auctioneers, motor dealers and commercial agents.	<ul style="list-style-type: none"> <li>■ ■ To simplify the legislation and make it easier for industry and consumers to follow by separating the Act into four industry-specific acts.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation introduced in November 2013.</li> </ul>	DJAG
P R	Reduce red tape for whale watching operators in marine parks.	<ul style="list-style-type: none"> <li>■ ■ To reduce cost for operators, while requiring all whale watching operators to be eco-accredited.</li> <li>■ ■ To keep marine parks environmentally sound by maintaining a cap on operator numbers.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Regulatory amendments June 2014.</li> </ul>	DNPRSR
<b>Planning, zoning and development assessments</b>				
P	Replace the <i>Sustainable Planning Act (SPA) 2009</i>	<ul style="list-style-type: none"> <li>■ ■ To reform the state's planning legislation to make it less prescriptive and complicated and make it more focused on outcomes and better service development outcomes.</li> <li>■ ■ To remove constraints to economic development.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ To be completed by early 2015.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
P R	Introduce a regional planning and development bill—the <i>Regional Planning Interests Bill</i> .	<ul style="list-style-type: none"> <li>■ ■ Identify areas of Queensland that are of regional interest because they contribute, or are likely to contribute, to Queensland’s economic, social and environmental prosperity</li> <li>■ ■ Give effect to the policies about matters of State interest stated in regional plans</li> <li>■ ■ Manage, including in ways identified in regional plans— (i) the impact of resource activities and other regulated activities on areas of regional interest; (ii) the coexistence, in areas of regional interest, of resource activities and other regulated activities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The Bill was introduced to Parliament in November 2013.</li> </ul>	DSDIP
R	Deliver the Cape York Regional Plan (including changes to Wild Rivers legislation).	<ul style="list-style-type: none"> <li>■ ■ To balance appropriate economic development with the protection of Cape York’s iconic natural areas of high conservation value.</li> <li>■ ■ To ensure the long-term viability of the region, a holistic approach that resolves land use conflicts, fosters a diverse economy and identifies priority outcomes for infrastructure to support economic growth in the region.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Final plan expected for release in mid-2014.</li> </ul>	DSDIP
R	Develop a new South East Queensland Regional Plan.	<ul style="list-style-type: none"> <li>■ ■ To focus on regional issues that have a land use response.</li> <li>■ ■ To avoid duplication of issues addressed in other planning tools and focus only on those state issues that require regionally-specific policy direction.</li> <li>■ ■ To supplement the policy direction and associated guidance about state interests in the <i>State Planning Policy</i>.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Plan expected to be finalised in late 2014.</li> </ul>	DSDIP
P	Continue to streamline and fast-track developments through Economic Development Queensland (EDQ).	<ul style="list-style-type: none"> <li>■ ■ To generate economic returns to communities that were previously held back by regulatory hurdles.</li> <li>■ ■ The statewide impact of <i>Economic Development Act 2012</i> is a reduction in holding costs incurred by developers due to shorter timeframes required for final development approvals.</li> <li>■ ■ Other benefits include an increase in the quality of developments, and a reduction in the cost to government.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ EDQ is aiming to generate over \$240 million private investment through land sales in 2013–14.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Continue to undertake strategic planning for Priority Development Areas (PDAs) and where appropriate provisional PDAs through EDQ.	<ul style="list-style-type: none"> <li>■ To provide opportunities to reinvigorate local economies through residential, commercial, retail and mixed-use development.</li> <li>■ The 17 Urban Development Areas (UDAs) declared under the ULDA Act have been transitioned to PDAs and can now facilitate a much broader range of economic and community development activities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	DSDIP
<b>Streamlining major project approvals</b>				
P	Continue to reduce the timeframes for major project approvals.	<ul style="list-style-type: none"> <li>■ To promote investment and growth. Delays in approvals can impose unnecessary costs on proponents. A 43-point action plan, developed in conjunction with industry and federal and local governments, has been implemented. The Coordinator-General has made 201 statutory decisions in the 18 months to October 2013—a decision rate 2.7 times greater than the previous government.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	DSDIP
P	Streamline the Environmental Impact Statement (EIS) process and finalise the generic terms of reference.	<ul style="list-style-type: none"> <li>■ To drive further efficiency gains by focusing on the critical matters to which the proponent should allocate the greatest study effort.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	DSDIP
P	To improve access to high quality data for more efficient and cost effective preparation of Social Impact Assessments (SIA)	<ul style="list-style-type: none"> <li>■ To reduce the cost burden on proponents in completing approvals for their projects.</li> <li>■ To improve access to accurate, consistent and timely information used to inform approvals.</li> </ul>	<ul style="list-style-type: none"> <li>■ Stage 1 to enhance functionality to existing data available through the Government Statistician – currently being finalised. Stage 2 to develop a centralised database.</li> </ul>	DSDIP
P	Deliver a one-stop-shop for environmental approvals.	<ul style="list-style-type: none"> <li>■ To ensure high standards are maintained for the protection of the environment and, in particular, matters of national environmental significance.</li> <li>■ To promote the conservation and ecologically sustainable use of natural resources.</li> <li>■ To ensure an efficient, timely and effective process for environmental assessment and approval of actions.</li> <li>■ To remove unnecessary duplication in the environmental assessment and approvals processes of the Commonwealth and Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ Queensland will become responsible for assessing projects for the purpose of the EPBC Act to reduce duplication between jurisdictions, and, within 12 months, approving projects, when an approval bilateral agreement has been signed.</li> </ul>	DSDIP



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Strategic review of water legislation.	<ul style="list-style-type: none"> <li>■ ■ To improve long-term security of water entitlements through transparent and informed resource allocation. Security can be improved for the resources, agriculture and urban sectors.</li> <li>■ ■ To review the current water planning process to deliver a more streamlined and regulatory efficient water planning framework that maintains accessibility, certainty and security of water entitlements while accelerating the shift to a fully realised water market.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DNRM
P	Make provision for government to give coordinated projects a commitment to water entitlements.	<ul style="list-style-type: none"> <li>■ ■ To facilitate major new water-related development opportunities.</li> <li>■ ■ To encourage and enable greater private sector involvement in major water resource developments.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Delivered through the strategic review of water legislation.</li> </ul>	DNRM
P	Streamline the planning scheme preparation and approval process for local councils.	<ul style="list-style-type: none"> <li>■ ■ Clearer, more navigable and effective planning schemes.</li> <li>■ ■ A more effective and efficient planning scheme approval process will provide earlier outcomes for business which enable earlier development commencement.</li> <li>■ ■ Improved stakeholder perceptions of the usability of planning schemes. Ease of understanding and usage encouraging development.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ To be completed in early 2015.</li> </ul>	DSDIP
P	Streamline the development application process for all application types.	<ul style="list-style-type: none"> <li>■ ■ Improved certainty of outcome of development applications reducing time, cost and effort for applicants.</li> <li>■ ■ Quicker outcomes for applicants enabling earlier development commencement.</li> <li>■ ■ Single lodgement point for all development application types.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ To be completed in early 2015.</li> </ul>	DSDIP
P R	Maximise the use of unallocated water.	<ul style="list-style-type: none"> <li>■ ■ To develop faster and more efficient access to water entitlements to ensure the uptake of water resource development opportunities are maximised.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DNRM

#### Innovation

P	Implement the Queensland Science and Innovation Action Plan—actions to help small and high growth potential businesses grow.	<ul style="list-style-type: none"> <li>■ ■ To help businesses to make and implement decisions that drive productivity improvements and economic value through innovation.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Action Plan released October 2013 and implementation is ongoing.</li> </ul>	DSITIA
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	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Implement the Queensland Science and Innovation Action Plan—actions to help maintain momentum, R&D and skills initiatives.	<ul style="list-style-type: none"> <li>■ ■ To build skills and research to leverage from past investments, support government decision making, help strengthen Queensland’s four pillars, and support knowledge intensive industries to diversify the state’s economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Action Plan released October 2013 and implementation is ongoing.</li> </ul>	DSITIA
P	Implement the Queensland Science and Innovation Action Plan—actions to help collaboration and sharing knowledge initiatives.	<ul style="list-style-type: none"> <li>■ ■ To increase collaboration levels, essential for greater innovation. Available data indicates that Australian rates of collaboration are low compared to other nations.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Action Plan released October 2013 and implementation is ongoing.</li> </ul>	DSITIA
P	Implement the Queensland Digital Economy Strategy.	<ul style="list-style-type: none"> <li>■ ■ To better position Queensland and Queenslanders to take advantage of the rapidly evolving digital age, to advance our economy and improve our lives and lifestyles.</li> <li>■ ■ The Queensland Digital Economy vision is: Queensland to be Australia’s most digitally interactive state and recognised globally as a digital innovation hub.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Public consultation on draft was completed in December 2013.</li> <li>■ ■ The consultation process will be used to finalise the strategy in 2014.</li> </ul>	DSITIA

#### Skills and labour

P	Deliver the <i>Great skills, Real opportunities</i> reforms.	<ul style="list-style-type: none"> <li>■ ■ To deliver an ambitious program of reform that will support Queenslanders to access and complete the skills training they need to get a job.</li> <li>■ ■ To secure economic and social prosperity for Queenslanders.</li> <li>■ ■ The initiative builds on recommendations from the Queensland Government Response to the Independent Commission of Audit Final Report and the government response to the Queensland Skills and Training Taskforce final report. It also responds to industry and sector consultation and the broader national vocational education and training reform agenda.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ A five-year action plan to reform the state’s further education and training sector was released in June 2013.</li> </ul>	DETE
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	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Introduce a contestable demand-led training market	<ul style="list-style-type: none"> <li>■ ■ To provide funding aligned to the skill needs of industry and to respond to changing government priorities in a timely manner.</li> <li>■ ■ To encourage training providers to deliver innovate, value for money training outcomes.</li> <li>■ ■ To give certainty for providers and students through longer term agreements focused on outcomes.</li> <li>■ ■ To ensure government purchased training complements existing fee-for-service markets.</li> <li>■ ■ To ensure better value for money by annually reviewing the effectiveness of the new VET investment framework.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ July 2013—created a pool of \$300 million in contestably delivered training, including a new \$42 million funding pool as the first stage.</li> <li>■ ■ From 1 July 2014, the public funding pool will be fully contestable, giving students an even greater choice of training provider.</li> </ul>	DETE
P	Implement the School to Trade Pathway (STP) incentive.	<ul style="list-style-type: none"> <li>■ ■ To encourage employers to retain their school-based apprentices in a full-time apprenticeship after they have completed their schooling by giving employers a \$5000 bonus if they do.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The STP incentive commenced on 1 July 2013, with up to \$10 million allocated to stimulate the uptake of additional apprenticeships.</li> </ul>	DETE
P	Deliver the Community Learning Program.	<ul style="list-style-type: none"> <li>■ ■ To provide support services to learners with diverse needs to help them start and complete their training through Community Learning, a new five-year, \$47 million training program by:               <ul style="list-style-type: none"> <li>■ providing disadvantaged learners with supported access to nationally recognised training in community-based settings, to enhance skilling and employment outcomes</li> <li>■ working with registered training organisations and community-based organisations to ensure that learning is supportive and relevant for participants and leads to further training and employment pathways.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Applications for funding within the second round of Community Learning Program closed in late 2013. Funding is available on a state wide basis for projects commencing in 2014, with priority in the second round given to projects in Far North Queensland, Central Queensland and Darling Downs South West.</li> </ul>	DETE



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Oversee the Group Training Additional Apprentice Bonus.	<ul style="list-style-type: none"> <li>■ ■ To encourage group training organisations to employ additional apprentices by providing \$3 million in incentives.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The program commenced from 1 July 2013 with up to \$3 million allocated to create additional apprenticeship opportunities to meet future skill needs.</li> </ul>	DETE
P	Implement the Registered Trade Skills Pathway (RTSP).	<ul style="list-style-type: none"> <li>■ ■ To make gaining trade recognition easier for casual and other employees through the Registered Trade Skills Pathway and other initiatives that will complement existing trade pathways.</li> <li>■ ■ The RTSP initiative provides opportunities for adults and mature-age entrants to gain certified trade skills by combining on-the-job and off-the-job learning, but without entering into a formal contract with an employer.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The first Registered Trade Skills Pathway will be available from 2014.</li> </ul>	DETE
P	Address critical skill shortages through a new Industry Partnership Strategy.	<ul style="list-style-type: none"> <li>■ ■ To direct training investment to industry priorities, specifically: <ul style="list-style-type: none"> <li>■ certificate level IV qualifications that are identified as a high skilling priority</li> <li>■ funding programs to respond to emerging placed-based skills needs that represent a priority for government</li> <li>■ skill sets (in critical skill shortage areas).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The department will provide further information on its training website about these initiatives as they are developed throughout the 2013–14 financial year.</li> </ul>	DETE
P	Manage the Queensland Government's program for state-nominated skilled and business migration.	<ul style="list-style-type: none"> <li>■ ■ To encourage entrepreneurship and competition and addressing key skills gaps in the Queensland economy.</li> <li>■ ■ Business and Skilled Migration Queensland (BSMQ), a unit of Trade and Investment Queensland (in QTT), manages the Queensland Government's program for state-nominated skilled and business migration. BSMQ nominate high net worth individuals under the Significant Investor Visa (SIV) program who wish to invest in Queensland through Queensland Treasury Corporation Bonds, proprietary companies registered and operating in Queensland or managed funds that directly benefit Queensland's economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	QTT
P	Implement <i>Solid partners Solid futures</i> .	<ul style="list-style-type: none"> <li>■ ■ To build a continuous pathway for Aboriginal and Torres Strait Islander Queenslanders from early childhood through to employment.</li> <li>■ ■ To ensure that Aboriginal and Torres Strait Islander children and young people have the confidence, skills and knowledge to make a valuable contribution—socially, culturally and economically—to the wellbeing of their families and communities and to all Queenslanders.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DETE

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Implement the Indigenous Employment, Training and Business Development Initiative.	<ul style="list-style-type: none"> <li>■ ■ To maximise Indigenous employment, training and business development opportunities in the roll out of social housing and infrastructure construction in the discrete communities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DATSIMA
P	Enhance international education and training.	<ul style="list-style-type: none"> <li>■ ■ To promote Queensland training and education products and services internationally.</li> <li>■ ■ Create an international education and training advisory group to provide advice to government on key issues relating to the industry in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	TIQ DETE
P	Use of eTrials (electronic trials) for various Supreme and District Court matters to make sure the delivery of justice outcomes does not impact the growth of the Queensland economy.	<ul style="list-style-type: none"> <li>■ ■ eTrials reduce trial time and costs by establishing a more efficient way to manage documentary evidence.</li> <li>■ ■ An independent assessment from the Queensland University of Technology Law School during 2009 estimated that eTrials could produce efficiencies of up to 20 per cent.</li> <li>■ ■ eTrials is generally used for complex trials involving large volumes of documents.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Commenced the use of eTrials (electronic trials) for various Supreme and District Court matters in February 2009.</li> <li>■ ■ Continue to monitor the effectiveness of eTrials.</li> </ul>	DJAG
P	Review and implement legislative reform to improve the delivery of justice services minimising impediments to business growth.	<ul style="list-style-type: none"> <li>■ ■ Allows for trans-Tasman proceedings arrangements to operate in Queensland.</li> <li>■ ■ It provides greater uniformity and certainty for registry staff and judgment creditors when enforcing judgment debts.</li> <li>■ ■ Similar rules have been passed in each state and territory of Australia.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Rules inserted into Uniform Civil Procedure Rules, Criminal Practice Rules, Childrens Court Rules, QCAT Rules and the Industrial Relations (Tribunals) Rules in June 2013.</li> <li>■ ■ Eleven uniform policies for enforcing judgments were published in August 2013.</li> <li>■ ■ Queensland Courts Service to develop a further three procedures for civil enforcements on auctions.</li> <li>■ ■ Continue to monitor.</li> </ul>	DJAG

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Commenced pilot engagement program for new electrical contractors.	<ul style="list-style-type: none"> <li>■ ■ To provide support and advice to new electrical contractors who have gained a licence for the first time.</li> <li>■ ■ To equip participants with extra skills to help avoid dangerous electrical situations.</li> <li>■ ■ To identify resources to assist these participants with compliance and business support.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Pilot program commenced in July 2013.</li> </ul>	DJAG
<b>Business capability and growth</b>				
P	Implement the Queensland Small Business Strategy and Action Plan 2013–15.	<ul style="list-style-type: none"> <li>■ ■ To achieve the government’s vision of profitable, innovative and resilient small business enterprises that are competitive, create jobs and contribute to building a robust and diversified economy.</li> </ul> <p>The government aims to achieve this vision through the implementation of actions identified under five priorities: lower unemployment, make it easier to do business, increase opportunities, stronger business-government engagement, and maximise business potential.</p>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DTEBS
P	Expand the Business and Industry Portal.	<ul style="list-style-type: none"> <li>■ ■ To save Queensland businesses time and money by reducing their regulatory burden and making it easier for them to find information and obtain licences, registrations and permits.</li> </ul> <p>The Business and Industry Portal delivered \$155 million in time and money savings to Queensland businesses in 2012.</p>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DTEBS
P	Extend the Mentoring for Growth initiative.	<ul style="list-style-type: none"> <li>■ ■ To assist growing enterprises by providing access to a panel of business mentors who can help address commercial challenges.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DTEBS
P	Implement the Queensland Eco and Sustainable Tourism (QuEST) initiative.	<ul style="list-style-type: none"> <li>■ ■ To provide tourism operators in key ecotourism destinations with greater business certainty, incentivised best practice standards, opportunities for growth, and streamlined administration.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Implementation will occur in stages to December 2014.</li> </ul>	DNPRSR
P	Implement the Small Business Procurement project.	<ul style="list-style-type: none"> <li>■ ■ To assist small to medium sized businesses to more easily access and be involved in Queensland Government procurement opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The functionality has been delivered and the initiative will be rolled out in early 2014.</li> </ul>	DTEBS (cross department)

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Address corporation and aggregation restrictions.	<ul style="list-style-type: none"> <li>■ ■ To address the impediments to business growth in the rural sector created by restrictions in the <i>Land Act 1994</i>, particularly those on the ownership of many perpetual leases and land that has been converted from a restricted perpetual lease to freehold.</li> </ul> <p>These restrictions are out-dated, inflexible, anti-competitive and ineffective as policy instruments in today's business and land management environments.</p>	<ul style="list-style-type: none"> <li>■ ■ Key reforms to be delivered in 2014.</li> </ul>	DNRM
P	Provide quick and simple access to spatial information.	<ul style="list-style-type: none"> <li>■ ■ To assist early and better decision making in a broad range of industries associated with location (example mining, property, agriculture).</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ All DNRM Open Spatial Data was published in 2013 and is available on Queensland Globe.</li> <li>■ ■ Ongoing updates will be provided.</li> </ul>	DNRM
P	Maintain and increase freedom of access to domestic and export markets through the best biosecurity systems in Australia.	<ul style="list-style-type: none"> <li>■ ■ To support existing industries, and provide opportunities for growth in the future by providing market access.</li> <li>■ ■ To ensure Queensland becomes the most prepared state in Australia to respond to biosecurity threats.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DAFF
P	Increase fines for cattle theft.	<ul style="list-style-type: none"> <li>■ ■ To give cattle producers greater protection and/or compensation from cattle thieves, including raising minimum fines for a range of stock offences from \$200 to \$1100 per animal or the value of the animal, whichever is the higher amount.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Announced in October 2013.</li> </ul>	DAFF
R	Support North Stradbroke Island 's economic development and diversification ( <i>North Stradbroke Island Protection and Sustainability Amendment Bill 2013</i> ).	<ul style="list-style-type: none"> <li>■ ■ To provide for the local economy's transition from depending on mining to being supported by other industries by allowing sand mining to continue until 2035.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation passed in November 2013.</li> </ul>	DNRM



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Develop Queensland's Waste Strategy.	<ul style="list-style-type: none"> <li>■ ■ Support economic development through reducing business costs through improved resource efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Finalise by end 2014.</li> </ul>	DEHP
P	Review the Regulated Management Framework.	<ul style="list-style-type: none"> <li>■ ■ To address industry-identified barriers to the recovery of waste materials, and the loss of opportunities to add value to waste. The current regulated waste management framework is considered to be a key impediment.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ A new regulated waste management framework to be in place by December 2014.</li> </ul>	DEHP

## Fostering economic growth and resilience

Table 3 Current and new actions—fostering economic growth and resilience

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Growing a four pillar economy</b>				
R	Develop and support supply chains.	<ul style="list-style-type: none"> <li>■ ■ To capitalise on growth opportunities across national and international supply chains.</li> <li>■ ■ Federal Government has allocated funding of \$1.66 million for the North Queensland Resources and Supply Chain and \$1.5 million for the Central Queensland Resources Supply Chain.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The state government has developed the Accessing Supply Chain Opportunities program. The program is designed to assist both suppliers and project proponents in the resources and energy sectors.</li> </ul>	DSDIP
R	Double agricultural production by 2040.	<ul style="list-style-type: none"> <li>■ ■ To help meet demand for food and fibre from Asia, and grow agriculture as a pillar of the Queensland economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ There are more than 60 initiatives across government that will enable, facilitate and assist the sector to grow and double production by 2040.</li> </ul>	DAFF
R	Develop Industry Action Plans.	<ul style="list-style-type: none"> <li>■ ■ To address specific issues for sectors in Queensland’s agriculture, forestry and fishing industries. This initiative is industry led and government facilitated.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> <li>■ ■ The Queensland Forest and Timber Industry Plan has been completed.</li> <li>■ ■ Queensland beef industry strategy/action plan is being developed.</li> </ul>	DAFF
R	Develop Agricultural Regional Industry Development Plans.	<ul style="list-style-type: none"> <li>■ ■ To develop a plan to drive local agricultural productivity growth.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ In development.</li> </ul>	DAFF

	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Implement the Agricultural RD&E Plan.	<ul style="list-style-type: none"> <li>■ ■ To position Queensland as a global specialist in tropical and sub-tropical food and fibre production.</li> <li>■ ■ To enable producers and industry to innovate and accelerate productivity efforts.</li> <li>■ ■ To help producers to translate R&amp;D into practice.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DAFF
P	Consolidate and realign R&D infrastructure.	<ul style="list-style-type: none"> <li>■ ■ To build the critical mass of knowledge and practice needed to accelerate innovation and productivity.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Identification and prioritisation of infrastructure underway.</li> </ul>	DAFF
R	Facilitate and coordinate approvals of large scale agricultural developments.	<ul style="list-style-type: none"> <li>■ ■ To ensure a streamlined and clear process is in place to provide agribusiness investors with confidence.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Complete end of 2014.</li> </ul>	DSDIP
R	Deliver Queensland Regional Natural Resource Management Investment Program 2013–18.	<ul style="list-style-type: none"> <li>■ ■ To address natural resource management challenges and grow a four pillar economy.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ As part of the \$80 million program, government is injecting \$31 million over three years to manage natural resources, including \$2.3 million into the Wet Tropics region to tackle pest weeds, feral animals and improve water quality.</li> </ul>	DNRM
I P R	Develop the <i>ResourcesQ</i> initiative.	<ul style="list-style-type: none"> <li>■ ■ To provide a 30-year strategic vision and action plan, in partnership with industry to drive growth and jobs in Queensland's resources sector.</li> <li>■ ■ To generate an economically strong, competitive and agile industry, where the Queensland Government is planning for the future to ensure all Queenslanders prosper from our resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The 30-year vision and action plan will be released in September 2014 in partnership with stakeholders.</li> </ul>	DNRM DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Implement the Galilee Basin Development Strategy.	<ul style="list-style-type: none"> <li>■ ■ To encourage first movers—those proponents whom the government consider would play a vital role in opening up the basin for their own projects and opening up the basin for other miners as well.</li> <li>■ ■ To deliver streamlined solutions for water, power and rail and comprehensive infrastructure planning for this important region.</li> <li>■ ■ The strategy has initiatives across a number of themes:               <ul style="list-style-type: none"> <li>■ lowering start-up costs</li> <li>■ streamlining land acquisition, planning, approvals and red tape reduction</li> <li>■ positioning Abbot Point as the Galilee’s gateway to the world</li> <li>■ supporting infrastructure development and corridors</li> <li>■ supporting regional communities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The strategy was released in November 2013 and implementation is ongoing.</li> </ul>	DSDIP
R	Develop the Oil Shale Industry.	<ul style="list-style-type: none"> <li>■ ■ The Queensland Government recognises the strategic importance of oil shale in contributing to energy security. Queensland currently has around 90 per cent of Australia’s known oil shale resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ New policy on allowing oil shale development in Queensland released in February 2013.</li> </ul>	DNRM
R	Recommence uranium mining.	<ul style="list-style-type: none"> <li>■ ■ To continue to strengthen and diversify the mining industry by supporting an activity that has not occurred in over 30 years in the state. There is an estimated \$10 billion worth of uranium resources in the ground in Queensland, with most of that in the north-west.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Completion of uranium specific actions by July 2014 to place the government in a position to commence assessing applications for mining leases.</li> </ul>	DNRM
R	Implement the Future Resources Program.	<ul style="list-style-type: none"> <li>■ ■ To promote mining exploration activity in Queensland and contribute to identification of new resources. The Geological Survey of Queensland will receive \$30 million over the next 3 years (2013–14 to 2015–16) under the Future Resources Program to fund seven initiatives supporting Queensland’s resources and exploration industries.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Complete geological, geochemical and geophysical pre-competitive data acquisition and preservation programs by June 2016.</li> <li>■ ■ Complete expansion of core-library facility by 2015.</li> </ul>	DNRM



	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Reform regulation of overlapping coal and CSG tenures.	<ul style="list-style-type: none"> <li>■ ■ To reduce pressure on the administration of overlapping tenures for coal and CSG tenures.</li> <li>■ ■ To address parts of the tenures that the coal and CSG industries regarded as barriers to future development.</li> <li>■ ■ To update the legislation to take into consideration the substantial developments in the nature and scope of both conventional coal mining and CSG industries in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation to be introduced in the first half of 2014.</li> </ul>	DNRM
R	Introduce rolling term leases.	<ul style="list-style-type: none"> <li>■ ■ To design a land tenure system that provides greater tenure security for Queensland agriculture and to streamline lease renewals.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Key reforms to be delivered in 2014.</li> </ul>	DNRM
R	Investigate pathways to freeholding for state rural leasehold land leases.	<ul style="list-style-type: none"> <li>■ ■ To design a land tenure system that provides greater tenure security for Queensland agriculture and to streamline lease conversions.</li> <li>■ ■ To fundamentally reform the government's role as owner of over 65 per cent of land in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Key reform to be delivered in 2014.</li> </ul>	DNRM
R	Reform primary production tenures and land rents.	<ul style="list-style-type: none"> <li>■ ■ To implement a land tenure rental system that provides for more stable, predictable and affordable rents to ensure the viability of farming in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Key reforms to be delivered in 2014.</li> </ul>	DNRM
R	Investigate availability of additional groundwater from the Great Artesian Basin in the Western Cape York region.	<ul style="list-style-type: none"> <li>■ ■ A \$1 million study will provide a clear understanding of capacity for the basin to support economic development in the region, using groundwater resources.</li> <li>■ ■ To support the Cape York Regional Plan.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Study to be completed by April 2014</li> </ul>	DNRM DSITIA DSDIP
R	Implement the Queensland Tourism 20 year plan.	<ul style="list-style-type: none"> <li>■ ■ To make Queensland Australia's number one tourism destination.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Aims to double annual overnight visitor expenditure in Queensland to \$30 billion by 2020.</li> </ul>	DTESB
R	Implement the <i>DestinationQ</i> Blueprint 2012–15.	<ul style="list-style-type: none"> <li>■ ■ To deliver the government's partnership agreement with the tourism industry and to help achieve the goal of doubling overnight visitor expenditure by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Industry target of \$23 billion in overnight visitor expenditure by 2015.</li> </ul>	DTESB
R	Deliver the Tourism and Events Queensland's Regional Development Program.	<ul style="list-style-type: none"> <li>■ ■ To provide funding for events in regional Queensland, which can be used for marketing activities.</li> <li>■ ■ Increase awareness of the events and destinations.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DTESB TEQ

	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Implement the Ecotourism Plan 2013–2020.	<ul style="list-style-type: none"> <li>■ ■ To leverage Queensland’s comparative advantage to become an innovative world leader in ecotourism.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Planned finalised in August 2013</li> <li>■ ■ Ongoing delivery of the first three year action plan.</li> </ul>	DNPRSR DTESB
R	Implement the Commonwealth Games Master Plan.	<ul style="list-style-type: none"> <li>■ ■ To guide the Parklands PDA redevelopment by setting a strategic and broad development framework, which establishes (i) the area’s strategic intent (ii) development patterns (iii) constraints and opportunities (iv) infrastructure requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP DTESB
R	Implement greater tenure security for offshore island developments.	<ul style="list-style-type: none"> <li>■ ■ To improve tenure security for island tourism operators to provide a greater basis for business planning and investment attraction.</li> <li>■ ■ There are currently 75 tenures issues under <i>Land Act 1994</i> for tourism purposes on offshore islands along the Queensland coast which may benefit from this action.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Improved tenure arrangements to be implemented in 2014.</li> </ul>	DNRM
P	Promote the Building Projects Industry Guide.	<ul style="list-style-type: none"> <li>■ ■ To help Queensland’s building industry contractors, suppliers and consultants identify upcoming opportunities with government building projects across the state.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Current guide released in July 2013.</li> </ul>	DHPW
P	Established the Great Start Grant initiative.	<ul style="list-style-type: none"> <li>■ ■ To help first home owners to get their first home sooner.</li> <li>■ ■ Encouraging demand in the construction industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	QTT
P	Implement Queensland Building and Construction Commission reforms.	<ul style="list-style-type: none"> <li>■ ■ To ensure good governance of the building and construction industry by improving confidence in and the transparency of the industry.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ <i>Amendment Act 2013</i> passed.</li> <li>■ ■ Queensland Building and Construction Commission established 1 December 2013.</li> </ul>	DHPW
P	Reform Indigenous Land Tenure.	<ul style="list-style-type: none"> <li>■ ■ To provide the option of ordinary freehold in Aboriginal and Torres Strait Islander communities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislation to be introduced in 2014.</li> </ul>	DNRM
R	Build capacity for outsourcing BAS in remote, rural and regional areas.	<ul style="list-style-type: none"> <li>■ ■ To improve value for money and quality outcomes through contestability.</li> <li>■ ■ To address the perceived limited sourcing market in some areas of remote and indigenous communities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DHPW

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Promoting growth opportunities</b>				
R	Use State Development Areas to promote development.	<ul style="list-style-type: none"> <li>■ ■ To promote development by establishing specific areas as typically, industrial hubs for large-scale, heavy industry, multi-user infrastructure corridors; or major public infrastructure sites.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
P	Promote and enable Queensland's defence industries.	<ul style="list-style-type: none"> <li>■ ■ To access national and global supply chains opportunities, lift the strategic profile and capability of Queensland's defence industries, and assist the Australian Defence Force maximise presence in the state.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Undertake delivery of focused defence industry development initiatives and develop a Defence Industries Roadmap following release of Australian Government White Paper and Defence Capability Plan.</li> </ul>	DSDIP
P	Implement the recommendations from the Property Asset Utilisation Review.	<ul style="list-style-type: none"> <li>■ ■ To ensure the use of the property portfolio is optimised and supports government objectives.</li> <li>■ ■ To ensure the strategic management of the government held portfolio supports fiscal sustainability and drives economic and community development outcomes, particularly by releasing surplus and under-utilised land for productive uses in the private and not-for-profit sectors.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ All government land assets identified, with a focus on determining surplus land that will not be required for government programs and needs.</li> <li>■ ■ Report and recommendations delivered to the Economic Development Board in November 2013.</li> <li>■ ■ Implementation commenced in 2014.</li> </ul>	DSDIP
P	Review the Local Industry Policy (LIP).	<ul style="list-style-type: none"> <li>■ ■ To streamline and simplify LIP to retain full, fair and reasonable opportunity for capable local suppliers, reduce the compliance burden on proponents and support best practice in Government procurement.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Implement new model by mid-2014.</li> </ul>	DSDIP
P	Facilitate foreign investment into Queensland projects and companies.	<ul style="list-style-type: none"> <li>■ ■ To foster economic growth through attracting investment to the state.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	QTT

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Assist Queensland companies to increase their global competitiveness and expand markets.	<ul style="list-style-type: none"> <li>■ Foster economic growth through growing Queensland's exports.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	QTT
P	Adopt a case management approach to supporting key projects.	<ul style="list-style-type: none"> <li>■ To provide case management services to support the delivery of key projects.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	DSDIP
P	Continue the Queensland-Papua New Guinea Government Exchange Taskforce.	<ul style="list-style-type: none"> <li>■ To drive government cooperation and investment opportunities between Queensland and Papua New Guinea.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	DPC
P	Open a new Trade and Investment Queensland (TIQ) office in Jakarta, Indonesia.	<ul style="list-style-type: none"> <li>■ To enhance TIQ's overseas network by having an Association of South East Asian Nations (ASEAN) Trade Commissioner responsible for opening local export and investment channels for Queensland businesses.</li> <li>■ To reaffirm and strengthen Queensland's ties with Indonesia and to assist Queensland companies in this large market.</li> </ul>	<ul style="list-style-type: none"> <li>■ Office to be opened in early 2014</li> </ul>	QTT
P	Collaborate with the Department of Foreign Affairs and Trade on national trade matters, trade agreement negotiations and consultations.	<ul style="list-style-type: none"> <li>■ To support the Australian Government's regional and bilateral free trade agreement (FTAs) agenda that seeks to improve market access for Queensland exporters by lowering tariff and non-tariff barriers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing.</li> </ul>	QTT
R	Implement the Cape York economic development action plan.	<ul style="list-style-type: none"> <li>■ To support the draft Cape York Regional Plan by providing a framework for further Queensland Government action to grow a stronger Cape York Peninsula economy.</li> <li>■ To identify areas of high economic opportunity on the Cape and improve investment readiness.</li> </ul>	<ul style="list-style-type: none"> <li>■ Final plan expected for release in mid-2014 in line with final Regional Plan.</li> </ul>	DSDIP



	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Promoting economic resilience through infrastructure and strong communities</b>				
R	Facilitate community, road and flood mitigation projects.	<ul style="list-style-type: none"> <li>■ ■ To support economic development in regional communities affected by resources sector activity and to improve flood security to reduce the economic impact of natural disasters on communities. These projects are funded through the Royalties for the Regions program.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
R	Implement Regional and Resource Town Action Plan.	<ul style="list-style-type: none"> <li>■ ■ To better respond to issues and challenges of towns impacted by the resources sector. The plan released in March 2013 identifies short-term initiatives and 'on the ground' projects to address local issues, such as housing availability and affordability.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing (Action plan implemented over 12 to 24 months)</li> </ul>	DSDIP
R	Deliver recovery initiatives.	<ul style="list-style-type: none"> <li>■ ■ To help businesses and communities recover from and increase their resilience to major disasters.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DLGCRR
P	Undertake <i>Get Ready Queensland</i> engagement with business.	<ul style="list-style-type: none"> <li>■ ■ To better position business, customers, staff and the community in their preparedness, response and recovery phases of major disasters, including major weather events.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Business Resilience Roundtable completed in October 2013.</li> <li>■ ■ Baseline research and further evaluation will occur in early 2014.</li> </ul>	DLGCRR
R	Undertaking Brisbane River Catchment Flood Studies.	<ul style="list-style-type: none"> <li>■ ■ Recommendation 2.2 of the Queensland Floods Commission Final Report (16 March 2012) required the development of a flood study for the Brisbane River Catchment.</li> <li>■ ■ The Brisbane River Catchment Studies will form the basis for floodplain management, investment strategies and prioritisation of infrastructure investment for the next 50 years.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The flood study is planned to be finalised by the end of 2015.</li> </ul>	DSDIP DNRM
P	Queensland Aboriginal and Torres Strait Islander Economic Participation Framework.	<ul style="list-style-type: none"> <li>■ ■ To increase Aboriginal and Torres Strait Islander's participation in the Queensland economy through employment and business development is critical to transforming lives and moving away from welfare dependency.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The framework has commenced operation.</li> <li>■ ■ An action plan to support the framework is currently under development and is due to be finalised in mid- 2014</li> </ul>	DATSIMA
P	Develop and implement a Queensland Cultural Diversity Action Plan.	<ul style="list-style-type: none"> <li>■ ■ To deliver on the vision and outcomes of the Queensland Cultural Diversity Policy including economic independence and participation.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Action Plan development to be completed by mid 2014.</li> </ul>	DATSIMA

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Supporting the economic growth and sustainability of Indigenous businesses through the Black Business Finder website.	<ul style="list-style-type: none"> <li>■ ■ To maximise the participation of Indigenous businesses in major projects through improving the opportunity for these businesses to participate in private and public sector supply chains. The website enables private and public sector procurement personnel to identify Indigenous business capabilities across Queensland for potential tendering and contracting opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ While the website will be ongoing, the Department's contract ends June 2014.</li> </ul>	DETE

## Enabling infrastructure for economic growth

Table 4 Current and new actions—enabling infrastructure for economic growth

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Infrastructure planning, prioritisation, coordination and strategic decision-making</b>				
I	Implement Infrastructure for Economic Development (IfED).	<ul style="list-style-type: none"> <li>■ ■ To deliver large-scale reforms to economic infrastructure planning, prioritising, financing, funding and asset lifecycle management to drive the economic development of Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ IfED was released in October 2013.</li> <li>■ ■ Ongoing.</li> </ul>	DSDIP
I	Explore options to better utilise current infrastructure assets through practices such as demand management and other non-build service solutions.	<ul style="list-style-type: none"> <li>■ ■ To enhance productivity by using existing assets more efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Options are being considered.</li> </ul>	DSDIP DEWS
I	Revise the Project Assurance Framework to ensure application of the Economic Infrastructure Prioritisation Framework.	<ul style="list-style-type: none"> <li>■ ■ To set the foundation for ensuring that projects are undertaken effectively across the Queensland public sector and that the government achieves value for money from its investments in infrastructure projects. Preparation of the Queensland Design Guidelines will establish clear and defined strategies for the briefing and engagement of professional design consultants.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The Project Assurance Framework is currently being revised.</li> </ul>	QTT
I	Develop the State Infrastructure Plan.	<ul style="list-style-type: none"> <li>■ ■ To assist in the prioritisation of likely service delivery, capital and maintenance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Currently being developed.</li> </ul>	DSDIP
I	Develop the Economic Infrastructure Prioritisation Framework.	<ul style="list-style-type: none"> <li>■ ■ To help the Property and Infrastructure Cabinet Committee and agencies prioritise projects that will drive economic development in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Currently being developed.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
I	Deliver the Queen's Wharf Brisbane project and the Integrated Resort Developments project.	<ul style="list-style-type: none"> <li>■ ■ To provide an opportunity for a new precinct at Brisbane's heart with diverse architecture and activities, new and renewed public spaces, improved use of protected heritage buildings and improved access to the Brisbane River from the city centre.</li> <li>■ ■ To provide a boost to Queensland's construction and tourism industries throughout the state.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ A Probity Code of Practice has been established for each project and independent probity advisers have been appointed to oversee the two separate market processes.</li> <li>■ ■ Projects to continue into 2020.</li> </ul>	DSDIP
I	Support Local Area Infrastructure Programs (LAIPs).	<ul style="list-style-type: none"> <li>■ ■ To enable discussion about transport and community infrastructure priorities around which cross sectoral funding could be aligned.</li> </ul> <p>LAIPs are an initiative of the Managing the Impacts of Major Projects in the Resource Communities framework.</p>	<ul style="list-style-type: none"> <li>■ ■ Pilots in Emerald and Dalby.</li> </ul>	DSDIP
I	Finalise a long-term transport strategy to guide decision-making and investment.	<ul style="list-style-type: none"> <li>■ ■ To develop a 30 year vision for the transport system and articulate how it will be delivered to support growth in Queensland and meet the needs of customers and industry.</li> <li>■ ■ To help identify and inform what transport infrastructure and services will be needed in the future.</li> <li>■ ■ To support economic growth with limited funding, the strategy will include guidance for prioritising investment in transport infrastructure to ensure value for money and delivery is fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Development of the strategy will respond to <i>The Queensland Plan</i>.</li> <li>■ ■ Finalisation in 2015.</li> </ul>	DTMR



	Action	Why it is needed/benefits	Key milestone/status	Agency
I	Implement <i>Moving Freight</i> - a 10-year freight strategy.	<ul style="list-style-type: none"> <li>■ ■ To outline the government's overarching 10 year strategy and policy direction for developing a sustainable and productive multi-modal freight network.</li> </ul> <p>The Moving Freight Strategy identified 38 actions across six priority areas including expanding the use of rail freight to support growth of freight in the resources, agriculture, construction and tourism sectors.</p> <p><a href="http://www.tmr.qld.gov.au/business-industry/Transport-sectors/Freight/Moving-Freight.aspx">http://www.tmr.qld.gov.au/business-industry/Transport-sectors/Freight/Moving-Freight.aspx</a></p>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> <li>■ ■ Specific freight systems actions have various timeframes, 1-2 years, 3-5 years and 6-10 years (these are detailed in the strategy).</li> </ul>	DTMR
I	Consider a broad range of options to encourage contestability and attract more entrants into Queensland's infrastructure market.	<ul style="list-style-type: none"> <li>■ ■ To ensure that the right infrastructure that delivers the best outcomes is progressed.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
I	Finalise transport action plans in areas important to economic development.	<ul style="list-style-type: none"> <li>■ ■ To provide a range of action plans needed to translate future direction and desired strategic objectives for the transport system.</li> <li>■ ■ To respond to emerging issues and trends to support TMR's management of the transport system in Queensland. Examples include the Bruce Highway Action Plan and Road Safety Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Development of actions plans will be ongoing as required.</li> <li>■ ■ Reporting processes will be established on a case-by-case basis.</li> </ul>	DTMR DSDIP
I	Established an expert panel to review the public transport infrastructure needs of SEQ.	<ul style="list-style-type: none"> <li>■ ■ To identify and confirm options that make optimal use of existing assets and networks and identify those options that are affordable in the current fiscal environment (including incremental solutions that will meet actual demand).</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Completed and options to be considered when developing infrastructure plans.</li> </ul>	DSDIP DTMR
R	Develop government employee housing and office accommodation.	<ul style="list-style-type: none"> <li>■ ■ To provide new and/or refreshed government employee housing and office accommodation in remote and regional areas, enabling staff to contribute to local and regional development.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DHPW

	Action	Why it is needed/benefits	Key milestone/status	Agency
I	Facilitate social housing opportunities to stimulate growth.	<ul style="list-style-type: none"> <li>■ ■ To provide safe and secure accommodation to allow tenants to contribute to local economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> <li>■ ■ Outsource 90 per cent of social housing to community housing sector by 2020.</li> </ul>	DHPW
R	Redevelop Mon Repos Turtle Centre, David Fleay Wildlife Park and Walkabout Creek Visitor Centre.	<ul style="list-style-type: none"> <li>■ ■ To leverage these popular tourism attractions to best deliver on Queensland Ecotourism Plan objectives for Queensland as a world leader in ecotourism.</li> <li>The Queensland Government has prioritised \$2.2 million in national parks funding and \$1.25 million in active recreation centre funding for capital upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Deliver master planned visions for the three centres by June 2014.</li> </ul>	DNPRSR

#### Transport infrastructure

I R	<p>Implement the Bruce Highway Action Plan.</p> <p>A detailed program of works which will improve the safety, flood immunity and capacity of the Bruce Highway, over the next 10 years.</p>	<ul style="list-style-type: none"> <li>■ ■ To progressively upgrade the Bruce Highway between Brisbane and Cairns. The highway is part of the Australian National Highway and Highway One, and is a critical transport corridor for the nation. The immediate priorities for the Bruce Highway are: <ul style="list-style-type: none"> <li>■ Cooroy-Curra Section A</li> <li>■ Yeppen Flood Plain Upgrade.</li> </ul> </li> <li>■ ■ The federal and state governments have committed \$8.5 billion over 10 years to implement the priorities from the Bruce Highway Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The state government has made a commitment to allocate \$1 billion in additional funding. The delivery of investment subject to a matching extra commitment from the federal government over and above existing funding levels under the Nation Building Program.</li> </ul>	DSDIP DTMR
I	Implement the Gateway Upgrade North Project.	<ul style="list-style-type: none"> <li>■ ■ To reduce congestion and improve traffic safety and efficiency on the motorway to cater for increased travel demand.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Stage one of the upgrade is scheduled for completion in 2014.</li> </ul>	DTMR

	Action	Why it is needed/benefits	Key milestone/status	Agency
I R	Deliver the Toowoomba Second Range Crossing project as a key infrastructure priority.	<ul style="list-style-type: none"> <li>■ ■ To cater for strong economic growth in future, where an estimated \$30 billion worth of mining and development projects are now planned or underway.</li> <li>■ ■ To address a recognised national constraint in the transport network, improve efficiency of freight movements, safety, reliability and overall transport capacity.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ State government secured federal government funding for the project on 31 January 2014.</li> <li>■ ■ Construction expected to commence by mid 2015.</li> </ul>	DSDIP DTMR QTT
I	Investigate Port of Brisbane inland rail corridor.	<ul style="list-style-type: none"> <li>■ ■ To determine the potential to deliver improved freight movements and promote export growth.</li> <li>■ ■ To determine the potential for linking Brisbane, Toowoomba, Parkes and Melbourne through inland rail project.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
I	Deliver the Underground Bus and Train project.	<ul style="list-style-type: none"> <li>■ ■ To improve public transport capacity and efficiency to accommodate growth and reduce congestion.</li> <li>■ ■ To provide a major economic boost and create hundreds of jobs and new pathways for business to grow and develop.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Project passed to Coordinator General to assess environmental impacts.</li> <li>■ ■ Expected completion in 2021.</li> </ul>	DTMR
I	Facilitate rail for Galilee Basin.	<ul style="list-style-type: none"> <li>■ ■ To facilitate private development of railways to open up the Galilee Basin to mining.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Commence direct engagement with multiple proponents in early 2014.</li> </ul>	DSDIP
I	Facilitate rail for the Surat Basin.	<ul style="list-style-type: none"> <li>■ ■ To facilitate the development of a private railway to open up the Surat Basin to mining.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Discussions with key stakeholders currently underway.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Mary Valley Economic Development Strategy.	<ul style="list-style-type: none"> <li>■ ■ To maximise economic development opportunities across the whole of the Mary Valley. This is aimed at revitalising the Valley by providing a sound investment platform and restoring community stability.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Strategy released at December 2013, 100 properties valued at \$30 million sold which covered 1290 hectares.</li> <li>■ ■ Sales on an ongoing basis.</li> </ul>	DSDIP
I	Recommission the Mary Valley Heritage Railway.	<ul style="list-style-type: none"> <li>■ ■ To revitalise the Mary Valley by supporting the return of The Valley Rattler, a local tourist icon, and contributing to the associated infrastructure from Gympie to Amamoor.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Procurement of an accredited construction contractor by end of March 2014.</li> <li>■ ■ Recommissioning of the Mary Valley Line, scheduled towards September 2014.</li> </ul>	DSDIP
<b>Power, water, energy infrastructure</b>				
I	Deliver the 30-year water sector strategy.	<ul style="list-style-type: none"> <li>■ ■ To enhance the water sector's ability to enable productivity increases, a growing economy, strong and healthy, rural and urban communities and a natural environment that is valued and protected.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Strategy to be released in 2014–15.</li> </ul>	DEWS
I	Deliver the 30-year electricity strategy.	<ul style="list-style-type: none"> <li>■ ■ To provide a clear vision and road map for realising an adaptive and resilient electricity supply system, capable of meeting the changing needs of Queenslanders long into the future.</li> </ul> <p>Discussion paper released in September 2013 to communicate the challenges and opportunities facing the Queensland electricity supply system now and into the future. It sought feedback on 10 proposals intended to address these current challenges. These actions will be the basis for achieving our vision for the sector over the longer term.</p>	<ul style="list-style-type: none"> <li>■ ■ Discussion paper consultation closed 6 December 2013.</li> <li>■ ■ Development of final strategy is underway.</li> <li>■ ■ Strategy to be released in 2014.</li> </ul>	DEWS



	Action	Why it is needed/benefits	Key milestone/status	Agency
I	Reform Queensland's electricity sector.	<ul style="list-style-type: none"> <li>■ ■ To tackle unsustainable price increases and improve productivity.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Government has provided response to the recommendation of the Interdepartmental Committee of Electricity Sector Reform (IDC). Resulting actions are being delivered by the Electricity Reform Implementation Program.</li> </ul>	DEWS
I	Provide real time water monitoring information.	<ul style="list-style-type: none"> <li>■ ■ To provide up-to-date information for real time decision making associated with planning, access to water entitlements and use of water resources.</li> <li>Provide information on Queensland Globe as part of the government's open data initiative.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Information made available in 2013.</li> <li>■ ■ Ongoing updates.</li> </ul>	DNRM

#### International gateways

I	Implement the Queensland Ports Strategy.	<ul style="list-style-type: none"> <li>■ ■ To pave the way for future port development and planning by increasing productivity through improvements to planning, governance, environmental management and supply chain connections.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Draft strategy released in October 2013.</li> <li>■ ■ Final strategy expected to be completed by mid 2014.</li> </ul>	DSDIP
I	Establish Priority Port Development Areas (PPDAs).	<ul style="list-style-type: none"> <li>■ ■ To facilitate staged, incremental expansion of port and terminal capacity to meet emerging demand in line with long-term plans.</li> <li>■ ■ To protect land for port developments, reduce land use tension and streamline the approvals process for developments.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ PPDAs are established.</li> <li>■ ■ Ports legislation is enacted.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
I R	Concentrate port development through prohibiting the development of deepwater port facilities outside of PPDAs.	<ul style="list-style-type: none"> <li>■ ■ To efficiently meet future demand, improve productivity, support the economic development of the state and minimise future environmental impacts.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Moratorium ends in 2024.</li> <li>■ ■ Ports legislation is enacted.</li> </ul>	DSDIP
I R	Develop a statutory master plan guideline for compulsory use by PPDAs.	<ul style="list-style-type: none"> <li>■ ■ To better integrate supply chains with ports to maximise efficiency and productivity by requiring ports to consider their relationships with the areas beyond traditional port boundaries.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Guideline is developed.</li> <li>■ ■ Ports legislation is enacted.</li> </ul>	DSDIP
P	Review port governance arrangements.	<ul style="list-style-type: none"> <li>■ ■ To create the right conditions to allow the port system to operate as efficiently as possible to the benefit of local, regional, state and national economies.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Review is completed</li> <li>■ ■ Arrangements are modified as needed.</li> </ul>	DSDIP
P	Implement the Great Barrier Reef Ports Strategy.	<ul style="list-style-type: none"> <li>■ ■ To ensure future port development and planning in the Great Barrier Reef are guided by the strategy's vision and principles until 2022.</li> <li>■ ■ This informed the draft Queensland Ports Strategy released in October 2013.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
I R	Address the constraints imposed on the Port of Gladstone's development.	<ul style="list-style-type: none"> <li>■ ■ To respond to the findings of the Commission of Audit in relation to the constraints imposed by government ownership of these businesses.</li> <li>■ ■ To undertake further detailed investigation to ensure that the debate is fully informed before making any decision.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ It should also be noted that the offering of a long-term lease for the operation of the commercial enterprises means the government would still retain ownership of these ports.</li> </ul>	DSDIP
I R	Support growth through the Economic Development Directions Statement for Queensland Airports	<ul style="list-style-type: none"> <li>■ ■ To show how Queensland airports contribute to the state's economic growth and outline future directions for these key pieces of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Completed in October 2013.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Other infrastructure provision</b>				
R I	Develop the Gold Coast 2018 Commonwealth Games Village at Parklands.	<ul style="list-style-type: none"> <li>■ ■ To ensure the Gold Coast and Queensland leverage the best possible outcomes and lasting benefits from hosting the Games and the associated investment.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Released the Gold Coast 2018 Commonwealth Games Legacy Plan</li> </ul>	DTESB
R I	Support the Australian Institute of Tropical Health and Medicine (Cairns/Townsville/Torres Strait) project.	<ul style="list-style-type: none"> <li>■ ■ To deliver research infrastructure capability to strengthen Queensland's tropical health infectious disease and biosecurity defences.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Joint federal and state government initiative.</li> <li>■ ■ Queensland Government funding commenced in 2013.</li> </ul>	DSITIA
R I	Implement the Cultural Precinct Strategy.	<ul style="list-style-type: none"> <li>■ ■ To promote, position and activate the Cultural Precinct on Brisbane's South Bank as an outstanding cultural tourism destination within a competitive domestic and international market.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ An annual report card will monitor implementation of the Cultural Precinct Strategy.</li> </ul>	DSITIA
I	Pilot tourism projects on state land.	<ul style="list-style-type: none"> <li>■ ■ To accelerate private investment in tourism projects on selected state land.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
I	Deliver Mission Beach Safe Boating Infrastructure.	<ul style="list-style-type: none"> <li>■ ■ To improve boating conditions for both recreational and commercial users. It is expected that the tourism sector will be stimulated in the Cassowary Coast Region as a consequence.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Development approvals secured end of April 2014.</li> <li>■ ■ Construction from May 2014 to December 2014.</li> </ul>	DSDIP
I	Facilitate the Cairns Shipping Development Project (widening the shipping channel to Trinity Inlet).	<ul style="list-style-type: none"> <li>■ ■ To enable mega-sized cruise liners to visit or use Cairns as a base. There is a trend in the cruising industry towards mega-sized ships. Cairns will be able to cater for the larger ships more efficiently, thereby boosting the regional tourism sector. Supporting services could be expected to expand accordingly. It is possible that the Royal Australian Naval base at Cairns will similarly be able to cater for larger defence vessels and expand its workshops to service Pacific Island nations' naval vessels.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The EIS is underway and Ports North expects to secure its development approvals towards the end of 2014.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
I	Support the Kurilpa Riverfront Renewal project (previously known as Parmalat - South Brisbane Industrial Land).	<ul style="list-style-type: none"> <li>To work collaboratively with Brisbane City Council for the relocation of industrial uses in the South Brisbane Industrial Land area to facilitate urban renewal.</li> </ul>	<ul style="list-style-type: none"> <li>Brisbane City Master Planning to be completed July 2014.</li> <li>Relocations dependent on individual landowners.</li> </ul>	DSDIP
I	Revitalise the Gold Coast Hospital area.	<ul style="list-style-type: none"> <li>To support the construction industry and community through the revitalisation of the area from residential and/or commercial development.</li> </ul> <p>The decommissioned Gold Coast Hospital is to be demolished and the site put on the market for redevelopment.</p>	<ul style="list-style-type: none"> <li>Complete demolition by end of 2014.</li> </ul>	DSDIP
R I	Implement the \$110 million Racing Industry Infrastructure Strategy.	<ul style="list-style-type: none"> <li>To upgrade and construct priority racing infrastructure to foster growth in the racing industry.</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 of the strategy underway.</li> </ul>	DNPRSR
I	Continue to construct and upgrade dwellings in remote Indigenous Communities under the National Partnership Agreement on Remote Indigenous Housing (NPARIH).	<ul style="list-style-type: none"> <li>A 10-year agreement to address significant overcrowding, homelessness, poor housing conditions and the housing shortage in remote communities.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of 175 houses by mid-2014.</li> </ul>	DHPW

## Driving productivity growth in the public sector

Table 5 Current and new actions—driving productivity growth in the public sector

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Innovation within the public service and public sector renewal</b>				
P	Implementation of the Government response to the Commission of Audit recommendations – <i>Better Services for Queenslanders</i>	<ul style="list-style-type: none"> <li>■ ■ To provide more and better services for Queenslanders.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	Whole-of-government
P	Implement a whole-of-government strategic workforce plan, based on agency-developed and published five-year strategic workforce plans.	<ul style="list-style-type: none"> <li>■ ■ To improve the quality and effectiveness of the Queensland public sector by addressing future workforce capabilities, needs, and performance.</li> <li>■ ■ To foster co-ordinated strategic workforce planning as a key part of the government’s broader public sector renewal agenda to improve the quality and effectiveness of the Queensland public sector.</li> <li>■ ■ To ensure the Queensland public sector has a capable and high performing workforce that delivers better services to Queenslanders by undertaking strategic workforce planning for current and future needs.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Plans are developed.</li> </ul>	PSC
P	Continue the culture and values renewal program, informed by results of the 2013 <i>Working for Queensland Employee Opinion Survey</i> .	<p>The survey results will allow the government:</p> <ul style="list-style-type: none"> <li>■ ■ to improve the capability and performance of the Queensland public service by developing strategies that recognise and address various dimensions of the workplace climate. These include leadership, management, job satisfaction and employee engagement through the eyes of employees</li> <li>■ ■ to embed innovation and drive improvements in the way the sector works.</li> <li>■ ■ Queensland Government’s renewal goal is to be the most respected and responsive public service in the nation.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ The whole of service survey results were released in the <i>Working for Queensland Employee Opinion Survey Report</i> and the <i>State of the Service Report</i>.</li> <li>■ ■ Public service is more innovative.</li> <li>■ ■ Queensland being the best administered state in Australia.</li> </ul>	PSC



	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Continue to reform public sector employment legislation through the amendment of the <i>Industrial Relations Act 1999</i> to create a reformed industrial relations framework for the Queensland jurisdiction.	<ul style="list-style-type: none"> <li>■ ■ To ensure that the <i>Industrial Relations Act 1999</i> is modern, flexible and relevant to the public sector environment.</li> <li>■ ■ To provide for a modern, responsive industrial relations framework, particularly with respect to the negotiation of employment agreements terms and conditions.</li> <li>■ ■ To provide a simplified and streamlined employment environment with enhanced flexibility and mobility.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Flexibility and mobility are enhanced within the employment environment.</li> </ul>	PSC
P	Continue the Executive Capability Assessment and Development (ECAD) initiative.	<ul style="list-style-type: none"> <li>■ ■ To support the development of leaders across the public sector, given the critical importance of leadership in achieving better services and outcomes for customers and stakeholders.</li> <li>■ ■ To provide the public service with reliable information on the development priorities of executives and an indication of executive leadership potential.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Delivery of better services and outcomes for customers and stakeholders.</li> </ul>	PSC
P	Implement the DAFF Renewal Program.	<ul style="list-style-type: none"> <li>■ ■ To continue to transform the department and deliver more flexible work practices, reconfigured services and structures and targeted, quality services with less resources.</li> <li>■ ■ To ensure DAFF's services are focused on enabling and facilitating economic growth through a range of delivery models focused on maximising long-term benefits to our customers.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Initiatives underway.</li> </ul>	DAFF
I	Optimise use of real property-based assets owned by the state.	<ul style="list-style-type: none"> <li>■ ■ Continue to facilitate the effective identification, assessment and management of these assets through GLAM.</li> <li>■ ■ Coordinate strategic management of government land portfolio to drive economic and community development outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DS DIP DNRM
P	Build greater digital archiving capability.	<ul style="list-style-type: none"> <li>■ ■ To improve the way public authorities manage digital records. This will help to meet the public's expectations about accessing online records and legislative requirements for managing and accessing public records.</li> <li>■ ■ To improve access to, and the usability of, public records to enhance the cultural, social and economic development of Queensland. This will include allowing public researchers to search, view online or download digital archives 24/7 in a variety of formats. It will also provide online access to non-digital archival holdings through a digitisation program for legacy records.</li> <li>■ ■ To establish digital archives infrastructure and services for enabling ongoing access to permanent value public records.</li> <li>■ ■ To deliver efficient and accountable public administration and to protect the rights and entitlements of Queensland citizens by providing confidence in, and assurance of, the longevity of the evidence base of government.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Planning for Digital Archiving Program – June 2014</li> <li>■ ■ Delivery of the Born Digital, Stay Digital policy guide – December 2014.</li> </ul>	DSITIA

	Action	Why it is needed/benefits	Key milestone/status	Agency
P	Implement the Innovative Government initiatives identified in the <i>Queensland Science and Innovation Action Plan</i> .	<ul style="list-style-type: none"> <li>■ ■ To enhance innovation levels in government to bringing about improvements in the quality and efficiency of public services and responses to changing economic, environmental and social challenges.</li> <li>■ ■ To realise the Queensland Government’s vision of using applied science, technology and innovation in ‘turning great ideas into great opportunities’.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Action Plan released in October 2013 and implementation is ongoing.</li> </ul>	DSITIA
<b>Service delivery</b>				
P	Promote the innovative use of digital technology to improve access to government information for people and business, while increasing information sharing across government agencies.	<ul style="list-style-type: none"> <li>■ ■ To increase information sharing between the government and the community and improve the availability and quality of digital services.</li> <li>■ ■ To increase the take-up of online tools and improve collaboration between agencies.</li> <li>■ ■ To remove duplication in the way customer information is gathered and processed – reducing costs, inefficiency and confusion.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing milestones from December 2013 to 2015 including the delivery of the One Stop Shop (OSS) Initiative.</li> </ul>	DSITIA
P	Adopt a strategic and contestable approach to sourcing ICT services.	<ul style="list-style-type: none"> <li>■ ■ To ensure ICT procurement is planned and directly related to the strategic direction of the government and agencies.</li> <li>■ ■ To reduce the time and cost involved with ICT procurement for both the government and potential government supplier.</li> <li>■ ■ To reform and simplify Queensland Government ICT procurement and departmental ICT procurement capabilities.</li> <li>■ ■ To ensure that the government is providing the public with the best solutions for the best possible price. This will require changes to the way the public services could be structured, organised and managed to be more flexible, responsive and efficient in supporting service delivery in today’s economy.</li> <li>■ ■ To leverage commercial-like sourcing strategies to support reforms.</li> </ul>	<p>Ongoing milestones from 2013 to 2014 include:</p> <ul style="list-style-type: none"> <li>■ ■ delivering the ICT Contestability Framework</li> <li>■ ■ establishing the ICT Services Panel</li> <li>■ ■ completing the ICT procurement reform process.</li> </ul>	DSITIA
P	Conduct ‘Gateway’ reviews to check the health of ICT projects.	<ul style="list-style-type: none"> <li>■ ■ To inform decisions about whether projects advance to the next stage or, if they underperform, are terminated early.</li> <li>■ ■ To provide confidence that investments are being managed effectively and will remain on track to deliver the expected benefits and achieve the desired outcomes. Consistent application of gateway assurance processes will support the successful delivery of ICT initiatives and services that involve the use or deployment of ICT across the Queensland Government.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Departments manage their ICT projects effectively and in compliance with the ICT Program and Project Assurance Policy.</li> </ul>	DSITIA

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Leveraging assets and procurement</b>				
P	Adopt an ICT-as-a-service strategy that drives business innovation, fosters new digital services, and maximises the value of assets and information.	<ul style="list-style-type: none"> <li>■ ■ To improve services for Queenslanders by using modern, cost-efficient technology to support the better use and analysis of government data.</li> <li>■ ■ To increase alignment between ICT resources and business processes.</li> <li>■ ■ To ensure the adoption of cloud services delivers value for money.</li> </ul>	<p>Ongoing milestones from 2013 to 2014 include:</p> <ul style="list-style-type: none"> <li>■ ■ release of a policy and procurement conditions for cloud-based environments</li> <li>■ ■ release of a government strategy on adopting cloud services</li> <li>■ ■ departments strategically source ICT 'as-a-service' options from the market.</li> </ul>	DSITIA
P	Implement the Procurement Transformation Program.	<ul style="list-style-type: none"> <li>■ ■ Identified potential benefits of between \$663–\$1303 million by 2017-18.</li> <li>■ ■ To realise significant savings and greater value for money, which will help to return the budget to surplus and restore Queensland's AAA credit rating.</li> <li>■ ■ To improve the way government interacts with suppliers to make it easier to do business with the government.</li> <li>■ ■ To adopt a more innovative, one-government approach to how we buy things.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ First wave of the reforms is completed – enabled \$82–\$130 million in annualised cashable savings.</li> <li>■ ■ Procurement Taskforce is established leveraging the collective procurement spend across government.</li> </ul>	DHPW
P	Develop a consistent ICT risk management framework to be applied across Queensland and risk management plans for significant and at-risk ICT assets.	<ul style="list-style-type: none"> <li>■ ■ To address risk associated with the significant number of critical ICT assets and systems that have reached end of life and are long overdue for replacement.</li> <li>■ ■ To establish mechanisms to manage risk to critical business records and essential services that rely on ICT systems and assets.</li> <li>■ ■ To mitigate ICT-related risks to delivering critical government services, e.g. those presented by the use of aged ICT systems.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Departments complete their high-risk investment prioritisation reports.</li> </ul>	DSITIA

## Communicating the importance of economic development

Table 6 Current and new actions—communicating the importance of economic development

	Action	Why it is needed/benefits	Key milestone/status	Agency
<b>Engaging the community in planning the future of Queensland</b>				
P	Use <i>The Queensland Plan</i> to engage the community in planning Queensland's future.	<ul style="list-style-type: none"> <li>To give Queenslanders the opportunity to help to create a shared vision for the next 30 years and to identify local and state-wide priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Working draft of <i>The Queensland Plan</i> has been released, final expected in mid-2014.</li> </ul>	DPC
<b>A commitment to sound science and evidence-based decision-making</b>				
P R	Build on the Great Barrier Reef Strategic Assessment.	<ul style="list-style-type: none"> <li>To make sure the right processes and management arrangements are in place to ensure the Great Barrier Reef World Heritage Area is protected while allowing sustainable development to occur.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Assessment has been completed.</li> <li>Ongoing.</li> </ul>	DSDIP
P R	Continue to monitor the ongoing Underground Coal Gasification (UCG) trials against criteria informed by the final recommendations of the Independent Scientific Panel.	<ul style="list-style-type: none"> <li>To ensure the ongoing trials provide the necessary data and information to make a final decision on the future of the UCG industry in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>Criteria are developed.</li> </ul>	DNRM DEHP
P R	Investigating the formation of energy consumer advocacy body.	<ul style="list-style-type: none"> <li>To strengthen government and consumer interest ensuring benefits and protections are delivered to electricity customers.</li> </ul> <p>The new body will work closely with the Energy and Water Ombudsman.</p>	<ul style="list-style-type: none"> <li>The body intended to be established by March 2014.</li> </ul>	DEWS
<b>Improving coexistence</b>				
P R	Finalise the co-existence criteria for any resource development seeking to operate in a Priority Agricultural Areas (PAA).	<ul style="list-style-type: none"> <li>To balance the needs of the resources and agricultural sectors, while ensuring there is no material loss of land, threat to continued agricultural use, or material impact on irrigation aquifers or overland flow.</li> </ul>	<ul style="list-style-type: none"> <li>Criteria are released.</li> </ul>	DSDIP

	Action	Why it is needed/benefits	Key milestone/status	Agency
P R	Reform land access arrangements.	<ul style="list-style-type: none"> <li>■ ■ To improve the effectiveness of the land access framework to balance the interests between landholders and resource authority holders and provide greater certainty to land access arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Legislative reforms will be introduced in the first half of 2014.</li> <li>■ ■ Non-legislative reforms are currently being implemented.</li> </ul>	DNRM
P R	Provides advice and helps facilitate on issues related to coexistence through the GasFields Commission.	<ul style="list-style-type: none"> <li>■ ■ To manage and promote coexistence of industries and the community.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
<b>Communication of key growth strategies</b>				
R	Attract new investment in Queensland Tourism.	<ul style="list-style-type: none"> <li>■ ■ To ensure the industry continues to offer innovative tourism products that appeal to and cater for the market's changing needs and wants.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Inbound and outbound investment missions.</li> <li>■ ■ Case management of potential projects.</li> <li>■ ■ Annual investment forums.</li> <li>■ ■ Regular communication with the investment community.</li> </ul>	DTEBS
R	Implement the Queensland Agriculture Strategy.	<ul style="list-style-type: none"> <li>■ ■ To guide industry along the identified pathways to sustainable growth, ongoing economic development, and doubling agricultural production by 2040.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DAFF
I R	Host Major Projects Conferences at state and regional level.	<ul style="list-style-type: none"> <li>■ ■ To promote investment growth and trade.</li> <li>■ ■ To facilitate major project development.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	DSDIP
<b>Celebrating the success of Queensland businesses</b>				
R	Continue to hold the Annual Premier of Queensland's Export Awards.	<ul style="list-style-type: none"> <li>■ ■ To highlight the importance of exports to economic development through promotion of successful Queensland companies.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Annual event.</li> </ul>	QTT



	Action	Why it is needed/benefits	Key milestone/status	Agency
R	Continue to hold Export Week celebrations.	<ul style="list-style-type: none"> <li>■ ■ To bring Queensland business people together to help benefit their exporting operations, by hosting events that focus on different industries, international markets, and exporter know-how.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Annual event.</li> </ul>	QTT
P	Promote and undertake trade missions to key growth markets.	<ul style="list-style-type: none"> <li>■ ■ To promote investment and trade growth in Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Ongoing.</li> </ul>	QTT
<b>Arts and cultural contribution towards growth</b>				
P	Implement the Arts for all Queenslanders Strategy.	<ul style="list-style-type: none"> <li>■ ■ To set the strategic direction for arts and culture in Queensland and identify priority areas for action to achieve growth of the art sector and a strong community of arts.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Online strategy published 2013.</li> <li>■ ■ Ongoing.</li> </ul>	DSITIA
P	Implement the Arts and Cultural and Investment Framework.	<ul style="list-style-type: none"> <li>■ ■ To ensure that the investment principles are clearly articulated and the government's investment in arts and culture is targeted to deliver demand driven outcomes and return on investment.</li> </ul>	<ul style="list-style-type: none"> <li>■ ■ Revised framework to be released in 2014 following review.</li> </ul>	DSITIA



# Appendix 1. Major projects

## Major projects

The table below provides further details of projects reflected in Figure 5 in Section 3 Grow and strengthen regions within this strategy and action plan.

Projects	Proponent	\$M	Category	Project Number	Region
<b>Projects under construction</b>					
Enhanced Land Force – Stage 2	Department of Defence	1044	Education and training	1	SEQ
APLNG Export Pipeline	Australia Pacific LNG	800	Energy	2	Central Qld
Australia Pacific LNG Project	JV of Origin, ConocoPhillips and Sinopec	20 000	(Mining) Energy	3	Surat Basin Central Qld
Queensland Curtis LNG Project	QCG	20 400	Energy	4	Surat Basin Central Qld
Gladstone LNG Project	Santos/PETRONAS/KOGAS	19 000	Energy	5	Surat Basin Central Qld
Cairns Hospital Redevelopment*	Qld Health	446	Health	6	Cairns
Mackay Base Hospital Redevelopment*	Qld Health	408	Health	7	Mackay
Queensland Children’s Hospital Program*	Qld Health	1513	Health	8	SEQ
Sunshine Coast University Hospital*	Qld Health	1872	Health	9	SEQ
Townsville Hospital Redevelopment*	Qld Health	334	Health	10	Townsville
Wiggins Island Coal Export Terminal – Stage 1	WICET	2500	Infrastructure	11	Central Qld
Wiggins Island Rail Project	Aurizon Holdings Ltd	900	Infrastructure	12	Central Qld
Baralaba North Coal Expansion Project	Cockatoo Pty Ltd	1000	Mining	13	Central Qld

Projects	Proponent	\$M	Category	Project Number	Region
Bowen Basin Coal Growth Project – Caval Ridge Mine	BHP Billiton Mitsubishi Alliance	US 3740	Mining	14	Central Qld
1 William Street	Projects Qld and Cbus Property	653	Property development	15	SEQ
Gainsborough Greens	Mirvac Group	600	Property development	16	SEQ
Kelvin Grove Urban Village	Department of Communities, QUT and private sector partners	1000	Property development	17	SEQ
North Lakes Stockland Development	Stockland	1025	Property development	18	SEQ
Pacific Pines Stockland Development	Stockland	650	Property development	19	SEQ
Plantation Palms	Xcel Properties	1000	Property development	20	Central Qld
Waterfront Newstead	Mirvac Qld	1000	Property development	21	SEQ
Brisbane Showgrounds Redevelopment	Lend Lease	2900	Property development	22	SEQ
Bruce Highway Upgrade (Cooroy to Curra) – Section A (Cooroy Southern Interchange to Sankeys Road)	DTMR	790	Transport	23	SEQ
Darra to Springfield Transport Corridor – Stage 2 (Richlands to Springfield)	DTMR	475	Transport	24	SEQ
Gold Coast Rapid Transit – Stage 1 (Griffith University to Broadbeach)	DTMR	949	Transport	25	SEQ
Legacy Way	Brisbane City Council	1500	Transport	26	SEQ
Moreton Bay Rail Link	DTMR	1147	Transport	27	SEQ
Woleebee Creek to Glebe Weir Pipeline project	SunWater Ltd	436	Water	28	Surat Basin
<b>Projects committed</b>					
Paradise Phosphate Georgina Basin project	Paradise Phosphate	1800	Industry, manufacturing and mineral processing	29	Mt Isa
Commonwealth Games sporting venues	DSDIP	470	Infrastructure	30	SEQ

Projects	Proponent	\$M	Category	Project Number	Region
<b>Projects committed</b>					
Government Wireless Network	Telstra Corporation Ltd	457	Infrastructure	31	SEQ
Commonwealth Games village	DSDIP	N/a	Property development	32	SEQ
North East Brisbane Business Park project	Northeast Business Park Pty Ltd	2270	Property development	33	SEQ
Southbank Townsville	JV - Devine Ltd and Leighton Properties	1000	Property development	34	Townsville
Brisbane Airport New Parallel Runway project	Brisbane Airport Corporation	1350	Transport	35	SEQ
Gateway Upgrade North – Nudgee Interchange to Deagon Deviation	DTMR	1300	Transport	36	SEQ
<b>Projects under study</b>					
Surat Basin Railway project (Southern Missing Link)		1000	Transport	37	Surat Basin
Galilee Basin Power Station	Galilee Power Pty Ltd	1250	Energy	38	Galilee Basin
Kennedy Wind and Solar Farm	Windlab Systems Pty Ltd	2000	Energy	39	Hughenden
Queensland Hunter Gas Pipeline project	Hunter Gas Pipeline	1000	Energy	40	Surat Basin
Gladstone Pacific Nickel Refinery	Gladstone Pacific Nickel	4000	Industry, manufacturing and mineral processing	41	Central Qld
Gladstone Steel Making Facility project	Boulder Steel Ltd	4300	Industry, manufacturing and mineral processing	42	Central Qld
Alpha Coal project (Port Infrastructure)	GVK Hancock Coal Pty Ltd	2500	Infrastructure	43	Abbot Point
Dudgeon Point Coal Terminals	North Queensland Bulk Ports Corporation	12 000	Infrastructure	44	Central Qld
Fitzroy Terminal project	Fitzroy Terminal Project Pty Ltd	1200	Infrastructure	45	Central Qld
The Port of Abbot Point Terminal project	Adani Abbot Point Terminal Pty Ltd	2500	Infrastructure	46	Abbot Point
Alpha Coal project (Mine)	GVK Hancock Coal Pty Ltd	3200	Mining	47	Galilee Basin

Projects	Proponent	\$M	Category	Project Number	Region
<b>Projects under study</b>					
Alpha North Coal project	Waratah Coal Pty Ltd	10 000	Mining	48	Galilee Basin
Byerwen Coal project	Byerwen Coal Pty Ltd	1760	Mining	49	Central Qld
Carmichael Coal Mine and Rail project	Adani Mining Pty Ltd	7100	Mining	50	Galilee Basin
Galilee Coal Project (Northern Export Facility)	Waratah Coal Pty Ltd	8800	Mining	51	Galilee Basin
Kevin's Corner Coal Mine	GVK Hancock Galilee Pty Ltd	4200	Mining	52	Galilee Basin
North Surat-Taroom Coal project	Cockatoo Coal Ltd	1120	Mining	53	Surat Basin
Shell Australia LNG project	Arrow Energy Pty Ltd	15 000	Mining	54	Central Qld
South Galilee Coal project	Alpha Pty Ltd and Alpha Coal Pty Ltd	4200	Mining	55	Galilee Basin
South of the Embley project	Rio Tinto Alcan Pty Ltd	1450	Mining	56	Weipa
Teresa Coal project	Linc Energy Ltd	1000	Mining	57	Central Qld
Yarwun Coal Terminal	Tenement to Terminal Ltd	2200	Mining	58	Central Qld
Rocky Springs	Lend Lease	7000	Property dev.	59	Townsville
Aquis Great Barrier Reef Resort project	Aquis Resort at the Great Barrier Reef Pty Ltd	4200	Tourism	60	Cairns
Ella Bay Integrated Resort	Satori Resorts Ella Bay Pty Ltd	1800	Tourism	61	Cairns
Great Keppel Island Revitalisation Plan	GKI Resort Pty Ltd	592	Tourism	62	Central Qld
Alpha Coal project (Rail Infrastructure)	GVK Hancock Coal Pty Ltd	2700	Transport	63	Abbot Point Galilee Basin Central Qld



Projects	Proponent	\$M	Category	Project Number	Region
<b>Projects under study</b>					
Central Queensland Integrated Rail project	Aurizon Holding Ltd	2000	Transport	64	Abbot Point Galilee Basin Central Qld
North Galilee Basin Rail project	Adani Mining Pty Ltd	2200	Transport	65	Collinsville
Toowoomba Second Range Crossing	DTMR	1660	Transport	66	Surat Basin
Townsville Port Expansion project	Port of Townsville Ltd	1490	Transport	67	Townsville
Nathan Dam and Pipeline project	SunWater Ltd	1190	Water	68	Surat Basin
Dugald River project	MMG	US 1500	Mining Manufacturing	69	Mt Isa

Source: Based on Major Project Map 2013, Department of State Development, Infrastructure and Planning. Information correct as of December 2013.

Note: this is not the complete list of the projects, but selected projects worth \$1 billion and over as well as some of the key industry and region specific projects. For a complete list refer to Major Project Map 2013.

\* Based on State Budget 2013-14, Capital Statement, Budget Paper No. 3 (Queensland Government).

# Abbreviations

AAIF	Attracting Aviation Investment Fund
ABS	Australian Bureau of Statistics
ADF	Australian Defence Force
ANZSIC	Australian and New Zealand Standard Industrial Classification
ASGC	Australian Standard Geographical Classification
ASGS	Australian Statistical Geography Standard
BCIPA	Building and Construction Industry Payments Agency
BSMQ	Business and Skilled Migration Queensland
CCIQ	Chamber of Commerce and Industry Queensland
CoA	Commission of Audit
COAG	Council of Australian Governments
CSG	Coal Seam Gas
DIDO	Drive-in-drive-out
ECAD	Executive Capability Assessment and Development
EDA	Economic Development Act
EDQ	Economic Development Queensland
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
ERP	Estimated Resident Population
ERAs	Environmentally Relevant Activities
ERIP	Electricity Reform Implementation Program
FIFO	Fly-in-fly-out
FTE	Full-time equivalent
GBRWHA	Great Barrier Reef World Heritage Area
GFC	Global Financial Crisis
GLAM	Government Land and Asset Management

GLASS	Government Land for Accommodation and Support Services
GRP	Gross Regional Product
GSDA	Gladstone State Development Area
GVA	Gross Value Added
IFED	Infrastructure for Economic Development
ILUAs	Indigenous Land Use Agreements
IPAM	Injury Prevention and Management program
LAIPs	Local Area Infrastructure Programs
LIP	Local Industry Policy
LNG	Liquefied Natural Gas
NPV	Net Present Value
OBPR	Office of Best Practice Regulation
OECD	Organisation for Economic Co-operation and Development
OSOM	Oversize Overmass Movements
PAAs	Priority Agricultural Areas
PAF	Project Assurance Framework
PDA	Priority Development Areas
PICC	Property and Infrastructure Cabinet Committee
PIPs	Priority Infrastructure Plans
PPDAs	Priority Port Development Areas
QAAFI	Queensland Alliance for Agriculture and Food Innovation
QBS	Queensland Building Services
QCA	Queensland Competition Authority
QFES	Queensland Fire and Emergency Services
QTRIP	Queensland Transport and Roads Investment Program

QuEST	Queensland Eco and Sustainable Tourism
R4R	Royalties for the Regions
RD&E	Research Development and Extension
RIS	Regulatory Impact Statement
RoA	Rest of Australia
RRTAP	Regional and Resource Towns Action Plan
RPIB	Regional Planning Interests Bill
RTSP	Registered Trade Skills Pathway
SARA	State Assessment and Referral Agency
SCL	Strategic Cropping Land
SEQ	South East Queensland
SIA	Social Impact Assessment
SIP	State Infrastructure Plan
SPA	Sustainable Planning Act (2009)
SPP	State Planning Policy
SPRs	Statutory Regional Plans
STP	School to Trade Pathway
TAMPs	Total Asset Management Plans
TCDP	Transport Coordination and Delivery Plan
TEQ	Tourism and Events Queensland
TSRC	Toowoomba Second Range Crossing
UCG	Underground Coal Gasification
WICET	Wiggins Island Coal Export Terminal
\$B	Dollar billion
\$M	Dollar million
n.p.	Not provided
n/a	Not applicable

#### Queensland Government departments

DPC	Department of the Premier and Cabinet
DSDIP	Department of State Development, Infrastructure and Planning
QTT	Queensland Treasury and Trade
DH	Department of Health
DETE	Department of Education, Training and Employment
DJAG	Department of Justice and Attorney-General
DTMR	Department of Transport and Main Roads
DHPW	Department of Housing and Public Works
DAFF	Department of Agriculture, Fisheries and Forestry
DEHP	Department of Environment and Heritage Protection
DNRM	Department of Natural Resources and Mines
DEWS	Department of Energy and Water Supply
DLGCRR	Department of Local Government, Community Recovery and Resilience
DCCSDS	Department of Communities, Child Safety and Disability Services
DSITIA	Department of Science, Information Technology, Innovation and the Arts
DNPRSR	Department of National Parks, Recreation, Sport and Racing
DTEBS	Department of Major Events, Small Business and the Commonwealth Games
PSBA	Public Safety Business Agency

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