

# **Infrastructure: Aspirations and Goals**

Australian Infrastructure  
Audit Background Paper  
March 2015

Infrastructure Australia is an independent statutory body that is the key source of research and advice for governments, industry and the community on nationally significant infrastructure needs.

It leads reform on key issues including means of financing, delivering and operating infrastructure and how to better plan and utilise infrastructure networks.

Infrastructure Australia has responsibility to strategically audit Australia's nationally significant infrastructure, and develop 15 year rolling infrastructure plans that specify national and state level priorities.

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# Executive Summary

The Australian Government has asked Infrastructure Australia to prepare an Australian Infrastructure Audit (the Audit), and subsequently to assist the Government in preparing an Australian Infrastructure Plan (the Plan) for the development of Australia's infrastructure.

As part of the audit process, published aspirations, goals and objectives of government and non-government organisations have been reviewed. These included all Australian states and territories, a range of peak business organisations, and national social and environmental groups. The published statements, or aspirations, are broader looking than infrastructure and cover a range of public policy areas.

Analysis of the statements indicates that, although the precise formulation of words may vary, all governments and most organisations are aiming to pursue the following broad aspirations:

- growth of the Australian economy (or the relevant jurisdictional economy);
- promotion of social equity and inclusion; and
- acting in a manner that is environmentally sustainable

Many parties have also argued in favour of maintaining and improving standards of governance to help meet these aspirations.

Infrastructure Australia welcomes comment on the aspiration and goals that should drive the planning, development and operation of Australia's nationally significant infrastructure. This will assist Infrastructure Australia in developing the Plan and its ongoing work.

# 1 Introduction

The Australian Government has asked Infrastructure Australia to prepare an Australian Infrastructure Audit (the Audit), and subsequently to assist the Government in preparing an Australian Infrastructure Plan (the Plan) for the development of Australia's infrastructure.

The Australian Infrastructure Audit (the Audit) broadly seeks to assess how well Australia's infrastructure networks (and associated governance and regulatory settings) support the achievement of national and jurisdictional aspirations both now and into the future.

Similarly, the Plan will seek to identify a portfolio of initiatives (both areas for investment as well as governance and policy reforms) that are most likely to support the achievement of those aspirations.

## 1.1 Purpose of this paper

This paper reviews a range of published aspirations, goals and objectives that governments and other parties are advocating. In the main, these statements are 'higher-order' aims concerning the future of the nation or a State/Territory. Typically, they relate to four themes: economic prosperity, social inclusion, environmental sustainability and governance.

Notably, these statements are not specific views about individual projects, or even about infrastructure in general. Rather, they are statements of the 'higher purpose' to which public policy, not just infrastructure decision-making, is directed.

Achieving these aspirations and goals requires considered and consistent effort across a range of fronts. Decisions in the infrastructure sector – whether they are decisions about the funding of new projects, regulatory settings, governance arrangements, or other policy measures – also contribute to or hinder the achievement of those higher aspirations.

## 1.2 Scope of this paper

This paper provides a review of state, territory and national non-government organisations' plans and aspirations.

## 1.3 Views of Infrastructure Australia

### 1.3.1 Reform and Investment Framework

In 2008, Infrastructure Australia established a 'Reform and Investment Framework'. It has since used the Framework to guide almost all of its work, not only in relation to broader strategy and policy development but also in evaluating infrastructure project submissions.

As shown in Table 1, the first stage in the framework is the articulation of goals and objectives. It addresses the question, ‘To what end is project X or policy setting Y directed?’.

*Table 1 - Goal Definition – Extract from Infrastructure Australia Reform and Investment Framework*

Stage	Description	Components Required	Rationale
1. Goal Definition	<p>Definition of the fundamental economic, environmental and social goals that Australia seeks to achieve. For example:</p> <ul style="list-style-type: none"> <li>• sustained economic growth and increased productivity.</li> <li>• lower carbon emissions and pollution.</li> <li>• greater social amenity and improved quality of life.</li> </ul>	<p>Formalised, comprehensive, and agreed goals, objectives, targets and indicators.</p> <p>Specific and quantified goals, objectives and targets.</p> <p>Outline how the initiative fits within existing infrastructure plans.</p> <p>Outline of how the goals and objectives align with those of other parties (e.g. National – including Infrastructure Australia’s Strategic Priorities, State/Territory, Regional, and Local level) and across sectors.</p>	<p>Goals are needed against which problems and solutions can be assessed.</p>

Source: Infrastructure Australia (2014)

By articulating national aspirations as guiding themes, it is possible to integrate them into the Reform and Investment Framework. This would enable future projects and policy reforms arising from the Plan to be positioned to maximise alignment with the aspirations and contribute to them being realised.

Guidelines on the framework published by Infrastructure Australia refer to seven strategic priorities that the organisation has used since its establishment in mid-2008. These are:

- expand Australia’s productive capacity;
- increase Australia’s productivity;
- diversify Australia’s economic capabilities;
- build on Australia’s global competitive advantages;
- develop our cities and/or regions;
- reduce greenhouse emissions; and
- improve social equity, and quality of life.<sup>1</sup>

### 1.3.2 Previous statement of goals for the nation

In its June 2013 report to the Council of Australian Governments, Infrastructure Australia set out a range of goals for the country, and, specifically, for the infrastructure sector. The goals were:

- our connected, global cities will adapt to and boost economic growth, be well planned, well designed and well governed, and have world-class transport systems;
- our regional infrastructure will meet international demand for Australian products and exports in a timely and efficient way, boost regional communities’ access to economic opportunities and drive growth and productivity;
- our sustainable, national energy market will meet the challenge of climate change, affirm our position as a net energy exporter, support economic activity and affordability, and provide confidence for investment, innovation and participation;
- our outward-looking ports and national freight network will provide long term certainty for ports and freight networks in our regions and cities and boost our competitive global gateways to Asia to meet the growing domestic and trade freight task;

<sup>1</sup> Infrastructure Australia (2014), p.15

- our essential indigenous infrastructure will be more effectively provided as we better coordinate planning and investment across Governments for remote Indigenous communities, benchmarking and measuring the outcomes of investment, and using this information to improve future decisions;
- our water supplies will be secured by harnessing market mechanisms to drive investment and sustainably manage scarce resources and the impacts of climate change. We will make changes to the delivery and governance of water to provide water security in urban and regional communities; and
- our telecommunications networks will be world-leading, connecting regions with cities and with the world, and activating the digital economy across the Australian continent.<sup>2</sup>

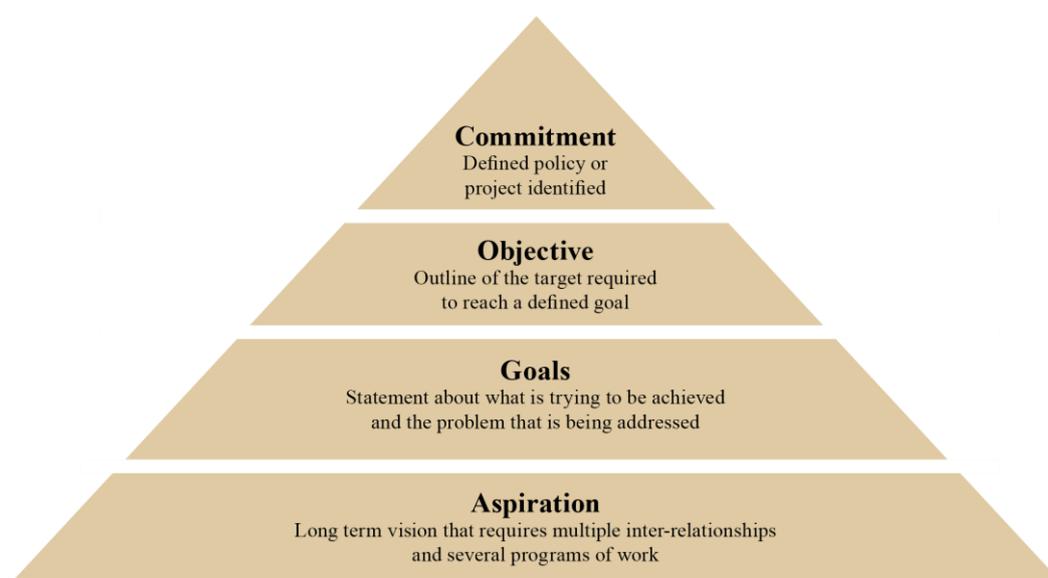
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<sup>2</sup> Infrastructure Australia (2013), p.14

## 2 Methodology

A desktop review of published statements (aspirations, goals, objectives and commitments) made by Australian jurisdictions and a selection of non-government organisations was undertaken. For the purpose of this review, aspirations, goals, objectives and commitments are treated as hierarchical in nature and are depicted in Figure 1 below.

*Figure 1 - Hierarchical Depiction of the Relationship between Aspirations and Commitments*



As the Australian Government has requested the preparation of the Audit and the Plan, this paper necessarily focuses on the published goals, aspirations and objectives that are likely to have some currency over the next 15 years.

The paper does not attempt to record every goal, objective and target in specific strategies, (e.g. specific transport strategies). Instead, the paper consolidates statements of the higher order ‘whole of government’ goals to which all government efforts are directed.

Table 2 lists the principal source documents and author organisation that were reviewed as part of this analysis.

Table 2 - Principal Documents Reviewed in the Development of the Paper

Jurisdiction/Organisation	Document Name
<b>Government</b>	
Australian Government	G20 Communique Australia 2014
	APEC 2010 Bogor Goals on international free trade
	APEC Ministers 2013 Declaration Annex B – APEC Multi Year Plan on Infrastructure Development and Investment
	Prime Minister’s Infrastructure Statement to Parliament
	Green Paper on Developing Northern Australia
	Intergovernmental Agreement on Implementing Water Reform in the Murray Darling Basin
	United Nations Framework Convention on Climate Change
Australian Capital Territory	2009 Canberra Plan
Council of Australian Governments (COAG)	Reform Agenda – Five Themes of Strategic Importance
	National Partnership Agreement on Asset Recycling
Northern Territory	Framing the Future
New South Wales	NSW 2021
Queensland	Queensland Labor State Policy Platform
	Queensland Plan
South Australia	South Australia’s Strategic Plan
Tasmania	Plan for a Brighter Future
Victoria	Victorian Labor Platform
	Securing Victoria’s Economy
	Victorian Health Plan
	Food to Asia Action Plan
Western Australia	State Planning Strategy 2050
<b>Non-Government</b>	
Australian Chamber of Commerce and Industry	The Big 4 You Can’t Ignore
Australian Conservation Foundation	Restoring the Foundations for a Better Australia
Australian Council of Social Service	Economics and Tax Policy
Business Council of Australia	BCA Policy Agenda Infrastructure
Consult Australia	Advocacy Priorities
Infrastructure Partnerships Australia	Best Practice Guiding Principles
Minerals Council of Australia	Minerals Council of Australia Advocacy Platform
National Farmers’ Federation	Blueprint for Australian Agriculture 2013-2020
Tourism and Transport Forum	Australian Tourism: backing our strengths

To obtain an indication of public opinion, measures and indicators from the Australian Bureau of Statistics' Measures of Australia's Performance (MAP)<sup>3</sup> were reviewed. MAP provides a set of measures that demonstrate a view on progress for Australia and is designed to be a summary of broad, national level progress measures. They show the key aspirations of Australians and are based on the areas of life that Australians have told the Australian Bureau of Statistics are important for progress.

Each of the published statements from the Australian jurisdictions and a selection of non-government organisations were mapped to the following categories - Society, Economy, Environment and Governance. These mapped statements were then reviewed in a consolidated form and a set of potential guiding statements on national aspirations was developed.

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<sup>3</sup> Australian Bureau of Statistics (2012)

# 3 Goals and Aspirations

The following section summarises the key goals and aspirations statements of the various jurisdictions and non-government organisations.

## 3.1 Australian Government

The Australian Government's aspirations and goals are reflected in various documents, notably policy statements, budget papers and international treaties or conventions to which Australia is a signatory.<sup>4</sup>

### 3.1.1 Economy

The Australian Government has a strong focus on economic growth and productivity. The government's pre-election priorities are summarised below:

- one million new jobs within 5 years and two million jobs within a decade;
- delivering more growth from Asia; and
- five pillar economy – manufacturing innovation, agriculture exports, advanced services, world-class education and research, mining exports.<sup>5</sup>

At the November 2014 G20 Leaders' meeting in Brisbane, heads of government agreed to take steps to lift their country's GDP by at least an additional 2 per cent over previous projections by 2018. This would add more than US\$2 trillion to the global economy and create millions of jobs.<sup>6</sup>

In the 2014-15 Budget<sup>7</sup>, the Australian Government made the following statements, emphasising the need to reduce outlays and contain taxation as part of its medium term fiscal strategy:

- deliver budget surpluses, building to at least 1 per cent of GDP by 2023-24. This objective was reiterated in the Mid-Year Economic and Fiscal Outlook released in December 2014<sup>8</sup>;
- taxes are not allowed to grow beyond the average of 23.9 per cent of GDP, i.e. the average tax-to-GDP ratio of the years following the introduction of the GST and prior to the global financial crisis (from 2000-01 to 2007-08 inclusive); and
- the payments-to-GDP ratio declines from 25.3 per cent of GDP in 2014-15 to 24.2 per cent in 2024-25, falling below the long-term average, i.e. the average of 24.9 per cent over the 30 years from

<sup>4</sup> A full list of treaties can be found at Australian Department of Foreign Affairs and Trade (2014)

<sup>5</sup> Liberal Party of Australia (2013)

<sup>6</sup> Group of Twenty (2014)

<sup>7</sup> Commonwealth of Australia (2014a), pp.3-6

<sup>8</sup> Commonwealth of Australia (2014c), p.6

1983-84 to 2012-13. The Government reiterated a commitment to reducing the payment to GDP ratio in the Mid-Year Economic and Fiscal Outlook.<sup>9</sup>

In the *2015 Intergenerational Report*<sup>10</sup> and in its recent tax discussion paper<sup>11</sup>, the Australian Government has reiterated the importance of productivity growth and maintaining labour force participation rates as a means of securing higher levels of prosperity through economic growth.

The Government is developing a White Paper on the development of Northern Australia, planned for release in 2015.<sup>12</sup> The paper is expected to set out a policy platform to grow the economy in the region, and a plan for implementing these policies over the short, medium and long term. It will explore ways to capitalise on the region's strengths, provide the best regulatory and economic environment for business and identify critical economic and social infrastructure for long-term growth in the region. A Green Paper on the development of Northern Australia was released in June 2014.<sup>13</sup>

In 2013, the APEC Ministers agreed on a Multi-Year Plan on Infrastructure Development and Investment focused on efficient regulation, increased transparency and predictability and further work around financing and funding for long term investors.<sup>14</sup>

### 3.1.2 Environmental

The Kyoto Protocol was ratified by Australia in 2007. The Australian Government is committed to a 5 per cent reduction in greenhouse gas emissions by 2020<sup>15</sup>, and is pursuing measures aimed at reducing greenhouse gas emissions to achieve this target. An emissions reduction target for the period beyond 2020 is to be announced by the Australian Government in 2015.

A post 2020 emissions reduction target will be announced by the Australian Government in mid-2015. The target will be set within the framework of the United Nations Framework Convention on Climate Change and its objectives. The Government has stated that the target will be consistent with continued strong economic growth, jobs growth and development in Australia.<sup>16</sup>

### 3.1.3 Social

In the 2014-15 Budget, the Australian Government proposed a number of measures to deliver improvements in Australian communities:

- improve the level and sustainability of living standards of all Australians;
- address Australia's ageing population by supporting workforce participation; and
- undertake reforms to support more efficient and effective health care and higher education sectors.<sup>17</sup>

As part of its *Students First* policy, the Australian Government is working with the States and Territories to improve education outcomes by targeting teacher quality, school autonomy and improvements to the curriculum, and by supporting stronger engagement by parents in education.<sup>18</sup>

### 3.1.4 Governance

The Australian Prime Minister released the Terms of Reference for a White Paper on the Reform of the Federation on 28 June 2014.<sup>19</sup> The White Paper will seek to clarify roles and responsibilities to ensure

<sup>9</sup> Commonwealth of Australia (2014a), p.30. The specific targets in the Budget were not expressly stated.

<sup>10</sup> Australian Government (2015), p. iii

<sup>11</sup> Australian Government (2015a), p. 7

<sup>12</sup> Northern Australia Taskforce (2014a)

<sup>13</sup> Northern Australia Taskforce (2014b)

<sup>14</sup> Asia Pacific Economic Cooperation (2013)

<sup>15</sup> Australian Department of the Environment (2012)

<sup>16</sup> Australian Government (2015b), pp. 6-7

<sup>17</sup> The Commonwealth of Australia (2014a)

<sup>18</sup> The Commonwealth of Australia (2014b)

<sup>19</sup> Prime Minister of Australia (2014)

that, as far as possible, the States and Territories are sovereign in their own sphere. The Government's objective will be to:

- reduce and end, as far as possible, the waste, duplication and second guessing between different levels of government;
- achieve a more efficient and effective federation, and in so doing, improve national productivity;
- make interacting with government simpler for citizens; and
- ensure our federal system:
  - (1) is better understood and valued by Australians (and the case for reform supported);
  - (2) has clearer allocation of roles and responsibilities;
  - (3) enhances governments' autonomy, flexibility and political accountability; and
  - (4) supports Australia's economic growth and international competitiveness.

It is expected that the White Paper will be released by the end of 2015. The Australian Government has released several issues papers as part of the White Paper process.

### 3.2 Council of Australian Governments (COAG)

COAG is the peak intergovernmental forum in Australia. The members of COAG are the Prime Minister, State and Territory Premiers and Chief Ministers and the President of the Australian Local Government Association (ALGA). The Prime Minister chairs COAG.

COAG's agenda covers a broad range of nationally and internationally significant policy areas. In 2011, COAG agreed to five themes of strategic importance which 'lie at the intersection of jurisdictional responsibilities'<sup>20</sup>:

- (1) a long-term strategy for economic and social participation;
- (2) a national economy driven by our competitive advantages;
- (3) a more sustainable and liveable Australia<sup>21</sup>;
- (4) better health services and a more sustainable health system for all Australians; and
- (5) closing the gap on Indigenous disadvantage.

At its meeting, in October 2014, COAG agreed that the main focus of the Reform of the Federation White Paper "will be on health, early childhood learning, schools, vocational education and training, housing and homelessness."<sup>22</sup>

In addition, COAG has established a Ministerial level Transport and Infrastructure Council. The Council's objective is:

*... to achieve a co-ordinated and integrated national transport and infrastructure system that is efficient, safe, sustainable, accessible and competitive. Achieving this objective will support and enhance Australia's economic development and social and environmental well-being.*<sup>23</sup>

### 3.3 Jurisdictional Aspirations

Most State and Territory Governments have prepared or are preparing strategies and plans that articulate each jurisdiction's 'whole of government' goals and objectives for the medium to long term. Those governments that do not have such consolidated strategies or plans usually have other, sector-specific plans or statements that provide some guidance as to the government's aspirations.

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<sup>20</sup> Council of Australian Governments (2011)

<sup>21</sup> The COAG website indicates that that this includes matters such as affordable housing, water reform and improved energy efficiency.

<sup>22</sup> Council of Australian Governments (2014a), p.2

<sup>23</sup> Transport and Infrastructure Council (2012)

Where there has been a recent change of government, and new plans are yet to be released, policy platforms have also been considered.

### 3.3.1 Australian Capital Territory (ACT)

In 2009, the ACT Government released *The Canberra Plan: Towards our Second Century*. The ACT Government's vision for the Territory is:

*Canberra will be recognised as:*

- *a truly sustainable and creative city;*
- *an inclusive community that supports its vulnerable and enables all to reach their potential;*
- *a centre of economic growth and innovation;*
- *the proud capital of the nation and home of its pre-eminent cultural institutions; and*
- *a place of natural beauty.*<sup>24</sup>

The *Canberra Plan* established seven strategic themes that form the basis of the ACT Government's vision for Canberra. The themes and their related objectives are:

#### **Quality health care**

- to ensure all Canberrans have timely access to acute and primary health care and that care focuses on early intervention and prevention and is grounded in the principles of well-being and safe and respectful patient care;

#### **A fair and safe community**

- to ensure that all Canberrans enjoy the benefits of living in a community that is safe, socially inclusive and respectful of human rights, that all Canberrans are able to fully participate in community life and that the most vulnerable in our community are respected and supported;

#### **Excellent education, quality teaching and skills development**

- to ensure that all Canberrans are able to reap the benefits of a high-quality education supported by a culture of excellence in teaching, that lifelong learning opportunities are available to all, and that the economy benefits from a skilled workforce adaptable to change and able to meet the diverse needs of the community;

#### **A strong, dynamic economy**

- to ensure that a strong, dynamic, resilient and diverse economy meets the needs of the Canberra community now and into the future; to maintain economic growth that promotes a fully sustainable city; and to promote the ACT's place as the heart of the economic region;

#### **A vibrant city and great neighbourhoods**

- to ensure that Canberra – its heart and its town, group and local centres – offers the best in sustainable city living; to ensure that all facilities are of high quality and meet the needs of the community; and to ensure that all Canberrans are able to participate in the diverse cultural and social life;

#### **A sustainable future**

- to ensure that Canberra becomes a fully sustainable city and region and that future developments are environmentally sensitive; to maintain and protect natural assets, both floral and faunal; and respond to the challenges of climate change; and

#### **High-quality services**

- to ensure that services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community; that the city is well maintained and its assets protected; and that members of the community are able to participate in the making of decision that affect them.

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<sup>24</sup> ACT Government (2009)

### 3.3.2 New South Wales

In September 2011, the NSW Government released *NSW 2021: A Plan to Make NSW Number One*. The plan sets out five broad strategies and 32 goals to be pursued by the government over the period to 2021.<sup>25</sup>

The five overarching strategies and their associated goals are:

#### **Rebuild the economy**

- improve the performance of the NSW economy;
- rebuild State finances;
- drive economic growth in regional NSW;
- increase the competitiveness of doing business in NSW;
- place downward pressure on the cost of living; and
- strengthen the NSW skill base.

#### **Return quality services**

- reduce travel times;
- grow patronage on public transport by making it a more attractive choice;
- improve customer experience with transport services;
- improve road safety;
- keep people healthy and out of hospital;
- provide world class clinical services with timely access and effective infrastructure;
- better protect the most vulnerable members of our community and break the cycle of disadvantage;
- increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential;
- improve education and learning outcomes for all students;
- prevent and reduce the level of crime;
- prevent and reduce the level of re-offending; and
- improve community confidence in the justice system.

#### **Renovate infrastructure**

- invest in critical infrastructure;
- build liveable cities; and
- secure potable water supplies.

#### **Strengthen our local environment and communities**

- protect our natural environment;
- increase opportunities for people to look after their own neighbourhoods and environments;
- make it easier for people to be involved in their communities;
- increase opportunities for seniors in NSW to fully participate in community life;
- fostering opportunity and partnership with Aboriginal people;
- enhance cultural, creative, sporting and recreation opportunities; and
- ensure NSW is ready to deal with major emergencies and natural disasters.

#### **Restore accountability to government**

- restore confidence and integrity in the planning system;
- restore trust in State and Local Government as a service provider;

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<sup>25</sup> NSW Government (2011)

- improve government transparency by increasing access to government information; and
- involve the community in decision making on government policy, services and projects.

In December 2012, the NSW Government published 19 Regional Action Plans, with a two-year horizon, that identify actions to be taken by the Government in line with the *NSW 2021* strategy. The Regional Action Plans focus on immediate actions in each region's priorities, and are intended to complement longer-term strategies for each region and all of NSW.<sup>26</sup>

### 3.3.3 Northern Territory

The Northern Territory Government's *Framing the Future* document sets out government policy and is intended to help maximise the new and evolving opportunities in the Northern Territory. It will 'be a tool for Ministers and government agencies to ensure work is focused on what is important to Territorians'.<sup>27</sup>

*Framing the Future* sets out the Northern Territory Government's vision in the following four areas:

#### **A prosperous economy that:**

- is built on strong trade, cultural and tourism relationships and that leverage new investment to improve food, energy and resource security for the Territory and our partners;
- unlocks the potential of our regions and encourages new investments and the growth of our businesses in the pastoral, resources, energy, fisheries, agriculture, parks, tourism, arts and culture and construction sectors;
- is strengthened by new private and public infrastructure projects;
- is built on strong local businesses and a skilled and flexible workforce; and
- is underpinned by an investment focussed policy and regulatory framework.

#### **A strong society that:**

- engages and encourages participation through well-designed services focused on outcomes; and improves the capacity of Territorians to contribute to society and the economy;
- is capable of making a difference: through integrated, responsive and accessible services, a focus on early intervention and prevention; and by strong collaboration in the design and delivery of services to the most vulnerable that lead to long-term outcomes and self-sustainability; and
- is safe, connected and encourages participation.

#### **A balanced environment that:**

- is supported by processes that provide opportunities for sustainable use, preservation and protection of the environment through measures that prevent and mitigate environmental impact while maximising opportunity;
- is supported by informed decision making and sound management using experts, industry bodies, representative groups, and enables community participation in exploring management options; and
- is supported through research, information and knowledge.

#### **A confident culture that:**

- recognises Aboriginal culture and allows all Territorians to follow their own traditions and languages through a focus on an inclusive and participative society;
- recognises our people and our communities are significant contributors to our prosperity; and
- makes the most of living in the Territory.

### 3.3.4 Queensland

A new government was formed in Queensland following elections held in late January 2015. As of early March 2015, the Government had not yet released an overarching strategic document akin to those developed by some other governments.

<sup>26</sup> NSW Government (2014)

<sup>27</sup> Northern Territory Government (2013)

A priority in the incoming government’s policy platform<sup>28</sup> is to “deliver for each region of Queensland new statutory regional plans that effectively integrate land-use planning and infrastructure planning”. The platform also set out the following values and priorities:

### **Economy**

- strong public finances;
- a fair and equitable funding model (of federal revenues);
- a tax system that is fair, straightforward and sustainable;
- encourage and attract investment, use public resources to stimulate and encourage growth;
- enable ‘a strong culture of research and innovation for new products and services’;
- high employment and workforce participation;
- employment based training and apprenticeships; and
- ecological sustainability in development in all industries.

### **Governance**

- Queenslanders are entitled to have a Government that is accountable and as open as possible. Queenslanders deserve a Government they can trust; and
- Queensland’s system of government, constitution and our laws must reflect the dignity and fundamental rights of citizens.

### **Education and training**

- all Queenslanders must have an opportunity to participate fully in the economic, social, political and cultural dimensions of society;
- receiving quality education and training is a basic right; and
- learning is a life-long process.

### **Industrial relations**

- an industrial relations policy that relies on genuine consultation, cooperation and mutual respect between all parties.

### **Environment**

- Queensland’s unique and ecologically diverse environment must be protected, preserved and managed for the public good and in perpetuity for future generations;
- economic growth should be pursued through sustainable development, with social and environmental impacts fully accounted for in the development process;
- confronting the issue of climate change is an important priority for all governments;
- recognise that Queensland is in a unique position to embrace a long term future; and
- maintain a ban on exploration and mining in national parks.

### **Communities**

- good planning and infrastructure provision can make commutes to and from work faster and more efficient, leaving more time for Queenslanders to spend time with their families. The provision of high speed broadband will enable Queenslanders to embrace more flexible work options and access services from home;
- develop integrated regional transport plans in conjunction with regional land use plans in all urban areas across Queensland;
- implement targets to increase public transport use;
- consider demand management measures where appropriate and equitable; and
- ensure that high-quality urban design and place-making underpins new development, with a strong emphasis on public and active transport to support more compact and walkable communities.

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<sup>28</sup> Queensland Labor (2014)

The new government has confirmed its opposition to asset sales.<sup>29</sup>

The previous Queensland Government had produced a document, the *Queensland Plan*, which set out a range of high level aspirations for the state.<sup>30</sup>

### 3.3.5 South Australia

In 2011, the South Australian Government released the second update of *South Australia's Strategic Plan*, redrafting objectives and adding new targets to reflect the changing needs of the state.<sup>31</sup> The Plan sets out 14 visions grouped into the following six themes:

#### Our Community

- our communities are vibrant places to live, work, play and visit;
- everyone has a place to call home;
- strong families help build strong communities;
- we are safe in our homes, community and at work; and
- we are connected to our communities and give everyone a fair go.

#### Our Prosperity

- a strong, sustainable economy that builds on our strengths;
- we have a skilled and sustainable workforce; and
- South Australia plans and delivers the right infrastructure.

#### Our Environment

- South Australians think globally, act locally and are international leaders in addressing climate change;
- we look after our natural environment; and
- we value and protect our water resources.

#### Our Health

- we are active in looking after our health;

#### Our Education

- South Australians are the best teachers and learners.

#### Our Ideas

- South Australians are creative; we innovate to overcome environmental, economic and social challenges.

### 3.3.6 Tasmania

The Tasmanian Liberal Party election policies of 2014 provide guidance on the goals and aspirations of the Tasmanian Government. These are set out in its *Plan for a Brighter Future* document.<sup>32</sup> This Plan articulates a range of aspirations and commitments around five broad themes:

- provide strong and stable government to get things done;
- make Tasmania attractive for economic investment and create jobs, by delivering certainty and cutting red and green tape;
- get budget spending under control;
- build a modern economy supported by our competitive strengths in agriculture and aquaculture, mining and forestry, tourism, and energy; and

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<sup>29</sup> Queensland Legislative Assembly (2015)

<sup>30</sup> Queensland Government (2014)

<sup>31</sup> South Australian Government (2011)

<sup>32</sup> Tasmanian Liberals (2014a)

- rebuild our essential health and public services, and invest in education to create a job-ready generation.

The Tasmanian Resource Management and Planning System articulates a number of sustainability objectives:<sup>33</sup>

- promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity;
- provide for the fair, orderly and sustainable use and development of air, land and water; and
- promote the sharing of responsibility for resource management and planning between the different spheres of government, the community and industry in the State.

### 3.3.7 Victoria

A new government was elected at the Victorian elections held in late November 2014. As of mid-February 2015, the Victorian Government has not yet released an overarching strategic document akin to those developed by some other governments.

The policy platform of the incoming government issued in the lead up to the election provides some guidance on the key directions likely to be pursued by the new government. The platform refers to the following overarching values:

- security - “In our society, no one should be left on their own. Security is the knowledge that your job, your rights, your local schools, your health care and your community will still be there the next day, the next year and the next decade. It’s the safety net, it’s the fair go.”
- services - “deliver the most essential services in our community. In health, education, aged care, disability care and public and social housing, all Victorians deserve the best.”
- standing up for you - “Governments have a responsibility to guarantee that everyone can live free from harassment, bullying and discrimination – that everyone can fully participate in our society and our economy regardless of age, gender, ability, background, sexuality or location. Our diversity is our strength.”
- strength - “A strong economy means more growth, investment and jobs... A strong government works with businesses and unions to improve our economy.”
- standards - “Governments must also be honest and transparent... Decisions shouldn’t be made in the shadows, communities should always be consulted and the powers of the Parliament and the Government should never be abused.”
- sustainability - “Management of scarcity is a primary role of government in partnership with the community. Meeting our environmental, social and economic challenges requires attention to inter-generational fairness, Victorians want to live in a manner that will enable them to pass on a vibrant healthy world to their children and grandchildren.”<sup>34</sup>

The policy platform also refers to the need for infrastructure “projects are the result of careful consideration, [where] alternatives have been properly evaluated, and the most urgent projects are given the highest priority”.<sup>35</sup>

### 3.3.8 Western Australia

The *WA State Planning Strategy 2050*<sup>36</sup> is the government’s strategic planning response to the challenges Western Australia is likely to face. It contemplates a future in which high standards of living, improved public health and an excellent quality of life are enjoyed by present and future generations of Western Australians.

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<sup>33</sup> Tasmanian Government (2013)

<sup>34</sup> Victorian Labor (2014), p.7

<sup>35</sup> Victorian Labor (2014), p.15

<sup>36</sup> Western Australian Government (2014)

The Strategy proposes that diversity, liveability, connectedness and collaboration must be central to the vision of sustained growth and prosperity. There are five interrelated strategic goals:

#### **Global competitiveness**

- building on and strengthening the state's diverse economic base;

#### **Strong and resilient regions**

- developing regional resources through economic expansion and inter-regional collaboration;

#### **Sustainable communities**

- creating resilient communities enhanced by investment in infrastructure and social capital;

#### **Infrastructure planning and coordination**

- integrating infrastructure networks to achieve efficiencies and synergy in pursuit of economic growth; and

#### **Conservation**

- conserving the natural environment through sustainable development and prudent use of resources.

### **3.4 Non-government organisations**

The following section sets out the broad aspirations of a sample of nationally based peak business groups, infrastructure industry associations, social policy groups and other non-government organisations.

#### **3.4.1 Business organisations**

##### **Australian Chamber of Commerce and Industry**

The Australian Chamber of Commerce and Industry has published *The Big 4 You Can't Ignore: What small business needs from the next Australian Government* as a position paper for political parties' consideration. Four issues, it argues, require attention: cut down on red tape; simplify the tax system; make it easier to employ; and build better infrastructure.<sup>37</sup>

##### **Business Council of Australia**

The Business Council of Australia's (BCA) vision is 'for Australia to be the best place in the world to live, learn, work and do business'. The Council's goal is one of enduring prosperity for all Australians, based on the following values:

- *"We believe in shared prosperity and that all Australians should benefit from the wealth we create as a nation.*
- *We advocate reward for effort, innovation, ambition and free enterprise.*
- *We believe in a society that encourages Australians to aspire to improving their own wealth and quality of life, and that of their children.*
- *We are committed to freedom of choice as a fundamental principle that supports Australians to pursue their aspirations.*
- *We believe in a globally connected world where Australia plays a significant, respected role in the international community, economically, strategically and morally.*
- *We are committed to maintaining honesty, trust and integrity in our public and private institutions.*
- *We want safe, productive and rewarding workplaces that provide social and economic advancement, and a sense of identity and belonging.*
- *We value and respect Australia's unique environment and natural resources, and are committed to their efficient and sustainable use.*"<sup>38</sup>

<sup>37</sup> Australian Chamber of Commerce and Industry (2013)

<sup>38</sup> Business Council of Australia (2012), p.15

The BCA has released a paper *Building Australia's Comparative Advantage* that discusses what it will take to build an innovative economy and foster globally competitive industry. Key actions are proposed as follows:

#### **Rethinking the role of government in driving growth**

- moving to a facilitation and coordination role rather than subsidies or direct intervention. Governments should be facilitating competitive industry sectors by taking a sector view of the economy and prioritising all decisions and reforms to promote Australia's comparative advantages.

#### **Developing specific national sector strategies**

- a new approach to national sector strategies to take a systems approach to prioritising policy action, with urgent action needed for the mining and LNG, agriculture and food production, and energy sectors, which are critical to driving Australia's wealth and enabling growth.

#### **Structural reforms to build the innovation infrastructure**

- actions to lift trade and investment and foster business risk taking to ensure growth sectors can attract the capital for major projects and achieve economies of scale, and so that transitioning sectors can make investments in productivity and restructuring;
- regulation and competition policy for a global market to lift the performance of all sectors and allow companies to contribute to global supply chains;
- preparing Australians to compete in a global labour market to ensure our human capital is maintained as a competitive advantage;
- reducing labour market rigidities to allow transitional sectors to move within the value chain, drive growth in other sectors and enable competition at the task level;
- developing physical infrastructure and population policy for an innovative economy; and
- incentivising innovation by aligning Australia's research and development efforts with our comparative advantages and fostering cross-sector collaboration.

On infrastructure, in particular, the BCA has called for policies and programs that bring about:

- long-term strategic planning of Australia's land use and infrastructure needs to support a growing economy;
- private ownership of Australia's economic infrastructure where pricing is transparent and consumer interests are safeguarded;
- long-term sustainable funding models for infrastructure provision that support efficient and consistent investment and which clearly define the funding responsibilities of governments and infrastructure users;
- public investment in infrastructure that delivers the highest economic and social gains as demonstrated by cost-benefit analysis;
- the development of fully operational national markets for transport (freight and passenger), water, electricity and communications;
- the elimination of regulatory impediments to investment in and efficiency of provision of electricity, urban and freight transport including ports, and water;
- the establishment of a cross-jurisdictional framework for appropriate, timely, and coordinated investment in infrastructure to meet future growth needs;
- a focus on the cost-efficient development of a quality broadband system with comprehensive access for business and households; and
- regular and transparent audits of the state of our current infrastructure and risks.<sup>39</sup>

The Council has argued that, 'Maintaining total infrastructure investment at 4 per cent of GDP ... over the next decade ... would be desirable for economic growth (particularly given a decline in resources investment) and to overcome infrastructure shortages, if the right projects are developed.'<sup>40</sup>

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<sup>39</sup> Business Council of Australia (2014)

## Minerals Council of Australia

The Minerals Council of Australia (MCA) advocates public policy and operational practice for a globally competitive minerals industry that is safe, profitable, innovative and environmentally and socially responsible. The MCA has seven policy priority areas which are<sup>41</sup>:

- roadmap for fiscal sustainability that should focus on cutting poor quality spending, not higher taxes;
- efficient capacity building to overcome current and future capacity constraints in social and physical infrastructure and skills in the Australian economy and continued promotion of international trade and investment;
- best practice regulatory reform to reduce inefficiency, overlaps and costs to industry and government;
- stable, predictable, efficient and internationally competitive taxation system;
- workplace arrangements should be flexible for both employers and employees, encouraging direct collaborative relationships, promoting productivity and safety and health;
- reconciling climate change policy and energy security such that trade exposed industries are not at a disadvantage; and
- deep benchmarking for global competitiveness with an enhanced focus on Asian benchmarks.

## National Farmers' Federation

The National Farmers' Federation released their sector-wide vision for a strong and sustainable future path for Australian agriculture and its supply chain *Blueprint for Australian Agriculture 2013-2020*.<sup>42</sup> There are seven overarching themes in the document to guide future action. They are:

- innovation and research, development and extension that improve the productivity, quality and profitability of Australian agriculture and the sustainability of primary production and the natural resource base;
- competitiveness of Australian agriculture as it relates to domestic issues such as infrastructure, capital, regulatory costs, branding and some trade-related factors such as volatile commodity prices;
- trade and market access relating to how Australia can improve its access to high-value global markets through securing new markets, maintaining existing markets and addressing impediments to trade;
- people relating to the labour shortage in the agricultural workforce, how to build and maintain a flexible and skilled workforce in the short and long term, and how to find alternative to labour;
- agriculture in society relates to external perceptions of agriculture, and the need for the agriculture sector to build a shared understanding and information exchange with the rest of the community;
- natural resources relates to the need for sustainable management of Australia's natural resources, the role of farmers as stewards, and the tensions arising from trying to balance environmental, social and economic imperatives; and
- transformational issues relates to how the Blueprint can incorporate and deal with the uncertainties of the future, and consider high-level and potentially significant changes facing the sector.

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<sup>40</sup> Business Council of Australia (2013), p.68

<sup>41</sup> Minerals Council of Australia (2014)

<sup>42</sup> National Farmers' Federation (2013)

### 3.4.2 Infrastructure-related industry associations

#### Australasian Railway Association

The Australasian Railway Association is involved in the development of rail policy for the industry. It aims for rail to be the transport mode of choice and is involved in programs to improve the productivity, capacity and overall safety of the Australasian rail industry.

The Australasian Railway Association Published *Rail: Growing the Australian Economy – Six platforms to stimulate growth in the Australian rail industry*.<sup>43</sup> This document outlines six policy priorities:

- investing in productive, efficient infrastructure – for a competitive and efficient rail industry;
- capitalising on international opportunities – to facilitate growth of local suppliers;
- harmonisation – to increase the speed of approval and delivery and minimise unnecessary costs;
- critical skills development and training – through supportive and consistent procurement policies;
- innovation, technology and advanced manufacturing – through collaboration between industry and research organisations to increase capability and global competitiveness; and
- developing capability and entrepreneurial heft among SMEs – to raise the performance of individual businesses and foster alliances, partnerships and joint ventures.

#### Consult Australia

Consult Australia represents a broad range of private sector interests (principally planning, engineering and environmental consulting firms) that contribute to the development of infrastructure projects. As an advocacy group, Consult Australia has focused on procurement improvements, safer workplaces, improved investment in infrastructure, collaboration and innovation to strengthen the consulting sector.<sup>44</sup>

#### Energy Networks Association

The Energy Networks Association represents electricity transmission and distribution and gas distribution networks. Its policy priorities are in relation to:

- consumer engagement – enabling consumers to understand and control their energy use and expenditure and have a voice in decisions which will impact their bills;
- demand side participation – providing tools for customers to actively manage their electricity consumption and providing network companies with an alternative to network expansion;
- smart metering – to support customers in their energy supply and demand choices and also to assist safe, reliable and efficient network operation and services to consumers;
- climate change adaptation – to support the resilience of the network sector to extreme weather events such as storms, heatwaves and bushfires;
- embedded generation – to maximise the benefits of connecting embedded generation to the network and assisting network businesses to adapt to the increasing uptake of embedded generation; and
- industry research and development – to facilitate research that will bring about improvements in asset management and network performance, as well as exploring ‘non-network’ solutions.

#### The Green Building Council of Australia

The Green Building Council of Australia was established to develop a sustainable property industry in Australia and drive the adoption of green building practices through market-based solutions. The Council’s mission is to accelerate the transformation of Australia’s built environment into one that is healthy, liveable, productive, resilient and sustainable. They do this through the national Green Star

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<sup>43</sup> Australasian Railway Association (2014)

<sup>44</sup> Consult Australia (2013)

environmental rating scheme for buildings and communities, education programs, and policy and program advocacy.<sup>45</sup>

### **Infrastructure Partnerships Australia**

Infrastructure Partnerships Australia has a series of positions specific to major infrastructure projects and includes:

- national coordination and leadership in the identification and delivery of infrastructure projects;
- legislative and regulatory reforms that ensure timely and cost efficient procurement of infrastructure assets;
- greater use of private capital and superannuation savings to build key national assets – where appropriate;
- managing the political risk inherent to major infrastructure projects;
- development of stronger relationships between governments, the private sector, trade unions, environmental groups and the community, to support major infrastructure projects; and
- champion Federal Government leadership in developing workable, sustainable cities.<sup>46</sup>

### **Roads Australia**

Roads Australia contributes to industry and public policy development for Australia's road transport system. Roads Australia has articulated its policy objectives as:

- standardisation and harmonisation of technical specifications and procurement, including incentives, insurance and materials;
- improved collaboration, co-ordination and understanding of the asset management and maintenance funding task facing Australia;
- reducing the cost of infrastructure through value management, whole of life management processes, adoption of best practice processes; and
- seeking a commitment to funding a long-term pipeline of projects, and drive better outcomes through:
  - improving the ability to plan;
  - streamlining delivery and cost efficiency;
  - integrated planning and investment;
  - increased skills and capability in the industry; and
  - certainty within government and industry.<sup>47</sup>

Roads Australia also coordinates the Transport Reform Network – a coalition of major industry groups committed to reform on funding, maintenance and infrastructure.

### **Tourism and Transport Forum**

The Tourism and Transport Forum (TTF) published *Australian Tourism: backing our strengths – a national agenda for the Australian Government*.<sup>48</sup> The document states that from the perspective of the peak industry group for the Australian tourism, transport, aviation and investment sectors, there are five priority areas to support and grow Australia's visitor economy:

- grow demand for travel to and within Australia;

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<sup>45</sup> Green Building Council of Australia (2014)

<sup>46</sup> Infrastructure Partnerships Australia (2014)

<sup>47</sup> Roads Australia (2014)

<sup>48</sup> Tourism and Transport Forum (2013)

- boost investment in tourism infrastructure;
- enhance the visitor experience;
- improve the competitiveness of Australian tourism; and
- expand the tourism workforce.

### **Water Services Association of Australia**

The Water Services Association of Australia advocates on emerging issues of importance for the urban water industry. The Association's activities focus on four areas:

- influencing national and state policies on the provision of urban water services and sustainable water resource management;
- promoting debate on environmentally sustainable development and management of water resources and the community health requirements of public water supplies;
- improving industry performance and establishing benchmarks and industry leading practices for water service processes; and
- fostering the exchange of information on education, training, research, water and wastewater management and treatment and other matters of common interest.

The Water Services Association of Australia published *Vision & Outcomes to 2030 – Customer Driven, Enriching Life*.<sup>49</sup> This has a focus on four outcomes:

- the most efficient trusted and valued service providers in Australia;
- a compelling voice in national policy making;
- a valued partner in urban and land use planning to enrich communities; and
- stewardship of the urban water cycle.

### **3.4.3 Social policy organisations**

#### **Australian Council of Social Service (ACOSS)**

The ACOSS' vision is:

*A fair, inclusive and sustainable Australia where all individuals and communities have the opportunities and resources they need to participate in and benefit from social and economic life.*<sup>50</sup>

ACOSS' values also shed light on what type of Australia it seeks to promote. The organisation's values are:

- We recognise the right of all Australians to opportunity, justice and equity;
- We believe in supporting Australians affected by poverty, disadvantage and inequality to achieve an adequate standard of living and the right to make the key decisions affecting their lives;
- We recognise the heritage and history of Aboriginal and Torres Strait Islander peoples, and the need for action which advances reconciliation and opportunity;
- We value national policy solutions that are economically, socially and environmentally sustainable; and
- We respect the civil, social, economic and cultural contributions of all individuals and communities.

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<sup>49</sup> Water Services Association of Australia (2013)

<sup>50</sup> Australian Council of Social Service (2013), p.20

### Council on the Ageing (COTA)

Like most other developed countries, older persons are projected to make up a larger share of the national population.

The COTA objective is to ‘promote, improve and protect the circumstances and wellbeing of older people in Australia, of which there are over 6 million, not just its members, and particularly the vulnerable and disadvantaged. COTA’s work draws on views of today’s senior Australians and on concerns for future generations of Australians.’<sup>51</sup> The Council’s principles are:

- maximising the social, economic and political participation of older Australians;
- promoting positive views of ageing, rejecting ageism and challenging negative stereotypes;
- promoting sustainable, fair and responsible policies;
- focusing on protecting against and redressing disadvantage; and
- protecting and extending services and programs that are used and valued by older Australians.

Statements about these principles include support for:

- ‘policies which are fiscally and economically responsible and which fairly balance the competing needs and interests of diverse groups; and
- all people having the right to security, dignity, respect, and safety, high standards of treatment and care and to equal participation in the community regardless of their income, status, background, location or any other social or economic factor.’

#### 3.4.4 Environmental organisations

##### Australian Conservation Foundation

The Australian Conservation Foundation (ACF) has a vision is for a prosperous society where ecological sustainability and human wellbeing are central to decision making by governments, businesses and local communities. The ACF advocate for a safe climate for the future, natural environment protection and investment in a sustainable future for northern Australia based on the rights and interests of Indigenous peoples.<sup>52</sup>

### 3.5 Other measures of public opinion on national aspirations

Surveys and other mechanisms have been used from time to time to gauge the public’s views and aspirations for the future. One of the most recent and structured attempts has been the Australian Bureau of Statistics’ work to update its *Measuring Australia’s Progress* project.

In updating previous work, the Bureau used a variety of techniques to identify Australians’ aspirations. Statistical measures have been developed to assess the extent to which Australian society is making progress towards those aspirational statements.

Twenty six aspirations have been categorised under four headings: economy, society, environment and governance. More detailed commentary about the interpretation of these statements is available.<sup>53</sup>

Indirectly, all of the aspirational statements have an ‘infrastructure dimension’. Whilst there is room for some debate, the key infrastructure-related aspirations are:

#### Economy

- Australians aspire to a prosperous and efficient economy;
- Australians aspire to an economy in which people can manage risk and be resilient to shocks

<sup>51</sup> Council on the Ageing (2012), p.3

<sup>52</sup> Australian Conservation Foundation (2013)

<sup>53</sup> Australian Bureau of Statistics (2012), pp. 86-99

- Australians aspire to an economy that sustains or enhances living standards into the future; and
- Australians aspire to fruitful economic engagement with rest of the world.

#### **Society**

- Australians aspire to good health for all;
- Australians aspire to have secure places to live that provide a sense of belonging and home, and are adequate to their needs;
- Australians aspire to a society that values and enables learning; and
- Australians aspire to a fair society that enables everyone to meet their needs.

#### **Environment**

- Australians aspire to manage the environment sustainably for future generations;
- Australians aspire to healthy built environments; and
- Australians aspire for government, business and communities to work together locally and globally for healthy environment.

#### **Governance**

- Australians aspire to governance that works well; and
- Australians aspire to have the opportunity to have a say in decisions that affect their lives.

# 4 Review of Published Statements

The following section consolidates government and non-government goals and aspirations under broad themes. The key words and themes taken from the published statements are highlighted in bold text.

## Economy

Jurisdiction/ Organisation	Goal/Aspiration
Australian Government	<p>G20 Leaders agreed to lift the G20's GDP by at least an additional two per cent by 2018.<sup>54</sup></p> <p>A <b>national economy driven by our competitive advantages to create a seamless national economy</b> to improve the environment in which Australian businesses operate and to assist in meeting Australia's productivity challenges. It includes: regulatory reforms, including in areas such as occupational health and safety, consumer credit, consumer protection and product safety, occupational licensing, conveyancing, directors liability and regulation of the legal profession; competition reforms within the energy, transport and infrastructure sectors, and commitments to <b>improving regulation and review mechanism</b>.<sup>55</sup></p> <p>A more sustainable and liveable Australia to ensure all Australians have access to affordable, safe and sustainable housing which can, in turn, contribute to <b>improved social and economic participation</b>.<sup>56</sup></p>
ACT <sup>57</sup>	To ensure that a <b>strong, dynamic, resilient and diverse economy meets the needs of the Canberra community now and into the future</b> ; to maintain economic growth that promotes a fully sustainable city; and to promote the ACT's place as the heart of the economic region.
NSW <sup>58</sup>	<p><b>Improve the performance of the NSW economy</b></p> <p><b>Increase the competitiveness</b> of doing business in NSW.</p> <p><b>Drive economic growth</b> in regional NSW.</p> <p><b>Place downward pressure on the cost of living</b></p>
NT <sup>59</sup>	<p>An <b>economy that is strengthened by new private and public infrastructure</b> projects.</p> <p>An economy built on <b>strong trade, cultural and tourism relationships and that leverages new investment</b> to improve food, energy and resource security for the Territory and our partners.</p> <p>An economy that <b>unlocks the potential of our regions</b> encourages new investments and the growth of existing businesses in the <b>pastoral, resources, energy, fisheries, agriculture, parks, tourism, arts and culture and construction sectors</b>.</p> <p>An economy that is built on <b>strong local businesses</b> and a <b>skilled and flexible workforce</b>.</p>

<sup>54</sup> The Group of Twenty (2014)

<sup>55</sup> Council of Australian Governments (2014)

<sup>56</sup> Council of Australian Governments (2014)

<sup>57</sup> ACT Government (2009)

<sup>58</sup> NSW Government (2011)

Jurisdiction/ Organisation	Goal/Aspiration
QLD <sup>60</sup>	<p>Responsibly <b>managing our state's finances will drive positive business sentiment, grow workforce participation</b> and in turn lead to a stronger Queensland economy.</p> <p><b>Strong domestic and international investment</b> in our State will encourage entrepreneurialism and enable all Queenslanders to benefit from a growing economy.</p>
SA <sup>61</sup>	<p>A <b>strong, sustainable economy</b> that builds on our strengths.</p> <p>We have a <b>skilled and sustainable workforce</b>.</p>
TAS <sup>62</sup>	<p>Make Tasmania <b>attractive for economic investment</b> and <b>create jobs</b>, by <b>delivering certainty and cutting red and green tape</b>.</p> <p><b>Build a modern economy</b> supported by our competitive strengths in <b>agriculture and aquaculture, mining and forestry, tourism and energy</b>.</p> <p>Set a target to <b>reduce Tasmania's unemployment rate</b> to at least the national average within the first term of Government.<sup>63</sup></p> <p><b>Grow the value of the agricultural sector</b> in Tasmania ten-fold to \$10 billion per year by 2050, backed by our long-term <i>Agrivision 2050 Plan</i>.<sup>64</sup></p> <p><b>Increase Tasmania's share of business of business and skilled migrants</b> as a driver for economic growth.<sup>65</sup></p> <p><b>Grow the tourism industry</b> to 1.5 million visitors by 2020.<sup>66</sup></p>
VIC <sup>67</sup>	<p>A strong economy means more growth, investment and jobs... <b>A strong government works with businesses and unions to improve our economy</b>.</p>
WA <sup>68</sup>	<p><b>Global competitiveness</b> – building on and strengthening the state's <b>diverse economic base</b>.</p> <p><b>Strong and resilient regions</b> – developing regional resources through economic expansion and <b>inter-regional collaboration</b>.</p> <p><b>Infrastructure planning and coordination</b> – integrating infrastructure networks to achieve efficiencies and synergy in pursuit of economic growth.</p>
Non-government	<p>Strengthen economic development and growth so that <b>low income people benefit from more jobs and improved incomes</b>, and reform of the tax system to raise public revenue for the benefits and services Australians need in a fairer and more economically efficient way.<sup>69</sup></p> <p><b>Private ownership of Australia's economic infrastructure</b> where pricing is transparent and consumer interests are safeguarded.<sup>70</sup></p> <p>2020 and beyond, the Australian agriculture sector is <b>a world leader in providing high quality food and fibre for a global population using innovative technologies and sustainable natural resource management</b>. It is productive, profitable, innovative and valued for its <b>environmental, economic and social contribution to Australian life</b>.<sup>71</sup></p>

<sup>59</sup> Northern Territory Government (2013)

<sup>60</sup> Queensland Labor (2014)

<sup>61</sup> South Australian Government (2011)

<sup>62</sup> Tasmanian Liberals (2014a)

<sup>63</sup> Tasmanian Liberals (2014b)

<sup>64</sup> Tasmanian Liberals (2014c)

<sup>65</sup> Tasmanian Liberals (2014d)

<sup>66</sup> Tasmanian Liberals (2014e)

<sup>67</sup> Victorian Labor (2014)

<sup>68</sup> Western Australian Government (2014)

<sup>69</sup> Australian Council of Social Service (2014a)

<sup>70</sup> Building Council of Australia (2014)

<sup>71</sup> National Farmers' Federation (2013)

## Social

Jurisdiction/ organisation	Goal/Aspiration
Australian Government <sup>72</sup>	<p>A long-term strategy for economic and social participation with a key focus on <b>improving educational outcomes</b>, through measures such as: the provision of universal access to early childhood education; improved literacy and numeracy through the school system; and improved teacher quality and school leadership.</p> <p><b>Better health services and a more sustainable health system for all Australians</b>, including the provision of higher quality, adequate health services to meet demand.</p>
ACT <sup>73</sup>	<p>To ensure all Canberrans have <b>timely access to acute and primary health care and that health care focuses on early intervention and prevention</b> and is grounded in the principles of well-being and safe and respectful patient care.</p> <p>To ensure that all Canberrans enjoy the benefits of living in a community that is <b>safe, socially inclusive and respectful of human rights</b>, that all Canberrans are able to fully participate in community life and that the most vulnerable in our community are respected and supported.</p> <p>To ensure that all Canberrans are able to reap the benefits of a <b>high-quality education supported by a culture of excellence in teaching, that lifelong learning opportunities are available to all</b>, and that <b>the economy benefits from a skilled workforce adaptable to change</b> and able to meet the diverse needs of the community.</p> <p>To ensure that Canberra—its heart and its town, group and local centres—offers the best in <b>sustainable city living</b>; to ensure that <b>all facilities are of high quality</b> and meet the needs of the community; and to ensure that all Canberrans are able to <b>participate in the diverse cultural and social life</b>.</p>
NSW <sup>74</sup>	<p>Provide <b>world class clinical services with timely access and effective infrastructure</b>.</p> <p>Increase <b>opportunities for people with a disability</b> by providing supports that meet their individual needs and realise their potential.</p> <p>Improve <b>education and learning outcomes</b> for all students.</p> <p><b>Build liveable cities</b>.</p>
NT <sup>75</sup>	<p>A strong society that is <b>safe, connected and encourages participation</b>.</p> <p>A confident culture that <b>recognises Aboriginal culture and allows all Territorians to follow their own traditions and languages</b> through a focus on <b>an inclusive and participative society</b>.</p> <p>A confident culture that recognises <b>our people and our communities are significant contributors to our prosperity</b>.</p> <p>A confident culture that <b>makes the most of living in the Territory</b>.</p>
QLD <sup>76</sup>	<p>A publicly funded secular and inclusive education system that provides <b>equal access and opportunity to participate in a high quality and education for all</b>, as a basic right. This health system needs to be effective, efficient and sustainable, and provide appropriate evidence-based services in a timely fashion.</p> <p>Deliver <b>integrated regional transport plans</b> in conjunction with regional land use plans in all urban areas across Queensland.</p>

<sup>72</sup> Council of Australian Governments (2014)

<sup>73</sup> ACT Government (2009)

<sup>74</sup> NSW Government (2011)

<sup>75</sup> Northern Territory Government (2013)

<sup>76</sup> Queensland Labor (2014)

Jurisdiction/ organisation	Goal/Aspiration
SA <sup>77</sup>	<p>Our communities are <b>vibrant places</b> to live, work, play and visit.</p> <p>Everyone has a place to call home.</p> <p>Strong families help <b>build strong communities</b>.</p> <p>We are <b>safe in our homes, community and at work</b>.</p> <p>We are <b>connected to our communities</b> and give everyone a fair go.</p> <p>We are active in <b>looking after our health</b>.</p> <p>South Australians are the best teachers and learners.</p>
TAS	<p>A <b>job ready generation of young Tasmanians ... equipped with the skills they need</b> to fully <b>participate in a modern economy, reach their personal potential</b>; and be able to <b>determine their own future</b>.<sup>78</sup></p> <p><b>Improve retention rates in Year 11 and 12</b> so an extra 2000 young Tasmanians complete their high school studies.</p> <p>Implement the Hand-up for Vulnerable Tasmanians approach to help more Tasmanians <b>move out of disadvantage and build resilience</b>.</p> <p>Provide <b>quicker access to hospital</b>.<sup>79</sup></p>
WA <sup>80</sup>	<p>Sustainable communities – <b>creating resilient communities</b> enhanced by investment in infrastructure and social capital.</p>
Non-government	<p>A fair and equitable housing system where low income Australians have access to <b>safe, secure and affordable</b> housing.<sup>81</sup></p>

<sup>77</sup> South Australian Government (2011)

<sup>78</sup> Tasmanian Liberals (2014f)

<sup>79</sup> Tasmanian Liberals (2014g)

<sup>80</sup> Western Australian Government (2014)

<sup>81</sup> Australian Council of Social Service (2014b)

## Environment

Jurisdiction/ organisation	Goal/Aspiration
Australian Government	Our water supplies will be secured by harnessing market mechanisms to drive investment and <b>sustainably manage scarce resources and the impacts of climate change</b> . We will make changes to the delivery and governance of water to <b>provide water security in urban and regional communities</b> . <sup>82</sup>  The Government is committed to <b>reducing Australia's emissions by 5 per cent</b> from 2000 levels by the year 2020. <sup>83</sup>
ACT <sup>84</sup>	To ensure that Canberra becomes a <b>fully sustainable city and region and that future developments are environmentally sensitive</b> ; to maintain and protect natural assets, both floral and faunal; and respond to the challenges of climate change.
NSW <sup>85</sup>	<b>Protect our natural environment.</b>
NT <sup>86</sup>	An environment supported by processes that provide <b>opportunities for sustainable use, preservation and protection of the environment</b> through measures that prevent and mitigate environmental impact while maximising opportunity.  An environment that is supported by <b>informed decision making and sound management using experts, industry bodies, representative groups, and enables community participation</b> in exploring management options.  An environment that is supported through research, information and knowledge.
QLD <sup>87</sup>	We are committed to <b>advancing economic growth while applying the highest of environmental standards</b> .  Accept the advice of the Australian Climate Change Authority on Australia's <b>emissions reduction requirements</b> as part of the global effort to mitigate the effects of climate change.  <b>Prohibit exploration</b> for, and extraction of, minerals and energy resources <b>in the natural estate</b> , including national parks, marine parks, world heritage areas and in other ecologically sensitive areas
SA <sup>88</sup>	South Australians <b>think globally, act locally</b> and are <b>international leaders in addressing climate change</b> .  <b>We look after our natural environment.</b>  <b>We value and protect our water resources.</b>
TAS <sup>89</sup>	Promote the <b>sustainable development of natural and physical resources</b> and the <b>maintenance of ecological processes and genetic diversity</b> .  Provide for the <b>fair, orderly and sustainable use and development of air, land and water</b> .
WA <sup>90</sup>	Conservation – <b>conserving the natural environment through sustainable development and prudent use of resources</b> .
Non-government	Keep building a <b>Clean Energy Australia</b> . Retain a carbon price, set ambitious targets for cutting pollution and cut wasteful subsidies to fossil fuel industries. <sup>91</sup>

<sup>82</sup> Infrastructure Australia (2013)

<sup>83</sup> Australian Department of the Environment (2012)

<sup>84</sup> ACT Government (2009)

<sup>85</sup> NSW Government (2011)

<sup>86</sup> Northern Territory Government (2013)

<sup>87</sup> Queensland Labor (2014)

<sup>88</sup> South Australian Government (2011)

<sup>89</sup> Tasmanian Government (2013)

<sup>90</sup> Western Australian Government (2014)

<sup>91</sup> Australian Conservation Foundation (2013)

## Governance

Jurisdiction/ organisation	Goal/Aspiration
Australian Government	Enhancing governance including <b>through better coordinating government and non-government activities</b> , greater engagement with the north and building local capacity. <sup>92</sup>
ACT <sup>93</sup>	To ensure that <b>services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community</b> ; that the city is well maintained and its assets protected; and that members of the community are able to participate in the making of decisions that affect them.
NSW <sup>94</sup>	Restore <b>confidence and integrity</b> in the planning system  Improve <b>government transparency</b> by increasing access to government information.  <b>Involve the community in decision making</b> on government policy, services and projects.
NT <sup>95</sup>	An economy that is underpinned by an investment focused policy and regulatory framework.  A strong society that <b>engages and encourages participation through well-designed services focused on outcomes</b> ; and improves the capacity of Territorians to contribute to society and the economy.  A strong society that is capable of making a difference: <b>through integrated, responsive and accessible services</b> , a focus on early intervention and prevention; and by <b>strong collaboration in the design and delivery of services to the most vulnerable that lead to long-term outcomes and self-sustainability</b> .
QLD <sup>96</sup>	Queenslanders are entitled to have a <b>Government that is accountable and as open as possible</b> . Queenslanders deserve a Government they can trust.
SA <sup>97</sup>	South Australian plans and delivers the right infrastructure.  South Australians are creative; we innovate to overcome environmental, economic and social challenges.
TAS	Establish Infrastructure Tasmania as an expert body to <b>provide a coordinated approach to the planning and delivery of all major economic infrastructure</b> in Tasmania. <sup>98</sup>  <b>Reduce red and green tape</b> by 20 per cent.  <b>Deliver a faster, cheaper, simpler and fairer planning system</b> . <sup>99</sup>  Promote the sharing of responsibility for resource management and planning between the different spheres of government, the community and industry in the State. <sup>100</sup>
Non-government	<b>Cut down on red tape</b> . <sup>101</sup>  The <b>elimination of regulatory impediments to investment</b> in and efficiency of provision of electricity, urban and freight transport including ports, and water. <sup>102</sup>  Development of <b>stronger relationships between governments, the private sector, trade unions, environmental groups and the community</b> , to support major infrastructure projects. <sup>103</sup>

<sup>92</sup> Northern Australia Taskforce (2014)

<sup>93</sup> ACT Government (2009)

<sup>94</sup> NSW Government (2011)

<sup>95</sup> Northern Territory Government (2013)

<sup>96</sup> Queensland Labor (2014)

<sup>97</sup> South Australian Government (2011)

<sup>98</sup> Tasmanian Liberals (2014h)

<sup>99</sup> Tasmanian Liberals (2014a)

<sup>100</sup> Tasmanian Government (2013)

<sup>101</sup> Australian Chamber of Commerce and Industry (2013)

<sup>102</sup> Business Council of Australia (2014)

<sup>103</sup> Infrastructure Partnerships Australia (2014)

# 5 Conclusions

This paper consolidates and reviews current government, community and private documents that set out goals and aspirations relevant to the development of infrastructure in Australia.

Analysis of the statements indicates that, although the precise formulation of words may vary, all governments and most organisations are aiming to pursue the following broad aspirations:

- growth of the Australian economy (or the relevant jurisdictional economy);
- promotion of social equity and inclusion; and
- acting in a manner that is environmentally sustainable

Many parties have also argued in favour of maintaining and improving standards of governance to help meet these aspirations.

Infrastructure Australia welcomes public comment on the objectives that should drive the planning, development and operation of nationally significant infrastructure, and welcomes input to assist in updating the goals and reform and assessment framework (see section 1.3.1) that will guide its work.

## Appendix 1 Summary of Government and National Non-Government Organisation Goals

Goal	Theme	Source
<b>Australian Capital Territory</b>		
To ensure all Canberrans have timely access to acute and primary health care and that health care focuses on early intervention and prevention and is grounded in the principles of well-being and safe and respectful patient care.	Social	2009 Canberra Plan
To ensure that all Canberrans enjoy the benefits of living in a community that is safe, socially inclusive and respectful of human rights, that all Canberrans are able to fully participate in community life and that the most vulnerable in our community are respected and supported.	Social	2009 Canberra Plan
To ensure that all Canberrans are able to reap the benefits of a high-quality education supported by a culture of excellence in teaching, that lifelong learning opportunities are available to all, and that the economy benefits from a skilled workforce adaptable to change and able to meet the diverse needs of the community.	Social	2009 Canberra Plan
To ensure that a strong, dynamic, resilient and diverse economy meets the needs of the Canberra community now and into the future; to maintain economic growth that promotes a fully sustainable city; and to promote the ACT's place as the heart of the economic region.	Economy	2009 Canberra Plan
To ensure that Canberra—its heart and its town, group and local centres—offers the best in sustainable city living; to ensure that all facilities are of high quality and meet the needs of the community; and to ensure that all Canberrans are able to participate in the diverse cultural and social life.	Social	2009 Canberra Plan
To ensure that Canberra becomes a fully sustainable city and region and that future developments are environmentally sensitive; to maintain and protect natural assets, both floral and faunal; and respond to the challenges of climate change.	Environment	2009 Canberra Plan
To ensure that services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community; that the city is well maintained and its assets protected; and that members of the community are able to participate in the making of decisions that affect them.	Governance	2009 Canberra Plan
<b>Australian Chamber of Commerce and Industry</b>		
Cut down on red tape.	Governance	The Big 4 You Can't Ignore
Simplify the tax system.	Economy	The Big 4 You Can't Ignore
Make it easier to employ.	Economy	The Big 4 You Can't Ignore
Build better infrastructure.	Economy	The Big 4 You Can't Ignore
<b>Australian Conservation Foundation</b>		
Keep building a Clean Energy Australia. Retain a carbon price, set ambitious targets for cutting pollution and cut wasteful subsidies to fossil fuel industries.	Environment	Restoring the Foundations for a Better Australia
Make stronger laws to protect our environment from poor economic management. Renew Australia's national reform agenda to protect clean water from pollution and over-use, and acknowledge the interconnectedness of our environment.	Environment	Restoring the Foundations for a Better Australia
Create a safe, science-based plan for Northern Australia. Work with Traditional Owners to develop a sustainable economic vision of Northern Australia, and push back against reckless industrialisation and dumping of radioactive waste.	Economy	Restoring the Foundations for a Better Australia

Goal	Theme	Source
Build an economy that puts a proper value on our life support systems. Tax pollution, not productivity, rethink how we measure progress and emphasise investment in clean technology.	Environment	Restoring the Foundations for a Better Australia
<b>Australian Council of Social Service</b>		
Strengthen economic development and growth so that low income people benefit from more jobs and improved incomes, and reform of the tax system to raise public revenue for the benefits and services Australians need in a fairer and more economically efficient way.	Economy	Economics and Tax Policy
A fair and equitable housing system where low income Australians have access to safe, secure and affordable housing.	Social	Housing and Homelessness Policy
<b>Australian Government</b>		
Ministers and Governors agreed to develop ambitious but realistic policies with the aim to lift our collective GDP by more than 2 per cent above the trajectory implied by current policies over the coming 5 years.	Economy	G20 Policy Note June 2014
APEC Leaders agreed to the common goals of free and open trade and investment by 2010 for industrialised economies and 2020 for developing economies. They agreed to pursue these targets, known as the Bogor Goals, by reducing barriers to trade and investment to promote the free flow of goods, services and capital among APEC economies.	Economy	APEC 2010 Bogor Goals
Areas of cooperation will include: <ul style="list-style-type: none"> <li>• Work to foster a business friendly environment for infrastructure investment and development, through a solid regulatory framework that minimises uncertainty and maximises transparency and predictability.</li> <li>• Work to develop or to refine existing integrated planning mechanisms.</li> <li>• Work to develop government capacity to identify and generate a pipeline of bankable</li> <li>• Work to develop or further improve financing and funding environment to encourage long term investors.</li> </ul>	Economy	APEC Ministers 2013 Declaration Annex B - APEC Multi Year Plan on Infrastructure Development and Investment
Delivering economic infrastructure including through planning and prioritising projects and identifying effective ways to fund and finance them, particularly through leveraging private sector investment.	Economy	Green Paper on Developing Northern Australia
Improving land use and access: including through more flexible and longer term tenure, greater consistency across jurisdictions, new ways for Indigenous Australians to use their land for development, efficient native title processes and more accurate information.	Economy	Green Paper on Developing Northern Australia
Improving water access and management: including through better understanding of systems, planning and investing in new infrastructure (such as dams) and reforming water management and planning, including functional water markets.	Environment	Green Paper on Developing Northern Australia
Promoting trade and investment and strengthening the business environment: including through boosting population, improving labour availability, cutting red tape and increasing trade, especially with Asia.	Economy	Green Paper on Developing Northern Australia
Fostering education, research and innovation: including through developing research networks, improving local workforce and industry skills and engaging with international education and training markets.	Social	Green Paper on Developing Northern Australia
Enhancing governance including through better coordinating government and non-government activities, greater engagement with the north and building local capacity.	Governance	Green Paper on Developing Northern Australia

Goal	Theme	Source
A long-term strategy for economic and social participation with a key focus on improving educational outcomes, through measures such as: the provision of universal access to early childhood education; improved literacy and numeracy through the school system; and improved teacher quality and school leadership.	Social	COAG's Reform Agenda - Five Themes of Strategic Importance
A national economy driven by our competitive advantages to create a seamless national economy to improve the environment in which Australian businesses operate and to assist in meeting Australia's productivity challenges. It includes: regulatory reforms, including in areas such as occupational health and safety, consumer credit, consumer protection and product safety, occupational licensing, conveyancing, directors liability and regulation of the legal profession; competition reforms within the energy, transport and infrastructure sectors, and commitments to improving regulation and review mechanism.	Economy	COAG's Reform Agenda - Five Themes of Strategic Importance
A more sustainable and liveable Australia to ensure all Australians have access to affordable, safe and sustainable housing which can, in turn, contribute to improved social and economic participation.	Economy	COAG's Reform Agenda - Five Themes of Strategic Importance
Better health services and a more sustainable health system for all Australians, including the provision of higher quality, adequate health services to meet demand.	Social	COAG's Reform Agenda - Five Themes of Strategic Importance
Closing the gap on Indigenous disadvantage.	Economy	COAG's Reform Agenda - Five Themes of Strategic Importance
Commitment to a culture and practice of Basin-wide management and planning to contribute to a healthy, working Basin through putting water use on a sustainable footing, enhancing irrigation productivity, providing water for critical human needs, and providing farmers and communities with more confidence to plan for a future with less water.	Environment	Intergovernmental Agreement on Implementing Water Reform in the Murray Darling Basin
The government is committed to reducing Australia's emissions by five per cent from 2000 levels by the year 2020.	Environment	Kyoto Protocol
<b>Business Council of Australia</b>		
Long-term strategic planning of Australia's land use and infrastructure needs to support a growing economy.	Economy	BCA Policy Agenda Infrastructure
Private ownership of Australia's economic infrastructure where pricing is transparent and consumer interests are safeguarded.	Economy	BCA Policy Agenda Infrastructure
Long-term sustainable funding models for infrastructure provision that support efficient and consistent investment and which clearly define the funding responsibilities of governments and infrastructure users.	Economy	BCA Policy Agenda Infrastructure
Public investment in infrastructure that delivers the highest economic and social gains as demonstrated by cost-benefit analysis.	Governance	BCA Policy Agenda Infrastructure
The development of fully operational national markets for transport (freight and passenger), water, electricity and communications.	Economy	BCA Policy Agenda Infrastructure
The elimination of regulatory impediments to investment in and efficiency of provision of electricity, urban and freight transport including ports, and water.	Governance	BCA Policy Agenda Infrastructure
The establishment of a cross-jurisdictional framework for appropriate, timely, and coordinated investment in infrastructure to meet future growth needs.	Governance	BCA Policy Agenda Infrastructure
A focus on the cost-efficient development of a quality broadband system with comprehensive access for business and households.	Economy	BCA Policy Agenda Infrastructure
Regular and transparent audits of the state of our current infrastructure and risks.	Governance	BCA Policy Agenda Infrastructure
<b>Consult Australia</b>		
Best practice procurement and fairer contracts.	Governance	Advocacy Priorities
Safer, sustainable and more productive workplaces.	Economy	Advocacy Priorities

Goal	Theme	Source
Better urban environments and infrastructure investment.	Economy	Advocacy Priorities
Stronger more collaborative business relationships.	Economy	Advocacy Priorities
Industry innovation growth and excellence.	Economy	Advocacy Priorities
<b>Council of Australian Governments</b>		
Unlock funds from existing State-owned assets to invest in additional infrastructure that will support economic growth and enhance productivity.	Economy	National Partnership Agreement on Asset Recycling
<b>Infrastructure Australia</b>		
Our connected, global cities will adapt to and boost economic growth, be well planned, well-designed and well-governed, and have world class transport systems.	Economy	IA COAG Report June 2013
Our regional infrastructure will meet international demand for Australian products and exports in a timely and efficient way, boost regional communities' access to economic opportunities and drive growth and productivity.	Economy	IA COAG Report June 2013
Our sustainable, national energy market will meet the challenge of climate change, affirm our position as a net energy exporter, support economic activity and affordability, and provide confidence for investment, innovation and participation.	Economy	IA COAG Report June 2013
Our outward-looking ports and national freight network will provide long term certainty for ports and freight networks in our regions and cities and boost our competitive global gateways to Asia to meet the growing domestic and trade freight task.	Economy	IA COAG Report June 2013
Our essential indigenous infrastructure will be more effectively provided as we better coordinate planning and investment across Governments for remote Indigenous communities, benchmarking and measuring the outcomes of investment, and using this information to improve future decisions.	Social	IA COAG Report June 2013
Our water supplies will be secured by harnessing market mechanisms to drive investment and sustainably manage scarce resources and the impacts of climate change. We will make changes to the delivery and governance of water to provide water security in urban and regional communities.	Environment	IA COAG Report June 2013
Our telecommunications networks will be world leading, connecting regions with cities and with the world, and activating the digital economy across the Australian continent.	Economy	IA COAG Report June 2013
<b>Infrastructure Partnerships Australia</b>		
National coordination and leadership in the identification and delivery of infrastructure projects.	Governance	Best Practice Guiding Principles
Legislative and regulatory reforms that ensure timely and cost efficient procurement of infrastructure assets.	Governance	Best Practice Guiding Principles
Greater use of private capital and superannuation savings to build key national assets – where appropriate.	Economy	Best Practice Guiding Principles
Managing the political risk inherent to major infrastructure projects.	Governance	Best Practice Guiding Principles
Development of stronger relationships between governments, the private sector, trade unions, environmental groups and the community, to support major infrastructure projects.	Governance	Best Practice Guiding Principles
Champion Federal Government leadership in developing workable, sustainable cities.	Economy	Best Practice Guiding Principles
<b>Minerals Council of Australia</b>		
A globally competitive minerals industry that is safe, profitable, innovative and environmentally and socially responsible.	Economy	Minerals Council of Australia Advocacy Platform

Goal	Theme	Source
<b>National Farmers' Federation</b>		
2020 and beyond, the Australian agriculture sector is a world leader in providing high quality food and fibre for a global population using innovative technologies and sustainable natural resource management. It is productive, profitable, innovative and valued for its environmental, economic and social contribution to Australian life.	Economy	Blueprint for Australian Agriculture 2013-2020
<b>New South Wales</b>		
Improve the performance of the NSW economy.	Economy	NSW 2021
Rebuild State finances.	Economy	NSW 2021
Drive economic growth in regional NSW.	Economy	NSW 2021
Increase the competitiveness of doing business in NSW.	Economy	NSW 2021
Place downward pressure on the cost of living.	Economy	NSW 2021
Strengthen the NSW skill base.	Social	NSW 2021
Reduce travel times.	Environment	NSW 2021
Grow patronage on public transport by making it a more attractive choice.	Environment	NSW 2021
Improve customer experience with transport services.	Environment	NSW 2021
Improve road safety.	Economy	NSW 2021
Keep people healthy and out of hospital.	Social	NSW 2021
Provide world class clinical services with timely access and effective infrastructure.	Social	NSW 2021
Better protect the most vulnerable members of our community and break the cycle of disadvantage.	Social	NSW 2021
Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential.	Social	NSW 2021
Improve education and learning outcomes for all students.	Social	NSW 2021
Prevent and reduce the level of crime.	Social	NSW 2021
Prevent and reduce the level of re-offending.	Social	NSW 2021
Improve community confidence in the justice system.	Social	NSW 2021
Invest in critical infrastructure.	Economy	NSW 2021
Build liveable cities.	Social	NSW 2021
Secure potable water supplies.	Economy	NSW 2021
Protect our natural environment.	Environment	NSW 2021
Increase opportunities for people to look after their own neighbourhoods and environments.	Social	NSW 2021
Make it easier for people to be involved in their communities.	Social	NSW 2021
Increase opportunities for seniors in NSW to fully participate in community life.	Social	NSW 2021
Fostering opportunity and partnership with Aboriginal people.	Social	NSW 2021
Enhance cultural, creative, sporting and recreation opportunities.	Social	NSW 2021
Ensure NSW is ready to deal with major emergencies and natural disasters.	Social	NSW 2021
Restore confidence and integrity in the planning system.	Governance	NSW 2021
Restore trust in State and Local Government as a service provider.	Governance	NSW 2021
Improve government transparency by increasing access to government information.	Governance	NSW 2021
Involve the community in decision making on government policy, services and projects.	Governance	NSW 2021

Goal	Theme	Source
<b>Northern Territory</b>		
An economy built on strong trade, cultural and tourism relationships and that leverages new investment to improve food, energy and resource security for the Territory and our partners.	Economy	Framing the Future
An economy that unlocks the potential of our regions encourages new investments and the growth of existing businesses in the pastoral, resources, energy, fisheries, agriculture, parks, tourism, arts and culture and construction sectors.	Economy	Framing the Future
An economy that is strengthened by new private and public infrastructure projects.	Economy	Framing the Future
An economy that is built on strong local businesses and a skilled and flexible workforce.	Economy	Framing the Future
An economy that is underpinned by an investment focused policy and regulatory framework.	Governance	Framing the Future
A strong society that engages and encourages participation through well-designed services focused on outcomes; and improves the capacity of Territorians to contribute to society and the economy.	Governance	Framing the Future
A strong society that is capable of making a difference: through integrated, responsive and accessible services, a focus on early intervention and prevention; and by strong collaboration in the design and delivery of services to the most vulnerable that lead to long- term outcomes and self-sustainability.	Governance	Framing the Future
A strong society that is safe, connected and encourages participation.	Social	Framing the Future
An environment supported by processes that provide opportunities for sustainable use, preservation and protection of the environment through measures that prevent and mitigate environmental impact while maximising opportunity.	Environment	Framing the Future
An environment that is supported by informed decision making and sound management using experts, industry bodies, representative groups, and enables community participation in exploring management options.	Environment	Framing the Future
An environment that is supported through research, information and knowledge.	Environment	Framing the Future
A confident culture that recognises Aboriginal culture and allows all Territorians to follow their own traditions and languages through a focus on an inclusive and participative society.	Social	Framing the Future
A confident culture that recognises our people and our communities are significant contributors to our prosperity.	Social	Framing the Future
A confident culture that makes the most of living in the Territory.	Social	Framing the Future
<b>Queensland</b>		
Responsibly managing our state's finances will drive positive business sentiment, grow workforce participation and in turn lead to a stronger Queensland economy.	Economy	Queensland Labor Party Policy Platform
Strong domestic and international investment in our State will encourage entrepreneurialism and enable all Queenslanders to benefit from a growing economy.	Economy	Queensland Labor Party Policy Platform
Future success and competitive advantage will come from harnessing the intellect and creativity of our people coupled with their extraordinary capacity for hard work.	Economy	Queensland Labor Party Policy Platform
We are committed to advancing economic growth while applying the highest of environmental standards.	Environment	Queensland Labor Party Policy Platform
Accept the advice of the Australian Climate Change Authority on Australia's emissions reduction requirements as part of the global effort to mitigate the effects of climate change.	Environment	Queensland Labor Party Policy Platform

Goal	Theme	Source
Prohibit exploration for, and extraction of, minerals and energy resources in the natural estate, including national parks, marine parks, world heritage areas and in other ecologically sensitive areas.	Environment	Queensland Labor Party Policy Platform
A well resourced, publicly funded, universal health system that helps Queenslanders achieve and maintain good physical and mental health and well-being.	Social	Queensland Labor Party Policy Platform
A publicly funded secular and inclusive education system that provides equal access and opportunity to participate in a high quality and education for all, as a basic right. This health system needs to be effective, efficient and sustainable, and provide appropriate evidence-based services in a timely fashion.	Social	Queensland Labor Party Policy Platform
Deliver integrated regional transport plans in conjunction with regional land use plans in all urban areas across Queensland.	Social	Queensland Labor Party Policy Platform
Queenslanders are entitled to have a Government that is accountable and as open as possible. Queenslanders deserve a Government they can trust.	Governance	Queensland Labor Party Policy Platform
<b>South Australia</b>		
Our communities are vibrant places to live, work, play and visit	Social	South Australia's Strategic Plan
Everyone has a place to call home	Social	South Australia's Strategic Plan
Strong families help build strong communities	Social	South Australia's Strategic Plan
We are safe in our homes, community and at work	Social	South Australia's Strategic Plan
We are connected to our communities and give everyone a fair go.	Social	South Australia's Strategic Plan
A strong, sustainable economy that builds on our strengths	Economy	South Australia's Strategic Plan
We have a skilled and sustainable workforce	Economy	South Australia's Strategic Plan
South Australia plans and delivers the right infrastructure	Governance	South Australia's Strategic Plan
South Australians think globally, act locally and are international leaders in addressing climate change	Environment	South Australia's Strategic Plan
We look after our natural environment	Environment	South Australia's Strategic Plan
We value and protect our water resources	Environment	South Australia's Strategic Plan
We are active in looking after our health	Social	South Australia's Strategic Plan
South Australians are the best teachers and learners	Social	South Australia's Strategic Plan
South Australians are creative; we innovate to overcome environmental, economic and social challenges	Governance	South Australia's Strategic Plan
<b>Tasmania</b>		
Make Tasmania attractive for economic investment and create jobs, by delivering certainty and cutting red and green tape.	Economy	Change for a Brighter Future
Build a modern economy supported by our competitive strengths in agriculture and aquaculture, mining and forestry, tourism and energy.	Economy	Change for a Brighter Future
Set a target to reduce Tasmania's unemployment rate to at least the national average within the first term of Government.	Economy	Tackling Tasmania's Unemployment Rate
Grow the value of the agricultural sector in Tasmania ten-fold to \$10 billion per year by 2050, backed by our long-term Agrivision 2050 Plan.	Economy	Cultivating Prosperity in Agriculture
Increase Tasmania's share of business of business and skilled migrants as a driver for economic growth.	Economy	Multicultural Tasmania
Grow the tourism industry to 1.5 million visitors by 2020.	Economy	Growing Our Tourism Industry
A job ready generation of young Tasmanians .... equipped with the skills they need to fully participate in a modern economy, reach their personal potential; and be able to determine their own future.	Social	Creating a Job-ready Generation
Improve retention rates in Year 11 and 12 so an extra 2000 young Tasmanians complete their high school studies.	Social	A Hand-up for Vulnerable Tasmanians

Goal	Theme	Source
Implement the Hand-up for Vulnerable Tasmanians approach to help more Tasmanians move out of disadvantage and build resilience.	Social	A Hand-up for Vulnerable Tasmanians
Provide quicker access to hospital.	Social	A Hand-up for Vulnerable Tasmanians
Promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity	Environment	Resource Management and Planning System
Provide for the fair, orderly and sustainable use and development of air, land and water.	Environment	Resource Management and Planning System
Establish Infrastructure Tasmania as an expert body to provide a coordinated approach to the planning and delivery of all major economic infrastructure in Tasmania.	Governance	Infrastructure Tasmania
Reduce red and green tape by 20 per cent.	Governance	Change for a Brighter Future
Deliver a faster, cheaper, simpler and fairer planning system.	Governance	Change for a Brighter Future
Promote the sharing of responsibility for resource management and planning between the different spheres of government, the community and industry in the State	Governance	Resource Management and Planning System
<b>Tourism and Transport Forum</b>		
Grow demand for travel to and within Australia.	Economy	Australian Tourism: backing our strengths
Boost investment in tourism infrastructure.	Economy	Australian Tourism: backing our strengths
Enhance the visitor experience.	Economy	Australian Tourism: backing our strengths
Improve the competitiveness of Australian tourism.	Economy	Australian Tourism: backing our strengths
Expand the tourism workforce.	Economy	Australian Tourism: backing our strengths
<b>Victoria</b>		
A strong economy means more growth, investment and jobs... A strong government works with businesses and unions to improve our economy.	Economy	Victorian Labor Party Policy Platform
Deliver the most essential services in our community. In health, education, aged care, disability care and public and social housing, all Victorians deserve the best.	Social	Victorian Labor Party Policy Platform
Governments have a responsibility to guarantee that everyone can live free from harassment, bullying and discrimination – that everyone can fully participate in our society and our economy regardless of age, gender, ability, background, sexuality or location. Our diversity is our strength.	Social	Victorian Labor Party Policy Platform
Management of scarcity is a primary role of government in partnership with the community. Meeting our environmental, social and economic challenges requires attention to inter-generational fairness, Victorians want to live in a manner that will enable them to pass on a vibrant healthy world to their children and grandchildren.	Environment	Victorian Labor Party Policy Platform
Governments must also be honest and transparent... Decisions shouldn't be made in the shadows, communities should always be consulted and the powers of the Parliament and the Government should never be abused.	Governance	Victorian Labor Party Policy Platform
<b>Western Australia</b>		
Global competitiveness – building on and strengthening the state's diverse economic base.	Economy	State Planning Strategy 2050
Strong and resilient regions – developing regional resources through economic expansion and inter-regional collaboration.	Economy	State Planning Strategy 2050

Goal	Theme	Source
Sustainable communities – creating resilient communities enhanced by investment in infrastructure and social capital.	Social	State Planning Strategy 2050
Infrastructure planning and coordination – integrating infrastructure networks to achieve efficiencies and synergy in pursuit of economic growth.	Economy	State Planning Strategy 2050
Conservation – conserving the natural environment through sustainable development and prudent use of resources.	Environment	State Planning Strategy 2050

## Appendix 2 Summary of Government and National Non-Government Goals by Theme

Organisation	Goal	Source
<b>Economy</b>		
Australian Capital Territory	To ensure that a strong, dynamic, resilient and diverse economy meets the needs of the Canberra community now and into the future; to maintain economic growth that promotes a fully sustainable city; and to promote the ACT's place as the heart of the economic region.	2009 Canberra Plan
Australian Chamber of Commerce and Industry	Simplify the tax system.	The Big 4 You Can't Ignore
	Make it easier to employ.	The Big 4 You Can't Ignore
	Build better infrastructure.	The Big 4 You Can't Ignore
Australian Conservation Foundation	Create a safe, science-based plan for Northern Australia. Work with Traditional Owners to develop a sustainable economic vision of Northern Australia, and push back against reckless industrialisation and dumping of radioactive waste.	Restoring the Foundations for a Better Australia
Australian Council of Social Service	Strengthen economic development and growth so that low income people benefit from more jobs and improved incomes, and reform of the tax system to raise public revenue for the benefits and services Australians need in a fairer and more economically efficient way.	Economic and Tax Policy
Australian Government	Ministers and Governors agreed to develop ambitious but realistic policies with the aim to lift our collective GDP by more than 2 per cent above the trajectory implied by current policies over the coming 5 years.	G20 Policy Note June 2014
	APEC Leaders agreed to the common goals of free and open trade and investment by 2010 for industrialised economies and 2020 for developing economies. They agreed to pursue these targets, known as the Bogor Goals, by reducing barriers to trade and investment to promote the free flow of goods, services and capital among APEC economies.	APEC 2010 Bogor Goals
	Areas of cooperation will include: <ul style="list-style-type: none"> <li>▪ work to foster a business friendly environment for infrastructure investment and development, through a solid regulatory framework that minimises uncertainty and maximises transparency and predictability;</li> <li>▪ work to develop or to refine existing integrated planning mechanisms;</li> <li>▪ work to develop government capacity to identify and generate a pipeline of bankable infrastructure projects; and</li> <li>▪ work to develop or further improve financing and funding environment to encourage long term investors.</li> </ul>	APEC Ministers 2013 Declaration Annex B - APEC Multi Year Plan on Infrastructure Development and Investment
	Delivering economic infrastructure including through planning and prioritising projects and identifying effective ways to fund and finance them, particularly through leveraging private sector investment.	Green Paper on Developing Northern Australia
	Improving land use and access: including through more flexible and longer term tenure, greater consistency across jurisdictions, new ways for Indigenous Australians to use their land for development, efficient native title processes and more accurate information.	Green Paper on Developing Northern Australia
	Promoting trade and investment and strengthening the business environment: including through boosting population, improving labour availability, cutting red tape and increasing trade, especially with Asia.	Green Paper on Developing Northern Australia

Organisation	Goal	Source
	A national economy driven by our competitive advantages to create a seamless national economy to improve the environment in which Australian businesses operate and to assist in meeting Australia's productivity challenges. It includes: regulatory reforms, including in areas such as occupational health and safety, consumer credit, consumer protection and product safety, occupational licensing, conveyancing, directors liability and regulation of the legal profession; competition reforms within the energy, transport and infrastructure sectors, and commitments to improving regulation and review mechanism.	COAG's Reform Agenda - Five Themes of Strategic Importance
	A more sustainable and liveable Australia to ensure all Australians have access to affordable, safe and sustainable housing which can, in turn, contribute to improved social and economic participation.	COAG's Reform Agenda - Five Themes of Strategic Importance
	Closing the Gap on Indigenous disadvantage.	COAG's Reform Agenda - Five Themes of Strategic Importance
Business Council of Australia	Long-term strategic planning of Australia's land use and infrastructure needs to support a growing economy.	BCA Policy Agenda Infrastructure
	Private ownership of Australia's economic infrastructure where pricing is transparent and consumer interests are safeguarded.	BCA Policy Agenda Infrastructure
	Long-term sustainable funding models for infrastructure provision that support efficient and consistent investment and which clearly define the funding responsibilities of governments and infrastructure users.	BCA Policy Agenda Infrastructure
	The development of fully operational national markets for transport (freight and passenger), water, electricity and communications.	BCA Policy Agenda Infrastructure
	A focus on the cost-efficient development of a quality broadband system with comprehensive access for business and households.	BCA Policy Agenda Infrastructure
Consult Australia	Safer, sustainable and more productive workplaces.	Advocacy Priorities
	Better urban environments and infrastructure investment.	Advocacy Priorities
	Stronger more collaborative business relationships.	Advocacy Priorities
	Industry innovation growth and excellence.	Advocacy Priorities
Council of Australian Governments	Unlock funds from existing State-owned assets to invest in additional infrastructure that will support economic growth and enhance productivity.	National Partnership Agreement on Asset Recycling
Infrastructure Australia	Laying the foundations for a more productive Australia over the next 50 years.	IA COAG Report June 2013
	Our connected, global cities will adapt to and boost economic growth, be well planned, well designed and well governed, and have world-class transport systems	IA COAG Report June 2013
	Our regional infrastructure will meet international demand for Australian products and exports in a timely and efficient way, boost regional communities' access to economic opportunities and drive growth and productivity.	IA COAG Report June 2013
	Our sustainable, national energy market will meet the challenge of climate change, affirm our position as a net energy exporter, support economic activity and affordability, and provide confidence for investment, innovation and participation.	IA COAG Report June 2013

Organisation	Goal	Source
	Our outward-looking ports and national freight network will provide long term certainty for ports and freight networks in our regions and cities and boost our competitive global gateways to Asia to meet the growing domestic and trade freight task.	IA COAG Report June 2013
	Our telecommunications networks will be world-leading, connecting regions with cities and with the world, and activating the digital economy across the Australian continent	IA COAG Report June 2013
Infrastructure Partnerships Australia	Greater use of private capital and superannuation savings to build key national assets – where appropriate.	Best Practice Guiding Principles
	Champion Federal Government leadership in developing workable, sustainable cities.	Best Practice Guiding Principles
Minerals Council of Australia	A globally competitive minerals industry that is safe, profitable, innovative and environmentally and socially responsible.	Minerals Council of Australia Advocacy Platform
National Farmers' Federation	2020 and beyond, the Australian agriculture sector is a world leader in providing high quality food and fibre for a global population using innovative technologies and sustainable natural resource management. It is productive, profitable, innovative and valued for its environmental, economic and social contribution to Australian life.	Blueprint for Australian Agriculture 2013-2020
New South Wales	Improve the performance of the NSW economy.	NSW 2021
	Rebuild State finances.	NSW 2021
	Drive economic growth in regional NSW.	NSW 2021
	Increase the competitiveness of doing business in NSW.	NSW 2021
	Place downward pressure on the cost of living.	NSW 2021
	Improve road safety.	NSW 2021
	Invest in critical infrastructure.	NSW 2021
	Secure potable water supplies.	NSW 2021
Northern Territory	An economy built on strong trade, cultural and tourism relationships and that leverages new investment to improve food, energy and resource security for the Territory and our partners.	Framing the Future
	An economy that unlocks the potential of our regions encourages new investments and the growth of existing businesses in the pastoral, resources, energy, fisheries, agriculture, parks, tourism, arts and culture and construction sectors.	Framing the Future
	An economy that is strengthened by new private and public infrastructure projects.	Framing the Future
	An economy that is built on strong local businesses and a skilled and flexible workforce.	Framing the Future
Queensland	Responsibly managing our state's finances will drive positive business sentiment, grow workforce participation and in turn lead to a stronger Queensland economy.	Queensland Labor
	Strong domestic and international investment in our State will encourage entrepreneurialism and enable all Queenslanders to benefit from a growing economy.	Queensland Labor
	Future success and competitive advantage will come from harnessing the intellect and creativity of our people coupled with their extraordinary capacity for hard work.	Queensland Labor
South Australia	A strong, sustainable economy that builds on our strengths.	South Australia's Strategic Plan
	We have a skilled and sustainable workforce.	South Australia's Strategic Plan

Organisation	Goal	Source
Tasmania	Make Tasmania attractive for economic investment and create jobs, by delivering certainty and cutting red and green tape.	Change for a Brighter Future
	Build a modern economy supported by our competitive strengths in agriculture and aquaculture, mining and forestry, tourism and energy.	Change for a Brighter Future
	Set a target to reduce Tasmania's unemployment rate to at least the national average within the first term of Government.	Tackling Tasmania's Unemployment Rate
	Grow the value of the agricultural sector in Tasmania ten-fold to \$10 billion per year by 2050, backed by our long-term <i>Agrivision 2050 Plan</i> .	Cultivating Prosperity in Agriculture
	Increase Tasmania's share of business of business and skilled migrants as a driver for economic growth.	Multicultural Tasmania
	Grow the tourism industry to 1.5 million visitors by 2020.	Growing Our Tourism Industry
Tourism and Transport Forum	Grow demand for travel to and within Australia.	Australian Tourism: backing our strengths
	Boost investment in tourism infrastructure.	Australian Tourism: backing our strengths
	Enhance the visitor experience.	Australian Tourism: backing our strengths
	Improve the competitiveness of Australian tourism.	Australian Tourism: backing our strengths
	Expand the tourism workforce.	Australian Tourism: backing our strengths
Victoria	A strong economy means more growth, investment and jobs... A strong government works with businesses and unions to improve our economy.	Victorian Labor Party Policy Platform
Western Australia	Global competitiveness – building on and strengthening the state's diverse economic base.	State Planning Strategy 2050
	Strong and resilient regions – developing regional resources through economic expansion and inter-regional collaboration.	State Planning Strategy 2050
	Infrastructure planning and coordination – integrating infrastructure networks to achieve efficiencies and synergy in pursuit of economic growth.	State Planning Strategy 2050
<b>Environment</b>		
Australian Capital Territory	To ensure that Canberra becomes a fully sustainable city and region and that future developments are environmentally sensitive; to maintain and protect natural assets, both floral and faunal; and respond to the challenges of climate change.	2009 Canberra Plan
Australian Conservation Foundation	Keep building a Clean Energy Australia. Retain a carbon price, set ambitious targets for cutting pollution and cut wasteful subsidies to fossil fuel industries.	Restoring the Foundations for a Better Australia
	Make stronger laws to protect our environment from poor economic management. Renew Australia's national reform agenda to protect clean water from pollution and over-use, and acknowledge the interconnectedness of our environment.	Restoring the Foundations for a Better Australia
	Build an economy that puts a proper value on our life support systems. Tax pollution, not productivity, rethink how we measure progress and emphasise investment in clean technology.	Restoring the Foundations for a Better Australia
Australian Government	Improving water access and management: including through better understanding of systems, planning and investing in new infrastructure (such as dams) and reforming water management and planning, including functional water markets.	Green Paper on Developing Northern Australia

Organisation	Goal	Source
	Commitment to a culture and practice of Basin-wide management and planning to contribute to a healthy, working Basin through putting water use on a sustainable footing, enhancing irrigation productivity, providing water for critical human needs, and providing farmers and communities with more confidence to plan for a future with less water.	Intergovernmental Agreement on Implementing Water Reform in the Murray Darling Basin
	The government is committed to reducing Australia's emissions by five per cent from 2000 levels by the year 2020.	Kyoto Protocol
Infrastructure Australia	Our water supplies will be secured by harnessing market mechanisms to drive investment and sustainably manage scarce resources and the impacts of climate change. We will make changes to the delivery and governance of water to provide water security in urban and regional communities.	IA COAG Report June 2013
New South Wales	Reduce travel times.	NSW 2021
	Grow patronage on public transport by making it a more attractive choice.	NSW 2021
	Improve customer experience with transport services.	NSW 2021
	Protect our natural environment.	NSW 2021
Northern Territory	An environment supported by processes that provide opportunities for sustainable use, preservation and protection of the environment through measures that prevent and mitigate environmental impact while maximising opportunity.	Framing the Future
	An environment that is supported by informed decision making and sound management using experts, industry bodies, representative groups, and enables community participation in exploring management options.	Framing the Future
	An environment that is supported through research, information and knowledge.	Framing the Future
Queensland	Prohibit exploration for, and extraction of, minerals and energy resources in the natural estate, including national parks, marine parks, world heritage areas and in other ecologically sensitive areas.	Queensland Labor
South Australia	South Australians think globally, act locally and are international leaders in addressing climate change	South Australia's Strategic Plan
	We look after our natural environment	South Australia's Strategic Plan
	We value and protect our water resources	South Australia's Strategic Plan
Tasmania	Promote the sustainable development of natural and physical resources and the maintenance of ecological processes and genetic diversity.	Resource Management and Planning System
	Provide for the fair, orderly and sustainable use and development of air, land and water.	Resource Management and Planning System
Victoria	Management of scarcity is a primary role of government in partnership with the community. Meeting our environmental, social and economic challenges requires attention to inter-generational fairness, Victorians want to live in a manner that will enable them to pass on a vibrant healthy world to their children and grandchildren.	Victorian Labor Party Policy Platform
Western Australia	Conservation – conserving the natural environment through sustainable development and prudent use of resources.	State Planning Strategy 2050
<b>Governance</b>		
Australian Capital Territory	To ensure that services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community; that the city is well maintained and its assets protected; and that members of the community are able to participate in the making of decisions that affect them.	2009 Canberra Plan

Organisation	Goal	Source
Australian Chamber of Commerce and Industry	Cut down on red tape.	The Big 4 You Can't Ignore
Australian Government	Enhancing governance including through better coordinating government and non-government activities, greater engagement with the north and building local capacity.	Green Paper on Developing Northern Australia
Business Council of Australia	Public investment in infrastructure that delivers the highest economic and social gains as demonstrated by cost-benefit analysis.	BCA Policy Agenda Infrastructure
	The elimination of regulatory impediments to investment in and efficiency of provision of electricity, urban and freight transport including ports, and water.	BCA Policy Agenda Infrastructure
	The establishment of a cross-jurisdictional framework for appropriate, timely, and coordinated investment in infrastructure to meet future growth needs.	BCA Policy Agenda Infrastructure
	Regular and transparent audits of the state of our current infrastructure and risks.	BCA Policy Agenda Infrastructure
Consult Australia	Best practice procurement and fairer contracts.	Advocacy Priorities
Infrastructure Partnerships Australia	National coordination and leadership in the identification and delivery of infrastructure projects.	Best Practice Guiding Principles
	Legislative and regulatory reforms that ensure timely and cost efficient procurement of infrastructure assets.	Best Practice Guiding Principles
	Managing the political risk inherent to major infrastructure projects.	Best Practice Guiding Principles
	Development of stronger relationships between governments, the private sector, trade unions, environmental groups and the community, to support major infrastructure projects.	Best Practice Guiding Principles
New South Wales	Restore confidence and integrity in the planning system.	NSW 2021
	Restore trust in State and Local Government as a service provider.	NSW 2021
	Improve government transparency by increasing access to government information.	NSW 2021
	Involve the community in decision making on government policy, services and projects.	NSW 2021
Northern Territory	An economy that is underpinned by an investment focused policy and regulatory framework.	Framing the Future
	A strong society that engages and encourages participation through well-designed services focused on outcomes; and improves the capacity of Territorians to contribute to society and the economy.	Framing the Future
	A strong society that is capable of making a difference: through integrated, responsive and accessible services, a focus on early intervention and prevention; and by strong collaboration in the design and delivery of services to the most vulnerable that lead to long-term outcomes and self-sustainability.	Framing the Future
South Australia	South Australia plans and delivers the right infrastructure	South Australia's Strategic Plan
	South Australians are creative; we innovate to overcome environmental, economic and social challenges.	South Australia's Strategic Plan
Tasmania	Establish Infrastructure Tasmania as an expert body to provide a coordinated approach to the planning and delivery of all major economic infrastructure in Tasmania.	Infrastructure Tasmania
	Reduce red and green tape by 20 per cent.	Change for a Brighter Future
	Deliver a faster, cheaper, simpler and fairer planning system.	Change for a Brighter Future

Organisation	Goal	Source
	Promote the sharing of responsibility for resource management and planning between the different spheres of government, the community and industry in the State	Resource Management and Planning System
Victoria	Governments must also be honest and transparent... Decisions shouldn't be made in the shadows, communities should always be consulted and the powers of the Parliament and the Government should never be abused.	Victorian Labor Party Policy Platform
<b>Social</b>		
Australian Capital Territory	To ensure all Canberrans have timely access to acute and primary health care and that health care focuses on early intervention and prevention and is grounded in the principles of well-being and safe and respectful patient care.	2009 Canberra Plan
	To ensure that all Canberrans enjoy the benefits of living in a community that is safe, socially inclusive and respectful of human rights, that all Canberrans are able to fully participate in community life and that the most vulnerable in our community are respected and supported.	2009 Canberra Plan
	To ensure that all Canberrans are able to reap the benefits of a high-quality education supported by a culture of excellence in teaching, that lifelong learning opportunities are available to all, and that the economy benefits from a skilled workforce adaptable to change and able to meet the diverse needs of the community.	2009 Canberra Plan
	To ensure that Canberra—its heart and its town, group and local centres—offers the best in sustainable city living; to ensure that all facilities are of high quality and meet the needs of the community; and to ensure that all Canberrans are able to participate in the diverse cultural and social life.	2009 Canberra Plan
Australian Council of Social Service	A fair and equitable housing system where low income Australians have access to safe, secure and affordable housing.	Housing and Homelessness Policy
Australian Government	Fostering education, research and innovation: including through developing research networks, improving local workforce and industry skills and engaging with international education and training markets.	Green Paper on Developing Northern Australia
	A long-term strategy for economic and social participation with a key focus on improving educational outcomes, through measures such as: the provision of universal access to early childhood education; improved literacy and numeracy through the school system; and improved teacher quality and school leadership.	COAG's Reform Agenda - Five Themes of Strategic Importance
	Better health services and a more sustainable health system for all Australians, including the provision of higher quality, adequate health services to meet demand.	COAG's Reform Agenda - Five Themes of Strategic Importance
Infrastructure Australia	Our essential indigenous infrastructure will be more effectively provided as we better coordinate planning and investment across Governments for remote Indigenous communities, benchmarking and measuring the outcomes of investment, and using this information to improve future decisions.	IA COAG Report June 2013
New South Wales	Strengthen the NSW skill base.	NSW 2021
	Keep people healthy and out of hospital.	NSW 2021
	Provide world class clinical services with timely access and effective infrastructure.	NSW 2021
	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential.	NSW 2021
	Improve education and learning outcomes for all students.	NSW 2021
	Prevent and reduce the level of crime.	NSW 2021

Organisation	Goal	Source
	Prevent and reduce the level of re-offending.	NSW 2021
	Improve community confidence in the justice system.	NSW 2021
	Increase opportunities for people to look after their own neighbourhoods and environments.	NSW 2021
	Make it easier for people to be involved in their communities.	NSW 2021
	Increase opportunities for seniors in NSW to fully participate in community life.	NSW 2021
	Better protect the most vulnerable members of our community and break the cycle of disadvantage.	NSW 2021
	Build liveable cities.	NSW 2021
	Fostering opportunity and partnership with aboriginal people.	NSW 2021
	Enhance cultural, creative, sporting and recreation opportunities.	NSW 2021
	Ensure NSW is ready to deal with major emergencies and natural disasters.	NSW 2021
Northern Territory	A strong society that is safe, connected and encourages participation.	Framing the Future
	A confident culture that recognises Aboriginal culture and allows all Territorians to follow their own traditions and languages through a focus on an inclusive and participative society.	Framing the Future
	A confident culture that recognises our people and our communities are significant contributors to our prosperity.	Framing the Future
	A confident culture that makes the most of living in the Territory.	Framing the Future
Queensland	A well resourced, publicly funded, universal health system that helps Queenslanders achieve and maintain good physical and mental health and well-being.	Queensland Labor
	A publicly funded secular and inclusive education system that provides equal access and opportunity to participate in a high quality and education for all, as a basic right. This health system needs to be effective, efficient and sustainable, and provide appropriate evidence-based services in a timely fashion.	Queensland Labor
	Deliver integrated regional transport plans in conjunction with regional land use plans in all urban areas across Queensland.	Queensland Labor
South Australia	Everyone has a place to call home	South Australia's Strategic Plan
	Strong families help build strong communities	South Australia's Strategic Plan
	We are safe in our homes, community and at work	South Australia's Strategic Plan
	We are connected to our communities and give everyone a fair go.	South Australia's Strategic Plan
	We are active in looking after our health.	South Australia's Strategic Plan
	South Australians are the best teachers and learners.	South Australia's Strategic Plan
Tasmania	A job ready generation of young Tasmanians ... equipped with the skills they need to fully participate in a modern economy, reach their personal potential; and be able to determine their own future.	Creating a Job-ready Generation
	Improve retention rates in Year 11 and 12 so an extra 2000 young Tasmanians complete their high school studies.	A Hand-up for Vulnerable Tasmanians

Organisation	Goal	Source
	Implement the Hand-up for Vulnerable Tasmanians approach to help more Tasmanians move out of disadvantage and build resilience.	A Hand-up for Vulnerable Tasmanians
	Provide quicker access to hospital.	A Hand-up for Vulnerable Tasmanians
Victoria	Deliver the most essential services in our community. In health, education, aged care, disability care and public and social housing, all Victorians deserve the best.	Victorian Labor Party Policy Platform
	Governments have a responsibility to guarantee that everyone can live free from harassment, bullying and discrimination – that everyone can fully participate in our society and our economy regardless of age, gender, ability, background, sexuality or location. Our diversity is our strength.	Victorian Labor Party Policy Platform
Western Australia	Sustainable communities – creating resilient communities enhanced by investment in infrastructure and social capital.	State Planning Strategy 2050

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## **Infrastructure: Aspirations and Goals**

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