

## STRENGTHENING REGIONAL QUEENSLAND

CCIQ Response to the Queensland  
Regionalisation Strategy Consultation Paper

9 September 2011

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## Strategic Direction 1 – Infrastructure and Services

Ensuring Regional Queensland Emerges More Resilient From Natural Disasters and Anticipates Future Growth to Improve Productive Capacity and Sustain Long-Term Growth.

The State's infrastructure networks underpin each region's quality of life with inadequate infrastructure impeding economic and social growth. The State's infrastructure networks must be able to cope with increasing demand in order to:

- Encourage ongoing business investment and expansion into regional areas leading to positive impacts on population growth;
- Drive above-average economic growth and ensure the future prosperity of all Queensland communities;
- Enhance the competitiveness of the State in domestic and global marketplaces; and
- Reduce the negative impacts felt by businesses due to poor or inefficient infrastructure such as higher business costs, reduced productivity, impacts on customer relationships, reduced availability of staff and delayed expansions of businesses.

Queensland needs adequate and reliable planning and information on future infrastructure needs coupled with increased funding for key infrastructure requirements that are not driven by election dates and deliver value for money for the taxpayer. It is essential that our infrastructure is capable of meeting the needs of the state's economy today, and through better planning, construction and maintenance, meets the needs of our growing economy and population into the future.

### Rebuilding Queensland

CCIQ is supportive of the Queensland Reconstruction Authority's commitment to rebuilding Queensland in the wake of flooding events and Cyclone Yasi in 2010-11. These events significantly diminished the capacity, quality and reliability of the state's infrastructure network to adequately cater for the needs of regional communities and businesses.

The resilience of the state's infrastructure network to natural disasters and the time required to return it to full capacity can have a significant impact on the pace of recovery for businesses affected both directly and indirectly. In particular, the capacity of the transport network is significantly diminished during natural disasters, hampering recovery efforts and increasing the impact on the regional and state economies.

While CCIQ is supportive of the commitment in the Regionalisation Strategy to ensure the resilience of road and transport lines, the business community remains concerned about the lack of flood mitigation activities that appear to be undertaken to further flood-proof the system from future weather events.

CCIQ is supportive of investigating better ways of delivering a weather resilient transport network throughout Queensland. These investigations should include extending the Prime Minister's announced feasibility study on flood-proofing the Bruce Highway to also investigate other key arterials in Queensland including the Warrego Highway, Ipswich Motorway, Burnett Highway, Leichhardt Highway, Capricorn Highway and the Flinders Highway.

Flood-proofing Queensland's road and transport lines will be critical in mitigating the negative impacts on the economy following future severe weather events so that business activities can rapidly resume.

### Transport

An effective transport infrastructure network can strengthen the economic base for regional economies, increase business investment, encourage population growth, enhance liveability and reduce the isolation of regional communities. Unfortunately, business and community regularly comments that the current transport infrastructure is inadequate. This is partly (rightly or wrongly) the result of perceptions that priority for funding and attention of the Queensland Government is given to South East Queensland.

The CCIQ Transport Blueprint identified a number of concerns with regional transport including:

- Road quality outside of SEQ, with key areas of concern including the Warrego Highway west of Toowoomba, the Bruce Highway and roads to and from gas/coal fields;
- A lack of rail freight options in many regions;
- An aging rail network, resulting in trains only being able to travel at limited speeds, making them unreliable;
- The lack of public transport options in many regional areas;
- Inadequate airport facilities, irregular services, lack of competition on certain regional air routes and limited direct flights between regions.

CCIQ is supportive of the current priorities that have been outlined under the Regionalisation Strategy. However, CCIQ believes it is essential to also include a direct focus on increasing the accessibility of Queensland's regions, as this is a common barrier that businesses identify as restricting economic and productivity growth and discouraging many people and businesses to move to regional areas. Activities to enhance the accessibility of regions would need to include improving the quality of the roads network, increasing access to public transport both within and between regions and upgrading airport infrastructure and encouraging greater competition/services.

### Social Infrastructure

Facilities and services that are used by both employers and employees within communities including education facilities, health services, sporting clubs and community facilities can be a motivating factor for individuals when considering relocation to regional areas. Subsequently, poor social infrastructure can significantly impact on employers' ability to attract staff and also negatively impact on employers' and employees lifestyles in their role as members of the community.

Businesses operating in regional Queensland are concerned about the current state of social infrastructure and services, particularly in relation to hospitals and medical facilities. CCIQ is supportive of the Queensland Government's intention to prioritise social infrastructure and services to better align with centers of population growth. Queensland's business community recognizes that the development of a strong network of social infrastructure can facilitate economic development, attracting individuals to the region for both economic opportunities and lifestyle advantages.

### Communications Infrastructure

Queensland businesses require access to technology that is reliable, high speed, affordable and efficient in order to be domestically and globally competitive. Improving and maintaining Queensland's communications infrastructure will require regular reviews in regional and rural Queensland, alongside assessments on whether new technologies can be delivered in these areas. Ensuring businesses in areas outside of SEQ have access to the same telecommunication services will go a long way towards strengthening regional economies and promoting population growth.

The roll out of the national broadband network has the potential to facilitate strong economic growth through increased productivity and innovation in the workplace. For Queensland regions to realize the full economic benefits that can be derived from improved technology, we must ensure that businesses are in a position to identify and utilize the opportunities that they present. Furthermore significant upskilling of the workforce may be required to ensure that businesses have access to the skills and technological literacy required to adapt to new technologies.

Queensland businesses support the Queensland Government's commitment to enhance the online delivery of education and health services. However, CCIQ would caution the Queensland Government against implementing online service delivery in place of improvements to health and education services in regional Queensland.

### Energy Infrastructure

Electricity prices are of key concern for business. Queensland's electricity costs represent a major area that can either stimulate or suppress ongoing economic growth. Electricity is an essential input into nearly every good or service so its price is a key influence on the competitiveness of every business.

In response to the CCIQ Population Survey 2010, businesses raised concerns about the quality, capacity and planning for the state's energy infrastructure, particularly those within the South West Queensland, Central Coast and North Queensland regions. Businesses felt more power stations were required and more attention directed towards renewable energy across the state.

Long term energy needs should be identified and addressed to ensure an appropriate supply of energy to meet the demands of industry and encourage investment in Queensland's regions. Additionally, in order to improve transparency, mechanisms should be introduced to benchmark and publicly report on the competitiveness of Queensland electricity prices against that of other states.

### Water Infrastructure

Adequate water infrastructure and planning is a critical factor in accommodating population growth and is a significant area of concern for the business community in regional Queensland. Queensland is likely to experience greater challenges relating to adequate water supplies compared to other states as a result of our higher projected population growth and impacts of climate change. The CCIQ Population Survey 2010 identified that businesses in South West Queensland and Far North Queensland regions in particular expressed high levels of concern with the capacity, cost and planning for the state's water infrastructure.

CCIQ recommends that the Government develop long term comprehensive water supply strategies for each region to ensure the ongoing adequacy and security of water supplies. These strategies need to consider the impacts of population growth, climate change and the needs of industry. Furthermore, businesses and the wider community should be provided with assurances in relation to future water supplies and potential restriction schedules. This needs to include providing reliable information on the impact of infrastructure developments on the price of water. This information is integral to the investment decisions of many businesses and may also influence where businesses and people decide to invest or settle.

## Strategic Direction 1 – Infrastructure and Services

### *CCIQ Recommends*

Investigating mechanisms to deliver a weather resilient transport network throughout Queensland.

Extending the Prime Minister’s announced feasibility study on flood-proofing the Bruce Highway to also investigate other key arterials in Queensland including the Warrego Highway, Ipswich Motorway, Burnett Highway, Leichhardt Highway, Capricorn Highway and the Flinders Highway.

Identify ways to increase the accessibility of Queensland regions, including improvements to the quality of the roads network, increasing access to public transport and upgrading airport infrastructure.

Upskilling the regional workforce to increase technological literacy and ensure that businesses are in a position to capitalize on opportunities that the national broadband network roll out presents.

Identify long term energy needs of Queensland’s regions to ensure an appropriate supply of energy to meet the demands of industry. Energy prices should also be benchmarked against other states to facilitate increased competitiveness of Queensland electricity prices.

Develop long term comprehensive water supply strategies for each region to ensure the ongoing adequacy and security of water supplies.

CCIQ also wishes to highlight strategy 2 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.

## Strategic Direction 2 – People

Working With Local Training Providers, Businesses and Industry to Deliver Locally Appropriate Skills Development, Attraction and Retention Activities.

People are the key consideration for businesses when considering business expansion or relocation. It is therefore essential that regional planning incorporates strategies that will deliver the right people with the right skills at the right time to businesses. Availability of a workforce with the skills required by business will encourage investment and settlement in all Queensland regions.

### Skilling the Resource Sector

It is widely acknowledged that skills shortages are particularly acute in regions with significant resource sector projects. Developing, attracting and retaining a skilled workforce in these regions requires strategies that address the people and skills needed by the resource projects directly in addition to those that will be required by support industries and local businesses.

Achieving a balance between the skills needs of the resources sector and the needs of local business, industry and the community is a critical issue for all Queensland's regions. While the fly-in/fly-out and drive-in/drive out workforce provides skilled people for the resource sector, it is essential that the economic and social impacts on the local region are considered in identifying the proportion of a resource projects workforce that is derived from this initiative.

CCIQ believes that while workers should be encouraged to live locally, the fly-in/fly-out workforce can deliver significant benefits to the regional and State economies. The fluctuating nature of the resources sector has significant impacts on Queensland regions. The boom and bust nature of the sector and the substantial differences in labor market demands across various stages in the lifecycle of resources projects significantly impacts on the cost of living, business viability, housing prices and quality of life for residents. Fly-in/fly-out labor can be utilized as mechanism to manage population growth in regions, reducing the impact of the boom and bust, ensuring the availability of adequate infrastructure and prevent local economies stagnating because of a drop in the number of mine workers living in the town.

It is critical that regional and resource project planning incorporate an assessment of the impact of the fly-in/fly-out workforce on the local economy, infrastructure and services with a view to maximizing the long-term stability of the region and opportunities for investment and local businesses.

CCIQ welcomes the commitment from the Queensland Government to identify and address issues associated with fly-in/fly-out and drive-in/drive-out workforces in regional areas.

### Meeting Regional Workforce Demands

CCIQ strongly supports the process of workforce planning and investment in workforce development, at enterprise and regional levels. CCIQ advocates industry led solutions to skills and productivity, including a 'market driven' workforce development approach. We believe that skills demands will be best met if the market (employers and individuals) is adequately informed of the broad based skills supply and demand factors within the economy, allowing them to determine where their time and investment should be directed. Furthermore, provision of reliable information from all industries to Government and the education and training sector on skills needs will allow investment to be directed to areas where it is most needed.

Ideally, workforce planning would be undertaken at both enterprise and regional levels, particularly in regions that experience significant skills drain as a result of resource project requirements. However unfortunately, many businesses in regional Queensland do not have the business acumen, capability, experience and knowledge to adequately plan and implement workforce development strategies. Increasing the capacity of these businesses to undertake workforce planning and communicate their long term needs to government will be critical in identifying and addressing future regional skills and labor demands.

CCIQ anticipates that skills shortages will be prevalent throughout Australia over the coming decades as our population continues to age and as competition for highly skilled labor intensifies in both domestic and international markets. As the natural population growth rate declines and new entrants to the workforce stagnates and even declines, overseas migration is likely to play an increasingly important role in expanding the nation's workforce. As a result, it is critically important that the Queensland Government has the ability to accurately identify and communicate regional skills needs to the Federal Government for consideration in setting the parameters for its skilled migration program.

### *Attracting People to Queensland Regions*

When considering strategies to attract people to Queensland's regions, it is important to take into consideration the motivating factors influencing the decision for people and businesses to relocate. Availability social infrastructure, including education facilities, health services, sporting clubs, parks and other community facilities, can significantly impact on the ability of resource projects to attract staff. Strong social infrastructure can foster economic development to the extent that people are attracted not only for the economic opportunities, but also the lifestyle advantages.

Lacking or poor infrastructure was identified in CCIQ's Population and Infrastructure Blueprint as the most significant barrier to population mobility, followed closely by the lack of business and employment opportunities. Other factors limiting population mobility include distance and connectivity to other areas of the State and Australia, lifestyle and community factors and the lack of marketing of regional areas.

Other barriers or disincentives for more people and businesses moving to regional cities in Queensland included:

- Lack of marketing on regional centers resulting in limited awareness on what they have to offer;
- Dealing with local governments;
- Lack of health, medical and specialist facilities outside of SEQ;
- Cost of living;
- Smaller wages;
- Community safety;
- Lack of long term employment.



The Australian Bureau of Statistics (ABS) has undertaken a study looking at population mobility in Queensland. Key findings included that the most mobile age group were those aged between 25 and 34 years, with mobility decreasing steadily as age increased. Furthermore, once a person owned a home, they were less likely to move than those renting. Increasing housing affordability and targeting those aged between 25 and 34 years may prove a successful strategy in encouraging further decentralisation of the state's population.

Strategies that could be further explored in this area include:

- Targeting 25-34 year olds, who are the most mobile age group
- Increasing housing affordability in regional areas to create an incentive for people wanting to purchase a home
- Enhancing economic growth in regional areas, as this is directly linked to population growth
- Reviewing migration programs and policies to encourage more skilled migrants to move to Queensland
- Bonuses for businesses who create job opportunities outside of SEQ
- Increasing workforce participation of older generations and overseas migrants by ensuring they have the skills required to strengthen Queensland's economy

### Regional Training and Education Provision

Queensland's largely regional and decentralised economy presents significant challenges in skilling regional workforces. The cost of delivering training in rural and regional areas is typically higher and less economical, with businesses in regional Queensland absorbing a higher percentage of training and travel costs.

CCIQ is supportive of the Department's intention to work with training providers, business and industry to improve local skills development and retention. Development of a workforce that meets the needs of business will require education and training providers that are flexible and responsive to changing demand and economic conditions. Given the geographical spread of Queensland and the subsequent increase in the cost of education and training provision, addressing the disparity in the quality and availability of training in regional Queensland will be a significant challenge for the Queensland Government.

Business and industry engagement with the education sector delivers significant benefits by supporting the development of the workforce, contributing skills, improving knowledge of existing and future workforce demands and enhancing the educational outcomes for students. In light of these benefits, CCIQ supports the Government in encouraging the specialization of regional university expertise based on regional and industry strengths and increasing engagement between the education sector and industry.

**Strategic Direction 2 – People**  
**CCIQ Recommends**

Develop strategies to identify and address the skills needs of both the resource sector and support industries and local businesses.

Develop regional and resource project plans that incorporate an assessment of the impact of the fly-in/fly-out workforce on the local economy, infrastructure and services with a view to maximizing the long-term stability of the region and opportunities for investment and local businesses.

Develop programs and strategies to address the capacity of businesses in regional Queensland to undertake and implement workforce plans, and communicate their anticipated long term skills needs to Government. Workforce planning activities should be undertaken at both enterprise and regional levels.

Disparity in the quality and availability of training in regional Queensland compared to South East Queensland be addressed by encouraging training providers to offer increased flexibility and utilize technology in the delivery of training.

CCIQ also wishes to highlight strategy 4 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.

## Strategic Direction 3 – Business

Supporting Businesses to Attract New Investment to Generate Sustained Employment Opportunities and Strengthen the Economic Base.

The strength of regional economies will remain the major factor in determining population flows, as there is a strong link between economic performance, employment opportunities and population growth. As a result, it is essential to consider those factors that are important to businesses when they contemplate whether to invest, relocate or expand and those that motivate people to change localities.

CCIQ's Population Survey 2010 identified the top three factors that businesses consider when contemplating business location, relocation or expansion to other areas. These are workforce and people, telecommunications and roads. More than 60% Queensland businesses also indicated that the following were of major or critical importance:

- Energy (electricity and gas);
- Water;
- Housing and commercial property;
- Lifestyle;
- Planning and development processes;
- Access to health care.

Central to the long term prosperity of all Queensland communities is a strong, diverse economy. The driving force behind each region's economic growth and the creation of jobs and economic opportunities in the region is a thriving local business community. It is therefore essential that the Regionalisation Strategy facilitates economic development and does not create unnecessary barriers for businesses seeking to locate or expand their activities in Queensland regions.

### Marketing Queensland's Regions

The business community is supportive of marketing and promotional campaigns directed at increasing the knowledge, awareness and attractiveness of Queensland's regions. CCIQ Population Survey 2010 confirmed that people and businesses are not moving into regional cities in Queensland as a result of limited marketing and understanding of regional cities in Queensland. Effective marketing of the lifestyle advantages and what regional Queensland has to offer could effectively reduce these barriers, increasing investment and population flows into these centers

Quality of life issues have emerged as a significant consideration in the modern workforce and society as a whole. Promotion and marketing of the lifestyle advantages of living and working in regional Queensland should be directed at businesses, investors and metropolitan based workforces.

### Business Support and Assistance

CCIQ supports the concept of the implementing regional opportunity services. The timing of delivering these services will be critical to ensure that businesses are in a position to identify and capitalize on opportunities as regional economies improve. Whilst acknowledging that service industries would significantly benefit from this service, we believe that the service should be made available to all small to medium enterprises in regional Queensland.

Creation of a single coordination point in government to support business investment and expansion in regional areas would effectively reduce the complexity for businesses engaging with Government. Subsequently, CCIQ is highly supportive of this concept. In recent years there has been a fragmentation of business development organisations, adding significantly to the complexity of regional development.

Reducing the Cost of Doing Business in Queensland Regions

Queensland businesses are continuing to experience unfavourable economic conditions, struggling with decreased profitability, weaker sales and poor consumer confidence. Unfortunately, the state's high regulatory compliance and paperwork burden on businesses is adding significant cost, stifling their capacity to employ and taking time away from the core activities of running the business. The Queensland Government should be looking to adopt innovative and practical ways to reduce the regulatory burdens and other business costs and thereby assist Queensland businesses and communities to ride out these tough economic conditions.

**Strategic Direction 3 – Business**

**CCIQ Recommends**

Promotion and marketing of the lifestyle advantages of living and working in regional Queensland should be directed at businesses, investors and metropolitan based workforces nationally with the aim of increasing investment and population flows into regional cities.

Regional opportunity service should be made available to all industries as soon as practicable to ensure that Queensland businesses are in a position to capitalize on improvements in economic conditions.

Adopt innovative and practical ways to reduce the regulatory burdens and thereby assist Queensland businesses and communities to ride out these tough economic conditions.

CCIQ also wishes to highlight strategies 3, 5, 6, and 7 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.

## Strategic Direction 4 – Partnerships

Fostering Partnerships at the Local, State and National Levels to Promote Coordination and Drive Local Leadership.

Increased co-operation between Local, State and Federal Governments is supported by the business community. These partnerships can deliver significant savings to Government and businesses by reducing duplication of effort, minimizing bureaucratic intervention and reducing the pressure on employer resources.

CCIQ recognises the importance and benefits of a collaborative approach to fostering strong and productive relationships between business, industry and government. Subsequently, we would advocate that this strategic direction be expanded to include relationships between the business community, Local Government, State Government and the Federal Government. Businesses, particularly in regional Queensland, actively contribute to and have a strong interest in the local community. These businesses have the potential to provide thought leadership for the kinds of collaborative partnerships required to effectively address local and regional issues.

### Government Services

Businesses are supportive of strategies to attract more people to regional areas outside South East Queensland, including through the relocation of State Government offices and functions. Decentralisation of Government offices and functions is a strong catalyst for regional growth and can deliver significant benefits to Government, business and the community.

Strengthening regional economies through Government decentralization will have positive impacts on regional unemployment rates and population growth as well as potentially alleviating South East Queensland growth pressures. In addition to the direct employment and infrastructure benefits from decentralization, increased incentives for people and industries to move into the region would be created.

### Regional Planning and Mapping Growth

CCIQ congratulates the Queensland Government on its decision to adopt common regional boundaries across government. Improving boundary consistency across planning programming, reporting and service delivery will provide significant benefits to both Government and the business community. Under current arrangements, the process of identifying government programs and relevant consultation processes is complex and confusing for businesses as a result of the variation in boundaries between program.

As previously indicated, CCIQ strongly supports the Queensland Government in undertaking long term planning that ensures Queensland's population growth and infrastructure are effectively managed. The development and maintenance of a Queensland Growth Map will be a beneficial mechanism, provided that it is regularly reviewed and routinely referred to in the development of programs, policies and regional development activities across all government departments.

### Reducing Regulatory Complexity and Duplication

Partnerships developed at the local, state and national levels could also be utilized to identify and address areas of complex and duplicated regulation that increases the cost of doing business in Queensland regions. Effective and optimized regulation can deliver positive outcomes for business, improving the operating environment and stabilising the economy. Unfortunately, many businesses report that inappropriate and inefficient regulation are constraining growth, productivity, investment and is reducing the competitiveness of Queensland's regions both nationally and internationally.

#### **Strategic Direction 4 – Partnerships**

##### **CCIQ Recommends**

Expansion of Strategic Direction 4 to include the development of relationships between Government and the business community.

Continued decentralisation of Queensland Government offices and functions, where appropriate.

Integration of the proposed Queensland Growth Map across all Government department policy and program development processes

Long term planning and anticipated population mapping be undertaken and regularly reviewed to ensure Queensland's population growth and infrastructure are effectively managed.

Local, State and National partnerships be utilized to identify and address barriers to increased business investment in Queensland regions, particularly through the reduction of inconsistent, duplicated and burdensome regulation.

CCIQ also wishes to highlight strategies 1 and 8 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.

## Summary of CCIQ Recommendations

### Strategic Direction 1 – Infrastructure and Services

- 1.1 Investigate mechanisms to deliver a weather resilient transport network throughout Queensland.
- 1.2 Extend the Prime Minister’s announced feasibility study on flood-proofing the Bruce Highway to also investigate other key arterials in Queensland including the Warrego Highway, Ipswich Motorway, Burnett Highway, Leichhardt Highway, Capricorn Highway and the Flinders Highway.
- 1.3 Identify ways to increase the accessibility of Queensland regions, including improvements to the quality of the roads network, increasing access to public transport and upgrading airport infrastructure.
- 1.4 Upskill the regional workforce to increase technological literacy and ensure that businesses are in a position to capitalize on opportunities that the national broadband network roll out presents.
- 1.5 Identify long term energy needs of Queensland’s regions to ensure an appropriate supply of energy to meet the demands of industry. Energy prices should also be benchmarked against other states to facilitate increased competitiveness of Queensland electricity prices.
- 1.6 Develop long term comprehensive water supply strategies for each region to ensure the ongoing adequacy and security of water supplies.

*CCIQ also wishes to highlight strategy 2 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.*

### Strategic Direction 2 – People

- 2.1 Develop strategies to identify and address the skills needs of both the resource sector and support industries and local businesses.
- 2.2 Develop regional and resource project plans that incorporate an assessment of the impact of the fly-in/fly-out workforce on the local economy, infrastructure and services with a view to maximizing the long-term stability of the region and opportunities for investment and local businesses.
- 2.3 Develop programs and strategies to address the capacity of businesses in regional Queensland to undertake and implement workforce plans, and communicate their anticipated long term skills needs to Government. Workforce planning activities should be undertaken at both enterprise and regional levels.
- 2.4 Disparity in the quality and availability of training in regional Queensland compared to South East Queensland should be addressed by encouraging training providers to offer increased flexibility and utilize technology in the delivery of training.

*CCIQ also wishes to highlight strategy 4 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.*

### Strategic Direction 3 – Business

- 3.1 Promotion and marketing of the lifestyle advantages of living and working in regional Queensland should be directed at businesses, investors and metropolitan based workforces nationally with the aim of increasing investment and population flows into regional cities.
- 3.2 Regional opportunity services should be made available to all industries as soon as practicable to ensure that Queensland businesses are in a position to capitalize on improvements in economic conditions.
- 3.3 Adopt innovative and practical ways to reduce the regulatory burden and thereby assist Queensland businesses and communities to ride out these tough economic conditions.

*CCIQ also wishes to highlight strategies 3, 5, 6, and 7 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.*

#### **Strategic Direction 4 – Partnerships**

- 4.1 Expand of Strategic Direction 4 to include the development of relationships between Government and the business community.
- 4.2 Continue decentralisation of Queensland Government offices and functions, where appropriate.
- 4.3 Integrate the proposed Queensland Growth Map into all Government department policy and program development processes.
- 4.4 Long term planning and anticipated population mapping should be undertaken and regularly reviewed to ensure Queensland's population growth and infrastructure are effectively managed.
- 4.5 Local, State and National partnerships be utilized to identify and address barriers to increased business investment in Queensland regions, particularly through the reduction of inconsistent, duplicated and burdensome regulation.

*CCIQ also wishes to highlight strategies 1 and 8 within the attached CCIQ Population and Infrastructure Blueprint 2010 that details specifically initiatives that should be implemented in this area.*



### Population and Infrastructure Blueprint 2010 Strategies

The CCIQ Population and Infrastructure Blueprint 2010 recommended the development of a population policy that incorporates the following strategies. Please refer to the CCIQ Population and Infrastructure Blueprint (attached) for further information.

Strategy 1	Encouraging the settlement of the state's increasing population to regional Queensland. Businesses are supportive of attracting more people to regional areas outside of SEQ including the location of State Government Departments. Strengthening regional economies will have positive impacts on regional unemployment rates and population growth as well as potentially alleviate South East Queensland growth pressures.
Strategy 2	Planning and development of infrastructure networks that meet the needs of the growing population and economy. This Blueprint provides a detailed analysis of infrastructure networks in Queensland and recommendations to deliver the required infrastructure that adequately meets the needs of the growing population and economy.
Strategy 3	Marketing and promotional campaigns to increase the knowledge, awareness and attractiveness of Queensland's regions. In order to attract people and businesses to regional areas, it is important to increase the knowledge and awareness of what these areas have to offer, in addition to adopting strategies that enhance their attractiveness.
Strategy 4	Developing strategies to meet the labour and skills demands of business, encouraging investment and settlement in all Queensland regions. People are the key consideration for businesses when considering expansion or relocation. Due to the importance of this issue, CCIQ will be releasing a Blueprint later in 2010 looking at labour and skill strategies.
Strategy 5	Developing region and industry specific Industry Development Plans. Focus must be placed on addressing industry and regional challenges and on new industry development, including an investigation of emerging industries that could be established and what would be required to ensure they are successful in regional areas.
Strategy 6	S6 Implementing strategies that enhance the tax competitiveness of Queensland regions. This is essential to ensure Queensland maintains a business operating environment that is the most competitive of all states. Strategies that should be adopted include: <ul style="list-style-type: none"><li>• Reduce business tax revenue by achieving efficiencies within the state public service;</li><li>• Significantly reducing the cost of doing business in Queensland;</li><li>• Reintroduce the State Fuel Subsidy for Regional Queensland, to be achieved by delivery of CCIQ's 2010-11 State Budget Submission (available at <a href="http://www.cciq.com.au">www.cciq.com.au</a>).</li></ul>
Strategy 7	Adopting innovative and practical ways to reduce the regulatory burdens impacting on Queensland businesses and communities. To be achieved by delivering CCIQ's Blueprint for Fighting Queensland's Over Regulation (available at <a href="http://www.cciq.com.au">www.cciq.com.au</a> ).
Strategy 8	Strengthening community engagement and consultation practices. Government must better consult with and involve the community and industry in population planning and infrastructure development to allow them to have their say on how best to spend taxpayers' money to meet the needs of a growing population and economy.