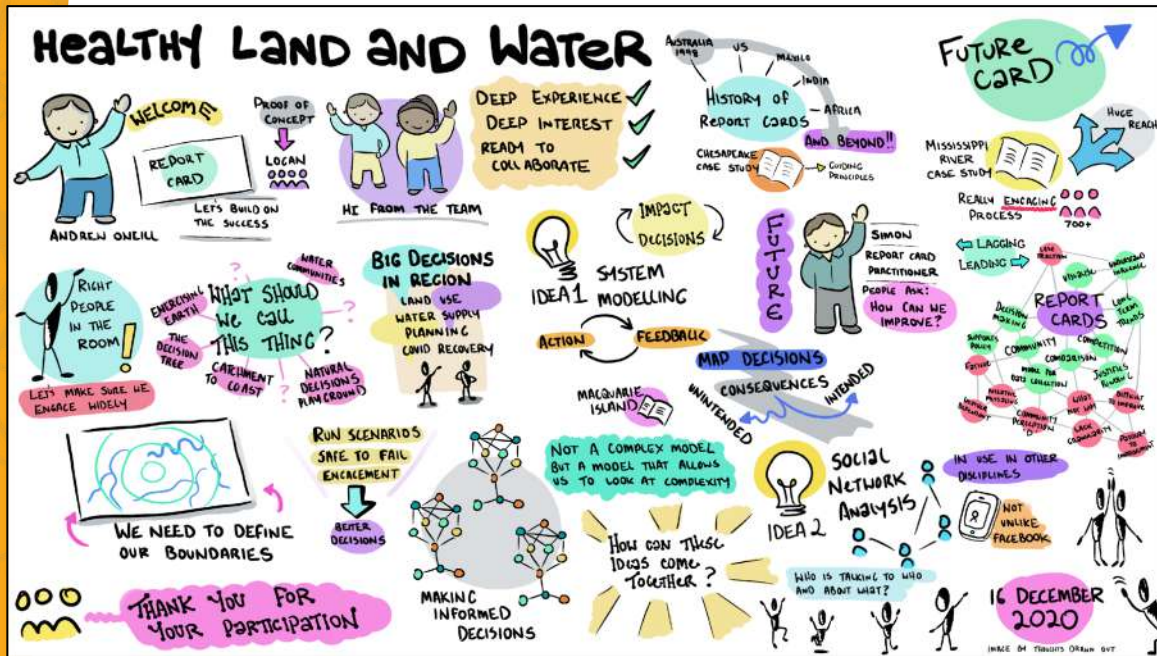


# Project Future Card

## Journey Book



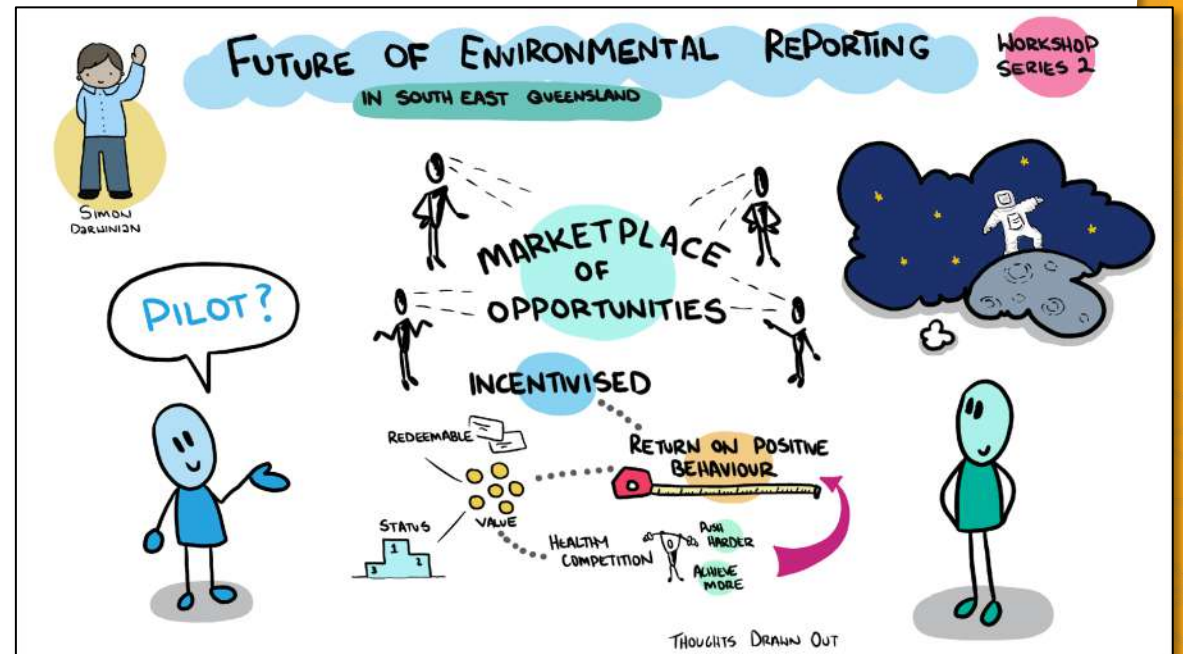
# THE PROCESS WE WORKED THROUGH



[Click to watch](#)

Engaging with Southeast Queensland stakeholders, we co-developed some exciting new ideas. We re-imaged report cards and the role of report cards in achieving a shared vision of healthy communities in Southeast Queensland. Project Future Card is introduced in this 'Journey Book', where we are sharing how we developed this vision, how we envision the process and how we can go about making it a reality. While there are many more details that go into Project Future Card, this 'Journey Book' provides a broad overview.

In late 2020, almost 20 years after the launch of the first report card in Southeast Queensland, we began brainstorming ideas on how we can take management of Southeast Queensland to the next level. Our aim was to develop something inclusive and innovative that will guide us to a future where the natural, social, cultural and economic values that we love so much about Southeast Queensland, are maintained or improved for existing and future generations.



[Click to watch](#)



# Chapter 1: WE NEED SOMETHING NEW

1



2



3



4



5



6



7



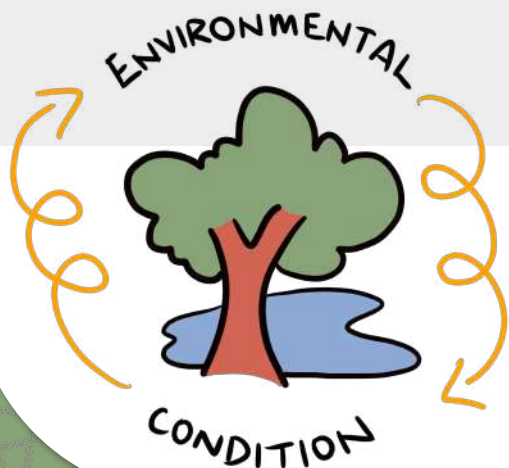
8



# WE NEED SOMETHING NEW



B) Report cards transformed the way we understand and communicate the environmental condition of SEQ.



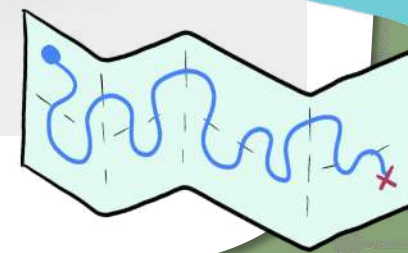
A) Report cards were developed in Southeast Queensland (SEQ) twenty years ago, and they have been widely emulated globally.



C) But we have seen report card fatigue set in and we recognise that we need something new.



D) So we began a journey to reinvent the report card to serve the current and future needs of SEQ.

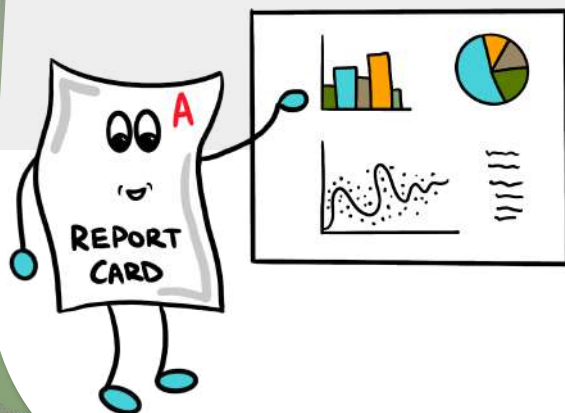




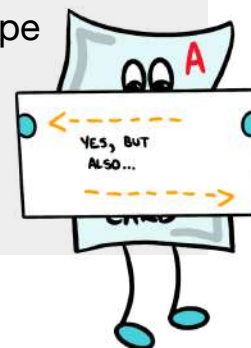
# LOOKING BACKWARDS, LOOKING FORWARDS

← LAGGING  
LEADING →

B) These 'lagging indicators' provide rigorous accounting of how well the environment is responding to our combined actions.



C) But we recognise that we also need indicators to track activities that will help shape our future – 'leading indicators'.



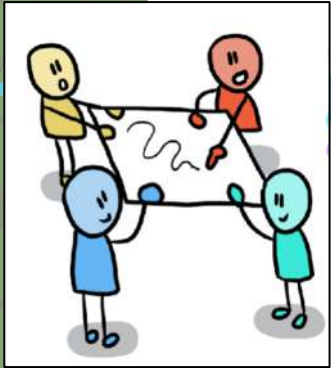
A) Report cards were designed to look backwards to see how we have travelled thus far. The SEQ report card has relied on 'lagging indicators'.



D) Looking forward can be a challenge, but can be helped using the right tools and expanding the realm of indicators beyond environmental to include social, cultural and economic dimensions.



# A FOCUS ON THE LOGAN REGION



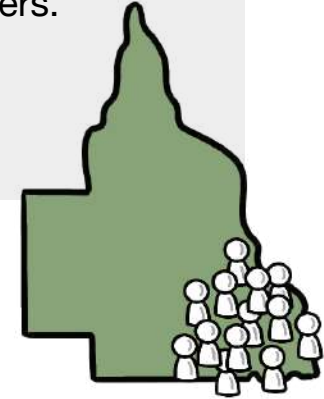
B) But the challenge of connecting with stakeholders across the entire SEQ catchment was too involved for the time we had available.



C) So we selected the Logan region to co-develop cultural, social, economic and environmental indicators with key stakeholders.



A) SEQ is a large, complex region with many issues, and we needed to connect with a wide range of stakeholders.



D) The Logan region was chosen due to its diversity and rapidly changing social, cultural, ecological and economic dimensions.

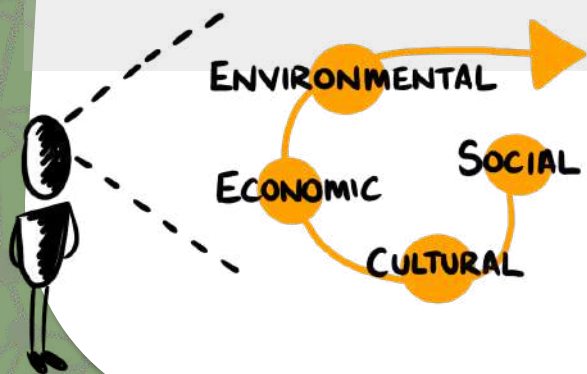




# CREATING A MORE EXPANSIVE VIEW

ENVIRONMENTAL  
SOCIAL  
CULTURAL  
ECONOMIC

B) This future vision included elements of the cultural, social, economic and environmental dimensions that need to be understood in order for us to develop indicators that will help us look forward.



C) But it wasn't clear and somewhat overwhelming to understand how these dimensions were connected with one another.



A) Working with a range of Logan stakeholders, we co-created a future vision for the region.

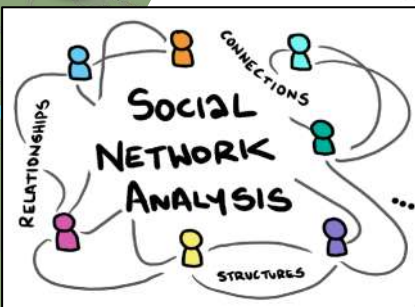


D) So we recognised that we need to identify and understand these connections and appreciate the intended and unintended knock-on effects of our actions.

$$E=mc^2$$



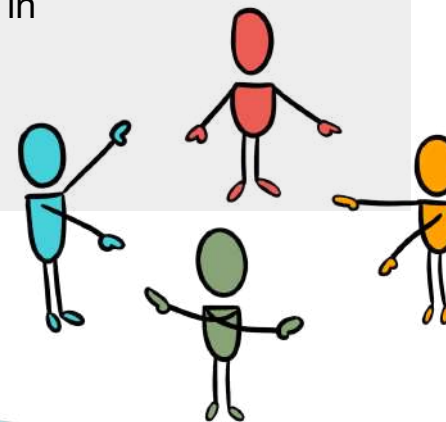
# EXPLORING THE CONNECTIONS



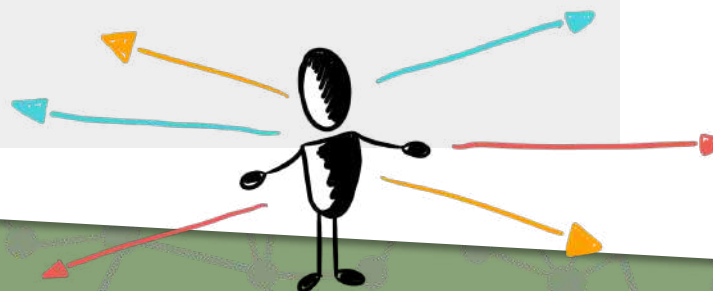
B) Social network analysis identified the central role of local councils and Healthy Land and Water for collaboration in the Logan region.



A) We used a powerful tool, social network analysis, to investigate the connections between the people in the Logan region.



C) But when we asked stakeholders about their desired collaborations, the aspirational collaborations were much more extensive.

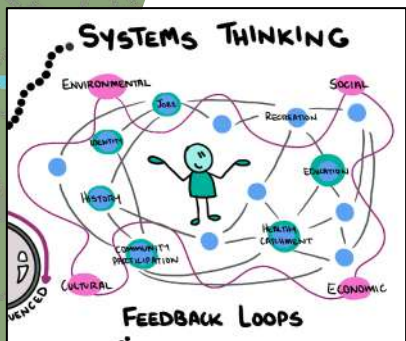


D) So we believe that the report card process should be more inclusive with more stakeholder engagement.

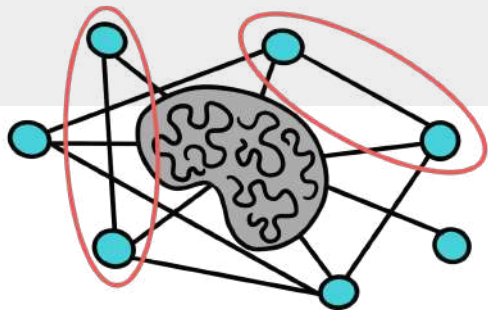




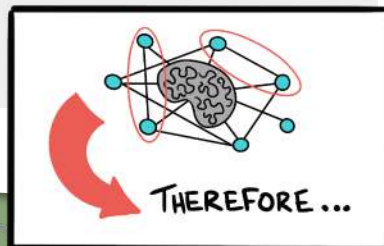
# DEVELOPING A SYSTEMS VIEW



B) This systems thinking approach revealed that feedback loops existed, highlighting consequences, both positive and negative, of our actions.



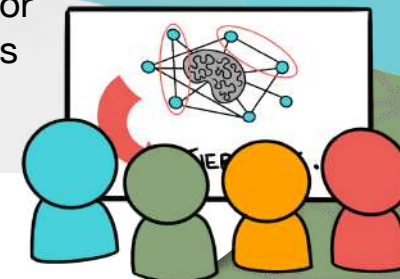
C) Understanding these feedback loops can help us refine our decision making ability to minimise unintended negative consequences.



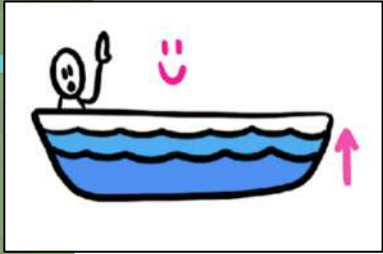
A) We employed another powerful tool, system dynamics modelling, to investigate how the cultural, social, economic and environmental elements were connected.



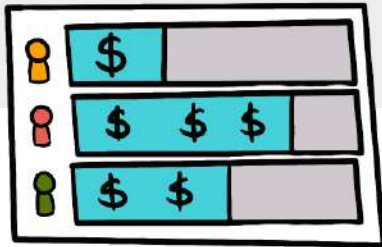
D) This thinking at the system level with stakeholder input and review provides a more quantitative approach for decision makers and provides transparency of the decision making process.



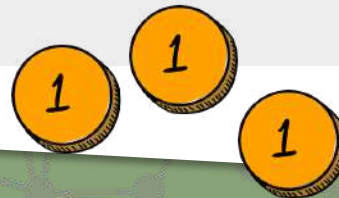
# A EUREKA MOMENT



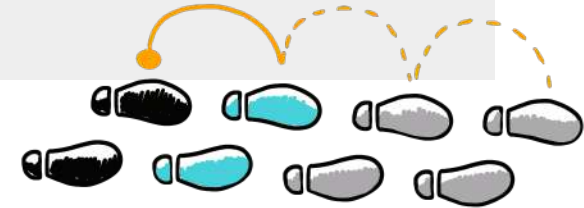
B) We would need to develop extra steps to capture our progress on decisions made, highlight where investments in SEQ are needed, and a method for deciding which investments stakeholders want to adopt.



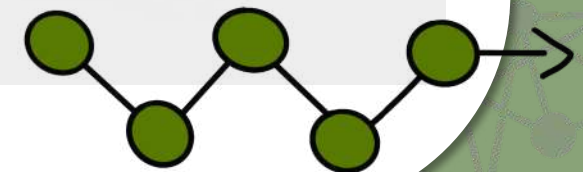
C) In addressing this question, 'What's the incentive to make these investments?', we had a EUREKA! moment. We propose a reward or status system for SEQ that acts to both incentivise and reward positive actions.



A) We realised that exploring connections and developing a systems view would be very useful in SEQ. But also realised that this was only one step, possibly the first step, in improving the health of SEQ.



D) And we developed a five step Project Future Card framework to achieve our shared vision of achieving healthy SEQ communities.





# A 5-STEP PROJECT FUTURE CARD FRAMEWORK

1

WHAT IS THE BIG PICTURE?

SHARED UNDERSTANDING  
OF VALUES, THREATS, ACTIONS  
& CONNECTIONS

2

HOW ARE WE GOING?

TRACK  
PROGRESS

3

HOW CAN WE IMPROVE?

IDENTIFY  
PEOPLE, ACTIVITIES  
& INVESTMENTS

4

WHAT ARE THE BENEFITS?

ENVIRONMENTAL, SOCIAL,  
CULTURAL, HEALTH  
& ECONOMIC BENEFITS

5

WHAT IS THE REWARD?

RECOGNISE &  
ACKNOWLEDGE  
ACTIONS

**Step 1: What is the big picture?** Let's develop a shared understanding of how SEQ operates and how the environmental, social, cultural and economic dimensions are connected.

1

WHAT IS THE BIG PICTURE?



**Step 2: How are we going?** Building on the success of existing report cards, let's continue to use them but broaden their scope to include the environmental, social, cultural and economic dimensions.

2

HOW ARE WE GOING?



3

HOW CAN WE IMPROVE?



**Step 3: How can we improve?** Let's identify the people, activities and investments needed to achieve a desired healthy SEQ.

4

WHAT ARE THE BENEFITS?



**Step 4: What are the benefits?** Let's use our new systems understanding to begin quantifying the benefits and detriments of potential decisions and actions.

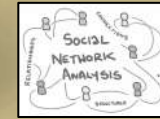
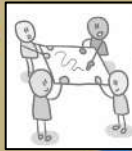
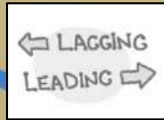
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WHAT IS THE REWARD?



**Step 5: What is the reward?** Let's tap into the basic human need of recognition and acknowledgement of effort by developing a reward system in SEQ that reflects more than just the dollar value of an action/investment, but also the ultimate benefits to SEQ.

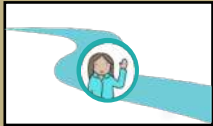
# Chapter 2 – THE HUMAN LENS



1



2



3



4



5



6



7





## WHAT ARE PERSONAS AND HOW DO YOU USE THEM?

Personas are fictional characters we derived from real 'customer' research. They allow us explore a concept, idea or prototype through a number of different 'user' lenses to aid our design process and ensure it is anchored in SEQ human needs and behaviour. Having a persona to refer to allows us to ask 'What would X do?'

## WHAT IS A JOURNEY MAP?

Journey maps are conceptional maps that outline the process or series of steps experienced by each of our SEQ personas. The personas share a common path making it possible to identify the differences and similarities between different 'user experiences'. Our journey map depicts the desired future state for SEQ.

## WHO DID WE SELECT AND WHY?

We selected the following personas by ideating around who the influential roles in the system are that can:

- a) Greatly impact the success of the system
- b) Greatly impact the community around them
- c) Are there to serve and support that community

The personas are not intended to be an exhaustive list of all users of the system. Rather the SEQ personas are a representative sample of key influencers – by mapping out and understanding their attitudes and behaviour, we can derive a set of design principles to guide future actions. These personas were built out of an ideation session organized by Healthy Land and Water held with individuals who fit each of these persona types.

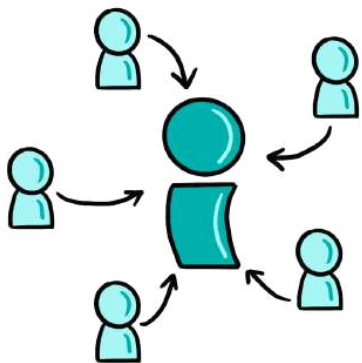




Ann

Local Government  
Mayor

"I want to show people that small actions can make a difference."



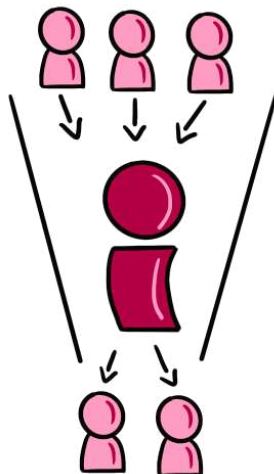
"I'm at the centre of the community and I feel the weight of this responsibility."



Michelle

State Government  
Rep

"I'm constantly asking – are we spending tax payers' dollars responsibly?"



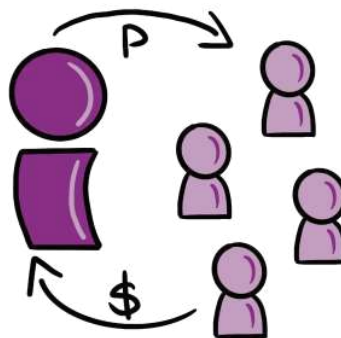
"I'm the point of convergence for so many stakeholders."



Jake

Industry Leader

"We need to invest in industry to support its health, rather than reacting to fix problems."



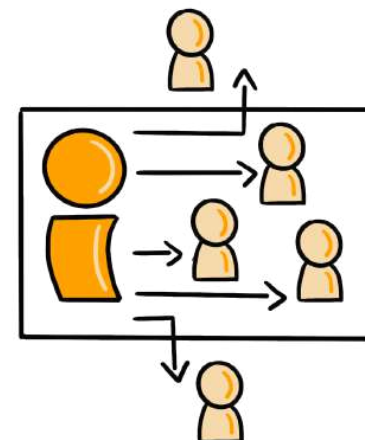
"My benefits are linked to my input."



Chan

Utilities  
Representative

"We'd love to be a part of forming a holistic plan from the start."



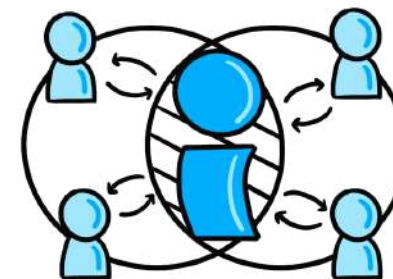
"I make the most of my sphere of control but I remain mindful of the bigger impacts that can result from my actions and decisions."



Owen

Indigenous  
Corporation CEO

"It all comes back to caring for country, culture and people."



"I am the conduit for action between two sets of laws often in conflict."





Ann

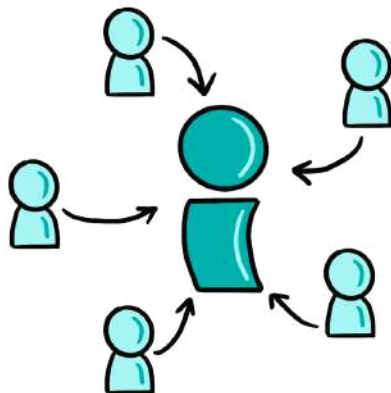
Competent and highly experienced  
Spends a lot of time under public scrutiny  
Genuine desire to 'do good' for community

“

I want to show people  
that small actions can  
make a difference.

”

## My experience



*"I'm at the centre of the  
community and I feel the  
weight of this responsibility."*

## How I operate

- I advocate for more transparency across the whole system
- We need more evidence-based decisions
- Clear accountability but also proactivity
- Community conversation!!
- Collaborate right across an issue not just within jurisdictions

## Pains / Gains

- ✓ Excited to engage more people
- ✓ My desire for the greater good is my north star
- ✗ Frustrating that local government is responsible for everything
- ✗ I can't escape the feeling of scrutiny

## Tools I use



- Social media – beyond traditional media
- Data – I'd like one data set that all can see
- Report cards
- Consultant reports
- Community engagement

## Expectations of me

- Maintain quality of lifestyle; economic, job, recreation
- Provide clarity around responsibilities for all
- Ensure sustainable progress is consistently achieved



Ann  
Local Government  
Mayor

#### WHAT I MOST NEED FROM PROJECT FUTURE CARD

Data that is accessible by all the right people. Transparency!

#### MY BIGGEST PAIN POINT

Receiving criticism that comes without any ownership when my desire is to collaborate.

#### HOW I WOULD USE IT...

Collaborate broadly, beyond just my region to achieve outcomes and a shared community success story.

### 1 WHAT IS THE BIG PICTURE?



#### NOW

Maintain quality of lifestyle - economic, job, recreation - adding up lots of little pieces to see the whole.



#### OPPORTUNITY

One data set that all can see.

**"I want them to remember my region"**

### 2 HOW ARE WE GOING?



#### NOW

There's some pain involved, we engage incrementally, report card fatigue has set in.



#### OPPORTUNITY

We need to have more evidence-based decisions, more people involved, more proactivity.

**"We need measurement + engagement + ownership"**

### 3 HOW CAN WE IMPROVE?



#### NOW

We don't have all the levers and we spend a lot of time talking about what happens if we don't improve.



#### OPPORTUNITY

Explore predictive scenarios to understand impacts of action. Data as education. Transparency & accountability.

**"Show people that small actions can make a difference"**

### 4 WHAT ARE THE BENEFITS?



#### NOW

We have a need to move beyond siloed approaches to realising benefits.



#### OPPORTUNITY

Multiple benefits need to be factored in. Needs to be a shared story for council and community.

**"Broad community involvement is a benefit and drives other benefits"**

#### NOW

Acknowledged for doing good things.



#### OPPORTUNITY

Direct connection between individual actions and outcomes. Show people how they are part of the story.

**"Personally, it's about leaving the community in a better place (legacy)"**

### 5 WHAT IS THE REWARD?





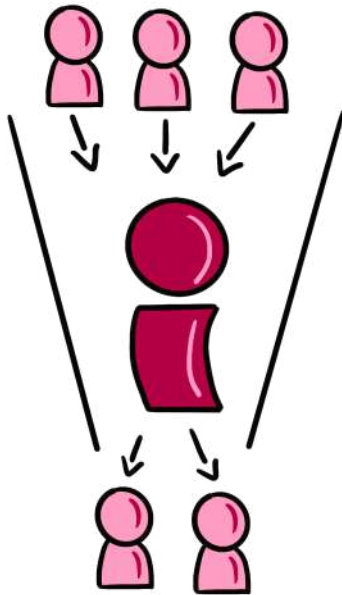


## Michelle

Deep expertise in chosen vocation  
Plays a connecting and directing role  
– with great awareness of upstream and downstream impacts

“I’m constantly asking – are we spending tax payers’ dollars responsibly?”

### My experience



*“I’m the point of convergence for so many stakeholders.”*

### How I operate

- I need to piece together a cohesive vision
- I need to coordinate a significant number of stakeholders
- I am highly aware we will never please everyone and need to be realistic about trade-offs that must be made

### Tools I use

- Public facing - web, social
- Internal facing - project management tools
- Decision support tools (e.g. benefit/cost models)

### Pains / Gains

- ✓ I like clear, open conversations
- ✓ I want to help Queenslanders build a sustainable future
- ✗ Fragmented view, lots of effort to pull together
- ✗ Risk-averse government

### Expectations of me

- Allow Queenslanders to live, work and play in a clean environment
- Navigate a ‘cast of thousands’
- Quantify trade-offs and manage investment decisions



Michelle

State Government  
Rep

#### WHAT I MOST NEED FROM FUTURE CARD

Holistic view of  
goals, people and  
investments.

#### MY BIGGEST PAIN POINT

So many stakeholders  
to manage with so  
many different needs.

#### HOW I WOULD USE IT...

Create a single view  
of the goal posts.

### 1 WHAT IS THE BIG PICTURE?



#### NOW

Government knits  
together pieces into  
a vision.



#### OPPORTUNITY

A vision contributed to  
by stakeholders.

**"It's a mix of  
optimism, inspiration  
and frustration"**

### 2 HOW ARE WE GOING?



#### NOW

Qld State of  
Environment Reporting  
looks at issues in  
isolation.



#### OPPORTUNITY

To look across landscape  
holistically and see how  
various issues impact each  
other.

**"Are we spending  
taxpayer dollars  
responsibly?"**

#### NOW

We could increase  
leverage with a better  
view across investors  
– we don't have a  
single view of this.



#### OPPORTUNITY

The right tool could  
transform how state  
government interacts  
with stakeholders.

**"The focus now is to  
understand trade-offs  
and identify winners &  
losers"**

### 3 HOW CAN WE IMPROVE?



### 4 WHAT ARE THE BENEFITS?



#### NOW

Jobs, prosperity,  
environmental / social  
outcomes.



#### OPPORTUNITY

To have a coalition of the  
willing.

**"Compromise struck;  
listened to stakeholders"**

### 5 WHAT IS THE REWARD?



#### NOW

Making  
a difference.



#### OPPORTUNITY

Helping Queenslanders  
build a sustainable future.

**"It could create  
a nicer working  
environment for  
everyone"**





Jake

Driven professional

Trying to balance commercial drivers

and desire for social good

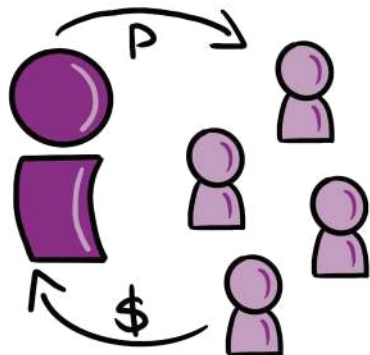
Desires seat at the table

“

We need to invest in industry to support its health, rather than reacting to fix problems.

”

### My experience



*“My benefits are linked to my input.”*

### How I operate

- Focused on trying to get the job done
- I want to maximise profits
- I’m aware people think I’m ‘all care no responsibility’

### Tools I use



- Communication tools of all kinds
- Data
- Innovation tools

### Pains / Gains

- ✓ Shared ownership
- ✓ Profitability
- ✗ Frustration because no common playing field
- ✗ Weaving through approvals’ hoops

### Expectations of me

- To lead new ways of thinking
- Influence broader market for greater good
- Communicate value of investments



Jake

Industry Leader

#### WHAT I MOST NEED FROM FUTURE CARD

To show me the opportunity spaces I can act on.

#### MY BIGGEST PAIN POINT

Uneven playing fields and bureaucracy.

#### HOW I WOULD USE IT...

To give me a seat at the table.

1 WHAT IS THE BIG PICTURE?



#### NOW

A lot of ad hoc effort by a lot of people is spent compiling views that no one else sees.



#### OPPORTUNITY

Develop a 'big picture' view to be a shared resource.

"I'm just trying to get the job done"

2 HOW ARE WE GOING?



#### NOW

Need to quantify cost of no action and communicate value of investments.



#### OPPORTUNITY

Need for an "Industry Health Check" much like tourism does.

"There is no consistency"

3 HOW CAN WE IMPROVE?



#### NOW

We see the need to have a level playing field and to communicate so we don't lose in translation.



#### OPPORTUNITY

Innovation + shared ownership.

"We need to Invest in industry to support its health rather than reacting to fix problems"

4 WHAT ARE THE BENEFITS?



#### NOW

Multiple benefits need to be considered; carbon, climate, etc - Carbon offset is currently global.



#### OPPORTUNITY

Seat at the marketplace table.

"Local is key"

#### NOW

Short term rewards + industry awards.



#### OPPORTUNITY

Recognition + reputation + contribution to story + incentivised innovation.

"It should Influence the market on what healthy is"

5 WHAT IS THE REWARD?





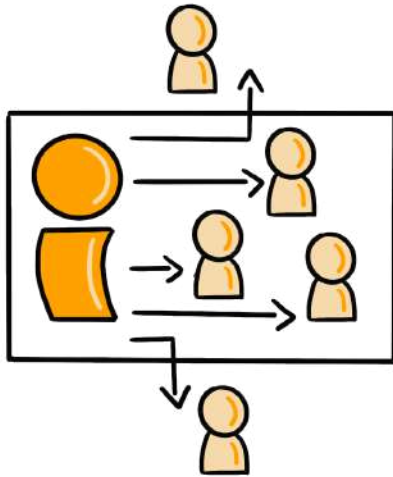


## Chan

- Takes responsibility of resource
- 'stewardship' seriously
- Recognises criticality of relationships
- High clarity on success metrics

“We'd love to be a part of forming a holistic plan from the start.”

### My experience



*"I make the most of my sphere of control but I remain mindful of the bigger impacts that can result from my actions and decisions."*

### How I operate

- Customer and community focused
- Highly goal oriented
- Remain mindful of bigger goal – waterway health

### Tools I use

- Innovation technology
- Annual report
- Direct communication

### Pains / Gains

- ✓ See my role as a water steward
- ✓ I believe we are leading the way
- ✗ Would rather be working on total plan; not separate pieces
- ✗ Would like to be included earlier in local planning

### Expectations of me

- Maintain relationships across multiple councils
- Balance multiple council objectives against one set of internal goals
- Define a sustainability pathway



Chan

Utilities

Representative

#### WHAT I MOST NEED FROM FUTURE CARD

Bringing people to the table earlier in the process..

#### MY BIGGEST PAIN POINT

Multiple stakeholders, multiple sets of metrics, one service to deliver on it all.

#### HOW I WOULD USE IT...

Lift thinking from localized to broader lens goals.

### 1 WHAT IS THE BIG PICTURE?



#### NOW

Would rather be working on total plan; not separate pieces.



#### OPPORTUNITY

Involvement that is deeper, involved in planning – from the start.

**“How do we best provide for waterway health?”**

### 2 HOW ARE WE GOING?



#### NOW

Need a consistent approach to licensing, different at each plant.



#### OPPORTUNITY

Develop sustainability pathway.

**“We’re trying to integrate various actions into a sustainability plan”**

### 3 HOW CAN WE IMPROVE?



#### NOW

More energy efficiency + lower cost.



#### OPPORTUNITY

More common goals = common metrics = one shared success story.

**“We can be a bigger part of the solution”**

### 4 WHAT ARE THE BENEFITS?



#### NOW

Meeting licensing requirements + Community satisfaction.



#### OPPORTUNITY

Participation in and ability to shape bigger opportunities.

**“Providing healthy waterways to community”**

#### NOW

Lack of sewage overflows, Providing healthy waterways to community.



#### OPPORTUNITY

More people using waterways, more life in waterways, Leading the way, Reputation.

**“Viewed as water stewards”**

### 5 WHAT IS THE REWARD?







## Owen

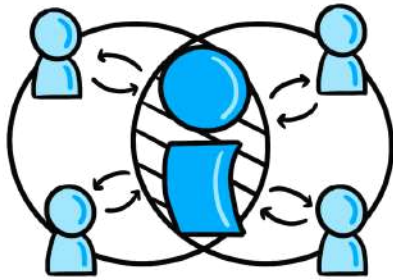
Places high value on strategic rigour  
Accountable to community for what happens on country  
All things to all people – will be held responsible

“

It all comes back to caring for country, culture and people.

”

### My experience



*“I am the conduit for action between two sets of laws often in conflict.”*

### How I operate

- Utilising First Nations knowledge
- Traditional decision making processes
- Strong partnerships and deep conversations
- Participation in boards, committees and advisory groups

### Tools I use

- Annual Report
- Operational Plan – 1 year
- Strategic Plan – 3 to 4 years
- Industry Specific Plans
- Social Media

### Pains / Gains

- ✓ Projects that utilise First Nations knowledge
- ✓ Power to make decisions over land and cultural assets
- ✗ Laws don't change to enable us, institutionalised racism across government
- ✗ Being recognised as Traditional Owners but no acceptance

### Expectations of me

- Caring for culture; protecting and conserving country
- Solve every problem
- Not just a voice, accountable for action



Owen

Indigenous  
Corporation CEO

#### WHAT I MOST NEED FROM FUTURE CARD

A way to put front and centre the metrics that are important to Aboriginal and Torres Strait Islander people

#### MY BIGGEST PAIN POINT

Not just being recognised as Traditional Owners, but being accepted, respected and engaged as such.

#### HOW I WOULD USE IT...

To ensure there is respect for land, sea, water and people at every step.

### 1 WHAT IS THE BIG PICTURE?



#### NOW

Long arduous process to get to a plan. 2 sets of laws.



#### OPPORTUNITY

A solid strategic plan, built from First Nations knowledge and rich data.

**"Caring for culture; caring for country"**

### 2 HOW ARE WE GOING?



#### NOW

It's hard to know if you're making progress.



#### OPPORTUNITY

Our Annual Report = our story, our story should build incrementally and be told by us.

**"We outline our focus each year"**

### 3 HOW CAN WE IMPROVE?



#### NOW

Consulted.



#### OPPORTUNITY

Cultural heritage protection, sites added to register, projects utilising First Nations knowledge.

**"It's time to heal. There is so much truth telling that needs to be done"**

### 4 WHAT ARE THE BENEFITS?



#### NOW

Invitations to serve on strategic boards and advisory groups.



#### OPPORTUNITY

Not just another stakeholder group, work with us as the owners and decision makers of our country and cultural sites.

**"Being not just recognized but accepted as traditional owners"**

### 5 WHAT IS THE REWARD?



#### NOW

Recognition as traditional owners.



#### OPPORTUNITY

End game – country and culture there for our children's children.

**"Build foundations for a sustainable future"**



# PERSONA SUMMARY

## 1 WHAT IS THE BIG PICTURE?



- A vision co-designed by stakeholders
- Create a 'big picture' view as a shared resource
- Involvement that is deeper, right from the beginning
- One data set that all can see
- A solid strategic plan, driven by First Nations knowledge and rich data

**For the community this means:**  
**A shared and data-enriched vision**



- Explore predictive scenarios to understand action impacts
- Transparency & accountability
- The right tool could transform how state government interacts with stakeholders
- Innovation + shared ownership
- More common goals = common metrics = one shared success story
- Cultural heritage protection, sites added to register, projects utilising First Nations knowledge.

**For the community this means:**  
**Common goals and shared ownership means less roadblocks and more action**



## 2 HOW ARE WE GOING?



- More evidence-based decisions, more people involved, more proactivity
- Look across landscape holistically and see how various issues impact each other
- Need for an "Industry Health Check" much like tourism does
- Defined sustainability pathway
- Our Annual Report = our story, our story should build incrementally and be told by us

**For the community this means:**  
**Transparency on progress at every step**



## 3 HOW CAN WE IMPROVE?



- Multiple benefits need to be factored in
- Needs to be a shared story for council and community
- Develop a coalition of the willing
- Seat at the marketplace table
- Participation in and ability to shape bigger opportunities
- Not just another stakeholder group, work with us as the owners and decision makers of our country and cultural sites.

**For the community this means:**  
**Greater participation in positive outcomes**



## 4 WHAT ARE THE BENEFITS?



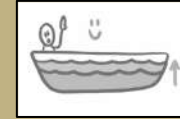
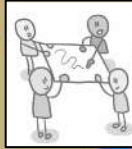
**For the community this means:**  
**A sense of ownership and pride in collective achievement**



- Show people how they are part of the story
- Direct connection between individual actions and outcomes
- Helping Queenslanders build a sustainable future
- Recognition + reputation + contribution to story + incentivised innovation
- More people using healthier natural assets within South East QLD, community recognition, leading the way, reputation
- End game – country and culture there for our children's children.

## 5 WHAT IS THE REWARD?





## Chapter 3 – MAKING IT REALITY

1



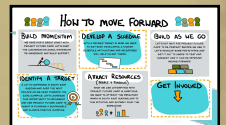
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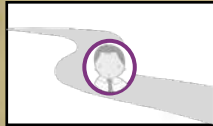
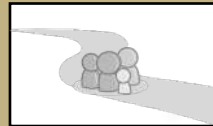
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4



6





# WHAT ARE DESIGN PRINCIPLES AND HOW DO YOU USE THEM?

Design principles are a key output from human centred design research. They are the summary of the key insights from the research written as 'guardrails' that we can take forward to steer and direct our actions and decisions as we move into prototyping and delivery.

## DESIGN PRINCIPLES

1. Transparency must be coupled with ownership / accountability
2. Data is good: data + story is better
3. Reward is important but it's not one size fits all
4. Simple is best. Consolidate noise, don't add to it
5. A balanced approach to implementation means going geographically broad rather than deep into a specific topic

"Look across landscape holistically and see how various issues impact each other"

"We need measurement + engagement + ownership"

"Collaborate right across an issue not just within jurisdictions"

"A lot of ad hoc effort by a lot of people is spent on compiling view that only they see"

"Recognition + reputation + contribution to story = incentivised innovation"

"Increase leverage with a better view across investors – we don't have a single view of this"

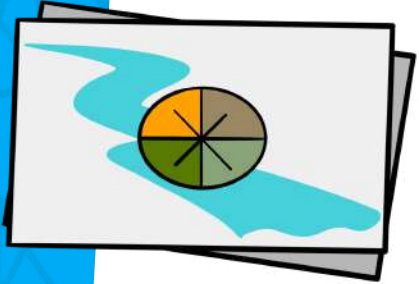
"Direct connection between individual actions and outcomes. Show people how they are part of the story."

"One data set that all can see"

# STEP 1: WHAT IS THE BIG PICTURE?

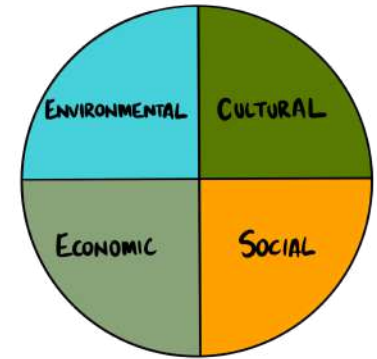


## SHARED UNDERSTANDING

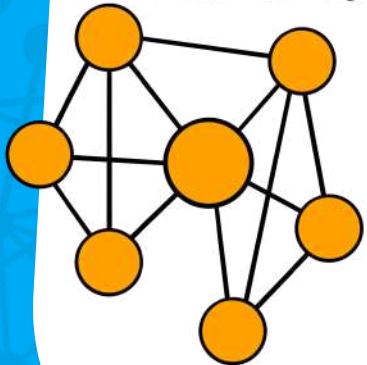


The first step requires us to develop a shared understanding of how we, as a collective group of residents of SEQ, want SEQ to look and operate now, and how the next generation wants us to leave it for them. The SEQ Natural Resource Management plan provides a good amount of this information, but needs to be expanded outside the environmental dimension of SEQ to include the social, cultural and economic dimensions.

## INDICATORS

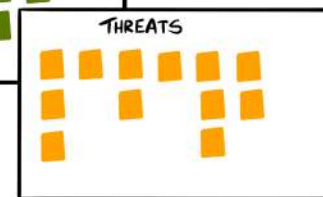
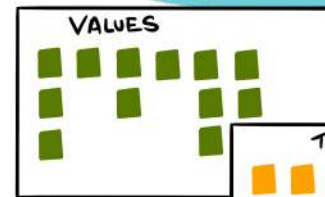
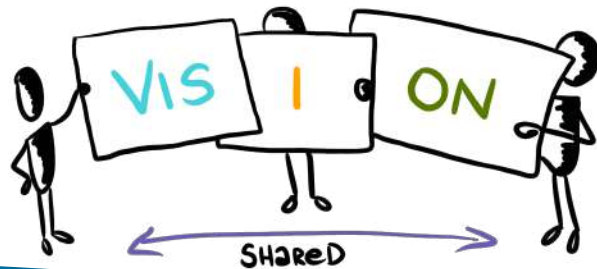


## SOCIAL NETWORKS

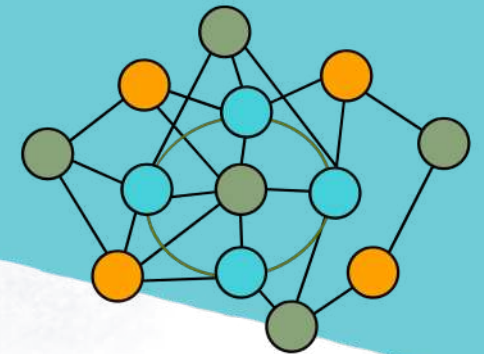


With this shared vision, we can begin to build a system that helps us understand the interconnectedness of all that we want SEQ to be. This will need to be achieved first at the macro-scale (all of SEQ), with the flexibility to scale down to the local level.

Such a system will help us refine our decision making ability so that a future vision can be achieved whilst minimising unintended negative consequences.

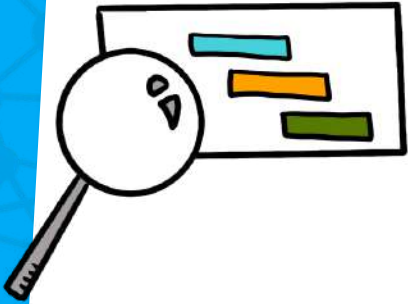


## SYSTEMS THINKING



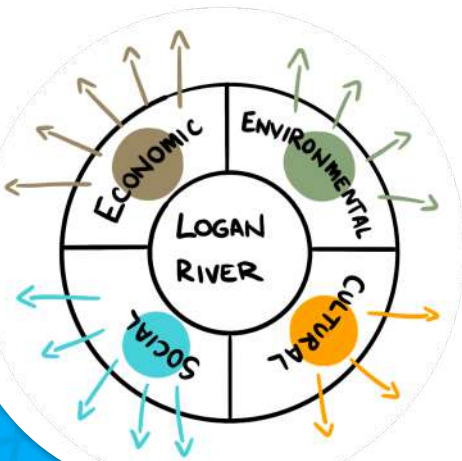
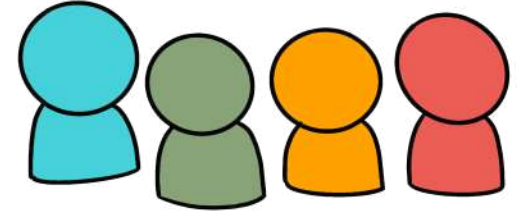


## STEP 2: HOW ARE WE GOING?



As with any plan moving forward, we need a means to track our progress and ensure decisions and associated investments in SEQ are achieving their desired outcomes. SEQ is a world leader in tracking and reporting environmental indicators through the existing Ecosystem Health Monitoring Program report card.

What will be needed in the future is a broader sphere of reporting that includes social, cultural and economic indicators. And not just 'lagging indicators', but development of 'leading indicators' that provide information about actions underway to achieve the desired SEQ conditions.



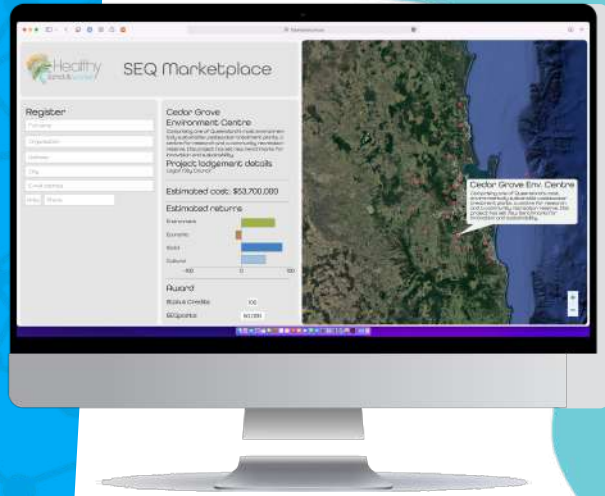
LEADING →  
← LAGGING





# STEP 3: HOW CAN WE IMPROVE?

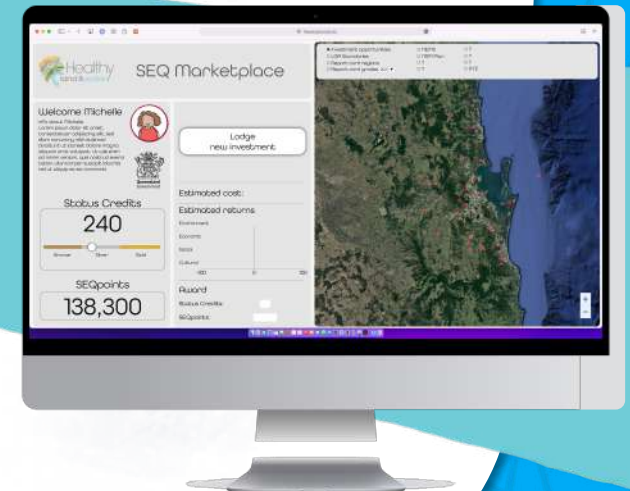
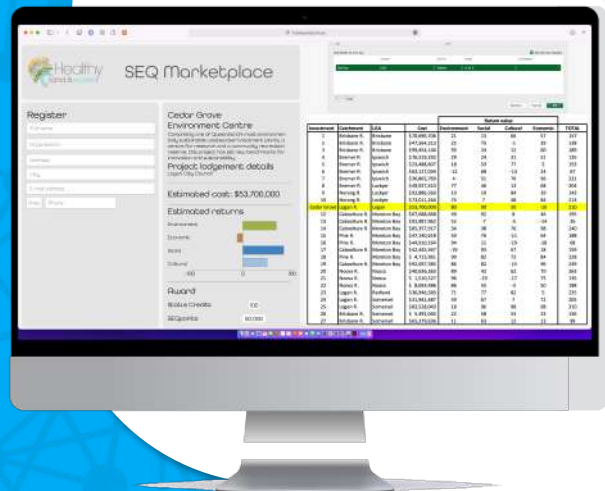
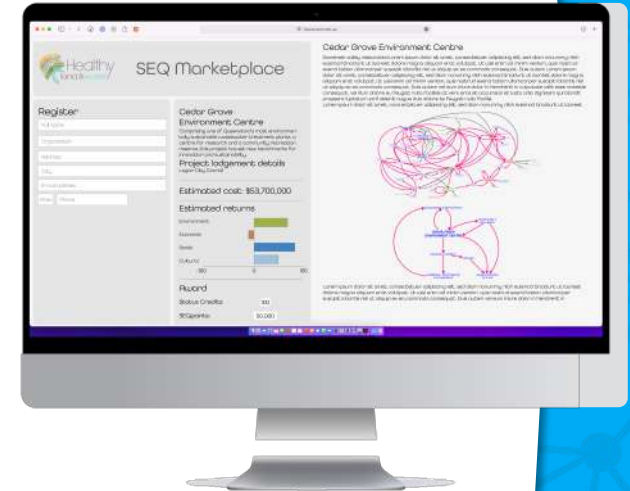
- 1 WHAT IS THE BIG PICTURE?
- 2 HOW ARE WE GOING?
- 3 HOW CAN WE IMPROVE?
- 4 WHAT ARE THE BENEFITS?
- 5 WHAT IS THE REWARD?



SEQ is a big place and there is a lot going on. What we need is a central online repository to share investment opportunities for SEQ – a SEQ Marketplace. A geographic-based system would allow users to upload projects, outline project details and their projected costings.

The SEQ Marketplace platform would provide tools to assist in assigning quantitative benefits of the activity (broken down by at least the four dimensions of environmental, social, cultural and economic) and the reward for investing in, and/or implementing, the activity.

This platform could also host other reward or offset schemes operating in SEQ (e.g., carbon and nutrient trading schemes).



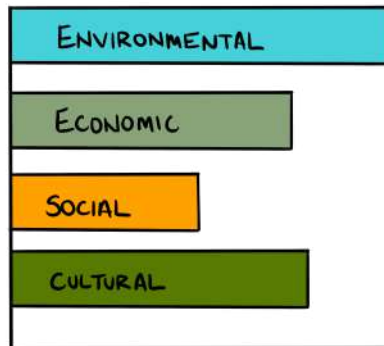
# STEP 4: WHAT ARE THE BENEFITS?



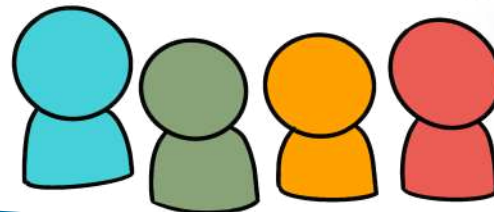
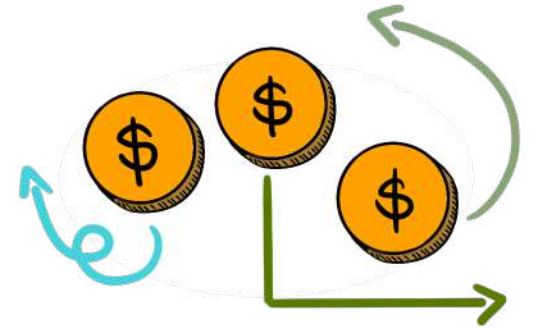
Key to determining what investments should be promoted, and which investment the investor wants to invest in, will be knowledge of the likely returns on investment (that was a mouthful!).

Unlike traditional financial returns, here we would be presenting the environmental, economic, social and cultural returns to SEQ. This will require development of a reporting scale and will derive information from system modelling undertaken in Step 1.

## BENEFIT SCALE



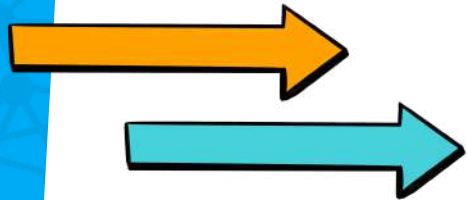
This information will be included in the SEQ Marketplace and will define the rewards in Step 5.



# STEP 5: WHAT IS THE REWARD?



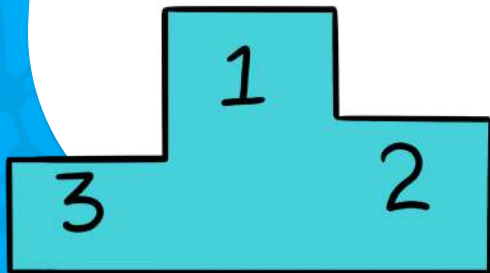
## HEALTHY COMPETITION



A perceived shortcoming of report cards to date is that they can overly focus on the lack of progress due to the nature of 'lagging indicators'. This lack of acknowledgement of what is being done in SEQ has, in-part, led to report card fatigue.

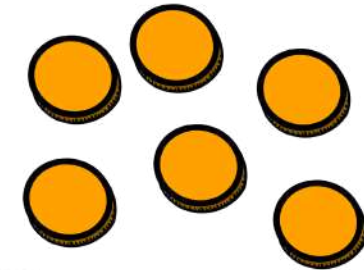
Hence it is imperative that we switch up the narrative to acknowledge and even reward positive behaviour and actions. So we envision a reward system that could lead to a status change for an organisation (or even the individual), combined potentially with redeemable coins/credits/points that can have value in SEQ. Such a system could be hosted in the SEQ Marketplace and the reward system would be calculated based on likely investment returns calculated in Step 4.

## STATUS



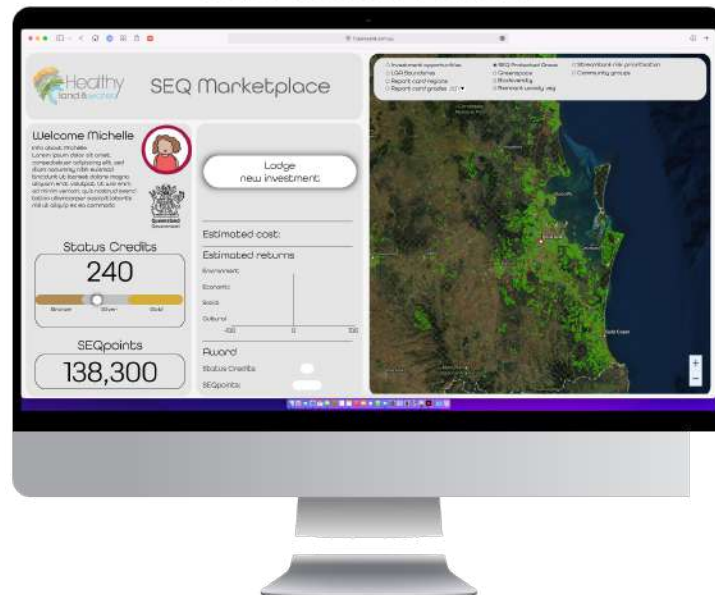
The overarching aim of this reward system is to provide healthy competition which drives people/organisations to push harder and achieve more.

## REDEEMABLE VALUE

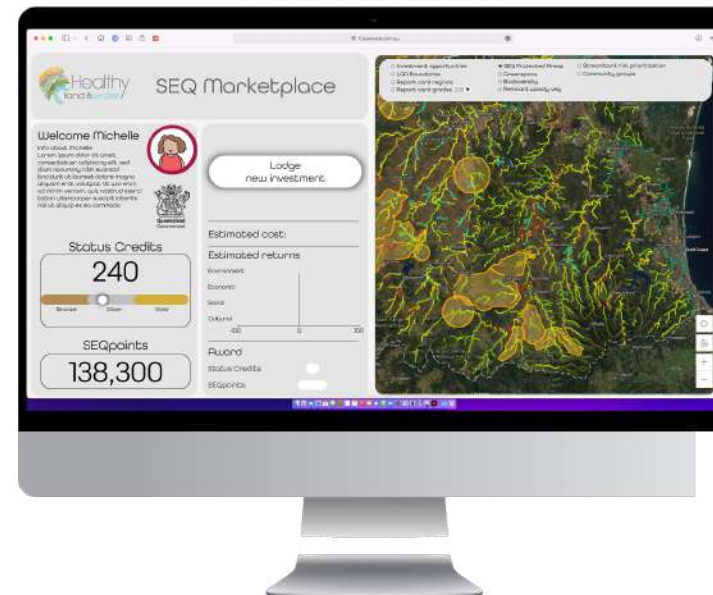




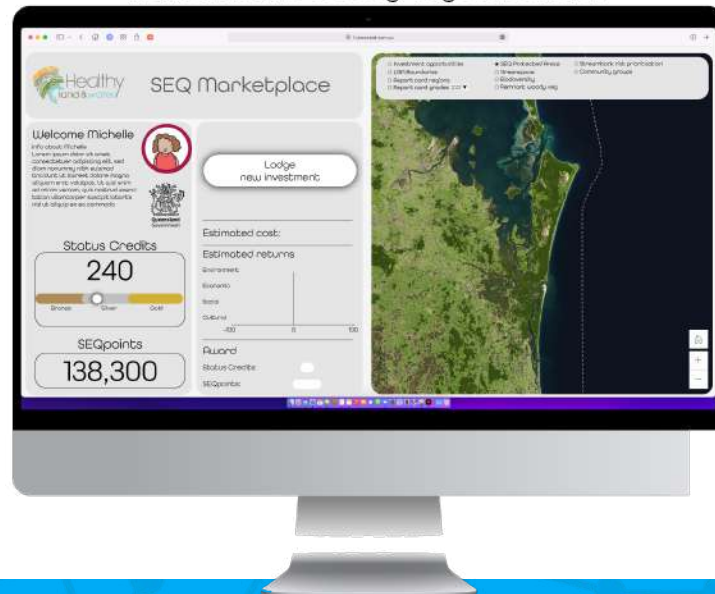
SEQ Protected Areas 2020



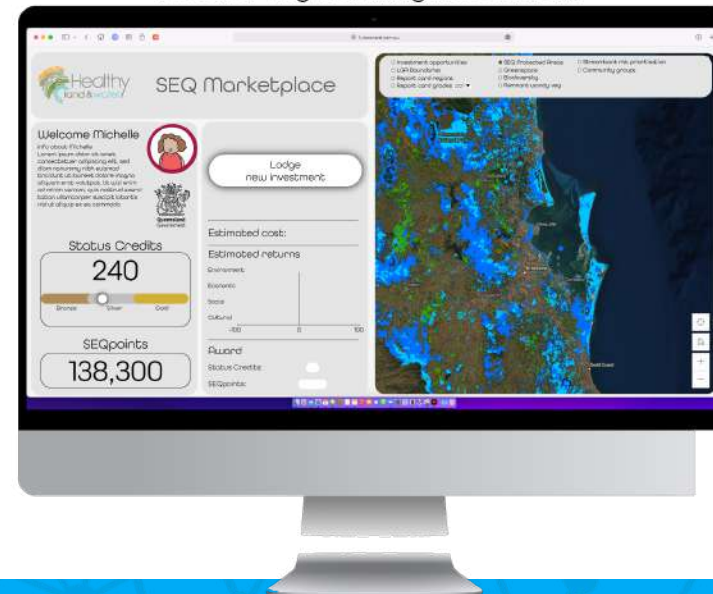
SEQ Streambank Risk



Remnant and Woody Vegetation 2017



Biodiversity Planning Assessment



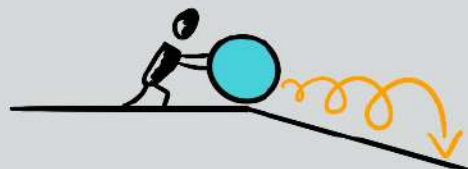


# How to move FORWARD



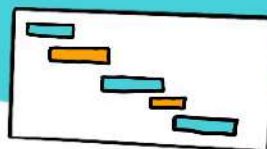
## BUILD MOMENTUM

WE HAVE HAD A GREAT START WITH PROJECT FUTURE CARD. LET'S KEEP THE CONVERSATION GOING, DISTRIBUTE ITS OWNERSHIP, AND BUILD SUPPORT.



## DEVELOP A SCHEDULE

WITH A DEFINED TARGET IN MIND, WE NEED TO GET BUSY. DEVELOPING A SHARED SCHEDULE WITH ACTIONS AND MILESTONES WILL HELP US GET THERE.



## BUILD AS WE GO

LET'S NOT WAIT FOR PROJECT FUTURE CARD TO BE PERFECT BEFORE WE USE IT. LET'S DEVELOP SOME PROTOTYPES AND GET IT OUT TO USERS TO TEST AND SUGGEST HOW IT CAN BE IMPROVED MOVING FORWARD.



## IDENTIFY A TARGET

A LOT IS HAPPENING IN SOUTH EAST QUEENSLAND OVER THE NEXT DECADE AS WE HEAD TOWARDS THE 2032 OLYMPICS. LET'S LEVERAGE THIS OPPORTUNITY TO IMPLEMENT AND USE PROJECT FUTURE CARD TO ASSIST IN PLANNING A SUSTAINABLE AND CLIMATE POSITIVE OLYMPICS.



## ATTRACT RESOURCES (PEOPLE + FUNDING)

WHAT WE ARE ATTEMPTING WITH PROJECT FUTURE CARD IS AMBITIOUS. WE NEED TO ATTRACT THE BRIGHTEST MINDS IN SOUTH EAST QUEENSLAND TO THIS INITIATIVE AND SUITABLY FUND THE ENDEAVOUR.

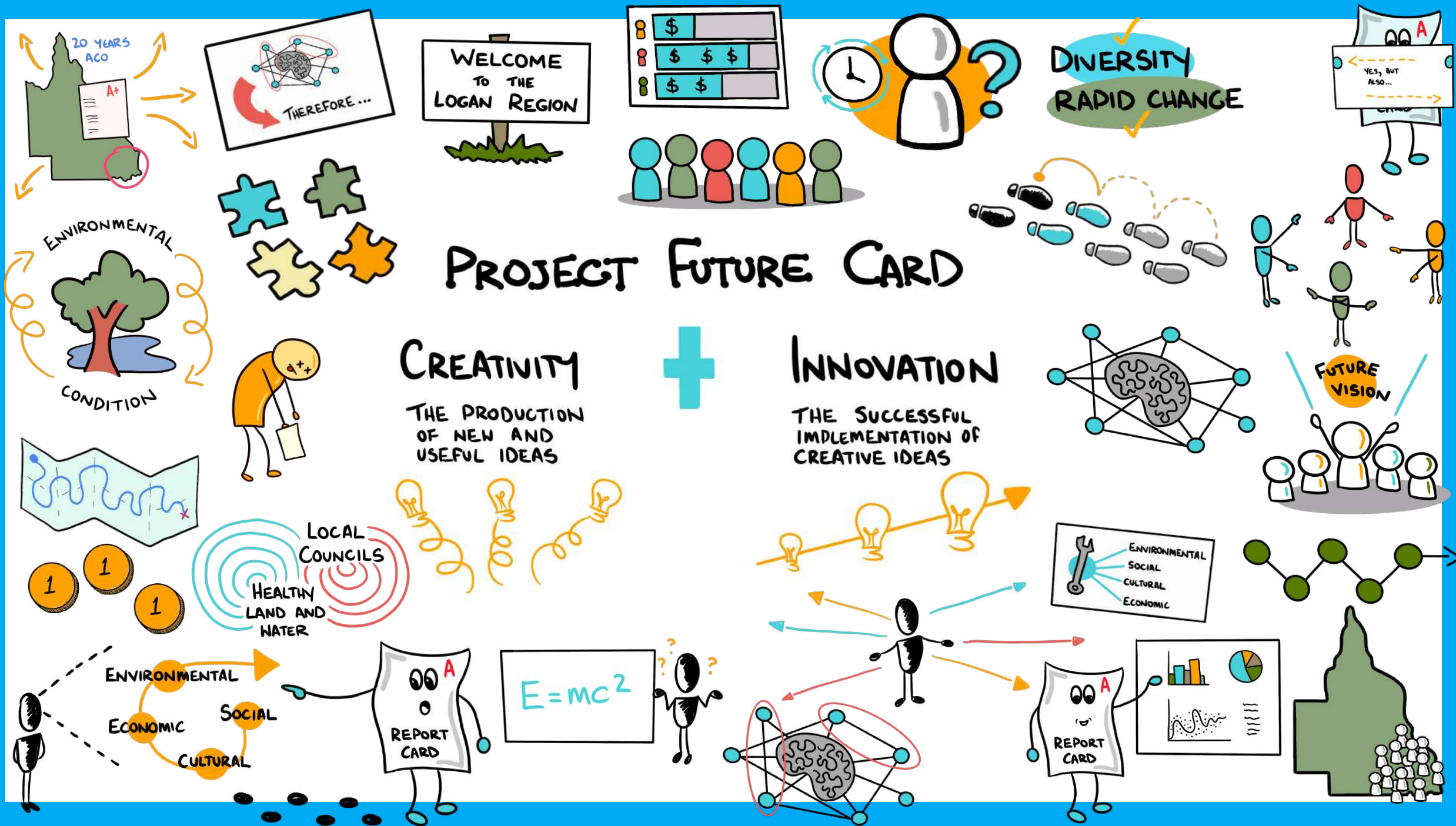


## GET INVOLVED



[bit.ly/ProjectFutureCard](https://bit.ly/ProjectFutureCard)









Project Future Card has been a collaboration between  
Healthy Land and Water and Darwinian Consulting  
with support from Thoughts Drawn Out

