



# Torres Strait Island Regional Council Community Plan

2009 - 2029



Torres Strait Island  
REGIONAL COUNCIL



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## MAYORAL INTRODUCTION

It gives me great pleasure in acknowledging all traditional owners within the Torres Strait Region, along with our elders, spiritual leaders and youth.

The Torres Strait Island Regional Council, in partnership with communities, key state and commonwealth agencies has developed this very significant document to help shape the direction and future of Council for the next 20 years.

As a result of years of consultation and research, the Community Plan is a direct reflection of the views and aspirations of the Torres Strait Islands.

The Community Plan is our road map that outlines our vision for the future of the region. A future where Ailan Kastom continues to be embraced and preserved for our children, whilst health and environmental management are top priorities for the wellbeing of our people. Equally important, it outlines a strong strategic focus on sustainable economic and community growth. Regional economic growth can only be sustained through the establishment of viable community-based industries. These industries are a catalyst – the very foundation needed to provide real employment and create small business opportunities.

Comprehensive long-term sustainable planning and the involvement of the community is the key to determining our future. We have attempted to genuinely reflect desires and the expectations of our constituents. I am grateful to those who have participated and I trust the outcome reflects the time and effort they contributed.

With our vision clearly defining our strategies and goals, the success of the plan will now be dependent not only on action from Council but also on input from communities.

I look forward to working together, hand in hand to create a better future for the Torres Strait.

God Bless, Mayor Fred Gela





## OUR VISION

**English:** Empowering our people, in our decision, in our culture, for our future

**Kala Lagau Ya:** Ngalpun yangu kaaba woeydhay, a ngalpun muruygaw danalagan mabaygal kunakan palayk, bathayngaka

**Meriam Mir:** Buaigiz kelar obaiswerare, merbi mir apuge mena obakedi, muige merbi areribi tonarge, ko merbi keub kerkerem

**Kala Kawau Ya:** Ngalpan moebaygal thoepoeriwoeyamoeyn, ngalpan ya kuduthoeraynu, ngalpan igililmaypa, sepa setha wara goeygil sey boey wapel

The traditional people of the Torres Strait are of Melanesian origin and speak two distinct traditional languages. In the Eastern Islands the traditional language is Meriam Mir, whilst the Western and Central Island groups speak either Kala Lagau Ya or Kala Kawau Ya, which are dialects of the same language. Torres Strait Creole and English are also spoken.

Our vision is expressed in the languages of our region, recognising the importance and diversity of our culture and traditional languages.

Our vision signifies that the heart of our region is our people, with culture an important part of our lives both now and into the future. Empowering our people to contribute to, and make decisions regarding their future ensures that our culture will remain strong and that the future will be guided by the people who live in the region and understand and promote its unique characteristics.





## PREAMBLE

This Community Plan has been developed in correspondence with the Local Government (Finance, Plans and Reporting) Regulation 2010 and the Local Government Act 2009, which require Council to adopt a Long-term Community Plan.

The Community Plan provides strategic direction for Torres Strait Island Regional Council's planning processes for the next 20 years.

The Plan has been developed in accordance with local government principles including transparent and effective processes and decision-making in the public interest; sustainable development and management of assets and infrastructure and delivery of effective services; and democratic representation, social inclusion and meaningful community engagement.

The purpose of the Community Plan is to outline how TSIRC has engaged with the community in preparation of this plan to obtain a vision for the future of the region, specify the goals that will need to be attained to secure it, and outline at a high level of how this will be achieved.

The plan recognises the Native Title rights and interests of the people of Torres Strait, and its twenty year timeframe acknowledges that many of our challenges require long-term development initiatives.

This Community Plan is a live document; it will be reviewed on an ongoing basis to ensure it remains relevant to our circumstances and takes into account changing conditions, locally, nationally and globally. It also recognises existing partnerships and forums already in place and will be a key document to shape the direction of these arrangements.





## TORRES STRAIT ISLAND REGIONAL COUNCIL

The Torres Strait Islands are located in Far North Queensland, scattered throughout the 200km between the tip of Cape York Peninsula and Papua New Guinea.



The Torres Strait Island Regional Council (TSIRC) represents fifteen island communities including: Badu, Boigu, Dauan, Erub, Hammond, Iama, Kubin, Mabuiag, Masig, Mer, Poruma, Saibai, St Pauls, Ugar and Warraber.

TSIRC are responsible for these communities; each with its own set of service deliverables such water, sewerage, waste, environmental health, housing, parks and more.

Formed in 2008 as part of the Queensland Government's amalgamation policy, the TSIRC is an entirely new local government regulated by the *Local Government Act 2009*. Prior to this, the area was governed by the *Community Services (Torres Strait) Act 1984* under which each community had its own Island Council.

Many residents of the Torres Strait, particularly those on the outer islands, are indigenous to the area. In fact, much of the land in TSIRC region is recognised as being under Native Title. It was a former resident of Mer (Murray) Island, Mr Eddie Mabo, who won the landmark Native Title case against the Queensland Government.





## INTELLIGENCE GATHERING

**TSIRC has considered current and emerging trends, issues and challenges facing the region now and over the next twenty years. These include:**

- High cost of living due to our population size, reliance on imports, and distance that goods need to be transported
- Significant and complex transportation requirements due to our region being remote and predominately island based
- Securing and maintaining basic infrastructure for our communities
- Maintaining viable communities - the lack of opportunities, particularly in employment, means many of our young people are moving away from the region
- Sustainable population – planning and managing for population growth that does not exceed the carrying capacity of our natural resource base and takes into account the impacts of climate change on the availability of land
- Low health and education standards and outcomes. As with many remote Indigenous people, our region has lower than average standards in health and education delivery and achievements. For the long term development of the region, these two areas require significant improvement
- Impact of climate change such as sea level rise. With the majority of our communities living at or just above sea level we are feeling the effects of climate change now. Without addressing this challenge energetically and comprehensively, some of our communities will simply disappear
- Lower employment rates than the Australian average. To improve our economic well-being we need to create meaningful employment that will result in real wealth creation, increased self-esteem and greater responsibility for our people.





## COMMUNITY INPUT PHASE

The Torres Strait Island Regional Council and other agencies of Government have undertaken an extensive coordinated consultation process to gather Island views from communities and elected representatives on the forward development of the region on the following subject areas:

- Art, Culture and Heritage (including Native Title)
- Economic Development
- Environmental Management
- Infrastructure
- Public Health
- Communities
- Social Services
- Housing
- Population Change
- Governance and Leadership
- Cost of Living
- Schooling
- Early Childhood

A community consultation template was developed based upon the intelligence gathering phase and Government policy. This template was then populated with information from the Community. The information was gathered 'on the ground' via Community Forums. All 15 Divisions of Council were consulted on their views of the afore mentioned subject areas. The consultation process was conducted over a six month period from August 2008 with the Divisional Communities of the Torres Strait Island Regional Council.





## COMMUNITY VISION PHASE

This data generated from the Community Input Phase was collated into regional level information and discussed by Councillors at an Elected Representative's Forum over the period 6 to 7 November 2008. From this forum the regional vision, goals and objectives were determined and are documented in this Community Plan.

## COMMUNITY VALIDATION PHASE

The draft plan was circulated to the communities of TSIRC and the general public for input and comments. Additional comments provided, were considered at a second Elected Representative's forum on 1 May 2009 and have also been incorporated in the plan eg. Native Title.





## STRATEGIC DIRECTION

### COMMONWEALTH AND STATE GOVERNMENT POLICY CONSIDERATIONS

In determining the future of the region not only have community input and needs been considered, but also key Government directions at both Commonwealth and State levels. These are outlined in attached appendices: the Council of Australian Governments' (COAG) National Indigenous Reform Agreement to 'Close the Gap' in Indigenous disadvantage ([Appendix A](#)), and Towards Q2 of the Queensland Government ([Appendix B](#)).

A key objective of the Commonwealth Government is to close the gap between Indigenous and non-Indigenous Australians in the areas of education and health. This is recognised as one of our key challenges and this Community Plan aims to contribute to the national 'Closing the Gap' strategy by:

- Improving the health of our people with a focus on preventative measures
- Developing our young people and providing opportunities for them to improve their education standards
- Improving the employment opportunities for, and income levels of, our people, and through this enable them to play a direct part in achieving their goals.





## TSIRC COMMUNITY ENGAGEMENT POLICY

In adoption of this long-term Community Plan, legislation stipulates that the plan must be consistent with the draft TSIRC Community Engagement Policy. Both the Policy and Plan recognise that:

- Torres Strait Island communities should be involved in the decisions that affect them
- Torres Strait Island communities deserve high quality public services, shaped around their needs
- Council policies and strategies should reflect local priorities, requirements and aspirations

## COMMUNITY VISION

The Community Vision sets out the goals and objectives required to meet our regional vision. These goals and objectives will inform government planning and service delivery, and establish the expectations for what may be achieved in the coming years.

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## ECONOMIC DEVELOPMENT

Developing the economic standing of the region and our people is a high priority. Wealth creation will improve the standard of living for our people and our communities. Initiatives will be required that support employment creation; training and capacity building; fostering of small business/entrepreneurs; infrastructure development; marketing and transportation across a potentially wide number of industries.

Following are the goal and objectives for economic development to be achieved under this Plan.

### **GOAL:**

Enhance our region's wealth, by creating sustainable industries and increasing employment opportunities for our people equivalent to the wider Australian community

### **OBJECTIVES:**

- Improve the wealth of Indigenous people of the region
- Achieve sustainable industries owned and operated by local people (marine based, tourism, arts and craft, construction)
- Ensure access to capital and other opportunities to finance enterprises and industries
- Ensure that there is sufficient land available for economic development opportunities by resolving land tenure issues.





## HOUSING

Our people require adequate and appropriate housing. In many cases housing is sub-standard, overcrowded, or inappropriate for the climate. In the case of the Torres Strait, there is inadequate land available for house construction and a lack of people trained to maintain housing. Housing plays a crucial role in enabling us to retain our people and develop our region. This Plan sets out a clear goal and supporting objectives to be achieved to realise housing of an appropriate standard and quantity.

### GOAL:

To achieve the provision of adequate, appropriate and affordable housing

### OBJECTIVES:

- Ensure that there is sufficient land available for housing by resolving land tenure issues
- Utilise our own people to improve housing standards by developing their knowledge and skills
- Achieve a collective and inclusive approach to land use planning across communities, governments and traditional owners
- Achieve appropriate and effective town planning that supports social housing needs and Indigenous home ownership
- Improved tenancy policy and awareness in line with Residential Tenancies Authority Guidelines to protect the asset and achieve low rental arrears
- Ensure that housing options are available to individuals and families which increase affordable home ownership and rental and address overcrowding across the region
- Ensure communities have essential services and infrastructure to support healthy homes.





## **GOVERNANCE AND LEADERSHIP**

Having our own people managing the direction of our region is vital. Our people not only understand the environment and the culture but also have vested interest in their homeland. However, there is a need for more of our people to take advantage of opportunities to enhance their knowledge and skills to ensure future leaders are highly skilled and able to fulfil the appropriate regulatory requirements and governance standards. There is a particular need for Native Title Prescribed Bodies Corporate (PBCs) to receive support and training so that PBC leaders may work with other leaders to achieve harmonious decision-making and development in the region. We need to grow and develop community leaders as well as achieve suitable governance standards.

### **GOAL:**

Effective and transparent self-government, with strong leadership

### **OBJECTIVES:**

- Effective communication and consultation on community matters between leaders, government organisations and community members
- Strong, honest and committed leadership in communities which supports functioning governance groups
- Strong, effective, committed leadership and decision making that incorporates Ailan Kastom and Aboriginal traditions
- A unified region that understands the importance of effective governance and leadership
- An open, transparent and independent authority in total control of regional affairs
- Sustainable leadership and governance structures that deliver value for money to the community through transparency, accountability, effective communication and capacity building, and acknowledgement of tradition, culture and elders.





## **ENVIRONMENTAL MANAGEMENT**

Our environment is unique and beautiful but also fragile. Rising sea levels; dependency on non-renewable and non-environmentally friendly sources of power (e.g. diesel generators); unsustainable use of some natural resources; and erosion and pest issues all combine to pose significant and credible threats to our environment and well-being. It is up to us, working in partnership with all tiers of government and other organisations, to undertake a range of programs to achieve our goal.

### **GOAL:**

Our natural and cultural environment is an asset that is protected, preserved and enjoyed through sustainable management

### **OBJECTIVES:**

- Develop an effective and decisive response to the impact of climate change, including mitigating the impact of tidal inundation and erosion on our communities and natural environment
- Attain effective and efficient waste management and recycling systems to reduce current waste load, and minimize waste accumulation and environmental impact
- Achieve sustainable management of natural resources through:
  - adoption of appropriate and sustainable land and sea management plans
  - commercial fisheries plans
  - surveillance and interception initiatives
  - pest, fire and erosion control management plans, and
  - improved environmental management of infrastructure development.
- Attain a sufficient number of community members trained to undertake environmental and natural resource management
- Achieve increased utilisation of renewable energies that will contribute to reducing the carbon footprint of our people and our reliance on imported fuel
- Ensure that there is sufficient land available for environmental management opportunities by resolving land tenure issues.





## PUBLIC HEALTH

Our health standards and life expectancy are lower than the average Australian. Torres Strait Islanders suffer in particular from chronic diseases linked to obesity. In line with the Commonwealth direction, we need to close the gap on Indigenous health. Importantly, we need to provide access to an acceptable and affordable level of health care for our people. Our focus is not only primary health care, but also preventative health care. Improving the health of our people will have positive flow-on effects.

### GOAL:

Enhance both healthy communities and our living environment

### OBJECTIVES:

- Communities have essential services and infrastructure to support healthy living environments
- Health care systems including human resources are effective to meet and support primary health care needs of community members and to deliver appropriate preventative education and awareness raising initiatives
- Improved access to affordable fresh and healthy foods including through the establishment of community gardens
- Reduction of chronic disease and increased life expectancy
- Communities living healthy lifestyles
- Ensure that there is sufficient land available for public health opportunities by resolving land tenure issues.





## **COMMUNITIES**

It is essential for the future well-being of our region and our people that our communities are developing, safe and healthy. Ailan Kastom is central to community life and we must develop our communities using our culture and traditions.

### **GOAL:**

Safe, healthy, respectful and progressive communities, based on Ailan Kastoms and Aboriginal traditions.

### **OBJECTIVES:**

- Communities have access to safe transport and emergency services
- Effective communication systems across the region including effective broadband operation
- Improve the level of awareness of indicators of “at risk” families, and inform them of their rights and options
- Higher level of awareness of Federal and State laws impacting the community
- Adequate State and community police with sufficient powers to respond to law and order issues
- All movements under the Torres Strait Treaty monitored effectively and managed appropriately
- Community members are well-informed about the range of government and non-government services available to support individuals and families
- Law and order standards are agreed and enforced by the State through the State policing system and through the Councils with appropriate By-Laws
- Raised life expectancy through addressing key social issues including substance abuse, deaths due to violence & accident, and domestic violence and a more active lifestyle
- Maintaining tradition and culture through building economically sustainable communities
- Ensure that there is sufficient land available for communities opportunities by resolving land tenure issues.





## ART CULTURE AND HERITAGE

The diversity and strength of our culture and heritage is a resource, but it also presents some challenges. Multiple language and cultural groups with different histories and allegiances can result in misunderstanding and disagreement. In some areas our culture is threatened by a decline in the use and understanding of traditional languages. At the same time, we have an abundance of talent in traditional art and craft including dance and song. For future generations it is important that our culture, heritage and art are not only sustained but developed. This Plan recognises that targeted initiatives are needed to achieve this.

### **GOAL:**

Protect, promote, revitalize and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage

### **OBJECTIVES:**

- Attain strong Ailan Kastom and Aboriginal traditions through language, song and dance
- Encourage the practice of traditional family rearing
- Achieve a sustainable community arts and crafts industry to support an economic base
- Retain and preserve culture, heritage and history through identifying and formally recognising traditional cultural values, and ensuring they are understood and appreciated by community members through appropriate education, management and practices
- Preserve sacred sites and record and publish stories
- Preserve and promote traditional languages so they are freely used throughout the Torres Strait and Northern Peninsula Area
- Ensure that there is sufficient land available for art, culture and heritage opportunities by resolving land tenure issues.





## NATIVE TITLE

This plan recognises the significance of native title and our people's aspiration to achieve legal recognition of traditional rights over the region's land and sea country. Native Title plays a vital role in the development and advancement of our region and its people.

### GOAL:

Protect, maintain and progress Native Title Rights and recognition over the region's land and sea country

### OBJECTIVES:

- Manage and protect Native Title rights over land and sea
- Signatories to this plan establish a working relationship with traditional owners and Prescribed Bodies Corporate (PBC)
- Resolve the Torres Strait Regional Sea Claim and outstanding land claims so that all native title in the Torres Strait is successfully determined. The Regional Sea Claim was filed in 2001 and incorporates the interrelated sea estates of 14 more or less discrete groups of native title holders into one regional claim, covering an area in the Torres Strait of 41,800 sq km
- Support and build capacity of Native Title Prescribed Bodies Corporate (PBC).





## **SCHOOLING**

It is vital that we work to provide our young people with educational opportunities equivalent to young people in mainstream Australia. We recognise that our literacy and numeracy standards are lower than the Australian average and that schooling is only one factor contributing to this situation. We need our parents to be partners with schools to influence and ensure our young people attend and are motivated to succeed. Importantly however, we need to include culture as part of our schooling to both make school attractive and ensure the passing on of our culture, heritage and traditions to our young people.

### **GOAL:**

Increase regional education to a national standard that is flexible and culturally appropriate, leading to a successful transition from school to jobs and a positive career path.

### **OBJECTIVES:**

- Learning disadvantages identified, and solutions investigated and implemented in partnership with Education Queensland, the parents and the Councils
- Improved transition of school leavers to career pathways
- Cultural teaching integrated within the education system
- Numeracy and literacy skills that are equal to the average Australian
- Safe, healthy, flexible learning environments that recognise our culture
- More qualified local teachers
- Increased engagement and interest by parents in their children's learning and development
- Support systems for students and teachers including mentoring, fostering, and partnerships to improve school retention rates and performance and expand opportunities for school graduates
- Ensure that there is sufficient land available for schooling opportunities by resolving land tenure issues.





## SOCIAL SERVICES

It is important that families and communities can access appropriate and effective resources and support services when they are in need. Individuals need to know about the resources and services available and be comfortable with them. Professional, reliable, long-term provision of support is required. This must be culturally appropriate and promote the positive application of traditional and cultural practices to deal with family and community issues, including the role of Elders in providing leadership and support and resolving disputes. We must strive to protect and enhance respect for the role of Elders in our communities.

### GOAL:

Strong families and safe and healthy communities that are guided by cultural and traditional Lore

### OBJECTIVES:

- Effective levels of communication, coordination and cooperation between law enforcement agencies at Federal and State levels
- Greater level of awareness of, and improved access to, social services and programs
- Mutual respect by all communities members
- Improved networks, family, community and spiritual structures
- Effective drug and alcohol services/programs
- Ensure that there is sufficient land available for social services opportunities by resolving land tenure issues.





## EARLY CHILDHOOD

We support the recognition by Governments of the importance of early childhood development to the realisation of an individual's potential. For many of our people, access to, and availability of childcare facilities, where children can be cared for in safe and developmental environments, is the key issue.

### GOAL:

To nurture early learning development and socialisation opportunities that incorporate Indigenous traditional and cultural practices to build strong and resilient communities.

### OBJECTIVES:

- Effective child care services that provide safe learning and development environments and appropriate care and activities to support learning and social and mental development
- Creating opportunities for career development pathways for staff with relevant resources
- Increase positive parenting and parental support
- Confident parents caring for their children
- Ensuring the safety of children
- Ensure that there is sufficient land available for early childhood opportunities by resolving land tenure issues.





## MOVING FORWARD

### IMPLEMENTATION, MONITORING AND REVIEW

The value of this Community Plan will be determined by the achievement of the goals and objectives.

Successful implementation requires the cooperation of communities, the private sector, Councils and Commonwealth and State Governments. This requires TSIRC to incorporate the goals and objectives of this Plan into our planning.

To undertake the implementation, monitoring and review needed, TSIRC has actively embraced an Integrated Planning and Service Delivery Framework model. This Framework is directed by the Working (Steering) Groups of elected leaders and senior representatives. The primary purpose of the Working Groups is to ensure that Integrated Planning and Service Delivery is undertaken to achieve effective implementation of this Plan.

Specifically, the group will:

- Identify and document new and emerging issues in the region
- Seek/facilitate strategic planning for resolution of new problems facing the region
- Monitor implementation of the goals and objectives identified in the Plan
- Periodically review the status of the objectives and progress in achieving them and initiate changes where required.

Effective monitoring and review is essential to ensure a performance and results based approach. Regular monitoring and review will provide feedback so that the Plan can be adapted and services amended to meet changing conditions or goals and objectives. Essentially the Working Group will ensure that all reviews include input from government, the private sector and communities. It will provide an open and accountable process that includes communities in, and informs them of, the outcome of any regional monitoring program.





## APPENDIX A: COAG NATIONAL INDIGENOUS REFORM AGREEMENT TO 'CLOSE THE GAP'

In December 2007, the Council of Australian Governments (COAG) agreed to a partnership between all levels of government to work with Indigenous communities to achieve the target of 'Closing the Gap' in Indigenous disadvantage. It agreed to the following targets:

1. closing the life expectancy gap within a generation
2. halving the gap in mortality rates for Indigenous children under five within a decade
3. ensuring all Indigenous four years olds in remote communities have access to early childhood education within five years
4. halving the gap for Indigenous students in reading, writing and numeracy within a decade
5. halving the gap for Indigenous students in Year 12 attainment or equivalent attainment rates by 2020, and
6. halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.

COAG then produced a National Indigenous Reform Agreement. This outlines out the objectives, outcomes, outputs, performance indicators and performance benchmarks agreed by COAG and shows the links to those already existing agreements across COAG which include elements aimed at closing the gap in Indigenous disadvantage.

The Agreement is a 'living document', subject to improvement over time to reflect additions and changes to existing and new Agreements and to take on any COAG-agreed additional reforms to close the gap in Indigenous disadvantage.

COAG recognised that overcoming Indigenous disadvantage required long-term, generational commitment with major effort directed across a range of strategic platforms or 'Building Blocks' which support the reforms aimed at Closing the Gap against the six specific targets.





The Building Blocks endorsed by COAG are:

1. Early Childhood
2. Schooling
3. Health
4. Economic Participation
5. Healthy Homes
6. Safe Communities, and
7. Governance and Leadership (see below for more detail)

COAG recognises that 'strategies aimed at achieving improvements in any particular area will not work in isolation – the building blocks must fit together through the integration of policy ideas and an agreed approach to their implementation,' and 'improving outcomes for Indigenous people requires adoption of a multi-faceted approach that sees effort directed across a range of Building Blocks. An improvement in the area of one building block is heavily reliant on improvements made on the other Building Blocks.'





## APPENDIX B: TOWARD Q2: TOMORROW'S QUEENSLAND

'The Queensland Government has set five goals that address current and future challenges for Queensland. Within each of these areas, we've set long-term targets that clearly identify what we want to achieve by 2020.

### Toward Q2 targets:

#### Strong Queensland

Target 1: [Queensland is Australia's strongest economy, with infrastructure that anticipates growth.](#)

Target 2: [50% increase in proportion of Queensland businesses that undertake research and development or innovation.](#)

#### Green Queensland

Target 1: [Cut Queenslanders' carbon footprint by a third with reduced car and electricity use.](#)

Target 2: [Protect 50% more land for nature conservation and public recreation.](#)

#### Smart Queensland

Target 1: [All children have access to a quality early childhood education.](#)

Target 2: [Three out of four Queenslanders will hold trade, training or tertiary qualifications.](#)





## Healthy Queensland

Target 1: [Shortest public hospital waiting times in Australia.](#)

Target 2: [Cut obesity, smoking, heavy drinking and unsafe sun exposure by a third.](#)

## Fair Queensland

Target 1: [Halve the proportion of Queensland children living in households without a working parent.](#)

Target 2: [Increase the proportion of Queenslanders involved in their communities as volunteers by 50%.](#)

Many of the targets go to the heart of some of the most pressing issues of our generation, like climate change, and rising levels of obesity.

These are the areas we must make real and lasting changes in now if we want to shape a better future for ourselves and our children.

They will tell us where we are doing well and where we need to improve.

The targets don't attempt to cover every area of government activity or community need.

Many important issues, such as Indigenous disadvantage, housing and disability services, are already being addressed through reforms at both a state and national level. This work will continue.

## Reporting

Updates on the progress towards each target will be published on this website. The government will also publish an annual progress report on the targets. This report will also outline what needs to be done in the coming 12 months to work towards meeting each target.'

Source: <http://www.towardq2.qld.gov.au/tomorrow/introduction.aspx>

