



## **Part 02**

# 2019–20 in review

---

- 14** Strategic objectives and outcomes
- 14** Accountable, well-managed, community-focused local governments
- 16** A sustainable racing industry in Queensland
- 18** Policies, programs and services responsive to Queensland’s cultural diversity
- 20** Efficient and effective funding programs promoting vibrant communities
- 23** An engaged and responsive workforce

# 2019–20 in review

## Strategic objectives and outcomes

The 2019–20 financial year reinforced our continuing commitment to vibrant and connected communities, empowering the people who are the engine behind our service delivery and driving economic growth for our state.

The outcomes summarised below are directly linked to our Strategic Plan and have been delivered across the service areas set out in our Service Delivery Statement. Our service performance is detailed in Appendix 2.

We achieved significant milestones in the first half of the year through our direct funding support for councils and the racing and multicultural sectors, with programs and initiatives that helped to create job opportunities, deliver economic stimulus, support vulnerable people, and support vibrant and connected communities.

In the second half of the year our focus changed to responding to the needs of our stakeholders during the COVID-19 pandemic. In a demanding environment of fast-paced change, we developed and successfully delivered a range of additional programs and initiatives to respond to the needs of our communities struggling with sudden and severe economic and social impacts, helping them rebuild and stay safe and supporting and creating jobs.

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

### Strategies

- Develop and implement an integrated program of policy, legislation and capacity building to support and build local government integrity and sustainability
- Design and implement a local government performance and reporting framework that identifies gaps and issues and informs departmental priorities
- Develop and implement knowledge-building programs which ensure that potential election candidates, elected councillors and the community understand the requirements of the electoral process and the responsibilities of councillors and councils
- Improve direct engagement and facilitation with local governments to support outcomes for local communities.

### Performance

Key Performance Indicator	2019–20 Target	2019–20 Actual result	Target met
Percentage of local governments participating in training programs	85%	98.7%	Yes
Percentage of local governments with key governance documents and frameworks in place	90% for budgets, financial statements and annual reports completed	98.7% (76 out of 77 completed and audited)	Yes
Level of satisfaction of local governments with the effectiveness, timeliness and quality of advice services and support provided by the department	85%	90%	Yes

## Key achievements



In 2019–20, we:

- progressed a rolling agenda of local government sector reform — aimed at strengthening integrity and transparency — with the key milestone being the passing of the Local Government Electoral (Implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019 and the Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Bill 2019
- provided capacity-building support for local governments with the following outcomes:
  - So You Want to be a Councillor? training delivered in the lead up to the quadrennial local government general elections in March 2020, to help local government election candidates and elected officials understand their obligations during the election campaign and as a councillor or mayor if elected
  - all candidates in the 2020 local government elections received mandatory training, with 2612 enrolments and 2235 participants completing both modules
  - online induction training in May and June to all councils on accountability and decision making ensured councillors and other local government officers are prepared to deliver on the needs of communities
- under section 118 of the *Local Government Act 2009*, appointed a Financial Controller and a Governance Advisor (16 July to 11 October 2019), following a request from the Palm Island Aboriginal Shire Council with the following key outcomes:
  - identification of concerns contributing to council’s current financial position, focusing on revenue sources and expenditures
  - a thorough review of the council’s operations and structure with recommendations made to the council on how to effectively address challenges moving forward
- assisted local governments with their response and recovery to the COVID-19 pandemic through collaboration with councils, the Local Government Association of Queensland and Local Government Managers Australia by:
  - undertaking a data collection exercise to understand and monitor the impacts of COVID-19 on the financial sustainability, economic impacts and vulnerability of councils
  - temporarily changing legislation to provide greater flexibility for the conduct of the 2020 local government elections to help minimise risks to the health and safety of persons caused by COVID-19
  - progressing legislative amendments to ensure local governments were well placed to respond to COVID-19, with an emphasis on budget and meeting processes.

## A sustainable racing industry in Queensland

### Strategies

- Administer the *Racing Act 2002* and manage funding programs to support the Queensland racing industry
- Provide policy advice to government on matters relevant to the commercial operation, viability and long-term sustainability of the racing industry
- Develop, implement and promote governance frameworks that support Racing Queensland to deliver its key strategic and operational objectives.

### Performance

Key Performance Indicator	2019–20 Target	2019–20 Actual result	Target met
Initiatives undertaken that support the Queensland racing industry	To deliver demonstrable outcomes and results from initiatives undertaken to support the sustainability of the state's racing industry.	<ul style="list-style-type: none"> <li>• Administered and managed committed funding supporting the racing industry through the allocation of \$103.42 million.</li> <li>• Provided policy advice on diversification of facilities and business case assessments for key priority infrastructure projects</li> <li>• Supported development of a governance framework, to establish a re-homing and retraining program for retired racehorses in Queensland</li> <li>• Worked closely with Racing Queensland and Queensland Health to deliver a COVID Safe Industry Plan</li> </ul>	Yes

### Key achievements



In 2019–20, we:

- provided policy advice and direction to the Martin Inquiry into animal cruelty in the management of retired thoroughbred and standardbred horses in Queensland through two industry forums with representatives from government, Racing Queensland, the Queensland Racing Integrity Commission (QRIC), the racing industry and animal welfare experts
- supported Racing Queensland in the delivery of a broad range of racing industry reforms including the conversion of non-TAB racing to TAB racing, enhancing the industry's contribution to its participants and the broader community

- contributed towards a governance framework, with Racing Queensland and QRIC, to establish a re-homing and retraining program for retired racehorses in Queensland as an outcome of the Martin Inquiry, to be funded from a levy on prize money established on 1 January 2020
- implemented and promoted the governance operating model, project funding agreements and reporting arrangements as part of governance frameworks to support Racing Queensland to deliver its key strategic and operation objectives
- supported country racing and improvements to commercial outcomes and long-term sustainability through the funding of race meetings such as at Birdsville as TAB meetings
- delivered growth and sustainability to the Queensland racing industry through the administration of the Racing Infrastructure Fund including assessment and facilitation of the following priority infrastructure projects:
  - \$2.5 million towards the \$7 million replacement of the Sunshine Coast Turf Club’s all-weather synthetic track
  - \$39.15 million for the new Greater Brisbane Greyhound Centre at Purga
  - \$11.8 million to support the completion of the Ipswich Turf Club’s Bundamba Racecourse
- supported jobs and the viability of clubs and the broader racing industry through the COVID-19 pandemic with the early release of the \$2 million Training Track Subsidy Scheme to race clubs required to conduct races without public attendance
- supported regional communities with funding for country racing clubs to deliver infrastructure repairs, maintenance and asset replenishment (\$2.6 million) as well as prize money and operational costs (\$15 million) by allocating \$17.6 million from the \$70.4 million four-year Country Racing Program
- provided policy advice to government on matters such as diversification of facilities and business case assessments for large scale key infrastructure projects, relevant to the commercial operation, viability and long-term sustainability of the racing industry
- enabled the racing industry to continue to operate safely by working closely with Racing Queensland and Queensland Health to deliver a COVID Safe Industry Plan for the industry.

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

### Strategies

- Lead the implementation of the *Multicultural Recognition Act 2016* and the Queensland Multicultural Policy and Action Plan
- Promote the principles of the Multicultural Queensland Charter across all levels of government, business and the community
- Facilitate and deliver collaborative projects and programs to address challenges and provide economic and social opportunities for migrants, refugees and people seeking asylum.

### Performance

Key Performance Indicator	2019–20 Target	2019–20 Actual result	Target met
Percentage of government entities undertaking activities to promote the Queensland Multicultural Charter	80%	97%	Yes

### Key achievements



In 2019–20, we:

- led the development of a new whole-of-government Queensland Multicultural Action Plan 2019–22, the second plan prepared under the Queensland *Multicultural Recognition Act 2016*
- tabled the First Progress Report outlining Queensland Government’s progress against outcomes in the Queensland Multicultural Policy and Multicultural Action Plan 2016–17 to 2018–19 in August 2019, as required by the *Multicultural Recognition Act 2016*
- delivered Multicultural Queensland Month in August 2019 with more than 100 departmentally funded events across Queensland, culminating in the presentation of the Multicultural Queensland Awards
- assisted corporations to commit to the Multicultural Queensland Charter, strengthen their cultural capability and adopt best practices to promote cultural diversity and inclusion through the Multicultural Ambassador Program

- supported local governments to strengthen welcome and inclusion in their communities and welcome new arrivals in regional areas through our partnership with Welcoming Cities
- identified and responded to the communication and support needs of vulnerable cohorts from CALD backgrounds through COVID-19 including:
  - conducting community-specific meetings with Queensland’s Chief Health Officer and key senior government personnel
  - providing key information in multiple languages
  - engaging in focused communication with community organisations and community leaders
  - seeking advice from the Multicultural Queensland Advisory Council
  - facilitating connections between government and faith communities including through two faith communities forums
- with the assistance of Griffith University and faith leaders, developed and implemented a COVID Safe Industry Plan for Places of Worship to ensure consistent, safe worship practices during the easing of restrictions in line with public health directives
- facilitated strategic discussions on COVID-19, secondary regional settlement, social inclusion, employment, language services and service gaps for vulnerable cohorts through the Ministerial Forum on Multicultural Affairs, which was the first meeting of Australia’s Ministers responsible for multicultural affairs in over a decade
- worked with key state government partners to enhance skills utilisation of culturally diverse job seekers, social procurement opportunities and to increase diversity on Queensland Government boards
- developed an interactive online education and engagement tool Search Diversity Queensland, with Geografia, to help promote Queensland’s diversity, and provide everyone the opportunity to explore and appreciate the rich diversity of their community
- completed and implemented the Multicultural Affairs Queensland Engagement Strategy facilitating consistent and appropriate engagement with people from CALD backgrounds.

## Efficient and effective funding programs promoting vibrant communities

### Strategies

- Design and deliver programs and investment that:
  - create jobs and economic growth
  - support community wellbeing
  - enhance sustainability
  - build community connectedness and celebrate cultural diversity
- Manage and administer portfolio funding and grants programs
- Implement the outcomes of the local government grants review.

### Performance

Key Performance Indicator	2019–20 Target	2019–20 Actual result	Target met
Cost of administering funding programs as a percentage of funding provided	<1%	0.42%	Yes
Percentage of funded local government projects completed within agreed timeframes	90%	100%	Yes

### Key achievements



#### Local Government

In 2019–20, we:

- supported regional councils to undertake job-creating maintenance and minor infrastructure projects by delivering the third round of the Works for Queensland program including an opportunity for councils to re-purpose 2019–21 program funding to fit with high priority COVID response initiatives
- supported councils to focus on delivering infrastructure and essential services through the Local Government Grants and Subsidies Program for 2019–21
- took immediate action to support councils to deliver job-creating and job-sustaining projects by implementing the new \$200 million COVID Works for Queensland program to be delivered during 2020–21 — a key element of The Queensland Economic Recovery Plan: Unite and Recover for Queensland Jobs
- took action to stimulate the South East Queensland economy by fast-tracking investment in job-creating new infrastructure and community assets by developing the \$50 million Unite and Recover Community Stimulus Package for 12 councils, to be delivered in 2020–21
- delivered the Grants to Local Government Model in October 2019 to finalise implementation of the Review of Grants to Local Governments: Current and Future State Assessments — streamlining administration, providing greater certainty of funding and project timeframes, aligning funding programs with council budget cycles, improving early

stakeholder engagement and providing ongoing capacity and capability support

- developed specifications for a new eGrants system to deliver a modern, user friendly system to meet the department’s needs into the future, to be completed in 2020–21
- won the Create Jobs in a Strong Economy category in the Premier’s Awards for Excellence for the Works for Queensland program which funded 511 projects and is estimated to create and support 4655 jobs across 65 councils from 2019 to 2021
- supported councils to respond to the COVID-19 pandemic by:
  - making temporary amendments to monthly reporting and project signage requirements under local government funding programs
  - amending Works for Queensland program guidelines to allow councils

subject to Commonwealth bio-security declarations to redirect their 2019–21 Works for Queensland program funds to COVID-19 response expenses or projects

- started the second stage of the \$40 million joint State/Commonwealth Torres Strait Seawalls Program, with coastal inundation mitigation works to be delivered over the next three years to protect residents and infrastructure located on Boigu, Poruma, Masig, Warraber and Iama Islands
- continued delivering essential major environmental health projects (upgrades of drinking water, wastewater and solid waste infrastructure) in the Torres Strait Island Regional Council, Torres Shire Council and the Northern Peninsula Area Regional Council, through the \$30 million sixth stage of the Major Infrastructure Program reaching practical completion in 2020.

## Racing

In 2019–20, we:

- allocated and administered \$17.6 million from the Country Racing Program to Racing Queensland to support prize money, jockey fees, superannuation and WorkCover expenses and club meeting payments including \$2.6 million for infrastructure including repairs, maintenance and asset replenishment for country race clubs, with:
  - seven race clubs across the Wide Bay-Burnett region to share in almost \$600,000
  - five race clubs across Western Queensland to share in more than \$900,000
  - three race clubs across North Queensland to share in more than \$250,000
- four race clubs in Far North Queensland to share in almost \$90,000
- 13 race clubs across the Darling Downs, Maranoa and South West Queensland regions to share in more than \$750,000
- supported the delivery of an estimated 40 full-time equivalent jobs and improved outcomes for greyhound racing including animal welfare benefits through funding from the Racing Infrastructure Fund for development of the new \$39.15 million Greater Brisbane Greyhound Centre at Purga
- continued support for the redevelopment of the Ipswich Turf Club’s Bundamba Racecourse, a key infrastructure project that supports the racing industry, through an additional \$11.8 million from the Racing Infrastructure Fund

- improved animal welfare and the safety and maintenance of training facilities at the Sunshine Coast Turf Club with \$2.5 million of funding from the Racing Infrastructure Fund towards the \$7 million replacement all-weather synthetic track
  - supported race clubs to off-set the cost of maintaining training facilities at their venues
- through the assessment and early release of the \$2 million Training Track Subsidy Scheme
- administered and delivered other approved racing funding including:
    - \$26.37 million provided as prize money to support TAB thoroughbred racing
    - \$4 million provided for greyhound and harness racing prize money.

### Multicultural Affairs

In 2019–20, we:

- promoted inter-cultural connections and inclusion through the Celebrating Multicultural Queensland (CMQ) program by providing \$1.3 million for 165 events to be delivered across Queensland, including working with funded organisations to extend or vary contracts for projects impacted by COVID-19
- supported Balonne, Bulloo and Paroo Shire Councils to deliver Regional Partnerships Demonstrations Projects, implementing strategies that strengthen welcome and inclusion in these regional areas which could lead to the attraction and retention of new arrivals, by providing each council with funding of \$100,000 per year for three years under the CMQ program
- redirected \$900,000 to a new Community Connections Support Package which includes \$283,000 in new initiatives and \$617,000 to top-up existing programs supporting vulnerable Queenslanders from diverse backgrounds impacted by COVID-19, including:
  - \$132,000 towards scaling up the I Speak Your Language multilingual telephone support program delivered by the Multicultural Communities Council Gold Coast to assist those feeling socially isolated
  - \$141,000 to fund a community connector role within the Australian Red Cross to support community-based organisations to respond to evolving refugee, asylum seeker, temporary visa holder and migrant community needs
  - \$10,000 for a collaboration with Griffith University’s Centre for Interfaith and Cultural Dialogue to support communication across various faith communities
  - \$420,000 to Communitify Queensland as a funding boost to respond to increased demand from people seeking asylum who are on temporary visas to expand and coordinate assistance including mental health and wellbeing support during the pandemic as part of the Asylum Seeker and Refugee Assistance program
  - \$90,000 boost for providers funded through Community Action for a Multicultural Society (CAMS) for technology improvements to support the provision of online services and engagement
- under the CAMS program, extended \$2.37 million in funding contracts with 19 organisations to 30 June 2021 and provided an additional \$110,000 in one-off payments to five organisations, enabling localised and culturally appropriate responses to community needs in relation to COVID-19, with a specific focus on supporting CALD communities

- facilitated educational activities that enhance community resilience and effective communication among diverse African groups through funding of \$10,000 provided to the Queensland African Communities Council.

## An engaged and responsive workforce

### Strategies

- Use resources efficiently and effectively to manage risk and deliver value for money outcomes
- Create a diverse and inclusive workplace reflective of the communities we serve
- Promote increased workforce capability, embracing a digital mindset and a culture of innovation
- Promote a healthy and safe workforce
- Harness knowledge and connectedness across the department and foster regional engagement
- Engage with internal and external stakeholders fostering collaboration and promoting best practice to develop solutions.

### Performance

Key Performance Indicator	Reporting frequency	2019–20 Target	2019–20 Actual result	Target met
Improvement in employee opinion survey results	<ul style="list-style-type: none"> <li>• Quarterly reporting on implementation of previous survey outcomes</li> <li>• Annual reporting of survey results</li> </ul>	At least an average of 75% satisfaction rating for 5 of the 10 factors by 2023	67.4%	Yes <sup>1</sup>
Improvement in diversity and inclusion workforce data	<ul style="list-style-type: none"> <li>• Frequency of reporting is dependent on provision of the report from Public Service Commission (PSC)</li> <li>• Quarterly reporting on progress towards achieving the targets</li> </ul>	Whole of government targets are set by PSC and are: <ul style="list-style-type: none"> <li>• Women in all SO, SES and above roles – 50%</li> <li>• Aboriginal and Torres Strait Islander (ATSI) people – 3%</li> <li>• People with disability – 8%</li> <li>• People from CALD backgrounds – 10%</li> </ul>	<ul style="list-style-type: none"> <li>• Women in SO and above – 54%</li> <li>• ATSI – 0.5%</li> <li>• People with disability – 3.3%</li> <li>• People from CALD backgrounds – 11%</li> </ul>	No <sup>2</sup>

#### Variance explanation:

<sup>1</sup> Target is an average of 75% satisfaction by 2023. Performance is measured over a four-year period (2019–2023) commencing with 63% satisfaction in 2018–19. This requires an increase of three points per year with a 4.4% increase achieved in 2019–2020, therefore the target has been achieved.

<sup>2</sup> Recruitment was limited during the year, restricting our ability to increase diversity. The Strategic Workforce Plan sets out strategies to improve this in the coming year. The PSC is reviewing the data collection coding.

## Key achievements



In 2019–20, we:

- stood up the department’s Crisis Management Team to manage the response to COVID-19 with actions including:
  - interim flexible working arrangements put in place to enable all staff to work from home
  - return to work arrangements began in June with the workforce returning to the office at 25 per cent capacity and plans in place to gradually increase attendance
  - mandatory awareness training on COVID-19 provided through the department’s online training system, with 46 per cent completing the training by 30 June 2020
- reprioritised resources within the department to focus on and deliver COVID-19 response activities
- created three diverse teams of current and future departmental leaders to progress a Capability Uplift Program in the priority areas of leadership development, client engagement and data analytics, to identify and progress innovative projects that promote the increased use of digital tools and lift business productivity
- achieved 86 per cent staff participation in the Working for Queensland survey in 2019, providing the Executive Leadership Team with valuable feedback to identify areas of strength and improvement
- in response to the survey, improved the use of our online performance development system by establishing measures for staff performance, identifying development opportunities and recording and tracking performance development agreements, and improved workload management by better identifying divisional priorities and responsibilities and streamlining approvals and correspondence flows
- improved workload management by identifying divisional priorities and responsibilities and streamlining approvals and correspondence flows
- continued delivering the 2018–21 Inclusion and Diversity Strategic Plan
- delivered several departmental initiatives to achieve a diverse, engaged and responsive workforce that included:
  - regular all-staff forums, with the September forum held in Cairns
  - ‘town hall’ meetings held specifically in relation to the COVID-19 response to give staff an opportunity to ask questions and provide feedback
  - encouraging staff to participate in the Community Recovery Ready Reserve, NAIDOC Week, Disability Action Week, R U OK? Day and Diversity Council Australia
  - events such as morning teas, raffles and pop-up shops to raise funds for the Drought Angels, bushfire relief and domestic and family violence prevention and the Atherton Women’s Shelter
  - Public Interest Disclosure training rolled out and completed by 53 per cent of staff
- participated in AccessAbility Day for jobseekers, a government initiative that connects employers with jobseekers who have a disability, providing two workers with practical work experience
- delivered a staff health and well-being program including the Red25 blood donation program, skin checks, flu vaccination and Mental Health Week promotions including Movember Walking Stars.