



Department of Local Government, Racing and Multicultural Affairs

STRATEGIC PLAN 2020-2024

A contemporary organisation enabling sustainable, vibrant, inclusive and confident local communities



The department's organisational management, decision-making and service delivery are governed by its commitment to the Queensland Public Service Values.

We will respect, protect and promote human rights in our decision making and actions

The department contributes directly to the realisation of **Our Future State: Advancing Queensland's Priorities** by pursuing our objectives through the delivery of initiatives and strategies to:



Create jobs in a strong economy by funding local government infrastructure projects, racing industry activities and community-focused projects to stimulate job growth.



Keep Queenslanders healthy through programs and initiatives that promote cohesive communities and assist in the provision of critical water and sewerage infrastructure in remote locations.



Be a responsive government by ensuring that our partners, stakeholders and communities across Queensland have easy and consistent access to our information and services.

OUR OBJECTIVES	Accountable, well-managed, community-focused local governments	A sustainable racing industry in Queensland	Policies, programs and services responsive to Queensland's cultural diversity	Efficient and effective funding programs promoting vibrant communities	An engaged and responsive workforce
OUR PERFORMANCE INDICATORS	<p>Percentage of local governments:</p> <ul style="list-style-type: none"> participating in training programs designed to increase capacity and capability at both council elected member and officer levels with key governance documents and frameworks in place <p>Level of satisfaction of local governments (Mayors and CEOs) with the effectiveness, timeliness and quality of advice services and support provided by the department.</p>	<p>Enhanced collaboration and engagement between industry and government</p> <p>Initiatives undertaken that support Racing Queensland towards developing a sustainable racing industry in Queensland.</p>	<p>Percentage of government entities undertaking activities to promote the Multicultural Queensland Charter</p>	<p>Cost of administering portfolio funding programs as a percentage of funding provided</p>	<p>Improvement in Working for Queensland employee opinion survey results across elements of organisational fairness, workload and health and learning and development opportunities</p>
OUR STRATEGIES	<p>Develop, implement and administer an integrated program of policy, legislation and capacity building to support and build local government integrity and sustainability</p> <p>Design and implement a local government performance and reporting framework that identifies gaps and issues and informs departmental priorities</p> <p>Develop and implement knowledge building programs which ensure candidates, councillors, council staff and the community understand the roles and responsibilities of councillors and councils</p>	<p>Administer the <i>Racing Act 2002</i> and manage funding programs to support a sustainable Queensland racing industry</p> <p>Provide policy advice to government on matters relevant to the commercial operation, viability and long-term sustainability of the racing industry</p> <p>Develop, implement and promote governance frameworks that support Racing Queensland to deliver its key strategic and operational objectives</p>	<p>Lead the implementation of the <i>Multicultural Recognition Act 2016</i> and the Queensland Multicultural Policy and Action Plan</p> <p>Promote the principles of the Multicultural Queensland Charter across all levels of government, business and the community</p> <p>Facilitate and deliver collaborative projects and programs to address challenges and provide economic and social opportunities for migrants, refugees and people seeking asylum</p>	<p>Reprioritise portfolio funding and grants programs to assist local governments, communities and the racing industry in responding to the impact of the COVID 19 pandemic</p> <p>Ensure funding programs are designed and delivered to maximise:</p> <ul style="list-style-type: none"> job creation, sound investment and economic sustainability community wellbeing and connectedness celebration of cultural diversity 	<p>Use resources efficiently and effectively to manage risk and deliver value for money outcomes</p> <p>Manage the impact of COVID-19 on the workforce to ensure business continuity and staff wellbeing</p> <p>Create a diverse and inclusive workplace reflective of the communities we serve</p> <p>Promote increasing workforce capability, embracing a digital mindset and a culture of innovation</p> <p>Promote a healthy and safe workforce</p> <p>Engage with internal and external stakeholders fostering collaboration and promoting best practice to develop solutions</p> <p>Harness knowledge and connectedness across the department and foster regional engagement</p>

We seize every opportunity to:

- build and sustain productive and collaborative relationships with stakeholders through sound consultation and engagement practices
- develop sound policies, programs and services that reflect current priorities (including COVID-19 pandemic), meeting both government and community expectations
- deliver community-focused funding program outcomes by having sound funding agreements and clear outcome measures in place
- facilitate collaborative relationships with local government sector partners which support and promote integrity, sustainability and vibrancy

We manage strategic risks by:

- supporting the local government, the racing industry and the multicultural sectors' response to the COVID-19 pandemic
- supporting and developing an engaged workforce by valuing and building capability and diversity and recognising and encouraging innovation
- ensuring business continuity and information and asset security
- using systems and resources effectively and efficiently
- maintaining strong governance frameworks and having a zero tolerance of fraud and corruption