



## Delivering on the Strategic Plan

With a vision for a prosperous, vibrant and connected state, the department's Strategic Plan 2016–20 recognises Queensland's immense diversity and the need to cater for and consider the various needs and aspirations of people in cities, regions, and in coastal, rural and remote parts of Queensland. The strategic objectives recognise the decentralised nature of the state and the value of implementing strategies that incorporate an understanding of the local environment, the state's demographics and diversity. To maximise social, economic and community benefits from projects and initiatives, the department's staff also understand the importance of building and maintaining sound relationships with our partners and of continuing engagement and collaboration with other agencies and stakeholders.

### Economic, social and environmental benefits for Queenslanders



#### Objective

The department undertook a wide range of projects and implemented robust initiatives to realise immediate and long-term economic, social and environmental benefits for Queenslanders.



#### Initiatives — Achievements

- *ShapingSEQ*, the draft South East Queensland regional plan was developed following a formal consultation and community engagement program that resulted in more than 3,300 submissions to the department. The unprecedented level of community engagement will guarantee that the plan reflects the needs and aspirations of south east Queenslanders and sets a realistic vision for the region over the next 25 years.
- The *Planning Act 2016* commenced in early July 2017. To ensure a smooth transition to the new planning system the department developed the Planning Regulation 2017, reviewed and updated the State Planning Policy and State Development Assessment Provisions and developed and implemented a comprehensive transition program. The new planning framework provides transparency and certainty around plan-making and development assessment and offers greater opportunities for community participation in the planning and development process.
- Within the Planning Regulation 2017, the State Code 24 Urban Design Outcomes trigger has been developed to encourage applicants to incorporate best practice urban design principles early in the design phase prior to lodgement of a development application thereby creating more certainty early in the life of a significant project.
- The Aldoga renewable energy project has begun to transform a 1,200 hectare underutilised state-owned site in Gladstone into a major renewable energy project site as part of the Advancing our cities and regions strategy. In addition to supporting local jobs growth, the project will contribute to the state government's 50 per cent renewable energy target.

- Four major Priority Development Area Infrastructure Agreements were executed in 2016–17 supporting delivery of water, sewerage, transport and community infrastructure in Caloundra South, Yarrabilba and the Maroochydore City Centre.
- The Office of the Queensland Government Architect has developed QDesign, which is a concise and consistent set of priority urban design principles, together with a companion design resource to guide better urban design outcomes across Queensland’s cities and towns.
- The State Infrastructure Plan’s annual update of the Part B Program, developed by the Infrastructure Portfolio Office, provides a forward pipeline of emerging capital and infrastructure investment strategies across all asset classes and highlights the way an infrastructure proposal matures from early concept to a funded government project. Achievements in 2016–17 include the move towards a more integrated approach to regional land use planning and infrastructure planning in Queensland.
- Through the State Infrastructure Fund the department has administered programs to boost infrastructure investment, increase business confidence and to fund government priorities including:
  - \$300 million Priority Economic Works and Productivity Program – delivering seven projects across Queensland that will lift productivity and improve the capacity of infrastructure to connect with communities and markets
  - \$180 million Significant Regional Infrastructure Projects Program – delivering 25 significant infrastructure projects throughout Queensland that respond to community need and provide increased economic opportunities
  - Maturing the Infrastructure Pipeline Program – supporting the progression of infrastructure proposals through the infrastructure pipeline and in collaboration with state and local governments and industry specialists
  - \$119.3 million of the expanded \$400 million Works for Queensland program – providing employment opportunities and supporting 700 priority maintenance and minor infrastructure works projects in 65 local governments across regional Queensland.
- The department commenced the implementation of the Building Information Modelling policy and methodology to manage building design and project data in digital format throughout a building’s life cycle. The Building Information Modelling policy will be progressively incorporated into all major state infrastructure projects by 2023.
- In response to the recommendations of the Crime and Corruption Commission Report – Transparency and Accountability in Local Government – the department developed the legislative amendments and supported the passage of the *Local Government Electoral (Transparency and Accountability in Local Government) and Other Legislation Amendment Act 2017*. The legislation provides for online real-time disclosure of electoral donations by candidates, groups of candidates and third parties and importantly will improve transparency and accountability in the election of local government mayors and councillors.
- The Local Government Capacity Building Program delivered training, workshops and resources on topics including councillor conduct and complaints management, councillor roles and responsibilities, effective meeting procedures, financial reporting requirements, fraud management disclosures and local government administration. The program also supported a range of accredited training and professional development initiatives for councillors and employees of local governments delivered jointly by the department and local government peak bodies.
- To support local government investment in capital projects 21 borrowing applications totalling \$786 million were approved in 2016–17.
- In June 2017, the department published ‘Guidelines on fairness and equity in local government rating’ setting out principles to assist local governments to implement fair and equitable rating systems while ensuring flexibility for raising sufficient own source revenue.



## Performance

- Established and maintained a sound legislative and regulatory framework across the portfolio.
- Worked with local governments and industry to assist in delivering positive outcomes for their communities.
- Delivered a streamlined planning framework supporting investment, jobs, community participation and the environment.
- Coordinated and integrated infrastructure investments.
- Attracted investment to development projects and facilitated development of greenfield and industrial sites in growth areas.
- Identified and responded to opportunities and challenges at a whole of state level.

## Prosperous and vibrant cities and urban places



### Objective

The department undertook a wide range of projects and implemented innovative initiatives, contributing to and promoting the importance of prosperous and vibrant cities and community focused urban places.



### Initiatives – Achievements

- At Northshore Hamilton in Brisbane, Economic Development Queensland worked with the Eat Street Market operators to relocate Eat Street Northshore to a larger and more accessible site resulting in a significant increase in patronage to the precinct.
- To facilitate development of Stage 1 of the \$850 million Yeerongpilly Green urban renewal project, the department funded remediation and earthworks to create new roads in preparation for the construction of the residential component of the project.
- In 2016–17, 125 development approvals were issued, facilitating development in 12 Priority Development Areas across Queensland including:
  - declaration and preparation of development schemes for The Mill at Moreton Bay and the Herston Quarter that will result in two important and transformative health and knowledge Priority Development Areas in South East Queensland
  - commencement of the Carseldine Urban Village development as part of the Advancing our cities and regions strategy
  - approval of early works applications to allow demolition to begin on the non-heritage buildings within the Queens Wharf Brisbane Priority Development Area.
- During the year, the Office of the Queensland Government Architect provided urban design and architectural advice on government-led urban renewal projects, such as Queens Wharf Brisbane, the Cross River Rail Project, Anzac Square Stage 4, the
- Police Memorial and Central Station upgrades.
- The Queensland Urban Design and Places Panel comprising 18 high-calibre practitioners from across Australia and chaired by the Queensland Government Architect, provided expert advice on a range of initiatives and projects including Queens Wharf Brisbane, West Village developments and QDesign – a comprehensive guide to better urban design outcomes for Queensland’s cities and towns.
- *Connecting Brisbane* – a joint initiative between the department, the Department of Transport and Main Roads and Brisbane City Council in consultation with the Australian Government’s Department of Infrastructure and Regional Development was released on 6 June 2017. The strategy will see Brisbane’s transformation into a vibrant world city through a modern, high-frequency mass transit system.
- The Density and Diversity Done Well Open Ideas Competition was instigated to encourage new housing options that are practical, compact, affordable and relevant to South East Queensland neighbourhoods and communities. The competition is a joint initiative of the Department of Infrastructure, Local Government and Planning and the Urban Development Institute of Australia Queensland, endorsed by the Australian Institute of Architects and the Planning Institute of Australia, and supported by the Australian Institute of Landscape Architects and the Urban Design Alliance Queensland.

- The Cities Transformation Taskforce was established to lead and coordinate the Queensland Government's negotiations with the Australian and local governments on the Smart Cities Plan and on establishing City Deals to set out a vision for metropolitan and regional cities in Queensland. The benefits have been immediate with the signing of the Townsville City Deal, and a South East Queensland City Deal in the pipeline.
- The department collaborated with Brisbane City Council to deliver outstanding inner city parklands of international standard at South Bank and Roma Street in Brisbane, providing important places for local and tourist recreational and educational experiences and opportunities.



## Performance

- Partnered with stakeholders to foster and guide balanced growth and long-term planning solutions.
- Established the Cities Transformation Taskforce to lead and coordinate negotiations with the Australian and local governments on the Smart Cities Plan and City Deals.
- Integrated land use, transport and economic plans in cities and urban places.
- Facilitated development of under-utilised sites in cities and urban places.

## Greater liveability and connectedness in coastal and hinterland communities



### Objective

The department delivered targeted programs and implemented innovative initiatives to support greater liveability and connectedness in coastal and hinterland communities.



### Initiatives – Achievements

- *The Village*, a flagship development in Townsville at Oonoonba, won the affordable housing award at the 2017 National Property Council of Australia Innovation and Awards for Excellence. This was the only regional project to win an award in Australia and demonstrates that quality, affordable housing can be delivered in regional Queensland. In the development, 78 per cent of all homes are priced at or below the median house price in Townsville, far exceeding the 50 per cent target.
- As part of the Advancing our cities and regions strategy two projects have been identified in the Fitzroy region – the Yeppoon Heritage Railway Precinct and the Rockhampton central business district renewal. These projects will renew and repurpose underutilised government and council land, deliver construction jobs and provide local economic development opportunities. Extensive stakeholder consultation was undertaken to gather the community's views about what they would like to see delivered as part of these projects.
- Infrastructure projects in Indigenous communities have seen upgrades to the Cherbourg and Palm Island water and wastewater treatment plants.
- The Torres Strait Seawalls project has increased coastal protection by constructing seawalls and replenishing the sand in six Torres Strait Island communities. The work will protect vulnerable water, sewerage treatment and desalination plants, roads and airstrips, council offices, homes and schools.
- The Bundaberg 10-Year Action Plan, which outlines a process to deliver on the Queensland Government's commitment to major flood mitigation in the Bundaberg region, was launched in June 2017.
- To build capacity of local governments, departmental staff coordinated site visits and delivered workshops and training across the state on councillor roles and responsibilities, meeting procedures and councillor complaints management.
- Preparation of the first regional plan for North Queensland commenced and the first round of community engagement was completed.
- The new planning framework reinstated world class planning laws and will ensure that our coastal environment, including the Great Barrier Reef, is not adversely affected by future development along the Queensland coastline.



### Performance

- Connected and partnered with local governments in coastal and hinterland regions to support service delivery and strong governance.
- Led coastal planning improving liveability and protecting natural assets.
- Delivered planning solutions in North Queensland.
- Improved housing choice and diversity and demonstrated innovation in planning, building and infrastructure projects.

## Resilient, strong and sustainable rural and remote communities



### Objective

The department implemented targeted initiatives and delivered creative and supportive programs to build resilient, strong and sustainable rural and remote communities.



### Initiatives – Achievements

- The regional liveability strategy has been an important initiative helping regional and remote local governments to identify and deliver economic and community infrastructure projects that enhance liveability and support sustainability. Under this strategy, the Palm Island town square rejuvenation was completed in March 2017. It included new landscaping, improved shade shelters, pavement resurfacing and street scaping to create a great place for locals and visitors to meet. In Yarrabah, a new project has commenced which will deliver social enterprise opportunities and rejuvenation of the town centre.
- Throughout 2016–17, the department has worked with local governments in several regional towns to commence the Ageing in Place pilot project. Development Management Agreements have been signed for projects in Barcaldine, Ravenshoe and Cloncurry to provide suitable housing for people as they enter their senior years enabling them to remain in their communities. The project is designed to enhance regional liveability and to support the Queensland Government’s seniors’ strategy to build age-friendly communities.
- Economic Development Queensland partnering with Energy Queensland and local government, was involved in planning and facilitating the world’s longest electric vehicle charging highway in a single state or region. The electric vehicle superhighway is an innovative infrastructure project that will support the evolution and growth of road based tourism in the state.
- The department implemented targeted initiatives designed to deliver specific benefits to rural and remote communities including:
  - \$30 million in State Government Financial Aid provided to Indigenous local governments, in lieu of their capacity to raise rates, to fund the delivery of local government services
  - funding for maintenance and minor infrastructure works to rural and remote local governments under the Works for Queensland program
  - \$8 million over two financial years from 2016 to 2018 under the Indigenous Local Government Sustainability Program to assist all 16 Indigenous local governments to implement initiatives to improve long term sustainability
  - \$1.4 million under the Indigenous Economic Development Grant, contributing to employment costs of local government service positions to build the capacity of local governments to deliver services to their communities
  - negotiation and facilitation of borrowing approval from Queensland Treasury to the Longreach Regional Council which funded the Longreach Wild Dog Exclusion Fence Scheme
  - a Memorandum of Understanding was facilitated to guide transition of water supply services from the state government to the Northern Peninsula Area Regional Council.

- Through effective collaboration and facilitation, the department:
  - provided brokerage services linking local governments with other state agencies to support and build the capacity and capability of rural and remote local governments by establishing links to a range of external services and resources
  - provided intensive case management and advisory services to targeted local governments, improving financial management and governance
  - developed and implemented the Indigenous Local Government Sustainability Program to assist Indigenous local governments develop evidence based charges for essential services to improve financial capacity and outlook
  - delivered targeted training to Indigenous local governments in water and wastewater management and maintenance to guarantee secure and safe drinking water and wastewater services.
- The department collaborated with Queensland Treasury Corporation, Queensland Reconstruction Authority, Institute of Public Works Engineering Australasia, Queensland and other stakeholders to develop options for assisting local governments to improve asset management and sustainability.
- The department released Queensland's first wind farm planning code and guideline to deliver a consistent whole-of-government approach to assessing wind farm proposals and transitioning the assessing authority from local to state government.
- In preparation for commencement of the new planning system the department delivered a comprehensive transition program which provided training on requirements for local government planning schemes and on development assessment systems. One element of the program was provision of funding for local government innovation and improvement initiatives. The program has ensured a smooth and streamlined transition to the new planning system and has been particularly beneficial for rural and remote local governments.



## Performance

- Delivered capacity building programs for rural and remote local governments to shape resilient, strong and sustainable communities.
- Designed and delivered streamlined regulatory solutions and resources for Indigenous local governments.
- Partnered with local governments to identify and deliver economic and community infrastructure projects and initiatives.
- Used the planning framework to facilitate investment in renewable energy.

## A high-performing, innovative and diverse workforce delivering value-for-money services and outcomes



### Objective

The objective for a high performing, innovative and diverse workforce delivering value-for-money services and outcomes was achieved through a range of initiatives including provision of professional development opportunities and by encouraging innovation and the efficient and effective use of resources and systems.



### Initiatives — Achievements

- To create an inclusive healthy and safe work environment the department:
  - delivered ‘invigorate’ – a staff wellbeing initiative that included the Employee Assistance Program, a Senior Executive Health program, flu vaccinations, skin cancer screenings and staff health assessments
  - provided anti-discrimination training to all employees
  - delivered the ‘walk in my shoes’ disability awareness training
  - implemented the Strategic Workforce Plan and a mentoring program
  - established the People Management Committee
  - provided a range of learning and development opportunities.
- The department delivered value-for-money in procurement and service delivery by:
  - implementing a value/risk approach to procurement which aligned to the One Government Contract Management Framework. The approach ensured consideration of the risk profile of procurement during early stages of the process and ensured appropriate procurement documentation commensurate with the value/risk profile. This resulted in improved risk mitigation and robust contractual documentation that protects the interests of the state
  - using a range of systems and tools to assess cost and non-cost factors in procurement leading to fit for purpose goods and services that deliver outcomes for Queenslanders
  - considering benefits for communities in the assessment of all strategic procurement such as job creation and sub-contracting opportunities particularly within regional and remote communities.
- The department established the joint industry-government Infrastructure Innovation Taskforce to examine more efficient procurement and better use of existing assets.
- The department participated in the Policy Futures Graduate Program, welcoming graduates to undertake policy officer training. The program builds policy capability and capacity of participating graduates and creates diversity and encourages innovation in the teams they are placed in.
- In 2016–17, an Innovation Board was established creating processes and systems that foster and support innovation across the department.
- Training programs including ‘Train the trainer’ were developed and delivered to Brisbane based and regional staff to build their understanding of the local government system, the new planning framework, legislation and policies, and to support those delivering training programs to local governments.



## Performance

- Worked collaboratively with each other and with our stakeholders and partners to build purposeful working relationships.
- Used resources and systems efficiently and effectively to minimise risk and deliver value-for-money in procurement and service delivery.
- Created an inclusive healthy and safe work environment.
- Enabled staff to meet challenges, to be innovative and to take initiative.