An annual gathering of policy, business and community leaders to address the Sunshine Coast regional issues.

Sunshine Coast Futures Conference

Friday 7 November 2014
8:00am - 4:00pm
Innovation Centre, Sippy Downs Drive
University of the Sunshine Coast

Conference Summary Report
Dear Delegates,

We proudly bring you the conference summary of the fifth Sunshine Coast Futures Conference held on 7 November 2014.

This year’s conference was so rich in ideas, insights and inspirations that we thought it would be best captured in an easy-to-read magazine format. We hope this magazine acts as a reference for you, as delegates, and a source of information to readers wanting to know more about the thinking processes and plans of the leaders of the Greater Sunshine Coast region. Hopefully we have been able to represent the speakers’, the panelists’ and the delegates’ words and spirit in the message we would like to resonate throughout 2015: ‘Take Action’.

I would like to express our thanks to all the authors of the articles within. All are busy with their day jobs and their generous contribution to this publication is much appreciated by the whole community. Although content has been edited, every effort has been made to represent the rich conversations and delegate feedback accurately.

Dr Pamela Wardner
Office of Engagement

### Past Conferences

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<td>Opened a conversation about Populations, Participation and Productivity.</td>
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<td>2012</td>
<td>Sustainable Villages</td>
<td>Explored the right balance between identity, community, business and skills (and hence education) as a key driver of long-term prosperity.</td>
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<td>2013</td>
<td>The Sunshine Coast region and its place in South-East Queensland</td>
<td>An analysis of the Sunshine Coast and its business positioning within the SEQ region.</td>
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<td>“What the stats say” – Professor Mike Hefferan</td>
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Image of Glasshouse Mountains courtesy of Sunshine Coast Destination Limited.
2014 is the fifth in the Sunshine Coast Futures Conference series. Previous years have centred on specific pieces of new research but 2014 involved a wider, discussion approach.

Like all regions, the Sunshine Coast has its issues but few would question that it has future potential, practically without equal anywhere else in Australia. However, potential is one thing, making it happen is another. That’s what this conference is about. It poses the question, how could we as leaders and professionals drawn from all parts of our region have a positive influence on the future?

Firstly, while we understand that a robust, growing and sustainable economy is vital to the region’s future, we must make sure that we take the whole community with us. Our expert panels address the impacts of the aging population, healthcare, education and employment. In those areas particularly, we must ensure that we are not leaving behind or marginalising some members of our community. Unless there is reasonable equity in income distribution and resource allocation, social dislocation may not be far away. An attractive place to live and to invest is one that addresses all these criteria.

USC’s experience typifies the challenges of the Coast and its businesses as a whole – so let’s consider USC’s international students. In 2014, they number over 1,000 and comprise about 12% of total student load. As we continue to grow, international students will make very significant contributions to the regional community and its economy. Results of the International student barometer survey in 2014 show students consider the Sunshine Coast to be the safest student destination in the country. They love the educational experience at USC and the quality of the teaching. However, students also recognise that part-time work is not easy to find, the Coast is an expensive place to live and they identify a lack of cultural activities. These deficits affect the wider community.

Secondly, our future lies in “value-adding” – providing knowledge, skills and expertise to goods and services into domestic and global markets.

We are proud that USC has grown so fast and is reaching a level of maturity that could hardly have been imagined when it was bravely established 18 years ago. The Innovation Centre and 10,000 students make significant contributions to the regional economy while the alignment of our educational offering, the links with the new Sunshine Coast University Hospital and our rapidly growing research presence in such areas as mental health, biological sciences, and sustainability attest to USC’s commitment to our region and stakeholders.

“Our future lies in ‘value-adding’ – providing knowledge, skills and expertise to goods and services into domestic and global markets.”

USC Vice-Chancellor and President Prof Greg Hill

With over 100 programs, and full-time, part-time or online study options, you have plenty of ways to shine at USC.
I am committed to protecting the wonderful Sunshine Coast lifestyle and environment – but at the same time, generating greater business confidence, more investment, more jobs, more opportunity, more security, greater prosperity and a stronger future – both for our community and the region’s economy.

Sunshine Coast Mayor Cr Mark Jamieson
The success of today, and its deliverables, are entirely in your hands.

Master of Ceremonies
Tracey Goodwin-McDonald

The 2014 Sunshine Coast Futures Conference is all about how we as a business community can Take Action to bring about economic development growth and community prosperity. The objective is to identify targeted activities that can be executed in a 12-month timeframe to drive the prosperity the Sunshine Coast seeks.

Following on from last year’s conference, the essence of today is “for governments not to overly structure or contrive markets but rather to set a conducive environment, provide market intelligence, clear roadblocks and then leave the private sector to do what it does best – generate wealth and jobs through investment and entrepreneurial skills”.

The animated agenda begins with three key speakers. The rest of the day has been divided into panels and ‘idea-bouncing’ sessions based on four key areas: Business and Investment, Population and Community, Education and Training and, Health and Wellness. At the end of each session actions are listed and voted upon to show which ones the delegates prioritised. This conference promises to be an innovative, robust and constructive conversation with debate and ideas.

The Sunshine Coast Futures Conference used the latest technologically advanced web-based clicker tool to keep delegates engaged and gain real-time feedback and participation. Using their internet-enabled devices, delegates were asked to vote, or type comments at intervals throughout the day. Results are presented throughout this magazine. This cutting-edge technology has been used successfully at conferences throughout the world to obtain rich and real-time data.

Using GoSoapBox, participants were surveyed at the beginning of the day in order for presenters to get a feel for their audience. Results are below.
Deeper than statistics

The internet has changed so much – and most of that is for the good… but it is not some fountain of all knowledge.

USC Pro Vice-Chancellor Prof Mike Hefferan

A strong evidence and statistical base provides an essential platform for decision-making across the public and private sectors.

We live in an era that seems obsessed with all manner of data. The internet provides us with unprecedented amounts of it. For the most part, we are much better off for that – although we have to always be watchful of the quality, robustness and impartiality of the information provided. More to the point however, it is the analysis and interpretation of data that creates real knowledge and value for us.

Data that is poorly collected or wrongly interpreted will potentially have a damaging rather than positive effect on decisions and planning.

Fortunately, through reliable databases and analysis such as ‘economy.id’ and ‘profile.id’, reliable and analytical data is available. These are illustrated elsewhere in this publication.

In all of this however, there are some simple rules that assist in this interpretation task. First of all, we need to avoid generalisations and be very specific in what we mean by the statistics we use – we need to know the size of the samples upon which any survey was based, we need to know its currency and particularly to identify trends over time. There is very limited value in an absolute, ‘one-off’ figure – it is only when figures are placed in a time sequence that that data is meaningful and trends can be recognised. Likewise, the use of percentages must be considered cautiously, establishing in the first instance what it is a percentage of, and, again, how relevant that population is to the matter at hand.

Unfortunately, many in business and in the wider community are unnecessarily timid about the use of statistics and therefore will not benefit even from their simple use. Again, there are invaluable guides here: (1) avoid the use of ‘averages’ and instead rely on the ‘median’ which is the middle number in a series or population (2) consider with that, what is known as ‘standard deviation’ which is the spread of numbers around that median, and finally (3) the dramatic or unexpected numbers or ‘outliers’ should be considered sceptically at first to ensure their validity before acceptance and action.

Hopefully the statistics presented throughout this document conform to these simple rules and assist in that vital transfer from raw data to valuable knowledge.

A commentary on the Greater Sunshine Coast economy June 2014 is available on the USC Research Bank on http://research.usc.edu.au/vital/access/manager/Repository/usc:13397
Planning for a bright future

“Someone is sitting in the shade today, because someone planted a tree a long time ago.”
- Warren Buffet

When we fast-forward 20 years, there are two possible scenarios that come to mind for the Sunshine Coast. Under the first, private interests dominate the development agendas in the years ahead. We can call this the ‘high-rise, low-quality’ scenario, and we have all seen the consequences.

In America, this scenario has played out along Florida’s coastline. Private developers, each with their vision narrowed to a single project on a slender plot, create a patchwork pattern of disjointed, chaotic construction. Other dimensions of prosperity are largely neglected. The development process itself is fractured, opaque, and overly political. Contentious, ‘us versus them’ controversies often grind everything to a halt.

A second, alternative scenario comes to mind. We can call this the ‘high quality, civic’ scenario, in which the dynamism of the market economy is balanced with shared, civic interests. On the Sunshine Coast, we can envision a future that preserves the region’s intimate connection with the environment, as well as the authentic character of the unique settlements within the region.

In the years ahead, the citizens of the Sunshine Coast will be confronting an escalating series of challenges. Keynote speaker Ed Morrison looks toward the Sunshine Coast of the future.

You have to have big ideas… we are building regions for global competitiveness – not only for ourselves but for our kids and our grandkids – so we have to take that long term view.”

Ed Morrison
Purdue University Regional Economic Development Advisor

“Someone is sitting in the shade today, because someone planted a tree a long time ago.”

Networks move us to new opportunities

Australia’s prosperity has experienced a trajectory for the majority of its history. By working together, we can maintain this growth.

Ed Morrison
In the United States, places like Charleston, South Carolina come to mind. This historic, coastal community has preserved its unique character, while becoming a hotspot for fast growth, internet-based companies.

Having travelled to the Sunshine Coast three times in the last 18 months, I have no doubt that most citizens would prefer this second scenario. The challenge, of course, involves implementation. How we get there from here? The good news is that the region's civic leadership has already taken steps down this path of high quality civic development. The regional strategy outlined in Sunshine Coast — The Natural Advantage: Regional Economic Development Strategy 2013 – 2033 provides a roadmap for the region’s high quality, civic development. Yet, the question remains: How do we get there from here? The answer boils down to thinking differently, behaving differently, and doing differently.

Thinking differently starts with seeing our universities in a new light. In regional economies, universities play a vital role. They are a major employer. They provide both a payroll and demand for goods and services that power smaller businesses. With international students, they export education and import money into the region’s economy. Routinely, universities have turned to economists to quantify these economic impacts. In this traditional view, universities are no different from factories. Yet, today, they are so much more.

Over the past 30 years, the global economy has transformed and with it, the role of our universities. These changes are profound and lasting. We have moved into an era in which brainpower, innovation and networks generate sustainable prosperity. While traditional industrial and extractive businesses continue to power some regional economies, these businesses are mature and in some cases dying (manufacturing automobiles in Australia comes to mind). To build sustainable economies in the future, we must abandon old thinking and look elsewhere.

In the US, smart communities and regions are no longer chasing foothold factories with a butterfly net full of incentives. Instead, they are turning to their universities as engines of economic growth. In our global economy, brainpower and the ability to turn that brainpower into wealth through networks of innovation and entrepreneurship are unique to each region. Universities bring these assets together and power them forward. This lesson is not new: Silicon Valley learned it decades ago. However, the increasing dynamism and connectivity of the global economy means that any region with a significant university can prosper in the decades ahead.

Changing our thinking also means that we need to measure the economic impact of our universities differently. The major benefit of our universities comes not from their direct economic transactions but from the dramatically improved earning power of our graduates. For each graduate over a lifetime, a university education improves earnings by hundreds of thousands of dollars.

Changing our thinking is only the first step that will move us down the path toward high quality, civic development of a prosperous region. We must also change our pattern of behaviour. In the traditional, industrial economy, development has been a highly compartmentalised process. This fact leads to numerous ‘turf wars’ that can slow down and even reverse a region’s progress. People behave to protect their own interests, not necessarily to the benefit of the community or the region as a whole.

Dimensions of prosperity
- Strengthening education
- Promoting health and wellness
- Creating supports for businesses to thrive
- Providing adequate transportation and communication linkages
- Preserving the authentic character of the region
- Maintaining sustainable linkages to nurture our natural environment

Organisational and political boundaries from encroachments. With accelerating change, they shy away from risk. Faced with growing turbulence, they shelter in place.

These patterns of behaviour are increasingly dysfunctional. No single organisation can tackle regional challenges alone and no community can isolate itself from these challenges. Today, designing and guiding a prosperous region involves sophisticated engagements and sustained collaboration. I suspect that civic leaders across the Sunshine Coast understand this new reality because this region could not have developed a concise, coherent regional strategy without leaders skilled in managing complex, open consultations.

Moving down the path of high quality development requires people willing and able to span organisational and political boundaries respectfully.

Building a high-quality, prosperous region on the Sunshine Coast not only requires new patterns of thinking and behaviour. We must also learn new approaches to strategy: the doing. Traditional methods, called strategic planning, are costly and inflexible. They are not well suited to the open, loosely connected networks that characterise a regional economy. A process like strategic planning, which assumes that a small group of people can do all the thinking and tell everyone else what to do, does not work well.

We need a new approach to designing complex collaborations quickly, moving them toward measurable outcomes, and making adjustments as circumstances change. My work at Purdue University focuses on a new strategy process designed specifically for open and agile collaborations. We are now working on a new partnership with the University of Southern California to bring this new discipline, (which we call Strategic Doing) to the region.

Our approach focuses on the two central questions of strategy: Where are we going? How will we get there? We answer these questions not once, but iteratively, as we learn by doing. With Strategic Doing, we quickly translate ideas into action to figure out what works. We move forward with fast ‘think – do’ cycles that are typically only 30 days long. This process is simple, but not easy. It takes practice to master. Yet, we have found that teaching this process widely within a community or region leads to the sophisticated, open, and adaptive collaborations that the ‘high quality, civic’ scenario demands.

Ultimately, the answers we struggle to find today are not for us. They are for future generations. Moving ideas into action will require expanded networks of actively engaged citizens committed to new ways of thinking, behaving and doing. Universities have a unique position to design and support these networks. Along with teaching and research, it is our public responsibility. We at Purdue stand ready to partner with the Sunshine Coast, as you move down the pathway to high quality development and sustainable prosperity.
Small business collaboration

The businesses and investment panel was composed of Sandy Zubrinich, David Foster and Prof Mike Hefferan. Dr Pamela Wardner summarises their presentation on how the Sunshine Coast can best maximise the opportunities with a focused determination, given the region’s strengths and assets.

Understanding the Sunshine Coast in the broader market

For the Sunshine Coast to prosper it must compete. To do this well, it is important to understand where the Sunshine Coast sits in the scheme of things, as the region is very much linked to the changing global economy. Discussed here are three areas of comparison: trade, access to growth capital and access to talent.

The recently released 2014 McKinsey report Compete to Prosper: Improving Australia’s Global Competitiveness shows that Australia is the 12th largest economy in the world while only ranking 21st in terms of exports and imports. This is concerning as the volume of trade in both goods and services is a strong determinant of real economic growth.

Australia’s trade has remained virtually flat since the Australian dollar was floated in 1983 and it was mainly the currency fluctuations that contributed to its 19-42% increase as a percentage to GDP. Compared to other small to medium economies, Australia’s trade balance is less trade driven and performs 30% below Canada and New Zealand.

Attracting global capitalists into Australia is fiercely competitive. According to the 2013 IMD World Competitiveness Yearbook, Australia ranks 33rd on the availability of venture capital and 20th on availability of credit overall. This implies a real constraint to growth not only to small business but to infrastructure projects and big businesses as well.

Furthermore, our access to talent is another issue for Australia – it ranks 35th on the availability of skilled labour and 27th on the competency of managers.

“Don’t worry about failure; you only have to be right once.”
- Drew Houston

Sunshine Coast Business Council Chair
Sandy Zubrinich
Adapted from the concept of E. Moretti by Prof Mike Hefferan.

The common concern cited was the mismatch between the type of degrees and those skills sought by employers. This phenomenon is a worry when 30% of businesses report that the lack of skilled people is one of the barriers to innovation.

The Sunshine Coast economy is typical of many Australian coastal regions. It is a high amenity area and churns a $13.8 billion economy with approximately 115,000 people employed. It suffers, however, from a higher than average unemployment rate than the state average (6.2% in October 2014) and an even worse youth (15-24 years) unemployment rate (14% in October 2014). Traditionally, the economy relied on tourism, retail and construction but has recently seen health care and social assistance move to the lead and education slowly gaining ground.

The best is yet to come as the major projects planned on the Sunshine Coast provide numerous opportunities that this region has not encountered before. These projects include the Sunshine Coast University Hospital, the Maroochydore Principal Activity Centre, the expansion of the University of the Sunshine Coast and the upgrade of the Sunshine Coast Airport. These projects are set to underpin the economy into the future and to take advantage of them requires coordination and planning from all fronts.

Focusing on the multipliers

A healthy economy has two vital parts – the trading sector and the non-trading (services) sector (see image). Most of the economy is in the non-trading sector but it is the trading sector that brings in ‘new’ money and, more importantly, where most of the innovation happens.

The non-trading sector has limitations – for example, a plumber or a hairdresser relies on their skilled labour and time and efficiency improvement are finite.

Studies have shown that every job in the trading sector cascades into four jobs in the non-trading sector. Hence, we have to work hard to increase the trading sector.

Collaboration and cooperation – the unexploited capacity of micro and small businesses

The Sunshine Coast is home to around 35,000 businesses of which 99% are characterised as micro (0-4 employees) to small businesses (5-19 employees). It is no surprise that we are in ‘SME land’!

There are advantages and disadvantages to this for a regional economy. The clear advantage is that we are not reliant on one big employer. As in the case of Ford in Geelong and BHP’s Steelworks in Newcastle, the closing of a large company can destabilise a region.

Without the overhead of large businesses, SMEs are able to quickly respond to market forces – be it to economic cycles, competition, or changing consumer demands.

David Forster explains “SMEs clearly have a critical role to play in supporting innovation and economic growth more broadly. When growth occurs in SMEs, they contribute to the upgrading of activity in the economy, which is something that has been lagging in Australia in recent years, by essentially displacing firms with lower productivity and placing incumbents, including larger companies, under competitive threat.”

A great majority of SMEs, however, innovate very little compared to larger counterparts and this is not by any lack of effort or intent. A number of challenges inhibit SMEs innovative performance. These include administrative processes of starting a business, access to internal or external financing, availability and access to qualified personnel to name a few.

SMEs however rarely innovate alone – most collaborate with others. In terms of collaboration, Australia ranks 15th compared to the US 3rd and UK 5th.

Collaboration is an important element of the strategy of innovation for SMEs if they are to overcome the barriers they face – whether it be limited funding, lack of management resources, technical competencies or adequate time horizons to invest in long term strategies.

On the Sunshine Coast, there are a number of organisations that can assist businesses to collaborate. The Innovation Centre and USC are right at our doorstep; the local chambers and the Sunshine Coast Business Council have been at the forefront of getting businesses together; and the Federal, State, and local governments contribute through their respective economic development departments. These have a number of programs that assist with initiatives including incentive and inducement programs that make it easier to obtain approvals.

What investors want

Capital is global – and we have to compete for that capital. “This is a fiercely competitive period – it is really a beauty contest and one region can pitch their holistic offer, but to appeal to investors we need to address more than just the beach and the lifestyle,” claims Mike Hefferan.

Investment is all about attracting and holding public and private capital for infrastructure, built assets, start-up firms, expansion of existing businesses, equity or debt funding or relocation of a branch or establishment. The Sunshine Coast Business Council’s recent market survey showed that investors mainly look at the strength of the local economy, investment rate of return, strength of underlying cash flow, local government environment, infrastructure provision, internal strategic fit and local amenity.

Eight things you need to do to ensure high growth (Deloittes 2014 Positioning for prosperity? Catching the next wave)

1. Shun complacency and adopt a sense of urgency about the need for growth.
2. Embed long-term thinking in the way we make business decisions.
3. Reach out and maintain clarity on the right triggers for economic impact.
4. Pre-emptively skill up our people for the emerging jobs of the future.
5. Embrace diverse participation in the workforce, especially by women (and the retirees).
6. Achieve policy coherence across all areas of government.
7. Adopt practical mechanisms to make collaboration happen consistently.
8. Be more confident about our growth potential and future prospects.

The Sunshine Coast Futures Board Member David Foster
Delegates were asked to vote on which one of seven business and investment issues were most important, using the advanced web-based clicker tool, GoSoapBox. Responses totaled 136. The results are represented above by the percentage of responses. By far the most important issue to the delegates was having a targeted investment strategy. This was followed by the need to expand exports.

Panel 1: Business and Investment

Issues in 2015: Which of the recommendations listed do you think is most important to be addressed?

34% Targeted investment strategy

Expand exports – domestically and internationally 24%

Focus on building regional spirit 16% 10% Increased efforts to bring the community along

Minimise regulatory requirements 10% 4% Increase voice

1% Assist trade performance

While on the Sunshine Coast we see government and industry leadership providing support and vision, we still need to minimise risks with a unified and stable approach. Governments can assist with well-designed policies and systems that make it easy to do business.

The Sunshine Coast is well poised to compete in the global marketplace. It is not only about going offshore with products and services but also ensuring that we remain competitive in our own backyard.

Getting new money is vital—hence, the focus of our activities and strategies needs to be on the inflow of external public and private capital to support the trading sector.

USC Pro Vice-Chancellor
Prof Mike Heffernan

Leaders will be those who empower others.
- Bill Gates

Getting new money is vital—hence, the focus of our activities and strategies needs to be on the inflow of external public and private capital to support the trading sector.
**What is economy.id®?**
economy.id® is a comprehensive economic profile of your Local Government Area, providing you with access to a range of 11 different datasets to build a cohesive story of your local economy, how it is changing and how it compares to other areas.

**What does it look like?**
Information is presented in a variety of formats. These include tables with options for benchmarking, charts with comparative information, economic indicators, size, structure, industry comparisons, spatial economy, journey to work, self-containment, workforce profile, local labour force and local market. Within each, more detailed information is presented.

**What information is included?**
economy.id® provides comprehensive data structured around economic indicators, size, structure, industry comparisons, spatial economy, journey to work, self-containment, workforce profile, local labour force and local market. Within each, more detailed information is presented.

**How do you get economic data at LGA level?**
Because reliable primary economic data sets generally only exist at the national and state level at best, we partner with National Economics (NIEIR). NIEIR are recognised as industry leaders in the development and provision of robust economic modelling at the LGA level. More information about NIEIR is found in supporting information.

**Why would I use economy.id®?**
- To understand the size of your local economy and how it compares to the region
- Investigate the industry structure of the local economy – what are the largest industries and how do they contribute?
- Find local businesses and employment centres
- Explore workforce characteristics in specific industries and how they are changing
- View commuters in the workforce – where are they coming from and going to
- Understand the labour pool and infrastructure available to new business

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**Why did you choose [Sunshine Coast Council Economic Profile - economy.id®](http://economy.id.com.au/Sunshine-Coast)?**
Sunshine Coast Council Economic Profile - economy.id®

- Workforce profiles
- Tables with options for benchmarking, charts with comparative information, economic indicators, size, structure, industry comparisons, spatial economy, journey to work, self-containment, workforce profile, local labour force and local market. Within each, more detailed information is presented.

- **About the area**
  - Consumers and Commuters
  - Consumer Price Index

- **Income**
  - Gross Regional Product
  - Employment self-sufficiency

- **Employment (Census)**
  - Employment self-containment
  - Employment locations

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Understanding the changing demographics of our population shows how the community can contribute to economic and social development. Professor Paul Clark summarises the talks of the panel jointly presented with Professor Laurie Buys and Andrew Pitcher.

It is said that there are only two things certain in life: death and taxes. But as any demographer worth their salt will confirm, the make-up of our regional population is also in constant change. Understanding what these changes will be, and thereby maximising the economic and social benefits that could accrue, is central to our future prosperity.

**Sunshine Coasters get older**

As we know, the baby-boomer generation are now into their fifties and sixties, and their offspring are in their twenties. But on the Sunshine Coast that younger group is significantly under-represented compared to the State as a whole. Our young people are leaving the Coast in large numbers and we must try to keep them here or attract them back later in their careers.

The University of the Sunshine Coast was established in the mid 1990s as a means to retain young people who otherwise would leave the Coast to study for a degree. The strategy has been most successful, with more than 10,000 students now enrolled. The issue now is that once these students graduate and seek professional employment many move away and their skills are lost to our community. The more we can diversify the local economy the less will be the incentive for these graduates to leave the region.

At the other end of the age-scale, over 2% of our population is aged over 85 years, significantly more than at State level. That figure will likely double over the next couple of decades by which time the baby-boomers will be in their seventies and will be fitter and more active than any generation before.

"It's never too late to be what you might have been."
- George Eliot

If we value older people in our community, we need to fund and build infrastructure that make it easier for older people to participate.

QUT School of Design
Prof Laurie Buys
The Coast needs to attract national and international companies to the region and focus on building transport infrastructure.

Sunshine Coast Economic Futures Board Member Andrew Pitcher

Older people (and youngsters) are consumers of services, whereas those in mid-life favour the purchasing of goods. The demand for services in the region, in particular health and aged care but also including for example restaurants and local tourism, will continue to rise. And because the local workforce will decline as more people retire, there is a need to attract and retain younger workers to contribute to the local economy. We need to fill that shortfall in the 20 to 39 age group.

Utilising skills of all ages is imperative

There is also another source of economic activity – the thousands of volunteers whose contribution is rarely appreciated. It is estimated that volunteering in Australia is worth up to $75 billion annually, this being the cost if the services were supplied by government. Add to that the loss to the national economy of about $11 billion a year by not utilising the skills and experience of older people and the impact becomes substantial.

Because the Sunshine Coast has a higher proportion of older people over 55 (30%) compared to Queensland as a whole (23.5%), there is an opportunity to capitalise on our resource of people with the time to contribute. If older people are to be valued, however, there is a need to fund and build infrastructure that makes it easy for seniors to participate and to contribute. A recent study by QUT has highlighted five factors (mobility, safety, accessibility, affordability and social support) that need to be considered in this respect. Some of these are also included in the Positive Ageing Strategy 2011-2016 prepared by the SCC.

We need to find ways to keep qualified young adults on the coast and better use the resources and knowledge of older residents.

Buderim Foundation Chair Prof Paul Clark
The difference between winning and losing is most often not quitting. - Walt Disney

Affordability is a factor that applies to most people and should be considered during planning. Everyone needs access to affordable transport and communication tools if they are to participate.

The fifth factor, social support, relates to the development and sustaining of reciprocal relationships. People generally like both to give and to receive. Communities thrive where the relationships are reciprocal, so encouraging the creation of support.

**Solutions**

To attract new residents with the wide range of skills we need, and to spur development, the Sunshine Coast networks are vital to creating a culture where everyone can contribute and be part of the community.

The contributions of older people are economic and socially very valuable to the community and thus infrastructure needs to be funded and delivered to make it happen – “if they can’t get there, they can’t contribute.”

To distinguish itself, the Sunshine Coast needs to have ambitious plans and strategies to deliver on them. It needs networks to connect supply and demand, and sources of innovation to provide opportunities for new industries, especially in new technologies.

There is a strong view that the Sunshine Coast should target large national or even international firms to relocate to the Coast but the leaders of those firms will expect a high quality infrastructure and range of services. A decision to relocate, at the individual and corporate level, will be made on several criteria. Are there good transport and communication links; is there a vibrant arts and entertainment culture; are there investment opportunities; are there good community networks and accessible services; are the schools of high standard; are there quality hotels for visitors to stay in. The Coast can easily differentiate itself because of its climate and natural beauty but it will need also to have strong answers for those considering relocating.

People create economic activity in different ways, depending on their stage in life. Understanding this life-cycle and being able to predict how it might change decision-making is a critical factor in economic and social development.

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ABC News reported that “two-thirds of university students are living below the poverty-line”. Financial stress experienced by many of our students is having an impact on their capacity to study as they struggle to balance study with the need to work.

At the University of the Sunshine Coast we care deeply about our students and our goal is to provide our students with the freedom to put their studies first and spend less time at work.

The University recognises that, by giving, individuals really can make a difference – one student at a time. Thus the USC STARFISH PROGRAM was developed to provide, staff, alumni, and the broader Sunshine Coast community with a meaningful and direct way to support our students.

Students like Nathan Luque, Bachelor of Science / Bachelor of Science (Honours) have expressed their gratitude for the program. "As a recipient of the USC Study Support Bursary, I would like to say thank you to USC and the STARFISH PROGRAM. As a Dean’s Scholar student I have been doing 5 subjects per semester, working 15-20 hours per week, as well as, fulfilling several other commitments, proving near impossible. This Bursary will help me to prioritise and maximise my time for crucial study" Nathan stated.

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The vision of the USC Starfish Program is to be sustainable and scalable over time – lots of people in the community giving small amounts regularly. By participating, you and your colleagues will help this vision become a reality.
Sunshine Coast Council Community Profile – profile.id®

**What is profile.id?**
profile.id® is a comprehensive socio-demographic profile of Sunshine Coast Council and 32 geographic areas within it. The community profile presents results from the 2011, 2006, 2001, 1996 and 1991 Census of Population and Housing.

Sunshine Coast Council Community Profile can be accessed via your website or:
www.id.com.au/Sunshine-Coast

The community profile enables analysis of population characteristics for different geographic areas and includes historical data to show how they have changed over time. To provide context, Sunshine Coast Council profile is benchmarked against Greater Brisbane, Moreton Bay, Redland City, Gold Coast City, Mandurah, South East Queensland, Queensland, and Australia.

**Geographic areas including:** (see site for complete list)
- Beerwah
- Buderim-Kulala-Mons-Kunda Park
- Caloundra-Kings Beach-Moffat Beach-Shelly Beach
- Coolum Beach-Mount Coolum Yaroomba-Point Arkwright
- Headland
- Mountain Creek
- Nambour-Bunbure and District
- Pelican Waters
- Perigean Springs
- Reesorville-Carramaro and District
- Sippy Doores-Palmview
- Woombye

**What does it look like?**
Information is presented in a variety of formats. These include tables with options for benchmarking, charts with comparative data and written analysis on trends and key points of interest.

Information is accessed from a side menu, with options for viewing the information for different geographic areas using the toolbar.

**What information is included?**
The Sunshine Coast Council Community Profile provides comprehensive data for the following 32 geographic areas and is structured around four main questions, within each, more detailed information is presented.

- Population
- Service age groups
- Five year age cohorts
- Single year of age

**What do we do?**
- Employment
  - Employment status
  - Industries
  - Occupations
  - Method of travel to work
- Unpaid work
  - Volunteering
  - Domestic work
- Cars
- Childcare
- Income
  - Individual income
  - Individual income quartiles
  - Household income
  - Household income quartiles
  - Equivalised household income

**Who are we?**
- Ethnicity
  - Ancestry
  - Country of birth
  - Recent arrivals
  - Proficiency in English
  - Language spoken at home
  - Religion
- Education
  - Qualifications
  - Highest level of schooling
  - Education institution attending
- Disability
  - Need for assistance

**How do we live?**
- Households
  - Household summary
  - HOUSEHOLDS WITH CHILDREN
  - HOUSEHOLDS WITHOUT CHILDREN
  - HOUSEHOLD SIZE
- Housing tenure
  - Tenure overview
  - House loan repayments
  - Housing loan repayments
- Housing rental payments
- Housing rental payments
- Housing rental payments
- Dwellings
  - Dwelling type
  - Number of bedrooms
  - Internet connection
  - Number of cars

**id products available to Sunshine Coast**
- profile.id®
- atlas.id®
- economy.id®

Specialist profiles
- Migration profile
- Journey to work
- SEIFA

**All data are presented as tables, charts and text, all of which can be exported into spreadsheets and documents of your choice.**

There are two charts on every page, which highlight the:
- Dominant groups (those which present in higher proportion than the benchmark) – effectively highlighting the role the area plays in housing particular population groups
- Emerging groups (those groups which have increased since the previous Census, or the time period selected)

At the bottom of the page are some suggested links to other topics that can be used to tell different aspects of the same demographic story – for example;
- Age groups
- Household types
- Dwelling types

For more details...
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Education – more than a sector

Education and training is critical to the Sunshine Coast region not simply because it is the fifth largest economic sector but by nature it has a fundamental role in providing the knowledge and skills necessary for success in a rapidly changing world. Professor Mike Hefferan summarises the contributions of Ken Down, Paul Wilson and Paul Williamson.

Unlike most of the other components of a region or regional economy, education is difficult to define and, particularly, to assess impacts and final outcomes.

Education – everybody’s business

It must be the most pervasive of all these components because it belongs to all of us and comes with an obligation for each generation and household to pass on to the next – in part in the form of qualifications, skills and know-how, but also in a deeper knowledge that underpins civil society: That of analytical problem solving skills and reasoning, equity and tolerance. Education is a fundamental building block to social capital upon which the whole region – economic, social, community and sustainability is based.

In the contemporary, global environment, no region or town could make defendable claims to competitiveness, progress, growth and ‘liveability’ (in the wider sense of the word) without a vibrant education component. A quality university plays a big part in this status.

It is widely recognised and verified by comprehensive research that future economic growth will be based largely on human capital in firms trading outside the region. This is often termed the ‘knowledge economy’. When it comes to the growth of a region, staff will need to have higher education levels. In return, increased benefits flow back to the community in the form of much higher wage rates and household incomes.

“An investment in knowledge pays the best interest.”
- Benjamin Franklin

“Education is the most powerful weapon which you can use to change the world.”
- Nelson Mandela

Education Sunshine Coast Chair
Ken Down
Change is underway

Like all sectors in the contemporary environment, education is currently undertaking very significant change, and with changes come risks that must be managed and opportunities that need to be secured – particularly at a regional level.

Fees in the university sector are likely to be deregulated and the vocational education sector in Queensland restructured. Locally, TAFE East Coast has been created to meet the changing training needs of the workforce and wider community in a more open and competitive environment. Here, as in the other components of the sector, new technology can be used to support more traditional teaching methods. Whatever methods are used, however, they must be based on the mantra of ‘connection, collaboration and contribution’.

A key building block in the education sector is the school system which has also realigned its activities to support, encourage and prepare the upcoming, diverse generation – often referred to as ‘the millennials’. Realignment with tertiary education in those formative years includes creation of pathways to further skill-gaining opportunities and employment. It also includes providing life skills to physically and mentally prepare the younger generation for a secure, productive and fulfilling life, hopefully as part of this Sunshine Coast community.

Well positioned in the sector

The Sunshine Coast is well placed to capitalise on these opportunities, with an education sector that is larger than in comparable regions. We have high quality public and private schools, technical and further education and two universities. One, the University of the Sunshine Coast, has its home campus in the region.

If a region can provide quality and comprehensive education programs, particularly at university and vocational levels, it can help reduce the flow of young adults to larger urban areas. This trend is evident across all developed countries and, if not addressed, results in a serious ‘hollowing out’ of the important, highly productive and vibrant 18 to 35 demographic of the region.

Although many young adults will wish to travel, to work elsewhere and to gain life experience, recent, quality research shows that students who receive university or vocational education within a region are much more likely to eventually return to work and settle in a regional area. Those who leave the region to receive that education in a city are much more likely to secure work there, meet partners and settle there, never to return.

Education boosts the local economy

In economic terms, the education sector is very significant and growing. It is the fifth largest sector directly employing 9,385 people (8% of total), most at high levels of skills and wages. Importantly for a region such as the Sunshine Coast, the education sector is not subject to seasonal or wider downturns and, indeed, has grown consistently at about 3.9% per annum since 2000/01. Its multiplier impacts across a range of service and other sectors are considerable and the links between other key sectors such as health, tourism and development are obvious.

There is yet another, very significant and very tangible economic benefit that the education sector can provide – that being the securing of new funds and revenue into the region. In this way, education and university level research can act as a ‘trader’ external to the region, bringing in ‘new money’.

It can do that in a number of ways. Firstly, a progressive education sector will attract large inflows of capital for new building construction. Thereafter, students will be attracted not only from the local region but also from surrounding regions. Students from other regions represent a considerable new source of income in fees paid and other spending into the region.

Importantly too, increasing enrolments in public and private sector educational institutions provides them with the opportunity to add to programs and courses. In this way, the sector grows much faster than the organic growth from within the home region itself. At the University of the Sunshine Coast, for example, some 30% of the student population are drawn from south of Caloundra, out of Brisbane’s northern growth corridor. This all represents new revenue sources for the Sunshine Coast region as a whole.

The highest potential of these initiatives lies with the attraction of international students to the region. There were approximately 1100 international students enrolled at USC in 2014, with significant numbers also in vocational education and some enrolled in secondary schools here. The quality of our educational institutions, the region’s liveability and attractions and, particularly, its reputation in providing a safe environment, all present an attractive offering for those students.

Panel 3: Education and Training

Issues in 2015: Which of the recommendations listed do you think is most important to be addressed?

31% Seek the narrative from the youth

19% Engage older generations to assist in mentoring

10% Establish youth councils

6% Provide critical care for 0-5 years

5% We need to understand the millennials

3% Know and support your local educators

The success of the Sunshine Coast region tomorrow depends very much on how we support, encourage and holistically educate our next generation – the millennials.
In pure financial terms, each international student attracted to the Sunshine Coast on the average spends almost $44,000 into the regional economy – not simply in tuition fees but in accommodation and a range of other services. Less tangible, but also important, is the ethnic diversity and vitality that such students bring to our community.

None of the current gains made in the education sector on the Sunshine Coast, nor the sector’s future potential, can be taken for granted. In fact, a concerted region-wide effort is now required to secure what will be a critical advance for the region in forthcoming years. The critical point here is that, while the education sector on the Sunshine Coast is vibrant and growing, there is fierce, quality competition – in Brisbane and other regions. Such competition should be recognised as an integral part of the contemporary, global environment and, at the end of the day, will provide cost effective service to students.

Competing with other regions

Other cities and regions, including Brisbane, Gold Coast and Cairns, already have coordinated, well-funded initiatives that present a coherent, integrated regional offer for domestic and international students. Although the Sunshine Coast educational sector is smaller than some nearby regions, and while sound marketing is undertaken by individual institutions here, this region’s profile is not where it should be.

To address this, throughout 2014 all significant educational institutions and private providers from across the region have met on a number of occasions. Plans are underway to assist with regional branding, to gain a better understanding of the sector and to encourage our younger population to remain engaged in education here. Discussions are even looking at opportunities to develop joint facilities. 2015 is a promising year where many of these plans will produce direct benefits for the region and its community.

“Education is the most powerful weapon, which you can use to change the world.”
- Nelson Mandela
A vision for health and wellbeing

Unless prevention and early intervention occur, no health system will be able to cater for the impact of an ever increasing chronic disease epidemic. Professor Marianne Wallis outlines the thoughts of Kevin Hegarty, Pattie Hudson and current issues and some future directions at the recent Sunshine Coast Futures Conference.

Of the four themes of this year’s conference, health and wellness could be considered the most important. As Professor Marianne Wallis said, “there is no point in being well housed, well-educated and prosperous if we are either dead or too ill to enjoy it”. The clear implication of what the panel discussed is that health is the responsibility of everyone: individuals, families, communities and government and that we cannot continue on our current path. The future of health and healthcare is about personal and community change, innovation in service delivery and growing a highly skilled, flexible workforce. For this to happen there has to be partnership between the health, education and research sectors, as well as a system redesign.

Unless prevention and early intervention occur, no health system will be able to cater for the impact of an ever increasing chronic disease epidemic. Professor Marianne Wallis outlines the thoughts of Kevin Hegarty, Pattie Hudson and current issues and some future directions at the recent Sunshine Coast Futures Conference.

We must get the balance and the links right between primary and acute health care. Health capacity on the Sunshine Coast is about to enter a new era. - Mr Hegarty

Sunshine Coast Hospital and Health Services
Chief Executive
Kevin Hegarty

Image credit: Sarah Pye

“The first wealth is health.” - Ralph Waldo Emerson
“We must get the balance and the links right between primary and acute health care,” he said. “Health capacity on the Sunshine Coast is about to enter a new era.”

The biggest challenge for our ageing population is the increase in chronic disease and diseases related to lifestyle, such as diabetes, heart disease and cancer. The statistics are compelling. All this is occurring in an environment where patients and their carers are more informed and expect ever improving standards of care.

The challenge and the future for the Sunshine Coast

For the Sunshine Coast, we need to talk about the challenge of getting the investment balance correct between health promotion, primary healthcare and the acute sector. Unless prevention and early intervention occur, no health system will be able to cater for the impact of an ever increasing chronic disease epidemic. The primary healthcare sector and the acute care sector need to work together in order to appropriately respond to the real needs of the community. Unfortunately, the overwhelming focus on the acute (hospital sector) does not present an environment in which this need for balance can be attained. In particular, health promotion is an area that has long been under-resourced in the Australian context and suffers from fractured policy change often as a consequence of the three-year political cycle.

Patti Hudson suggested that we should focus on evidence-based health promotion and explained that research-based evidence related to health promotion exists in two main areas: the benefits of early detection and intervention – in the case of illness and proactive lifestyle change. Professor Wallis gave an example of how recent research shows that multimodal exercise classes for older adults give benefits not just associated with physical fitness and health but also associated with the ability to think and remember. This could be a space where local government could become involved. An “Active and Healthy Program” with the scope of the one available on the Gold Coast, for example, could make a big difference by practically supporting the community to exercise more and eat in a more healthy way. Thus, future collaborations, with Council coordinating and facilitating private fitness and nutrition professionals, could reap huge benefits.

Workforce and a new University Hospital

As well as the financial sustainability of the future healthcare system, the other major challenge is that of workforce. We need measures to improve retention, manage demand and boost productivity. In addition, we need reform that addresses changes to scope of practice, increased use of assistants, introduction of new workforces or workforce models such as eHealth and telehealth.

On the Sunshine Coast we are, of course, currently planning and advancing the development of a new tertiary hospital. What is so special about this? It will be the first new tertiary hospital built in Australia without the closure and transfer of an existing tertiary hospital for more than 20 years. The Sunshine Coast hospital and health service workforce will need to grow from its current full-time equivalent (FTE) workforce of 3,700 and head count of 5,900 in 2016/17 to a total of 8,000 FTE and a head count of 11,400 by 2021/22.

In any hospital development, the focus is often on the built environment and the value of the buildings being constructed. In this case the project budget of $1.8b is a legitimate focus in its own right, but in the longer term, the success of the Sunshine Coast Hospital and Health Service workforce will depend on a number of other factors.

Take home messages

• The current health service system must change, as it is unsustainable.
• We must get the balance and the links right between health promotion, primary and acute health care.
• There needs to be more focus on health promotion - not just secondary preventative measures. We need to stop the epidemic of chronic disease in its tracks.
• Tertiary health care will bring a different health care to the Coast, with a focus on research and education.
Panel 4: Health and wellness

Issues in 2015: Which of the recommendations listed do you think is most important to be addressed?

44% Develop an active and healthy program

Encourage and participate in region-wide wellness programs 20%

More programs for preventative health 15% Invest in primary health (screenings) 8%

Export (domestically) medical expertise 6% Invest in health literacy 4%

To do list

- Make sure opportunities are not only realised but maximised.
- Develop grass roots strategies to help the “average Jo” get fitter and healthier.

There is no point in being well housed, well-educated and prosperous if we are either dead or too ill to enjoy it.

USC Professor Nursing & Midwifery Prof Marianne Wallis

To build a hospital, it is for us to resource a hospital. We are not just building an asset, we are building a vital service – a service that will require approximately 3,500 staff when it opens in late November 2016. To begin to address some of these future needs USC, in collaboration with both Sunshine Coast Hospital and Health Service and Blue Care, has commenced clinics for expectant women, mothers and babies and people with chronic wounds. This kind of innovative partnership provides easily accessible services to the community while providing excellent opportunities to educate the next generation of nurses and midwives to be able to work in settings inside and outside of acute care hospitals.

Collaboration and innovation, leading to better health and different models of service delivery, are vital if Sunshine Coast residents are to continue to live long, healthy, active lives within the funds we have available for healthcare.

Delegates were asked to vote on which one of seven health and wellbeing issues were most important, using the advanced web-based clicker tool, GoSoapBox. Responses totaled 109. The results are represented above by the percentage of responses. By far the most important issue to the delegates was developing an active and healthy program. This issue received more than twice the votes of its nearest rival, encouraging and participating in region-wide wellness programs.

Delegation and innovation, leading to better health and different models of service delivery, are vital if Sunshine Coast residents are to continue to live long, healthy, active lives within the funds we have available for healthcare.

To do list

- Make sure opportunities are not only realised but maximised.
- Develop grass roots strategies to help the “average Jo” get fitter and healthier.

There is no point in being well housed, well-educated and prosperous if we are either dead or too ill to enjoy it.

USC Professor Nursing & Midwifery Prof Marianne Wallis

To build a hospital, it is for us to resource a hospital. We are not just building an asset, we are building a vital service – a service that will require approximately 3,500 staff when it opens in late November 2016. To begin to address some of these future needs USC, in collaboration with both Sunshine Coast Hospital and Health Service and Blue Care, has commenced clinics for expectant women, mothers and babies and people with chronic wounds. This kind of innovative partnership provides easily accessible services to the community while providing excellent opportunities to educate the next generation of nurses and midwives to be able to work in settings inside and outside of acute care hospitals.

Collaboration and innovation, leading to better health and different models of service delivery, are vital if Sunshine Coast residents are to continue to live long, healthy, active lives within the funds we have available for healthcare.

Delegates were asked to vote on which one of seven health and wellbeing issues were most important, using the advanced web-based clicker tool, GoSoapBox. Responses totaled 109. The results are represented above by the percentage of responses. By far the most important issue to the delegates was developing an active and healthy program. This issue received more than twice the votes of its nearest rival, encouraging and participating in region-wide wellness programs.
We need to ensure that growth is not an end in itself but rather that our growth advances our society’s capacity to enhance lives and livelihoods.

Data, both big and small, is the new natural resource. Let’s collaborate, and more importantly share with the masses.

Wise to remember economics is a social science and that social objectives and social benefit must be the overriding objective. Nowhere is this clearer than with our inter generational responsibilities as individuals and a community.

Let’s work hard on developing and telling our best stories loud and often.

Opportunity to leverage the contribution of our older members of the community is an under-utilised resource to drive and support innovation and learning.

We need the digital highway before a place for more cars.

We need to ensure that growth is not an end in itself but rather that our growth advances our society’s capacity to enhance lives and livelihoods.

Delegates have their say

The following quotes were made anonymously using the web-based clicker tool. They are not linked to adjacent photographs.
Development without planned integration of transport networks is flawed and far too common.

Development small business mentoring, a fabulous idea. How do we educate mentors and grow this as a skill and community benefit to grow small business?

Our point of difference and connection with the environment offers the opportunity to create a brand for export locally and globally.

Sunshine Coast mentoring, investment groups and Chambers are building capacity and do a great job connecting and assisting local businesses.

Human capital is the Coast’s greatest asset which is why a coherent community is so fundamental to our future.

Future planning should encourage housing choices to be closer to services and transport.

If all local businesses committed to at least one internship per year (even if just for a week), we’d get better at engaging with our younger population.

Sunshine Coast Futures Conference 2014

Delegates participated with thoughtful questions.

Gary Waterson and Andrew Squires

Dr Pamela Wardner and Daniel Lange

Dr Aaron Tham and Kerrie De Clara

Cr Frank Pardon and Jo Pennell

Mayor Cr Mark Jamieson

Paul Williamson

Wendy Macdonald and Cr Greg Ralston

Sandy Zubrinich

Dr Paul Collits, Ed Morrison, Vikki Schoffer

Colin Graham

Dr Christine Sade

Prof Paul Clark and Andrew Ryan

Kaylee Alcoff, John McKewin, Stuart Coward

Cr Sandy Bolton and Mark Forbes

John Carleton and Tim Balcombe

Morning tea

Gary Waterson and Andrew Squires

Cr Frank Pardon and Jo Pennell

Delegates participated with thoughtful questions.

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Sunshine Coast Futures Conference 2014

Delegates participated with thoughtful questions.
Thank you for the details regarding the Sunshine Coast youth summit. Wonderful initiative.

Looking forward to the proceedings and actions. See you at next year’s event too.

Sunshine Coast ... world renowned region leading the way with lifestyle, facilities and innovation based on good health and wellbeing. Sounds great.

Good use of technology to get feedback and what the group is thinking. Collaboration can be fun.

Congratulations to the USC team for hosting such a great event focused on collaboration.
Delegate list

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and Director of Engagement
Sunshine Coast Private Hospital University Project Hospital

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Department of State Development, Queensland

Colleen Bright
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Gracemere Community Centre
Community Care

Warren Bunker
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Anna Burden
Economic Development Officer
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Head of School of Design
Queensland University of Technology

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Sunshine Coast Medicare Local

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Sunshine Coast

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Buderim Foundation

Alison Clift
Sungro Celebrations
Sugar Research Institute

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Gympie City Council

Marc Connell
Sunshine Coast Council

Stuart Coward
Executive Officer
Stap Group Australia

Jacinta Creedy
Managing Director & Labour Hire

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Valuer

Denis Cupitt Valuers

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CIBRE

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Education Sunshine Coast

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Sunshine Coast Council

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Energec

Mark Farrell
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Optus

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NAB

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Causeway Innovation

Mick Graham
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RDA Sunshine Coast

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University of the Sunshine Coast

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Greenhalgh Pickard

Solicitors & Accountants

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EM5 Creative

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CleanTech Taskforce

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