Delivering on the department’s Strategic Plan 2018–22

With a vision for a contemporary organisation enabling sustainable, vibrant, inclusive and confident local communities, the department advances the Queensland Government’s Our Future State: Advancing Queensland Priorities of creating jobs in a strong economy and be a responsive government by:

- designing and administering frameworks that inspire confidence and trust in systems of governance
- increasing stakeholder capability
- encouraging and supporting communities to thrive.

Achievements and performance

The realisation of benefits has been underpinned by objectives and strategies set out in the Strategic Plan 2018-22 as follows:

**OBJECTIVE**

**Accountable, well-managed, community-focused local governments**

To achieve this objective the department determined to:

- establish the Office of the Independent Assessor and transition to a streamlined councillor conduct complaints system
- develop, implement and promote an integrated framework of policy, legislation, funding and capacity building programs that support integrity and financial sustainability
- develop a performance and reporting framework that supports transparency, accountability and community confidence in local government.
KEY ACHIEVEMENTS

- Established the Office of the Independent Assessor which commenced operation on 3 December 2018.

- Undertook a comprehensive legislation program which included:
  - Introduction of the Local Government Electoral (Implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019 into Parliament on 1 May 2019. The Bill is underpinned by the reform principles of transparency, consistency and integrity and seeks to encourage diversity in elected representatives.

- Facilitated the 2018-19 capacity building program covering provision of resources and delivery of training including:
  - Statewide face to face information sessions to 76 councils to support the implementation of the new legislation and improve understanding of integrity issues and importance of building community confidence in local government
  - Best practice community engagement guidelines for councils with a focus on budget and service levels
  - Monitoring budget and rates resolution toolkit
  - Delivery of training packages for councils presented by content experts to underpin and build core skills in and improve understanding of financial management and governance
  - Sponsorship of 45 female councillors and council officers to undertake professional development programs as part of the department’s Women in Local Government Strategy.

- Commenced the design of a Local Government Performance and Reporting Framework to identify issues and potential problems to be addressed through regional facilitation and a range of capability and capacity building programs particularly aimed at the needs of remote and less well-resourced councils.

- Managed the Local Government Grants Review project resulting in the design and development of a practical and efficient *Grants to Local Government Model*.

PERFORMANCE

Percentage of local governments:

- ✔️ with aligned financial documents - 97%
- ✔️ with current asset management plans - 87%
- ✔️ participating in training programs - 99%
- ✔️ level of satisfaction of local governments (Mayors and CEOs) with the effectiveness, timeliness and quality of advice, services and support provided by the department - 90%
OBJECTIVE

A sustainable racing industry in Queensland

To support Queensland’s racing industry the department has administered the Racing Act 2002, provided policy advice to government on matters relevant to the commercial operation and viability of the industry and worked with stakeholders to promote racing across Queensland and oversee the rollout of the country racing package.

KEY ACHIEVEMENTS

• A $26 million increase in prize money for Queensland thoroughbred TAB racing and an additional $12 million over three years for greyhound and harness racing.
• Facilitated the Racing Industry Forum and developed important racing industry reform initiatives to improve all aspects of city and country racing across Queensland.
• Worked in collaboration with racing industry stakeholders to ensure the delivery of key racing infrastructure projects.
• Finalised appointment of the new Racing Queensland Board members including five continuing members and two new appointments.
• Reviewed governance mechanisms for the Racing Infrastructure Fund and developed new guidelines to support the delivery of priority infrastructure.

PERFORMANCE

✓ Initiatives undertaken that support the Queensland racing industry include:
  • significant progress made in setting and implementing the racing industry reform agenda
  • policies to support and improve racing industry sustainability developed and implemented.
OBJECTIVE

Policies, programs and services responsive to Queensland’s cultural diversity

The Multicultural Recognition Act 2016 underpins the Queensland Government’s support for multiculturalism. The Act promotes Queensland as a united, harmonious and inclusive community and acknowledges that a diverse, dynamic and cohesive society will deliver benefits for all Queenslanders, including the community, government and business sectors.

KEY ACHIEVEMENTS

• Recruited and inducted 21 new organisations to the Multicultural Queensland Ambassador Program, bringing the total number to 101 Ambassador organisations.
• Developed and delivered a Multicultural Queensland Charter Speaker Series forum, attended by over 150 government and non-government stakeholders who learnt about the Charter and how to bring it to life in practical ways within their organisations.
• Supported the work of the Multicultural Queensland Advisory Council including the Council’s collaboration with other government agencies to promote initiatives which address the needs of people from culturally and linguistically diverse backgrounds.
• Recruited for a new 11-member Multicultural Queensland Advisory Council whose term will commence on 1 August 2019 after 113 nominations were assessed by an independent selection panel.
• Developed and commenced implementation of the new Multicultural Affairs engagement strategy which will underpin a strategic and sustainable approach to the Queensland Government’s vision of an inclusive, harmonious and united Queensland.
• Provided $1.78 million funding to Communify Queensland to lead delivery of the Asylum Seeker and Refugee Assistance program to provide practical support to vulnerable asylum seekers and temporary protection visa holders.
• Continued to provide $2.3 million to 19 organisations through the Community Action for a Multicultural Society Program, which delivered over 80 activities across the state focused on improving social connectedness and intercultural connections in local communities.
• Supported the Multicultural Peak Funding for Sector Development Services initiative (through the Ethnic Communities Council of Queensland) to engage culturally diverse organisations in sector development activities, with a focus on small and emerging ethnic community groups.
• Worked actively with the Commonwealth Government to advocate the state’s interest in and influence policy and program delivery in ensuring sustainable and successful settlement of migrants and refugees in Queensland.

PERFORMANCE

✓ Percentage of government agencies with policies and programs that support the principles of the Multicultural Queensland Charter – 17%.

A limited number of agencies listed specific actions which required public reporting. Under the 2019-22 Action Plan, all agencies have committed to undertake actions and report annually.

✓ Working across the Queensland Government to improve performance by gaining a commitment from all agencies to promote the Multicultural Queensland Charter under the Multicultural Action Plan 2019-22.
OBJECTIVE

Efficient and effective funding programs promoting vibrant communities

To deliver efficient and effective funding outcomes, the department has designed and delivered programs and investment that create jobs and economic growth, support community well-being, enhance sustainability and celebrate cultural diversity.

The department administers and manages a diverse range of funding and grants programs that underpin delivery of local government services and infrastructure projects, promote strong culturally diverse and connected communities and support refugees and vulnerable people seeking asylum. Further, the department is implementing the outcomes of the Local Government Grants Review.

KEY ACHIEVEMENTS

• The development of a new Grants to Local Government Model will introduce a more streamlined approach to how grants are managed and reported. The new model and implementation plan is currently being finalised and has been informed by feedback from local councils and industry stakeholders.

• Local Government Grants and Subsidies Program – as part of the two-year 2017-19 program, $60.9 million has been approved to support local governments to deliver key infrastructure projects that support economic growth, increase job creation for local communities and assist Queensland communities to be more resilient to natural disasters.

• Works for Queensland Program – the Queensland Government under the 2017–19 program has enabled the delivery of 505 completed projects as at 30 June 2019.

• State Government Financial Aid – $34.5 million was allocated as part of the recurrent allocation-based program that provides a financial contribution (in lieu of rates) to assist 16 Indigenous councils.

• Indigenous Councils Critical Infrastructure Program – $41.5 million of the 2017-21 $120 million program has been paid to support Indigenous councils to implement projects and infrastructure related to critical water, wastewater and solid waste assets.

• Show Societies Grants Program – $2.1 million was provided to the state’s show societies to assist with operating expenses and the costs associated with maintenance of showground assets for the conduct of annual agricultural shows across Queensland.

• Provided funding of $12 million over two years to Torres Shire Council to improve the safety and quality of drinking water on Horn, Thursday and Hammond Islands in the Torres Strait.

• Administered the $70.4 million four-year country racing package and the $2 million Training Track Subsidy Scheme.

• Released $26 million in funding to Racing Queensland, to increase thoroughbred TAB prize money.

• Provided $3.7 million to support remediation of the Eagle Farm racecourse – the state’s premier racing venue.

• Approved $3.6 million over two years commencing in 2018-19 to help address service gaps identified for refugees and asylum seekers.

• Allocated $4.5 million in 2018-19 for special programs and community initiatives to promote inclusion and belonging across Queensland including Celebrating Multicultural Queensland program, Community Action for a Multicultural Society program, partnered with Welcoming Cities to support local councils to strengthen welcome and belonging and Multicultural Peak Funding for Sector Development Services initiative (through the Ethnic Communities Council of Queensland).

PERFORMANCE

✓ Cost of administering funding programs as a percentage of funding provided – 0.27%
✓ 16,400 jobs have been created or supported since the commencement of the Works for Queensland program
✓ More than 300 refugees and people seeking asylum have received material and financial aid including families with children through the Asylum Seeker and Refugee Assistance program
✓ Under the Community Action for a Multicultural Society program, the reported number of service users with improved social connectedness for July 2018 to December 2018 was 10,596.
OBJECTIVE

Agile, capable, collaborative and inclusive workforce

An agile and inclusive workforce has been achieved by:

• using resources efficiently and effectively to manage risk and deliver value for money outcomes
• harnessing knowledge and connectedness across the department with a focus on strong regional engagement
• promoting increasing workforce capability and a healthy and inclusive workforce
• embracing a digital mindset and a culture of innovation
• engaging with internal and external stakeholders to develop solutions, promote best practice and foster collaboration.

KEY ACHIEVEMENTS

Internally the department:

• held quarterly all-staff forums where invited guests addressed staff on a variety of topics, building knowledge, stimulating discussion and promoting innovative approaches to workplace practice
• held fortnightly executive leadership team meetings with external involvement
• invested in the capability and leadership skills of current and future leaders with a cohort of managers completing the Lead4Qld program and offered targeted professional development on risk management and performance conversations
• continued a strong focus on employee performance by promoting and embedding the online performance and development framework. The new framework enables a direct line of sight between an individual’s performance measures and the strategic objectives of the department and focuses on competency development
• enabled engagement for all new employees with senior executives through face to face induction workshops
• improved the health and wellbeing of employees through flu vaccinations, skin checks, monthly wellness webinars, mental health awareness and resilience development. The program also included financial wellbeing with a focus on women and planning for retirement
• continued to build knowledge and improve awareness and capability of diversity and inclusion through numerous activities and promotions throughout the year including NAIDOC week, SBS cultural competence program and anti-discrimination training
• achieved White Ribbon accreditation and strengthened its’ workplace culture to reflect a zero tolerance to domestic and family violence and respond to violence against women
• developed the Capability Blueprint to identify strengths and opportunities across the department and to inform future strategic planning.

External liaison and consultation have been important aspects of the work of the department and has seen positive outcomes through a strong emphasis on cross-government and industry collaborations.
In 2018-19, the department gained commitments from across government to:

- increase cultural understanding and capability of staff and participate in the *Racism. It stops with me* campaign
- provide pathways to employment in the Queensland Public Sector for migrants, refugees and people seeking asylum through the second Multicultural Action Plan 2019-22
- design and develop a *Grants to Local Government Model*.

The department worked collaboratively with industry and external stakeholders to:

- progress important racing industry reform initiatives and deliver key racing infrastructure projects
- implement the government’s response to the Crime and Corruption Commission’s report *Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government*
- address the needs and aspirations of Queensland’s culturally diverse communities.

**PERFORMANCE**

✓ The average positive response rate for all indices for the 2018 survey was 63%. Comparisons with the 2017 Working for Queensland survey are not available due to major changes to the department’s composition following machinery of government changes. The results from the 2018 survey will be used to determine the base level for comparisons for future years.

✓ The department has improved its position in relation to the participation of people from a non-English speaking background and people with a disability in its workforce. The department now exceeds the government’s target representation in both women in senior officer roles and people from a non-English speaking background. Women occupy over 75% of senior officer roles in the department.

**Comparative workforce data 2017-18 – 2018-19**

![Bar chart showing workforce data comparison](chart.png)

<table>
<thead>
<tr>
<th>Women in SO and above roles</th>
<th>ATSI</th>
<th>NESB</th>
<th>Disability</th>
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<td>15</td>
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<tr>
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*Numbers represent percentage of total workforce.*