



Director-General Michael Schaumburg addressing a departmental forum

About us

Our vision

Queensland's economy is Australia's strongest and most diverse.

Our purpose

Lead the delivery of economic development outcomes for Queensland.

Our strategic objectives

- Influence policy and the investment environment.
- Facilitate a major projects pipeline.
- Strengthen the regions.
- Grow priority, new and emerging industries.
- Support enterprise and job creation.

In operationalising these objectives, we focus on three key areas: industry, regions and projects. We plan our delivery of activities with intent to:

- build strong and continued engagement with local, state, national and international agencies and industry stakeholders
- prioritise industries and new sectors to encourage growth and innovation
- partner with regional stakeholders to deliver a vibrant and dynamic economy
- grow regional economies through investment, exports and job creation

- engage with existing sectors to drive productivity, ideas, opportunities and projects
- respond to challenges and opportunities and identify actions that will grow new projects.

Our department

Our current strategic direction was released in November 2015 and outlines the framework from which the department will realise its vision for Queensland's economy as Australia's strongest and most diverse.

Formed in March 2015, the department combines the functions of the Coordinator-General, Economic and Industry Development, Major Projects and Property, Special Projects Unit and Business Solutions and Partnerships.

Our people are committed to the public service values and are working to enhance performance by empowering, supporting, recognising and developing our staff; fostering a culture of collaboration; and engaging our people through communication, innovation, consultation and inclusion.

The department is developing, growing and diversifying the Queensland economy by:

- efficiently enabling delivery of major resource, industrial development and infrastructure projects
- building and maintaining confidence in the government's capacity to lead and deliver on state development opportunities

- identifying regulatory bottlenecks and impediments to investment and job creation
- generating economic and community benefit through achieving value uplift on surplus government property
- creating jobs and growth through efficient and thorough assessment of major projects by streamlining processes and facilitating project delivery
- providing whole-of-government case management to attract increased private sector capital expenditure
- encouraging major economic development and public infrastructure projects by ensuring land is available.

Headquartered at 61 Mary Street, Brisbane, the department includes a network of regional office locations that work directly with local industry, stakeholders and governments. Our regional office locations are provided at Appendix 2.

Our key departmental strengths include:

- talented people to drive economic development outcomes and the jobs they generate
- capacity, knowledge and legislative powers to bring stakeholders to lead and achieve economic development outcomes
- personable and knowledgeable regional teams who are solutions oriented
- abilities to educate and guide parties with unique cases and project complexity
- openness and transparency in our dealings and conversations
- networks across industry and government
- commercially minded, big picture strategic thinking.

Current operating environment

Queensland economy

The Queensland economy is transitioning from a period of growth—driven largely by a historical surge in resources investment, led primarily by the liquefied natural gas (LNG) industry—towards more broad-based growth.

Diversification of our economy is vital to support and achieve sustainable economic growth, drive job creation and boost the living standards and quality of life of all Queenslanders.

There are positive signs for the Queensland economy and its regions in terms of business confidence, the investment pipeline, exports, employment and overall economic outlook.

The Queensland economy is estimated to have grown by 3.5 per cent in 2015–16, which is well above the 2.5 per cent forecast for the nation in the same period.

Echoing this result, based on the 2016–17 State Budget, Queensland’s real Gross State Product (GSP) growth is forecast to be the strongest of all states in 2016–17 at 4 per cent. This is expected to be primarily driven by LNG industry exports.

The National Australia Bank’s Business Confidence Survey (July 2016) has shown Queensland is currently leading the nation alongside New South Wales in terms of business confidence, with a trend rating of 6 points. The survey also shows that Queensland businesses have had the highest or equal-highest business confidence of any mainland state for 12 out of the last 13 months.

This positive economic outlook and business confidence provided a conducive environment for investment attraction and economic development activities in which

the department plays a key role in working with businesses.

Investment

In terms of the total investment pipeline, Queensland is currently second only to Western Australia based on the most recent Deloitte Access *Investment Monitor* publication, with \$183.5 billion worth of definite and planned projects in Queensland as at June 2016.

The state's trend unemployment rate currently stands at 6.3 per cent over the year to July 2016. Over this period, trend employment increased by 8900 persons. This indicates improving labour market conditions in Queensland.

Industry

During the year to June quarter 2016, direct employment in Queensland manufacturing increased by 2000 jobs, compared with a large reduction nationally. Future growth opportunities will increasingly be driven by advanced manufacturing niche markets, including exports. The department has identified advanced manufacturing as a priority sector and is working to provide support and facilitate growth.

On the exports front, the state continues to perform strongly. For the year ending June 2016, Queensland's overseas goods exports increased by 2.3 per cent to \$47.6 billion in nominal terms, compared with a reduction of 4.4 per cent nationally. Meat, crops, minerals and LNG exports, the bulk of which are produced in regional Queensland, were significant drivers of this result.

Regional Queensland

Regional Queensland is vital to the state's economy, generating economic activity and growth across a variety of industries, most notably agriculture, forestry and fishing, and mining.

The latest regional labour force data shows a number of regional economies throughout the state performing strongly. For June 2016, regions such as Darling Downs–Maranoa (3.8 per cent) and Toowoomba (4.2 per cent) had unemployment rates noticeably below the overall state rate of 6.3 per cent.

The Wide Bay region recorded employment growth of 11 100 persons over the latest year, the second largest increase of any region in Queensland.

Acknowledging risk

The department acknowledges risk in strategies to deliver economic development outcomes for Queensland, and actively works to manage these risks appropriately. Areas of strategic risk focus include:

- proactive identification of factors that could impact the department's ability to deliver projects on time and on budget
- the potential for the global and national economic environment to impact the rate of state or regional economic growth
- ensuring the relevance and impact of the department through strong engagement with industry sectors as stakeholders in delivery of economic development outcomes
- maintaining a resilient medium-to-long-term project pipeline from diverse industries
- ensuring departmental capability, systems and policies are fit for purpose.



Artist's impression of Queen's Wharf Brisbane at night. Destination Brisbane Consortium. All rights reserved. Subject to planning approvals.

Key priorities for the future

In the context of a shared responsibility for the Queensland economy, the department leads the delivery of economic development outcomes for Queensland. The department's areas of focus are industry, regions and projects. We will continue to deliver the key government priorities of driving enterprise development, economic growth and job creation, as well as assessing, facilitating and delivering major projects.

In addition to policy and industry facilitation work, the department is directly involved in a number of major projects that are generating jobs for Queensland.

In the 2016–17 financial year, the department will facilitate, manage or deliver major projects that will create jobs.

The Queensland Government has secured and allocated \$285 million of funding for major projects such as:

- \$154 million for the construction of the Commonwealth Games venues and village, which will generate 477 jobs. In addition to overseeing the development agreement of the design and construction of the Commonwealth Games Village, the department is also managing the planning and design, procurement and construction of three new world-class venues and major upgrades to a further seven venues
- \$85 million for the Building our Regions Program, which is helping to ensure the focus on economic growth is not confined to the state's south-east. Based on the estimated total value of the program's projects, 442 jobs will be supported

- and \$46 million for projects such as
 - Bundaberg Port Gas Pipeline
 - North Queensland Stadium
 - Queen's Wharf Brisbane and Integrated Resort Developments (IRDs)
 - Material Transport and Services Corridor and Targinnie Precinct within the Gladstone SDA
 - Mission Beach Safe Boating Infrastructure Project.

Influence policy and the investment environment

The department is focusing on influencing policy and the investment environment with the following strategies:

- through efficient and thorough assessment of major projects by streamlining processes and facilitating project delivery, provide an attractive investment environment in Queensland—stimulating industry and regional economic growth
- link economic analysis and direct industry experience of sectoral teams to provide analysis and advice on policies and to identify strategic economic reform opportunities
- use a tailored whole-of-government approach for the attraction and facilitation of significant private sector companies and projects, and in collaboration with Trade and Investment Queensland (TIQ) and key stakeholders, actively engage with companies to



support Australian businesses located outside of Queensland to relocate or establish new projects, and help facilitate reinvestment, increased private capital expenditure and expansion of existing Queensland operations

- lead investigations and planning for the creation of SDAs to facilitate industrial and economic development of state and regional significance, including for the placement of particular industries (such as biofuels) to support new investment
- work with industry to facilitate projects, assisting to reduce the cost of doing business in Queensland and providing an important service offering in attracting new investment.

Facilitate a major projects pipeline

To facilitate a major projects pipeline, the department's strategies are to:

- deliver project facilitation services to assist the private sector to invest and build projects in Queensland. Specific activities include assisting with site selection, providing industry connections and market information, and working with companies to manage regulatory processes. This work is core to the business of the department, with a number of areas across the agency involved, including Economic and Industry Development, Regional Economic Development and the Office of the Coordinator-General. The group chosen to lead an individual project is based on the needs of the project, providing the company with a single entry point and the best possible service
- undertake preliminary site investigations for Queen's Wharf Brisbane and deliver

vacant possession to the proponent in 2017, in readiness for the commencement of construction works

- finalise construction of the GC2018 sporting venues and progress the Commonwealth Games athlete's village
- realise value uplift opportunities for government land—such as changes to land tenure and repurposing or disposing surplus land—to stimulate economic development and job creation
- embed a cross-agency, place-based approach to maximise asset use through opportunities for co-location, shared facilities and better service coordination
- progress master planning of the priority ports of Gladstone, Abbot Point, Townsville and Hay Point/Mackay, in accordance with the SPD Act, to optimise the use of infrastructure; address operational, economic, environmental, supply chain and community relationships; and coordinate with surrounding land uses, with a focus on meeting port-related actions outlined in the *Reef 2050 Long-term Sustainability Plan* (Reef 2050)
- progress funding discussions for the North Queensland Stadium with the Australian Government, Townsville City Council, the National Rugby League and other potential funding contributors
- progress and encourage opportunities for significant regional IRDs
- progress major project assessment and delivery through the Office of the Coordinator-General's statutory powers and whole-of-government coordination.



Strengthen the regions

In order to strengthen the regions, the department is working to:

- deliver critical infrastructure through Building our Regions, which is supporting jobs and economic development, and improving liveability by addressing regional infrastructure including water, sewerage and waste, roads, airports, flood mitigation and social infrastructure such as recreational facilities and community hubs
- progress the Office of the Coordinator-General's assessment of coordinated projects, and investigation of potential coordinated projects and facilitation of all approvals for construction ready projects
- work with mining proponents to track and facilitate required approvals and work with resource communities to assist them to be active participants in capitalising on development opportunities
- provide facilitation support to a total of 115 projects (as at July 2016) in order to drive new industry investment, development and innovation leading to new jobs throughout Queensland. This includes 15 projects that may reach financial or construction readiness within approximately 12 months (10 of these are located in North Queensland), 66 projects with an estimated delivery of beyond 12 months, 14 projects under construction, and 20 renewable energy projects. Should all 115 projects proceed, 52 658 operational jobs may be created with capital expenditure of \$101 033 million.

Grow priority, new and emerging industries

The department's strategies to grow priority, new and emerging industries are to:

- develop 10-year roadmaps and action plans to strengthen new and emerging sectors and further diversify the Queensland economy
- lead delivery of actions under these roadmaps to achieve benefits for the advanced manufacturing, aerospace, biofutures, biomedical and life sciences, defence, and mining equipment, technology and service (METS) sectors.

Support enterprise and job creation

The strategies the department is employing to support enterprise and job creation are to:

- facilitate new private sector investment and projects—including supply chain development and access—to provide increased job opportunities
- continue delivering our capital program and increasing private capital expenditure in Queensland through a central point of contact and whole-of-government case management to create jobs