

The Queensland Plan Annual Progress Report 2021–22

About the report

This report outlines the implementation of *The Queensland Plan* (the Plan) over the 2021–22 financial year.

It highlights a range of activities by Queensland governments (state and local), industry, community groups and not-for-profit organisations. These activities align with the 30-year vision developed by the citizens of Queensland.

The report is developed in accordance with the *Queensland Plan Act 2014* and is available online at www.qld.gov.au/queenslandplan.

How to read the report

The report provides an overview of programs and activities across Queensland that are aligned to each of the Plan's nine foundation areas. The Plan recognised that the foundation areas were intrinsically interconnected. Where initiatives relate to a number of foundation areas, they have only been included once.

The report also provides examples of partnerships across sectors and local community collaboration that align with the vision of the Plan.

For more information about Queensland Government activities in 2021–22 visit: www.qld.gov.au/about/staying-informed/reports-publications/annual-reports.

For information about local governments, refer to individual local government websites.

Message from the Premier

I am pleased to table *The Queensland Plan Annual Progress Report 2021–22* – detailing the Queensland Government’s implementation of commitments outlined in *The Queensland Plan*.

While this year has delivered many opportunities for Queensland, the beginning of the year was defined by a multi-faceted health and emergency response. In January 2022, following the re-opening of Queensland’s domestic and international borders, we faced the biggest COVID-19 wave our State has experienced. Queenslanders continued to help keep our communities safe by physical distancing, wearing masks, becoming vaccinated and isolating when needed. These measures ensured we could keep Queensland open, keep our economy strong and gradually ease COVID-19 restrictions. In late February 2022, Queenslanders were challenged once again by a major rainfall and flooding event, which destroyed homes and businesses, and devastated communities. The Mud Army 2.0 stepped-up to assist with the clean-up, and although recovery is ongoing, the Queensland Government is actively working with impacted communities to bolster resilience and build back better.

Through all seasons, Queensland is still the place to be – and the rest of Australia is voting with their feet. During 2020, Queensland had the biggest net gain in people moving from interstate in two decades. Census data for 2021 from the Australian Bureau of Statistics revealed Queensland again, had the largest positive population change of any Australian state or territory, with our State welcoming over 73,000 people – a 1.4 per cent population increase. The *State Infrastructure Strategy 2022*, released on 9 June 2022, is a roadmap to grow our economy alongside a growing population, supporting healthy, connected and prosperous communities, including through a four-year \$50 billion+ capital program. The Queensland Build-to-Rent Pilot Project will also support our growing State, welcoming renters into almost 750 apartments, with up to 240 dwellings to be provided at discounted rents for eligible low-to-moderate income earners.

Queensland’s workforce continues to evolve, and my Government continues to position our State as a global destination for research, international education and innovation. The *Good people. Good jobs: Queensland Workforce Strategy 2022–2032* focuses on the pillars of connect, educate and attract to connect Queenslanders with the work they want, support employers to develop inclusive work practices, and grow a stronger and more diverse workforce.

Throughout this growth and change, we are continuing to plan for a sustainable future – protecting our environment, while securing livelihoods. Through the release of the *Queensland Resources Industry Development Plan*, we are showcasing Queensland as a trusted and reliable trading partner, with the renewables above the ground and critical minerals below the ground, to be a clean energy superpower. The Queensland Energy and Jobs Plan outlines our plan to transform the State’s energy system by ending our reliance on coal-fired generation and setting ambitious renewable energy targets for the State. Further, the Queensland Climate Action Plan 2030, released in July 2021, drives Queensland Government’s commitment to our natural assets, with the Great Barrier Reef as the centrepiece.

Supported by a world-first Minister for Hydrogen, we are also seeing strong interest in exporting Queensland’s sunshine to the world – as stored, renewable hydrogen. By investing in renewable generation, Queensland can deliver some of the most competitive energy prices in the world. A decade ago, there were no large-scale wind and solar farms in Queensland. Today there are more than 40. The cost of transporting renewable energy compared with coal and gas will provide Queensland manufacturing with a strong competitive advantage for attracting investment in green manufacturing.

In the coming decade, Queensland's single greatest economic opportunity comes from hosting the Brisbane 2032 Olympic and Paralympic Games. Our preparation is progressing with more than \$190 million in Queensland Government funding for infrastructure planning and development, the YouFor2032 targeted strategy to improve sports performance, and the Brisbane 2032 Legacy Plan outlining opportunities to drive legacy outcomes. Working together, Queensland will be ready to welcome the world.

I would like to thank the members of the Queensland Plan Ambassadors Council for their ongoing support and valuable contributions throughout 2021–22: Chair, the Honourable Tony McGrady AM; Mr Ben Bjarnesen; Ms Patsy-Ann Fox; Professor Allan Dale; Ms Suzanne Cadigan; Mr Taj Pabari; Ms Karen Tully; Ms Kate White; Ms Elsa Larsen; and previous members, Mr Daniel Gschwind; and Mr Leon Yeatman.

By sharing their expertise and passion, the Queensland Plan Ambassadors Council is supporting a safe, sustainable and growing State.

ANNASTACIA PALASZCZUK MP

Premier of Queensland

Minister for the Olympics

Message from the Leader of the Opposition

It is now over eight years since the *Queensland Plan* was inaugurated.

It set out a path for the state and its people to follow around a range of broad objectives relating to all aspects of modern life. It was a revolutionary undertaking because it sought to involve the widest possible cross-section of Queenslanders in formulating and helping implement the plan's objectives.

This has been achieved with varying degrees of success.

The past two to three years have thrown up a range of challenges that modern Queensland has not faced before. In the main Queenslanders responded with fortitude and a determination to overcome these obstacles.

While the immediate problems have subsided, we are confronted with numerous long-term hazards which demand a more pointed and well-directed response. The immediate health risks have been mitigated but we now face long-term challenges which are unfamiliar to us. How our state and private institutions respond to these challenges will do much to forge the type of society we become in the years ahead.

At the same time, we are confronted with unique economic and social conditions that are unknown to most of us. Labour shortages, cost of living pressures, business uncertainty and community dislocation are imposing heavy burdens on different sectors of society and different geographic locations.

What has emerged is an understanding that there is no one-size-fits-all response to changing circumstances. Particular industries and particular communities are being squeezed from all sides and there is a clear need to adopt new responses to these modern challenges.

The Queensland Plan is suited to accommodate these changing circumstances. However, to do this it must adopt a new flexible pose, be more agile and more innovative.

Across the key areas of the Plan – education, regions, community, economy, health and wellbeing, the environment, people, infrastructure and governance – Queensland must adopt its response to overcome the challenges we have faced since the beginning of 2020.

The solution to this lies within the Plan itself but it will take the necessary determination and resolve to ensure that the maximum effort is made to ensure that the state remains on track to achieve the objectives we all seek.

I wrote last year that our response to the post COVID-19 challenges must place our fellow citizens at the heart of that response. I believe this is even more important today as we move to overcome the long-term impacts of what started out as a health challenge.

In moving beyond this initial response, we must re-engage with the entire Queensland population to understand exactly what sort of society they seek and what emphasis they place on each set of altered conditions.

While it is self-evident that circumstances will always bring change within society, what we face today probably covers a greater range of inter-related challenges. We cannot afford to allow ourselves to drift into a new reality.

We must again take Queenslanders into our confidence so that they determine the Queensland they want to see emerge from the recent trials and tribulations.

The Queensland Plan is ideally placed to form the basis of this process and we should grasp the opportunities that are before us.

David Crisafulli MP

Leader of the Opposition

Shadow Minister for Tourism

Shadow Minister for Olympics and Paralympics

Message from the Queensland Plan Ambassadors Council

Established under the *Queensland Plan Act 2014*, the Queensland Plan Ambassadors Council (Ambassadors Council) was founded on the principle that the Queensland community should be actively engaged in developing Queensland now, and into the future. The Ambassadors Council is made up of dedicated and passionate community members with professional and life experiences across many disciplines throughout Queensland.

Together we serve as champions of *The Queensland Plan* (the Plan) and promote, advocate and increase the visibility of the Plan's vision and goals for Queensland to community members, businesses and industry leaders. As part of their role, the Ambassadors Council is tasked with providing advice to the Premier and Minister for the Olympics about the implementation of the Plan.

The Ambassadors Council continued to embrace virtual meeting technology, holding the first meeting for 2021-22 in October 2021 following challenges due to COVID-19, with several members of the Ambassadors Council participating virtually. During this meeting, the Ambassadors Council heard from the Honourable Grace Grace MP, Minister for Education, Minister for Industrial Relations and Minister for Racing, the Honourable Glenn Butcher MP, Minister for Regional Development and Manufacturing and Minister for Water, and Mr Lance McCallum MP, Assistant Minister for Hydrogen Development and the 50% Renewable Energy Target by 2030, on their insights on the future of Queensland.

The Ambassadors Council was pleased to hear from former Police Commissioner Mr Bob Atkinson AO, APM who discussed his role as Co-Chair of the Domestic and Family Violence Prevention Council and youth justice and domestic and family violence.

The Ambassadors Council also welcomed a range of speakers to discuss regional development and innovation, renewable energy and investment, and developing and promoting innovative projects and businesses throughout Queensland.

In December 2021, the Ambassadors Council met in Mount Isa as part of a commitment to engage with regional communities across Queensland. Prior to the meeting, the Chair provided the Council with a tour of Mount Isa to provide the Ambassadors Council with a unique perspective on how to better support Queensland's regions.

The Ambassadors Council met with representatives from local peak bodies on topics including mining and resources, regional event management, innovation, the economic future of rural and regional towns, and community and social disadvantage. These topics aligned with the Ambassadors Council's work program for 2021, including consideration of ways to build a more inclusive Queensland, regional innovation and future economic prosperity, and using collective impact and place-based solutions.

The Ambassadors Council held its first meeting of 2022 in Brisbane in March. The Ambassadors Council focused on the Queensland Plan's Foundation Area of 'Governance' and confirmed its priorities for 2022–23.

The Ambassadors Council's focus for 2022–23 will be the three Foundation Areas of :

- Environment
- People
- Governance.

By focusing on these Foundation Areas, the Ambassadors Council will expand its previous work on inclusion and place-based solutions. Acknowledging the Plan's recognition of Queenslanders as our state's greatest asset, the Council committed to establishing constructive discussions in future meetings with community stakeholders across these three Foundation Areas.

The Ambassadors Council's final meeting of the 2021–22 financial year was held in Emerald with continued discussions on place-based solutions, regional innovation and supporting future industries.

Maximising the opportunities of a regional meeting, the Council took the opportunity to hear directly from local community members across key sectors in the region. To investigate economic development and innovation across the region, the Ambassadors Council visited Emerald Coaches, where the company has introduced hydrogen fuel cell electric buses and has committed to a zero-emissions target by 2040.

The Ambassadors Council found this visit engaging and will continue to explore the issue of industry transition across Queensland's regions, as the Queensland Plan recognises, "Government can't do this alone but as a community working together, we can achieve everything we want for our state's future".

The Ambassadors Council regularly welcomes key government, industry, business and community members to achieve the long-term vision and goals of The Queensland Plan. The Ambassadors Council extends its thanks to the collaborative work of all guests, particularly recurring guests such as Mount Isa parish priest Father Mick Lowcock and members from the Youth Hub who provide a valuable community perspective and voice.

The Queensland Plan aspires to be *"the greatest state in which to live, work and play, and guardian of a sustainable natural environment that inspires an active lifestyle and supports healthy communities"*. The planned focus on these three Foundation Areas of *The Queensland Plan* into the 2022–23 financial year will allow the Ambassadors Council to continue its productive work towards achieving this vision.

The Queensland Plan Ambassadors Council

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Government initiatives

Education

Department of Communities, Housing and Digital Economy - First 5 Forever

Now in its eighth successful year, the Department of Communities, Housing and Digital Economy, through the State Library of Queensland's *First 5 Forever* program, is addressing the strong community need for innovative and accessible early literacy support.

Since its launch in 2015, there has been over 4.3 million attendances at early literacy sessions in libraries and Indigenous Knowledge Centres and over 685,000 attendances at outreach events in the community. Delivered in partnership with local government, public libraries and Indigenous Knowledge Centres provide an ideal setting for the program as trusted spaces in the community statewide.

The State Library of Queensland distributes funding to local government, builds the capability of local staff delivering the program, and delivers statewide projects including *Stories for Little Queenslanders*, publishing 12 picture books created exclusively for *First 5 Forever* by authors and illustrators with a connection to Queensland.

In 2021–22, the State Library of Queensland launched the *Book for every little Queensland* initiative, adapting *Stories for Little Queenslanders* titled *Shoosh!* into a board book. Every Queensland baby born in 2022 receives a board book through Bounty Bags; with 28,428 books distributed to date. The State Library also developed new resources to increase accessibility through:

- translation of the 12 *Stories for Little Queenslanders* titles into Braille
- translation of program materials into the top 10 languages for persons who speak English not well or not at all
- developing new videos including story readings in 10 community languages and Auslan.

[Goals: G1, G4]



Photo Caption: First 5 Forever program – Narelle and her children, taken in the Seisia Community, April 2022



Photo Caption: First 5 Forever program - taken in the Seisia Community, April 2022

Department of Children, Youth Justice and Multicultural Affairs – Brisbane Youth Detention Centre programs

The Brisbane Youth Detention Centre provides evidence-based programs to assist young people to change their behaviour and develop skills to support positive life outcomes.

These programs were recently reviewed against the government's commitment to increase interventions and collaborative responses for serious repeat offenders.

A new approach is being trialled to increase targeted interventions for high-risk offenders while in youth detention, using the following evidence-based programs:

- ROAD – Re-thinking Our Attitude towards Driving
- RAGE - Re-Navigating Anger and Guilty Emotions
- CHART – Changing Habits and Reaching Targets
- DV – Domestic Violence program.

For example, ROAD targets young people who have committed or are at risk of becoming involved in motor vehicle (or related) offences, a type of youth crime with a high community impact. Using experiential activities, group discussions and activity-based learning, this program aims to:

- identify and explore motivations behind unsafe motor vehicle behaviours
- challenge thoughts and behaviours associated with these behaviours
- increase awareness of the impacts and consequences of these behaviours
- develop understanding of what is an offence in relation to motor vehicles
- increase empathy for victims
- provide practical strategies to reduce harm to young people and the community.

Young people who have completed this program have engaged in open and honest discussions about offending attitudes, triggers, goal setting and risk management. Program delivery has also included a partnership with Police Liaison Officers to challenge negative stereotypes.

[Goals: G1, G4, T2, T3]

Department of Employment, Small Business and Training – Skilling Queenslanders for Work, Vocational Partnerships Group Inc.

In 2021-22, Vocational Partnerships Group Inc. (VPG) was awarded a three-year contract to deliver a Get Set for Work project in Cairns and Atherton.

Each year, the project assists 63 disengaged young people aged 15-19 years, including young people who identify as being Aboriginal and Torres Strait Islander peoples, people with a disability or people dealing with mental health challenges. Participants receive extensive wrap-around support while undertaking accredited training in Certificate II in Skills for Work and Vocational Pathways and develop their foundation skills to maximise their ability to gain employment.

The project started in January 2022 and to date, across the two locations, 30 young people have been assisted. All participants have completing accredited training. Nineteen young people (53 per cent) have exited the project, of which 14 (74 per cent) have achieved a positive outcome (employment, training or return to school).

Eighteen-year-old Leo needed support to develop his language, literacy and numeracy skills and build his self-confidence. Tailored learning was adapted to Leo's specific skills and capabilities, and he received extensive career guidance through industry visits, networking with prospective employers and exploring employment pathways.

Leo decided to pursue a career in hospitality. He was motivated to undertake further training and was supported to enrol in a Certificate III in Hospitality at TAFE.

Leo developed his resume and cover letter and distributed them to local shopping centres, fast food outlets, cafes, and restaurants. As a result, Leo secured a position at a local Japanese restaurant.

Leo is now building on his practical skills and knowledge, and he is excited to be earning, learning, and gaining financial independence.

[Goals: G1, G2, G4]

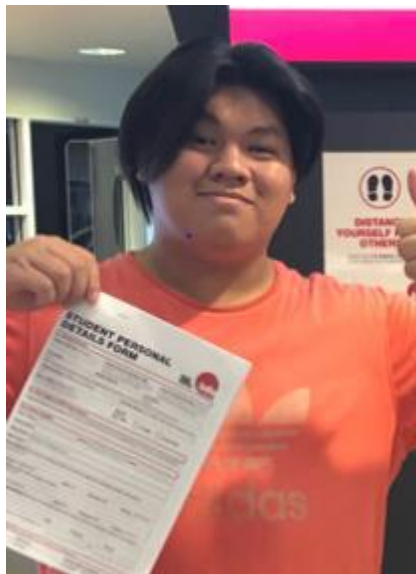


Photo Caption: Leo Xiong enrolling in TAFE

Department of Regional Development, Manufacturing and Water - Inside Advanced Manufacturing 2022

The Department of Regional Development, Manufacturing and Water (DRDMW) hosted Inside Advanced Manufacturing (IAM) week in May 2022. Based on event feedback this was the most successful delivery of this event, despite participant numbers being slightly down due to the impacts of COVID-19.

IAM sees a selection of Queensland's top manufacturers open their doors to showcase innovative manufacturing techniques and technologies to other manufacturers. This year's event – the third – saw 278 manufacturers, supply-chain partners and educators join 31 tours across the state.

Although exhibitor and participant numbers were down slightly on previous years due to COVID-19 related illness and staff shortages, participant feedback was the best received yet. Evaluations indicated that IAM:

- increased awareness of Industry 4.0 for 78 per cent of respondents
- created new business connections for 68 per cent of respondents
- helped stimulate new ideas for their own business for 59 per cent of respondents.

Coordinated by the Manufacturing Development team, with support from regional manufacturing hubs and other DRDMW staff, IAM is an innovative way to help manufacturers learn and evolve. The week offers peer-to-peer learning while still ensuring the intellectual property of the exhibiting manufacturer is protected.

This year's program also included schools for the first time, with four of the tours held in regional Queensland being exclusively for students, resulting in 54 students getting a behind-the-scenes look into manufacturing. Feedback indicated that 70 per cent of the students who participated left wanting to learn more about the future.

[Goals: G4]

Department of Transport and Main Roads - Traineeships, cadetships, apprenticeships

The Department of Transport and Main Roads (DTMR) continues to provide a range of apprenticeship, traineeship, and cadetship opportunities for young Queenslanders, particularly those in rural and regional areas and young Aboriginal and Torres Strait Islander Queenslanders.

Over the last five years, DTMR has provided 215 traineeship and apprenticeship opportunities, with qualifications across civil construction, electrical, engineering and business disciplines.

DTMR currently provides 17 cadetships to support tertiary students to study part-time in disciplines such as design, engineering, surveying, and geographic information systems while doing full-time paid work across the department in locations such as Cairns, Rockhampton, Townsville, Brisbane and the Gold Coast.

DTMR is committed to increasing the participation rate of Aboriginal and Torres Strait Islander peoples and more than 12 per cent (or 26) of all trainees and apprentices directly employed by DTMR over the last five years were Aboriginal and Torres Strait Islander peoples. They pursued careers in civil construction and administration, and worked in roles located across regional Queensland, within our RoadTek division.

With the construction of the Peninsula Developmental Road in Cape York, DTMR saw an opportunity to create the Cape York Scholarship Program in 2017. The program supports young Aboriginal and Torres Strait Islander youths to finish high school and encourages them to seek employment in science, technology, engineering and mathematics (STEM)-related industries associated with transport and construction.

To date, DTMR has awarded 18 secondary and nine tertiary scholarships for Aboriginal and Torres Strait Islander youths with a connection to the Cape York region. The program awards four secondary and two tertiary scholarships each year to build skills and encourage careers in manufacturing. More student tours are on the agenda for IAM 2023.

[Goals: G2, G4, G14, G27, T2, T5, T9, T11, T16, T17]

Department of Education - Education Horizon Research Grant Scheme

The Education Horizon Research Grant Scheme was first launched in 2016 as the only state education system-led scheme of its kind in Australia.

The current round, which commenced in mid-2022, was the fifth grant round to be awarded. Consistent with previous years, this year's research projects will create valuable resources for schools and inform improvements across the education system.

Some of Queensland's brightest minds in education research have been granted a combined \$1 million in government funding to respond to modern challenges in education and build solutions that will benefit Queenslanders for generations to come.

The 14 successful projects to receive Education Horizon Research Grants for high-quality early childhood and school education research in 2022 aim to address problems of practice in education and look for ways to improve outcomes for all Queensland students.

These research projects cover a wide range of education matters, from health and wellbeing, to leadership, to learning in a rapidly changing modern world.

The 14 successful projects were selected by a departmental panel and will be delivered over a six-month period.

[Goals: G1, G2, G3, G4]

Department of Education - Bandwidth upgrade project

The Queensland Government, through the Department of Education, will invest \$187 million over a five-year agreement with Telstra to deliver increased internet speeds at every state school in Queensland.

Upgrades will see speeds increase on average 40 times greater than the previous bandwidth allocation standard by the end of 2023 and 200 times greater by 2026.

As a result of the government's commitment, Telstra is investing \$109 million to upgrade approximately 370 exchange service areas in Queensland.

These upgrades will not only support the Department of Education's requirements but also provide additional telecommunication capacity, benefitting communities and businesses in hundreds of regional and remote areas.

[Goals: G1, G2, G4, G27]

Community

Department of Justice and Attorney-General - Buy Smart Program

The Office of Fair Trading provides information and advice to consumers to raise awareness of their rights and responsibilities in the marketplace and it targets this activity towards vulnerable members of the community. The youth demographic is one of the Office of Fair Trading's target groups.

The *Buy Smart Program* delivers hands-on learning activities to provide school aged children with foundational knowledge about their consumer rights and helps to develop their financial literacy. The Office of Fair Trading delivers information and advice to students through presentations to students in class, web content, social media, attending open days, and by providing a wide variety of classroom resources and lesson plans for use by teachers. In 2021, more than 7,000 students from 54 schools were involved in the program.

The *Buy Smart Competition* is the cornerstone of the program. It involves students identifying a consumer issue, researching it, and presenting what they have learned in a creative way. There are three competition categories: Years 4–6; Years 7–9 and Years 10–12.

The 2021 competition saw 536 entries received from 774 students across Queensland. Entries included board games, dioramas, music videos, Instagram posts and animations which tackled consumer issues like buying a first car, avoiding scammers and unit pricing.

The Commissioner for Fair Trading's Buy Smart School Champion prize for 2021 was awarded to Mutdapilly State School (pictured), a small school of 32 students. The \$2000 prize was used to replenish the school library's collection of novels, picture books and non-fiction titles.

[Goals: G7]



Photo Caption: Mutdapilly State School awarded the Commissioner for Fair Trading's Buy Smart School Champion prize for 2021

Department of Education - Connect 4 Children

Each community in Queensland is unique — children and families have different strengths and needs, and the services available to them can vary greatly across the state.

By working with communities to develop local solutions for local priorities, agencies can help them achieve better outcomes for children.

Connect 4 Children (C4C) is a good example of the power of local solutions and collaborative partnerships in supporting children in the early years. It also demonstrates how strong leadership and support from government can enable effective solutions at a community level.

Through the C4C strategy, communities in Queensland have developed their own *Birth-to-five plans* to help improve the wellbeing of children prior to school. Each plan is unique and created locally by the people who are deeply invested in the future of that community and its children.

After three years of implementation, the results of C4C are encouraging. Not only has improved co-operation and collaboration been seen across agencies, local solutions and tailored programs delivered to address local priorities have been encountered as communities have taken ownership of their *Birth-to-five plans*.

The Department of Education has also seen that local participation, collaborative governance arrangements and a shared commitment to co-design and co-delivery of services can go a long way towards supporting better outcomes for community and a great start for all Queensland children.

[Goals: G5]

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships - Meriba Omasker Kaziw Kazipa

The *Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020* (the Act) came into force on 1 July 2021. The Act provides legal recognition of Torres Strait Islander families' continued use of traditional child rearing practices.

The Act gives Torres Strait Islander families a process for making an application for legal recognition. If granted, this will result in a permanent transfer of parentage from the birth parents to the cultural parents, helping to resolve longstanding issues faced by Torres Strait Islander peoples, whose legal identity does not reflect their cultural identity and lived experience.

The Commissioner (Meriba Omasker Kaziw Kazipa) is established under the Act. The Commissioner is responsible for independently considering applications for legal recognition of traditional child rearing practice. On 12 July 2021, Mr C'Zarke Maza commenced duties as the inaugural Commissioner (Meriba Omasker Kaziw Kazipa).

In August 2021, the Office of the Commissioner and the Meriba Omasker Kaziw Kazipa Program Support Office officially opened. The Program Support Office is available to provide support to Torres Strait Islander peoples who are considering applying for legal recognition.

The Office of the Commissioner began receiving applications for legal recognition of Torres Strait Islander child rearing practice in September 2021.

This legislation is the first of its kind to align Torres Strait Islander lore with Queensland law and promotes the rights of Torres Strait Islander peoples to enjoy, maintain, control, protect and develop their kinship ties under the *Human Rights Act 2019*.

[Goals: G6]

Department of State Development, Infrastructure, Local Government and Planning - Supporting vibrant, healthy and liveable communities

The *State Infrastructure Strategy* (the Strategy) was released 9 June 2022 and outlines Queensland Government efforts across five areas to drive the Strategy's 20-year vision.

One area, creating liveable communities, aims to plan and deliver infrastructure that is safe, inclusive, resilient and accessible to Queenslanders of all ages and abilities. This will promote vibrant communities with a sense of place and belonging.

Through a place-based approach, the Strategy's actions aim to maximise benefits from shared infrastructure and partnerships to improve access to social and community services. This can range from integrating varying services under school or health-based community hubs to developing mixed-use precincts, ensuring they are located with public/active transport and green space options.

The Queensland Government's \$15 million Community Infrastructure Investment Partnership (CIIP) boosted the capital funds of 13 not-for-profit organisations to build fit-for-purpose infrastructure that responds to local community needs. From these projects, over 5000 Queenslanders will benefit each year from new and enhanced social services and programs, including training, employment readiness and job placement services, connecting people to other essential services (e.g. counselling, mental health and wellbeing), community hubs and respite accommodation.

One CIIP capital grant recipient – selectability, a regionally based not-for-profit organisation – is transforming an old, unused asset in Ayr to create the Burdekin Mental Health Hub. The hub will provide social support, mental health wellbeing and suicide prevention services. Training and employment readiness services will also be offered to encourage people to upskill in the high-growth community services sector, creating much-needed economic opportunities for the Burdekin community.

[Goals: G5, G6]

Queensland Corrective Services - Not-for-profit collaboration

Queensland Corrective Services (QCS) partners with many not-for-profit organisations and local councils to supervise offenders performing unpaid community work as part of their sentence. In some cases, community service fills a labour gap for these organisations.

QCS also employs community service strategies to support Queenslanders following natural disaster events.

In 2021-22, 136,199 hours of community service were performed by offenders on community supervision. That amounts to over \$3.8 million in unpaid work for communities around the state.

QCS also recognises the importance of community service as an opportunity for low security prisoners to make reparation to the community and develop employment skills. This work provides a vital service to the regional and rural towns and communities in which they operate.

Community service for low custody prisoners occurs through attendance at work camps, or from low custody centres including the Helana Jones Centre.

Community service work conducted by prisoners at work camps and low custody centres often includes recovery efforts following severe weather events, general maintenance of fences, cemeteries, heritage sites, playgrounds and showgrounds and other projects in regional communities.

In 2021-22, low security prisoners completed 224,951 hours of community service, equating to approximately \$6.2 million worth of labour provided to support local communities.

[Goals: G5, G6]

Department of Children, Youth Justice and Multicultural Affairs - Multi-Agency Collaborative Panels

Following the establishment of the Youth Justice Taskforce (the Taskforce) in February 2021, the North Queensland Region established the 'Multi-Agency Collaborative Panels' (MACPs) to facilitate effective and purposeful whole-of-government responses for young people requiring a mix of human services supports from government via integrated case plans.

North Queensland Region has three separate MACPs located in Townsville, Mount Isa, and Mackay, meeting fortnightly in Townsville and Mount Isa and monthly in Mackay.

Government departments participating on MACPs include:

- Department of Children, Youth Justice and Multicultural Affairs
- Queensland Police Service
- Queensland Health
- Department of Education
- Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- Queensland Corrective Services
- Department of Communities, Housing and Digital Economy.

There have been high levels of engagement from all departments and a genuine commitment to working together to improve the lives of young people and keep communities safe.

The MACPs have enabled focused discussions and continued case reviews for the young people; strengthened partnerships and communication between agencies; accountability of actions; strengthened cultural connections and ecosystem mapping; shared responsibilities and prompted escalations.

Feedback from the Taskforce in recent visits to the North Queensland Region, along with feedback from the agencies sitting on MACPs, has been extremely positive with the panels being cohesive, streamlining access to interventions and addressing barriers to ensure integrated case plans for young people.

[Goals: G5, G10, G26]

Department of Environment and Science - Queensland Indigenous Youth Leadership Program

The Queensland Indigenous Youth Leadership Program (QIYLP) is a leadership and professional development program for Aboriginal and Torres Strait Islander Queenslanders aged 18-25, delivered with the support of corporate sponsor Glencore Coal Assets Australia.

QIYLP offers an exciting opportunity for Aboriginal and Torres Strait Islander peoples from across the state to:

- develop their leadership and self-development skills
- learn about Queensland's democratic processes
- use their new skills to lead community projects.

Testimonials are provided from participants including:

- Sam Raveneau, who attended QIYLP in 2022 as a participant and said the program gave him a “redefined sense of the responsibility I have regarding my community and culture. The program allowed me to voice my opinions and value my feedback as well as share the passions of fellow participants.” Sam also spoke highly of the QIYLP organisational team saying that the “facilitators and guests have remained inspirations to myself that I can look back on and relate the way I want to present myself when representing my community.”
- Zachary Kollman, who attended QIYLP in 2021 as a participant and then 2022 as a mentor stating that QIYLP, “has allowed me to further develop my confidence along with my beliefs. It has also provided networks and strategies for me to utilise whilst engaging in local events... I have been able to develop some very unique and deadly friendships.”
- Shannon Hagan, who attended QIYLP in 2022 as a participant. Shannon said: “QIYLP has really skyrocketed my advocacy and leadership journey more than I could have imagined. Since the program, I have been presented with a lot of opportunities in both my personal and professional life that allows me to use my voice as a young Indigenous leader. It gave me the skills and knowledge to effectively communicate my message and participate in conversations that I previously may have shied away from due to a lack of confidence in myself.”

[Goals: G7]



Photo Caption: Participant Shehana Friday at QIYLP in 2022

Regions

Department of Resources - Ornatas rock lobster farm

The Department of Resources has assisted the development of a world-first potential \$500 million aquaculture venture in North Queensland, creating up to 1000 local jobs over the next decade.

Ornatas is working in partnership with the University of Tasmania on a pioneering tropical rock lobster farm at Toomoola Beach, north of Townsville.

Ornatas aims to produce the first tropical rock lobsters outside the wild.

The Department of Resources granted the company freehold ownership of the site, underpinning the project's expansion plans.

Providing freehold ownership of the site allowed Ornatas to seek investment, and will support its expansion plans to create 1000 jobs over the next decade—promoting solid employment opportunities in the region.

Ornatas has invested more than \$25 million into commercialising lobster breeding, using the technology developed by the University of Tasmania.

Importantly, the farm is already employing young graduates from James Cook University and offers an exciting opportunity for a new industry using cutting-edge technology.

The first farmed tropical rock lobsters are set to be available to Australian consumers and the lucrative Asian market by late 2022.

[Goals: G8, G9]

Queensland Health – Gather + Grow

31 per cent of First Nations peoples living in remote areas experience food insecurity compared to 22 percent of all First Nations peoples and four per cent for non-First Nations people (ABS 2015).

Gather + Grow is Health and Wellbeing Queensland's commitment to address this inequity by partnering with stores, communities, government, community organisations and universities to influence systemic change.

The purpose is to support First Nations communities to lead their own solutions addressing health inequity, food insecurity, health and wellbeing.

Gather + Grow is:

- leading the development of a Remote Food Security Strategy and Action Plan to address systemic food security barriers. To inform this, *Gather + Grow* partnered with the Torres Cape Indigenous Council Alliance and Local Government Association of Queensland to co-deliver three remote food security roundtable discussions focussed on community identified priorities - freight and supply chain, local food production, economic development and healthy housing.

- partnering with the Community Controlled Sector and a remote stores group to support the *Gather + Grow* initiative across the Torres Strait, Cape York and Lower Gulf. This includes the development of community-led action that addresses food insecurity and supports stores to promote healthy food. Eight remote communities and five remote stores have engaged to date.
- partnering with Arup and Mornington Shire Council to support food security action. This partnership will deliver a feasibility study for a commercial market garden to supply Mornington Island with affordable and quality local produce and foster economic and social opportunity.

[Goals: G5, G8, G10, G16, G17, G19, G26, G29, G33]

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships – Local Thriving Communities Local Decision Making Bodies (LDMBs)

Local decision-making is a key mechanism for achieving a reframed relationship between the Queensland Government and Aboriginal and Torres Strait Islander communities.

Local Thriving Communities reform is enabling local decision-making by working with Aboriginal and Torres Strait Islander communities at the community's pace and building government operational and cultural capability to engage in shared decision-making, shared commitment and shared accountability with LDMBs.

Aboriginal and Torres Strait Islander peoples have an opportunity to establish and lead a mechanism for direct engagement with the Queensland Government so that regional development is driven and informed by local, community-determined priorities and aspirations.

To date, five interim LDMBs have been established (by Aurukun, Mapoon, Napranum, Hope Vale, Wujal Wujal) with several other communities finalising the membership and structure of their local leadership group, including in urban and regional locations.

LDMBs will be a community's key point of contact and coordination for engagement on Queensland Government service design and delivery. Each LDMB will co-design a community agreement with the community which sets out commitments and accountabilities for government and the LDMB.

This presents an opportunity to ensure local decision-making informs regional development priorities. It also provides an opportunity for LDMBs to be included in regional planning processes and community agreements to support community-driven initiatives to address environmental, economic and social priorities for each community.

[Goals: G8]

Department of Employment, Small Business and Training - Inaugural Queensland Small Business Advisory Council (QSBAC)

The QSBAC is the voice of small business in Queensland. The members of QSBAC provide advice on issues and opportunities affecting small business to the Honourable Di Farmer MP, Minister for Employment and Small Business and Minister for Training and Skills Development.

The reinvigorated QSBAC was both announced and held its first meeting on 5 May 2022, during Queensland Small Business Month.

QSBAC membership reflects the breadth and depth of small business in Queensland, with members coming from a wide range of industries and locations. Membership also represents a balance of voices from women in business, Aboriginal and Torres Strait Islander business, culturally and linguistically diverse business and social enterprise.

The QSBAC will meet at least four times per year, including in regional locations.

[Goals: G10]



Photo Caption: Inaugural Queensland Small Business Advisory Council (QSBAC)

Back row (L to R): Murray Saylor, Heidi Cooper, Alison Shaw, Tiffany English, Tony Sharp, Laurie Johansen, Petina Tieman, Gerard Byrne

Seated (L to R): Jennifer Qin, Hon. Di Farmer MP, Dr Dipak Paudyal, Maree Adshead

Absent: Sarah Graham-Hooper.

Department of Agriculture and Fisheries - Pacific Labour Scheme and Seasonal Worker Programme

Modelling in late 2020 indicated a labour shortfall of 6000 – 14,000 seasonal farm workers in Queensland by mid-2021 due to COVID-19 interstate border closures. To address this issue, Queensland opted into the Federal Pacific Labour Scheme and Seasonal Worker Programme (PLS/SWP) in 2020.

From October 2020 to January 2022, Queensland brought in 5245 workers (on 62 international flights from seven countries) supporting more than 120 agriculture businesses, equating to between \$839.2 million and \$996.55 million in gross value of production. As part of this, the PLS/SWP managed more than 310 worker applications.

Queensland was the only jurisdiction to offer quarantine options apart from hotels with 2284 workers on-farm, 1860 workers at regional facilities, and 1101 workers in hotels. A total of 165 government staff (across 10 agencies) were employed to support the compliance oversight that was highly successful in containing and managing COVID-19 cases.

The PLS/SWP team worked with Queensland Health, Queensland Police Service, Office of Industrial Relations, DTMR, Department of Foreign Affairs and Trade, Department of Education, Skills and Employment, Pacific Australia Labour Mobility, Ministers of Parliament, agribusinesses, industry peak bodies, local government, airports, transport operators and approved employers. The PLS/SWP led multi-agency industry forums across Queensland supporting agribusinesses seeking to recruit Pacific nation workers.

The nationally recognised Department of Agriculture and Fisheries PLS/SWP eHub had more than 40,600 total registered users.

It is estimated a seasonal worker supports the generation of \$160,000–\$190,000 in Gross Value of Production per annum. This supports jobs and economic output throughout the entire food and fibre supply chain.

[Goals: G8, G9, G10, G11]

Department of Tourism, Innovation and Sport - Work in Paradise program

In 2021, the Queensland Government took action to attract workers to tourism regions experiencing staffing shortages with the \$7.5 million Work in Paradise program (WIP).

A partnership between the Department of Tourism, Innovation and Sport and Tourism and Events Queensland, WIP offered a \$1,500 incentive payment to workers to take a tourism job in regional Queensland for six months, a \$250 travel bonus if they moved more than 100km to take the job and a dedicated tourism and hospitality jobs website.

Up to 58 local government areas were considered eligible for WIP, with most of the jobseekers taking roles in the Whitsundays, followed by Cairns and Port Douglas.

WIP was a success, attracting 3550 workers to take a job in regional Queensland from July 2021 to March 2022.

WIP closed to applications three months early due to demand. The tourism and hospitality jobs website remains live and allows employers to post a job for free and has links to jobs, information on accommodation, training and living in the state's regions.

[Goals: G11, G14]

Department of Energy and Public Works - Cairns Convention Centre

The Queensland Government is investing \$176 million to expand and refurbish the Cairns Convention Centre. The project, which is well underway, will maximise the centre's capabilities, modernise its facilities and attract new business to the state's Far North.

When complete, the world-class centre will have facilities to cater for multiple functions, helping Cairns attract new conferences and events of even greater sizes and complexity.

It is expected that the venue will draw an extra 20,000 visitors to the Far North annually. This will provide an important boost to the region's tourism industry and wider economy.

The project is also supporting local jobs and training opportunities in the building and construction, logistics, security and maintenance industries. Expansion work will be completed in 2022-23.

[Goals: G8]

Department of Environment and Science - Hand back of four national parks to First Nations people

The Cape York Peninsula Tenure Resolution Program (the Program) negotiations to establish an Indigenous Land Use Agreement (ILUA) with Eastern Kuku Yalanji (three primary dialect groups of Jalarji, Nyungkal and Yalanji) people commenced in 2017 and was successfully finalised in September 2021.

Following the four-year negotiation process, the Queensland Government handed back ownership of four national parks to the Jabalbina Yalanji Aboriginal Corporation (Jabalbina) and formalised the Indigenous Management Agreement framework for joint management of the newly created national parks into Cape York Peninsula Aboriginal Land (CYPAL).

The national parks in the south of Cape York Peninsula cover 160,213 hectares of land across the Daintree, Ngalba Bulal, Black Mountain and Hope Island national parks.

The Indigenous Management Agreement, developed under the *Nature Conservation Act 1992* and the *Aboriginal Land Act 1991* is unique, as it includes agreement with the state on issues including:

- a process to transition activities, such as fire management, to the Jabalbina's management based on capacity assessments
- a draft tourism strategy which will guide the development of a joint visitor strategy
- an agreed process for managing scientific research and similar activities through the Jabalbina's madja code
- the development of a draft management plan which will inform development of a cultural heritage strategy.

[Goals: G10]



Photo Caption: Land handback ceremony

Back row (L to R): Jamie Merrick, Hon. Meaghan Scanlon MP, Josh Paterson, Hon. Craig Crawford MP, Dr Chris Sarra

Front row (L to R): Michelle Friday, Maryanne Port, Lyn Johnson, Terrance Douglas

Economy

Department of the Premier and Cabinet, Brisbane Olympics 2032 Taskforce

On 21 July 2021, the International Olympic Committee (IOC) selected Brisbane and Queensland as the host of the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032).

Brisbane 2032 will be the largest event ever to be hosted in Australia and will put Queensland in the international spotlight, providing a once-in-a-lifetime opportunity to market our state as a global destination and place to do business.

Brisbane 2032 aspires to leverage this spotlight and create a lasting social, economic and environmental legacy for Queenslanders.

Over the next 20 years, Brisbane 2032 is set to deliver \$8.1 billion in benefits to Queensland, including a \$4.6 billion economic boost to tourism and trade and \$3.5 billion in social improvements such as health, volunteering, and community benefits.

Brisbane 2032 will drive investment in new skills, capacity, and supply chains, particularly across areas of infrastructure, tourism and trade. This investment will grow Queensland's economy and create approximately 91,600 full-time equivalent job years in the lead up to the Games.

To ensure the delivery of a successful games, Queensland has started on a 10-year pipeline of construction jobs, trade and investment opportunities that will benefit Queenslanders for decades to come.

Brisbane 2032 will be a Games for all Queenslanders, with benefits to be shared across the state.

[Goals: G14, G15]

Queensland Treasury - Build-to-Rent Pilot Project

The Queensland Government has partnered with the construction industry to deliver more affordable and long-term rental housing in Brisbane's inner-city.

The Queensland Government's Build-to-Rent Pilot Project is an innovative way for the state to work with the private sector to accelerate the supply of affordable rental housing, through a rent subsidy to support the provision of discounted market rents for eligible low-to-moderate income earners.

Construction on the Build to Rent Pilot Project commenced in 2021-22 on developments by Frasers Property Australia in Fortitude Valley, and by Mirvac in Newstead.

The Build to Rent Pilot Project contributes to *The Queensland Plan*, by ensuring no one is left behind through the delivery of more housing supply, including affordable dwellings. The Build to Rent Pilot Project will welcome renters into almost 750 apartments with up to 240 dwellings to be provided at discounted rents for eligible low-to-moderate income earners.

The Build-to-Rent Pilot Project developments will create more than 600 jobs during construction, with the long-term management of the apartment buildings supporting ongoing employment opportunities.

The Build to Rent Pilot Project showcases the government's commitment to ensuring the diversification and development of industry, with an emphasis on demonstrating the viability of the build-to-rent asset class to foster its growth in Queensland's residential housing industry.

[Goals: G5, G6, G13, G14, G35]

Department of Resources - Critical minerals and Queensland Resources Industry Development Plan

Critical minerals are critical in the production of renewable energy technologies such as solar panels and wind turbines, as well as the grid storage batteries required to store the energy when the sun goes down and the wind eases.

Queensland's resources sector must move quickly to capitalise on global demand by supplying the minerals and metals the world needs to decarbonize, in line with emissions targets.

The Queensland Government's almost \$40 million commitment to critical minerals in the State Budget will encourage new exploration, re-investigate old mines and probe geological information to foster new discoveries, projects and jobs.

Additionally, the Queensland Government is supporting the critical minerals sector by committing \$10 million to build a common-user critical mineral processing plant in Townsville.

This common-user facility will allow miners to produce demonstration-scale bulk samples of up to 100 tonnes to secure future off-take agreements.

This is an important step in attracting further investor interest and future off-take agreements.

The investment in this facility will help to transform our resources industry from a pit to port operation, to pit to product, delivering future North Queensland minerals to manufacturers in Queensland and the world.

[Goals: G12, G3, G15]



Photo caption: Queensland Resources Industry Development Plan

Trade and Investment Queensland - 2032 Trade and Investment Strategy

Over the last three years, Trade and Investment Queensland (TIQ) has assisted Queensland businesses achieve an annual average of 336 commercial outcomes, valued at over \$1 billion.

The trade and investment environment is becoming more competitive as states expand their overseas networks and compete for international business.

During 2021-22, two in five export dollars generated in Australia were earned by Queensland exporters, the largest contributor to exports among all states and territories. Queensland is the driving force behind growing Australian goods exports.

Queensland exports more goods by value than New South Wales and Victoria combined.

In 2021–22, Queensland goods exports doubled from the previous 12 months to \$116.8 billion. This was Queensland's highest 12-months goods export total on record.

The Queensland Strategic Supply Chain Program was established to assist Queensland businesses continue to export high-value and time-sensitive products and maximise the Federal Government's International Freight Assistance Mechanism (IFAM).

TIQ continued to support positive engagement between China and Queensland with its China Plus strategy, to help Queensland businesses export to China, as well as diversify into other markets.

Consultation was undertaken across Queensland to prepare a *2032 Trade and Investment Strategy*, to develop the pipeline of opportunities in trade, investment and research and development as a result of Brisbane 2032.

[Goals: G12, G13, G14, G15]

Department of Employment, Small Business and Training - Queensland Workforce Summit 2022

Achieving our goal of being the number one performing economy in Australia will require a strong and high performing workforce right across Queensland that underpins our prosperity.

To harness these opportunities, the Queensland Workforce Summit was held on 11 March 2022, bringing together more than 350 leaders across industry, regions, communities, education and training providers, and all levels of government to address current and future workforce challenges and plan for the future of work.

Key messages emerging from the Summit include:

- **partnerships** – workforce approaches are most successful when they are community-centered, industry-led and government-enabled.
- **people** – in the new normal, responsiveness to workforce trends and being clear on what employees value is critical to attracting and retaining staff, while designing for diversity and inclusion makes for employers of choice.
- **data and communication** – ensuring evidence-based decision making through access to the right information, understanding trends, and communication of strategies that are working.
- **future-focused** – the alignment of workforce and skills to the needs of industry is crucial.

The Summit and the key messages emerging from it reflect the economic goals of *The Queensland Plan* in ensuring that Queensland has the best opportunities in Australia, is focused on industry development and diversification, and our centres of excellence continue to drive innovation.

The priorities identified at the Summit were a key input into the development of *Good people. Good jobs: Queensland Workforce Strategy 2022-2032*, which positions our workforce as a key enabler of Queensland's prosperity, now and into the future.

[Goals: G12, G13, G15]



Photo Caption: [Visual summary of the interactive session 'Harnessing future workforce opportunities' at the Queensland Workforce Summit 2022](#)



Photo Caption: [Visual summary of the interactive session 'Growing your own' through industry and place-based workforce approaches at the Queensland Workforce Summit 2022](#)

Department of Energy and Public Works - Buy Queensland

Buy Queensland works to ensure Queenslanders benefit from the government's significant investment in goods, services and infrastructure. *Buy Queensland* supports local jobs and businesses, driving enhanced economic, environmental and social outcomes.

Munster Services Group is an example of putting Queenslanders first and the *Buy Queensland* procurement approach, by directly contributing to the creation of quality local jobs, buying through local businesses wherever possible, and supporting the local community when supplying directly to Queensland Government.

Based in Logan, Munster Services Group helps maintain Queensland's water and wastewater infrastructure, and services heavy industries. It is Queensland owned and operated, with a workforce of over 100 full-time permanent employees across all ages, skills, and backgrounds.

The company engages with local schools, training institutions and organisations such as Head Space, The Salvation Army, Career Shift, and the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, in providing work experience, employment opportunities, trade apprenticeships and professional skills training.

Munster Services Group is also supporting women into trades and engineering through engagement with the National Association of Women in Construction and sponsorship of female sports as part of their engagement strategies.

Munster Services Group was the winner of the Putting Queenslanders First category at the 2021 Buy Queensland Suppliers Awards.

[Goals: G13]

Health and Wellbeing

Department of Justice and Attorney-General - Investing in Queensland Women grant program

The Queensland Government has launched the Investing in Queensland Women grant program to support community groups and organisations across Queensland's urban, rural, and remote regions with resources to lead projects and events designed to create positive change for women and girls. Under this program, a total of \$540,000 is available through two grant rounds per year.

In 2021–22, 60 corporate and community organisations were successful in receiving a grant to deliver initiatives that will advance gender equality and empower Queensland women.

During the latest grant round, the initiatives focused on a broad range of issues including domestic and family violence prevention, healthy relationships, women's health and wellbeing, and women's mentoring.

Some of the exciting new initiatives to receive funding during the latest round include:

- a new mentoring program organised by Women in Technology that will see 30 young women from regional areas mentored to develop skills in the STEM industry and leadership.
- a collaboration between Children by Choice Association and WWILD to create resources for women with intellectual or learning disabilities to consider pregnancy options, contraception, consent and to recognise the signs of reproductive coercion and abuse.
- a new 'words of survivors' social media campaign developed by the Queensland Sexual Assault Network, which will be presented during Sexual Violence Prevention Month in October.

The National Association of Women in Construction will hold a series of regional events for female high-school students, teachers, and career guidance officers to promote study pathways and careers in construction.

[Goals: G17]

Department of Justice and Attorney-General - Funding for domestic, family and sexual violence services

The Queensland Government continues to implement significant reforms in response to domestic, family, and sexual violence in Queensland.

In 2021–22, the government invested \$113.8 million in domestic family and sexual violence specialist services and supports, funding 140 organisations across the state. This included:

- \$95.908 million for domestic and family violence supports, such as counselling including children's counselling services, court-based support, perpetrator intervention programs, local service system support, Aboriginal and Torres Strait Islander targeted services, shelters including mobile and centre-based supports, telephone supports, case management and community supports.
- \$17.909 million for sexual violence services, including counselling, women's health and wellbeing services, and community and system supports to strengthen sector capability, prevention and awareness raising.

- funding for 42 organisations to deliver 53 specialist homelessness services across Queensland, making available 322 places of accommodation per night.
- \$301,787 in the Safe and Diverse Communities grants program which supports small, targeted, community-led projects to increase the capability of multicultural communities to recognise, respond and prevent sexual, domestic, and family violence across Queensland. In 2021–22, 14 community organisations were successful in receiving a grant to deliver initiatives that will advance gender equality and empower Queensland women.

[Goals: G17]

Queensland Health - Outpatient Referral Artificial Intelligence (AI)

Transformation of hospital and health patient records from paper to digital has provided opportunities to leverage and utilise data in the provision of healthcare.

While in the initial stages, the hospital and healthcare system is already realising the benefits of using these data through predictive analytics and AI capabilities. Benefits include faster translation of patient data that support enhanced clinical decision making. This leads to better health outcomes and identifies real-time quality assurance and system efficiencies.

Examples of 'use' cases include:

- The Outpatient Referral Artificial Intelligence initiative applies machine learning to general practice referrals received to reduce the amount of time clinicians are required to manually triage and prioritise referrals. The process will also enable equitable access for patients needing specialist outpatient services at Queensland public hospitals in line with both Clinical Prioritisation Criteria, best-practice waitlist management processes and facilitating the treatment of patients within clinically recommended timeframes.
- The Clinical Care Tool Dashboard provides digital streaming analytics to monitor the safe and timely delivery of care to patients in emergency and inpatient settings. Aligning with industry standards, the tool provides a communication tool for frontline clinicians, specifically aimed at nursing and midwifery staff to prioritise patients (falls, patients with intravenous heparin/ insulin, malnutrition, wounds). It will also provide a status of risk assessment compliance and key clinical information on a page, removing the need for clinicians to review multiple patient charts.

This initiative is currently being piloted at West Moreton Health.

[Goals: G17]

Department of Children, Youth Justice and Multicultural Affairs - Brisbane Youth Detention Centre

The Brisbane Youth Detention Centre (BYDC) is partnering with government agencies and community partners to support the health and wellbeing of detainees and strengthen their connection to their community.

A partnership with the Brisbane Youth Education and Training Centre is delivering a variety of wellbeing programs and initiatives to young people including:

- road safety education - to reduce road trauma by changing attitudes and behaviour

- rock and water (with Forensic Child and Youth Mental Health Services) - exercises and games to develop confidence and self-reflection
- Good Start program (with Queensland Health) - nutrition and physical education sessions for Māori and Pacific Islander students
- Communication Wellbeing – a communication skills for life program to support successful relationships, employment and community engagement
- TRUE program – healthy relationships and sexuality education.

West Moreton Health has young people from the BYDC in the new Youth Advisory Council alongside community members of a similar age. This cohort has been providing valuable feedback to the West Moreton Health Board in consultation with their peers, resulting in immediate local change and consideration of larger systemic change.

The next Youth Advisory Council meeting is scheduled to occur within the BYDC to allow young people to engage face-to-face with community members and form positive and meaningful relationships. Young people can continue their involvement with Youth Advisory Council after their release.

[Goals: G16, G17]

Department of Agriculture and Fisheries - Wellbeing in the Fishing Industry Program

In 2020-21, the Queensland Government backed Queensland's commercial fishers with a \$59,000 investment towards a nationally recognised resilience and wellbeing program 'Stay Afloat'.

The funding was provided to Seafood Industry Australia to extend industry-specific mental health pilot program, 'Stay Afloat' into Queensland, building on three existing locations in New South Wales, Victoria, and Darwin which are funded under the Australian Government's Mental Health Program.

In 2021-22, the Queensland Government provided an additional \$426,000 grant to Seafood Industry Australia to implement the industry-led 'Stay Afloat' wellbeing program in Queensland for a further three years.

The 'Stay Afloat' program has been developed to help break the stigma associated with poor mental health within the commercial seafood industry, develop a network of trusted industry advocates to whom fishers can reach out and find support, and educate primary healthcare networks about industry pressures.

The Queensland seafood community has faced many hardships over the last few years, from the impacts of COVID-19, floods, and drought creating economic impacts on our fishing sectors and throughout the economy.

The program has been well received across the fishing industry.

[Goals: G16, G17, G19]



Photo caption: promotional photo for the Stay Afloat Australia mental health pilot program

Taken from www.stayafloat.com.au



Photo caption: Peter Hughes Boat

Taken from www.stayafloat.com.au

Queensland Police Service – Mental health support and ‘Our People Matter’ strategy

The Queensland Police Service (QPS) offers a comprehensive safety, injury management and wellbeing service across the state for all workers within groups, districts regions and commands.

The QPS continues to focus on de-stigmatising mental health issues and promoting and encouraging members to seek help and counselling services, either internally or external to the QPS.

The QPS has various internal confidential support services available for its members which include senior psychologists/senior social workers, peer support officers and chaplains. These services are available free of charge to all QPS members including sworn officers and staff members. QPS members can seek these services for work and/or personal issues.

The ‘Our People Matter’ strategy continued to directly support QPS members across the state for a fifth consecutive year, delivering initiatives based on four pillars: healthy bodies, healthy minds, safe workplaces, fair and positive workplaces. The strategy is a collaboration between the QPS, five employee unions and two corporate sponsors, who jointly promote the pillars to improve organisational culture, engagement, empowerment, and participation at all levels.

District ‘Our People Matter’ Champions, made up of police and civilian personnel, promote the strategy in their respective regions, driven by frontline ideas to improve the physical and mental health, and the safety and wellbeing of members and their families.

During the year, health and wellbeing activities included:

- QPS Police Commissioner Speaking Series, livestreamed to the workplace to enable virtual participation
- statewide ‘Life Beyond the Service’ and ‘Transition to Retirement’ seminars
- mental health awareness and improvement seminars, supported by QPS psychologists, chaplains and HealthStart professionals
- environmental improvements in workspaces including furniture for recreational areas and essential gym equipment for isolated stations.

[Goals: G16, G19]

Department of Education - Student Wellbeing Package

In response to increased demand for support for students’ wellbeing and mental health in schools, in 2020, the Queensland Government committed over \$100 million for a Student Wellbeing Package (the Package).

Commencing in July 2021, over three years the Package is:

- employing up to 464 additional full-time equivalent psychologists or similar wellbeing professionals to provide direct support to students in schools
- conducting a General Practitioners (GP) in Schools Pilot (the Pilot) to provide students in 50 state schools with secondary-aged students free access to a GP at school one day per week.

As at 30 June 2022, 97 wellbeing professionals (including 57 psychologists, 12 guidance staff, 25 social workers, and three youth workers) were employed through the Package and provided support for students’ mild to moderate mental health concerns in 294 Queensland state schools.

In 2021–22, 27 schools commenced providing a free GP service to students on school grounds one day per week. This allows students in these schools, who may otherwise have faced barriers to accessing healthcare, to access a GP at no cost to them or their families.

Providing these services in Queensland state schools supports early identification of health concerns, including mental health and wellbeing concerns, and ensures students receive timely and appropriate specialist support.

Services provided through the Package complement the support already available to students in schools, including through the Department of Education's highly valued guidance workforce of over 800 staff.

[Goals: G16, G19]

Environment

Department of Resources - Natural Resources Investment Program – Farnham Plains Restoration Project

In 2021-22, the Department of Resources invested more than \$14 million to ensure the state's natural land and resources were sustainably managed.

The Natural Resources Investment Program (NRIP) targeted investment towards projects that produced on-ground practical outcomes.

Among those were projects rolled out in southern inland Queensland by Southern Queensland Landscapes (SQL).

SQL received \$3.3 million over three years to work with land managers, graziers and traditional owners on drought mitigation and landscape rehydration works.

About 30 million hectares of land in the state's south-west could benefit from landscape rehydration.

When the earth is scorched from drought, landholders can lose up to 90 per cent of rainwater through run-off, leaving only 10 per cent remaining to grow new pastures.

By undertaking small-scale earthworks, SQL has helped more than 30 graziers reduce the amount of water run-off when the heavy rains do come.

The works include developing spreader banks and creating timber walls that slow down the spread of water after it rains.

At Farnham Plains, a cattle and goat property near the small western Queensland town of Eulo, SQL and landholders rehydrated the areas of the farm that would respond the quickest and produce high-value pasture. The farmer can now rotate his entire herd through the restored areas and improve management of sensitive river areas. Native animals are also returning as the environment improves.

[Goals: G20]

Queensland Fire and Emergency Services - Operation Sesbania

On 15 January 2022, Queensland Fire and Emergency Services (QFES) and its partners transitioned to a year-round mitigation program known as Operation Sesbania which replaced Operation Cool Burn (a period of heightened mitigation activity generally held from the beginning of April to the end of August each year).

Bushfire mitigation and preparedness continues to be a shared responsibility between many partners, especially land management agencies and local government. QFES continues to place a critical priority on maintaining and supporting these partnerships.

Operation Sesbania is a year-round mitigation program enabling greater flexibility for land managers and owners to conduct mitigation activities in a changing climate, which is leading to more protracted bushfire seasons and often limiting windows for hazard reduction burning. Operation Sesbania will empower mitigation to be undertaken in an informed, planned and coordinated manner.

On 2 May 2022, the Operation Sesbania Dashboard went live. The dashboard is designed as a mitigation, planning and activity management tool to support the prevention and preparation of bushfire safety, and the response and recovery phase of operations through real-time situation awareness and hazard identification. The dashboard will synchronise and display one visual platform and provide up-to-date reports.

Operation Sesbania will run for the duration of Program Grass Tree or until advised otherwise. Program Grass Tree is a three-year bushfire mitigation program focused on creating a workable balance between establishing and sustaining a safe living environment for Queensland communities.

[Goals: G21]

Queensland Fire and Emergency Services - Climate change

The *Queensland Climate Action Plan 2020-2030* (QCAP) was released in July 2021 as an online plan outlining Queensland's roadmap to meet its emissions and renewables targets.

The release of the QCAP was an impetus to renew QFES' climate-related work plan and ensure that it aligned to the climate change transition and adaptation actions outlined in the QCAP.

The *QFES Climate Action Plan 2022-26* was released in April 2022. The plan articulates the department's approach to aligning its climate change transition and adaptation actions with the QCAP and contains 13 actions.

The *QFES Climate Action Plan 2022-26* includes actions that prepare QFES for operations in a climate-challenged world.

[Goals: G21, G22]

Department of Environment and Science - Land Restoration Fund

Work commenced on six Land Restoration Fund (LRF) projects in 2021–22, including a \$2.1 million project at Goondicum Station near Monto.

The LRF invests in carbon projects that avoid carbon emissions being released into the atmosphere, or store carbon dioxide in the landscape to drive the growth of carbon farming in Queensland. The LRF aims to deliver ecosystems restoration, biodiversity protection and carbon sequestration while also supporting a sustainable and prosperous land sector and providing new sources of income for Queenslanders.

In one project, landholders at Goondicum, Rob and Nadia Campbell, are working with key partners GreenCollar, Accounting for Nature and the Burnett Mary Regional Group, to regenerate parts of their property where vegetation has historically been suppressed and improve management of the timing and extent of grazing on their farm. These activities increase carbon abatement and storage and prevent the release of emissions from clearing, earning the Campbell's Australian Carbon Credit Units.

In addition to storing carbon, the project is improving the health of soils and native grass pastures, increasing habitat for wildlife and threatened species, and improving water quality flowing into the Burnett River and onto the Great Barrier Reef.

The LRF highly values these environmental improvements, called co-benefits, and pays a premium price for projects that deliver environmental co-benefits in addition to storing carbon.

To ensure the improvements are credible and transparent, the LRF requires the environmental co-benefits to be verified through the Accounting for Nature® Framework in order for the premium to be paid on-top of the Australian Carbon Credit Units price. Accounting for Nature is a not-for-profit venture that provides a scientific standard to create environmental accounts.

The co-existence of grazing and regenerative agriculture has made Goondicum Station profitable, even with less cattle per hectare compared to 25 years ago.

[Goals: G22]



Photo caption: Land restoration in action – tree planting

Department of Tourism, Innovation and Sport - Sustainability at Stadiums Queensland venues

Sustainability is one of six strategic objectives in the *Stadiums Queensland (SQ) Strategic Plan 2019-2023*.

In 2021-22, SQ has seen a reduction of 6.8 percent in portable water consumption and 4.5 percent reduction in waste diverted from landfill. In 2021-22, SQ commenced a number of projects that will achieve significant environmental benefit.

To reduce plastic waste, on 5 May 2022, SQ issued an invitation to the market to find alternative solutions to single use plastic cups in stadiums. More than 1.5 million single use plastic cups are used in SQ venues each year. Submissions closed on 27 May 2022. The tender had a very strong market response, with 60 enquiries and 11 proposals. A trial of will commence in the 2022-23 financial year.

In May 2022, construction started on the \$2.7 million Queensland Sport and Athletics Centre National Throws Centre of Excellence. Not only will this facility support the state's shot put, discus, javelin and decathlon athletes, but it will also be SQ's first, and one of Australia's first, climate active, zero carbon certified buildings. Construction is on track for completion by the end of 2022. The project is jointly funded by the Queensland Government and Athletics Australia.

[Goals: G22]

Department of Transport and Main Roads – Zero Emission Vehicle Strategy

Queensland's *Zero Emission Vehicle Strategy 2022–32* (ZEV Strategy) was released in March 2022. The ZEV Strategy and first action plan set the path for a cleaner, greener transport future, while making sure our energy system can support the transition to zero emission vehicles.

The energy and transport sectors are the two largest carbon dioxide emitters in Queensland. Action in these sectors is critical and will maximise greenhouse gas emission reduction to protect the environment and contribute to Queensland's economic growth.

The ZEV Strategy has an important role in Queensland's commitment to zero net emissions by 2050.

The ZEV Strategy includes a \$55 million investment package to support zero emission vehicle uptake. DTMR is administering a \$45 million Zero Emission Vehicle Rebate Scheme to provide 15,000 rebates of \$3000 for eligible electric vehicles.

DMTR is also leading a \$10 million Electric Vehicle Charging Infrastructure Co-fund Scheme to provide more public electric vehicle fast-charging options to ensure Queenslanders and tourists can charge and access more locations across the state. This will further accelerate private investment in electric vehicle infrastructure in Queensland, in partnership with local government and private industry, and complement the existing Queensland Electric Super Highway network.

Implementation of these key initiatives, along with those which other Queensland Government departments are leading, will ensure a coordinated and collaborative effort to contribute to emission reduction targets. This will also deliver outcomes for Queensland communities including less air pollution, quieter neighbourhoods and better health for our community, wildlife, and the environment.

[Goals: G22]



Photo caption: An electric vehicle driving, Zero Emission Vehicle Strategy 2022-2032 and electric vehicle charging

Department of Regional Development, Manufacturing and Water – Groundwater Impact Assessment

The Office of Groundwater Impact Assessment (OGIA) has completed a comprehensive study on the cumulative groundwater impacts from coal seam gas and mining development in the

Surat Basin of Queensland. Findings are reported in an Underground Water Impact Report (UWIR), which took effect in May 2022.

The team combines rigorous hydrogeological science and modelling with community consultation to support good management of the region's groundwater.

The UWIR considers both existing and proposed groundwater extraction for coal mining, conventional oil and gas operations and coal seam gas extraction. It also lays out strategies for managing those impacts, including monitoring, make good arrangements and mitigation strategies.

Crucially, the UWIR also makes companies that extract water as part of coal seam gas and mining responsible for implementing those management strategies and mitigation actions.

A particular challenge in the Surat Basin is managing overlapping and cumulative impacts from different resource development projects. A regional approach is needed, with complex modelling used to make sure groundwater resources are well understood and managed.

The area considered in the UWIR includes the Surat and southern Bowen geological basins, running from Toowoomba to St George in the south up to Emerald in the northwest.

Not only critical for the coal and gas industries, the region's groundwater is also relied on by local agriculture, cattle and town water supplies.

The UWIR is an important tool in protecting water resources that are vital for Queensland's community, economy and environment.

OGIA is an independent office housed within the Department of Regional Development, Manufacturing and Water.

[Goals: G20]

People

Department of Regional Development, Manufacturing and Water - Rookwood Weir Indigenous Land Use Agreement

In April 2022, the Department of Regional Development, Manufacturing and Water (DRDMW) Major Infrastructure Projects team successfully negotiated a complex Indigenous Land Use Agreement (ILUA) with the Darumbal People, Traditional Custodians of the land at the Rookwood Weir site. This is the second and final ILUA to be agreed for the Rookwood Project after the Gaangalu Nations People ILUA was secured in late 2021.

It was also the first time an ILUA offered a water allocation from a large water infrastructure project in Queensland. The process took just over 12 months – a very short timeframe for an agreement of this scale.

Negotiating the ILUA was a process of talking and listening. DRDMW staff worked extensively with the Darumbal People from the start of the project to ensure they had input throughout the entire process. Engagement included four formal meetings and several others to answer questions and provide information as required.

Ultimately, the Darumbal People have been allocated a perpetual water allocation from the weir, which they will be able to lease to local water users. The Darumbal board of directors will use the revenue generated to promote and educate local school children on both their language and culture.

Additionally, the Darumbal local procurement company, Tunuba, will be used to assist with environmental activities as required. Tunuba has already helped to relocate local turtles from the weir and move them safely to a new home, using their traditional knowledge.

Securing the ILUA was a team effort. Working with the Major Infrastructure Projects team were DRDMW's legal team, Crown Law, Sunwater, expert consultants and, of course, the Darumbal People themselves.

The ILUA will have long-term cultural and economic benefits for the Darumbal People. Everyone involved can be proud of what they have already achieved.

[Goals: G26, G5]

Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships - Keeping seniors connected, cared for and contributing

The Queensland Government is committed to continuing to develop age-friendly communities. We are developing the next Queensland Seniors Strategy that will aim to ensure that Queensland's seniors are connected to their communities and the important people in their lives, cared for and supported, and contributing to their local communities in the ways of their choosing.

The next Queensland Seniors Strategy will embrace the strengths of older Queenslanders but also recognise that ageing may present vulnerabilities. For example, some older Queenslanders will experience age discrimination; poor health and wellbeing; social isolation and loneliness; elder abuse; and financial hardship associated with cost-of-living increases.

In 2021-22, the Queensland Government invested almost \$10.5 million in services to:

- help older people access the service system and stay connected and engaged with their community
- support peak organisations to advocate for seniors
- raise awareness, prevent and intervene to assist older people experiencing or at risk of elder abuse.

Part of this investment included \$3.8 million in 2021-22 for 43 social isolation services across the state that deliver local initiatives tailored to the needs of older people to reduce social isolation.

These services have positive impacts on people's lives. For example, when a longstanding member of a Healthy Ageing program became withdrawn due to mobility and health issues, the service reached out to provide assistance and encouragement. With the ongoing support of the program manager and friends she had made, the member was able to reconnect following surgery, and this assisted with her recovery.

In 2021–22, the department administered over \$420 million in rebates and concessions to address the cost of living for pensioners and people on low incomes.

[Goals: G25]

Queensland Corrective Services – Prisoners in employment

Having a good work ethic and employment skills increases a prisoner's chances of a successful return to the community and desistance from offending behaviour.

In Queensland, eligible prisoners can be employed in one of four types of employment – prison services, kitchen, industries, and community service. Many of these activities provide goods and services to support the operation of the centre, which helps to reduce the cost of running the facility.

In 2021-22, prison industries operated at every correctional centre in Queensland and provided prisoners the opportunity to gain vocational skills and improve their ability to secure and retain employment upon release.

Industry work includes manufacturing metal products, building timber products, creating textile products, assembly and packaging, painting and powder coating, laundry operations, beef production and farm work.

In 2021-22, an average of 4071 eligible prisoners were engaged in employment.

Community service work by low security prisoners provides a vital resource to many regional and rural communities throughout Queensland. It is also an opportunity for low security prisoners to develop employment skills and give back to regional communities by providing a valuable source of labour, particularly in times of natural and other disasters.

There are currently 13 work camps operating throughout rural and regional Queensland. In 2021-22, prisoners on the Work Camp Program completed 144,223 hours of community service, equating to \$4 million of labour provided to support regional Queensland.

[Goals: G26]

Queensland Police Service – New officers and mobile police beats

The QPS is continuing to recruit 2025 new police personnel over the next five years (to 2024-25) which will include 1450 police officers and 575 civilian positions. These additional resources will address current and future demand, modernise frontline services, and focus on preventing and disrupting crime. This investment in frontline personnel will also support the QPS to become an even more responsive, agile and effective policing service.

The QPS is undertaking attraction and retention activities including targeted professional marketing campaigns to diverse communities, regional and remote areas and broad demographic groups, and the 'You're Made For It' campaign to showcase the unique lived experiences of four serving police officers to inspire potential applicants.

[Goals: G24]

Department of Communities, Housing and Digital Economy - Remote Home Ownership Program and resolution of Land Holding Act leases and entitlements

The Queensland Government is committed to resolving outstanding *Land Holding Act* leases and entitlements in discrete Aboriginal and Torres Strait Islander communities. The Remote Home Ownership Program provides a pathway for lease and entitlement holders to enter private home ownership with entitlements to ownership of 345 social housing dwellings.

Increased home ownership can help break intergenerational reliance on social housing, promote wealth creation and economic prosperity and support self-determination. It will also support creation of private housing markets in remote and discrete communities.

The Remote Home Ownership Program commenced in 2017 with \$75 million in funding through the *Queensland Housing Strategy 2017-2027*. The Department of Communities, Housing, and Digital Economy delivers the program in partnership with the Department of Resources, the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, local communities, councils and trustees.

To date, the program has helped 182 families achieve home ownership in discrete Aboriginal and Torres Strait Island communities, with 28 lease and entitlement holders entering home ownership in the 2021-2022 financial year.

Case Study:

In April 2022, transfer of a social housing dwelling into private ownership was finalised in Doomadgee for Fred and Anne O'Keefe, who had waited 33 years since lodging their initial Land Holding Act lease application on 19 January 1989. The signing of the Agreement for Transfer was the final step in binding ownership of the house and land together.

This is the result of many hard years of work for the team as they work towards resolving outstanding leases and entitlements to home ownership under the \$75 million Remote Home Ownership Program.

[Goals: G26]



Photo caption: Fred O'Keefe with his HomeOwner Handover

[Land Holding Act Leases | Aboriginal and Torres Strait Islander peoples | Queensland Government \(www.qld.gov.au\)](https://www.qld.gov.au/firstnations/environment-land-use-native-title/leasing-indigenous-land/process-granting-leases)
- <https://www.qld.gov.au/firstnations/environment-land-use-native-title/leasing-indigenous-land/process-granting-leases>

Office for Rural and Regional Queensland – Regional Community Forums

The Office for Rural and Regional Queensland (ORRQ) continually reaffirms the government's commitment to collaborating with community, industry and government agencies to deliver positive outcomes in Queensland's regions.

Headquartered in Rockhampton, ORRQ is comprised of regional officers based in seven regions across the state. Part of ORRQ's core business is delivery of Regional Community Forums, established in October 2019, to provide rural and regional communities with a voice to government, enhance the economic development and sustainability of the regions and capitalise on their unique opportunities.

The Regional Community Forums have continued to strengthen the participation of rural and regional communities in government decision-making and policy development. Highlights from the Regional Community Forums include:

- At the peak of the COVID-19 vaccination drive, Regional Community Forums focused on initiatives to increase COVID-19 vaccination uptake in regional areas, particularly in Queensland's most vulnerable populations.
- In Far North Queensland, ORRQ is supporting Regional Community Forum members to address housing access and affordability, reconciliation and economic diversification through engagement with the Tropical North Queensland Indigenous Experiences Cluster Group, advocacy for the development of local Reconciliation Action Plans, supporting the development of a Far North Queensland Regional Plan and investigation of local economic opportunities.
- Regional Community Forum members in North and North West Queensland and Mackay Isaac Whitsunday are focused on regional workforce attraction and retention and critical health services in rural and regional communities. In collaboration with Queensland Health, ORRQ is investigating challenges and solutions to staff shortages, restricted Right of Private Practice, and availability of mental health and Aboriginal and Torres Strait Islander health services. ORRQ was represented at Queensland Health's Rural and Remote Workforce

Forum, which was instrumental in informing the development of the Integrated Rural and Remote Health Workforce Plan.

- The Central and Western Queensland Principal Stakeholder Relationship Officers have engaged extensively with the Department of State Development, Infrastructure, Local Government and Planning on the development of the Central Queensland Infrastructure Plan, strongly advocating for priorities identified in the Regional Community Forums.
- Darling Downs South West and Wide Bay Burnett Fraser Coast Regional Community Forum members are focused on ensuring regional Queenslanders have the skills they need to support regional industry, including retention and skills development, support for young people and Aboriginal and Torres Strait Islander peoples, and education, skilling and training options.

ORRQ is committed to best practice engagement, a critical component of effective project, policy and strategy implementation. ORRQ engages and collaborates with a broad range of stakeholders including regional communities, government agencies, industry and business and non-government organisations and continues to identify opportunities to strengthen its partnerships to grow our regions.

[Goals: G24, G6, T5, T18]

Department of Agriculture and Fisheries - Women in Recreational Fishing Network Queensland

The Women in Recreational Fishing Network Queensland (WIRFN Qld) was launched in June 2022. The WIRFN Qld was created as an online platform where female anglers of all experience levels, backgrounds, and ages are encouraged to join and learn from one another, share their best fishing photos and take opportunities to engage in fishing-related discussions. This creates a safe and supportive space for like-minded women to interact.

In addition, the WIRFN Leadership Program was established to promote diversity and inclusion for women of all backgrounds to celebrate the knowledge, leadership, and skills they bring through their combined love of fishing.

Ten WIRFN leaders were selected across Queensland via an expression of interest process. This program aims to create a pathway for women in the fishing industry. Encouraging women to be involved in the recreational fishing industry allows for more women to be part of recreational fishing advisory forums, thus creating better diversity throughout the sector.

The goal of this group is to inspire and educate women about the recreational fishing world. Fisheries Queensland is committed to growing the network and promoting it throughout the state to encourage more women to be involved in fishing through events, engagement, and education, through the combined efforts of the 10 WIRFN leaders.

[Goals: G26, G27]

Infrastructure

Queensland Fire and Emergency Services – Capital works

QFES delivered or progressed significant capital works initiatives including completion of replacement QFES complex at Maleny, replacement auxiliary fire and rescue stations at Gracemere, Rainbow Beach and Rosewood, and a replacement composite fire and rescue station at Charters Towers.

QFES is also commencing (including planning) or continuing the:

- replacement auxiliary fire and rescue station at Loganlea
- replacement regional QFES headquarters and auxiliary fire and rescue station at Maryborough
- new permanent fire and rescue stations at Caloundra South, Mount Cotton, Springfield and Narangba (known as the Moreton Bay Central Fire and Rescue Station)
- relocation and upgrade of the Mossman Auxiliary Fire and Rescue Station
- replacement QFES's mechanical workshop in South East Queensland (Pinkenba).

The fit-for-purpose complex at Maleny is designed to create organisational efficiencies in the local delivery of emergency services and enable QFES to provide enhanced response services to the growing Maleny and surrounding Sunshine Coast hinterland community.

The design and construction of this facility supported the co-location of the Maleny Auxiliary Fire and Rescue Station, Maleny and District Rural Fire Brigade and Maleny State Emergency Service (SES).

The co-location also alleviates the challenges previously experienced by the Rural Fire Brigade and SES each year when they needed to vacate their showground accommodation during the Maleny Show.

The new complex comprises purpose-built facilities for the three services, and offices and training facilities. The complex was completed in November 2021 and officially opened in December 2021. A total of 12.87 full time equivalent jobs were created by the project, with a total budget of \$3.9 million.

[Goals: G28, G31, G32]



Photo caption: The replacement Maleny Queensland Fire and Emergency Services Complex

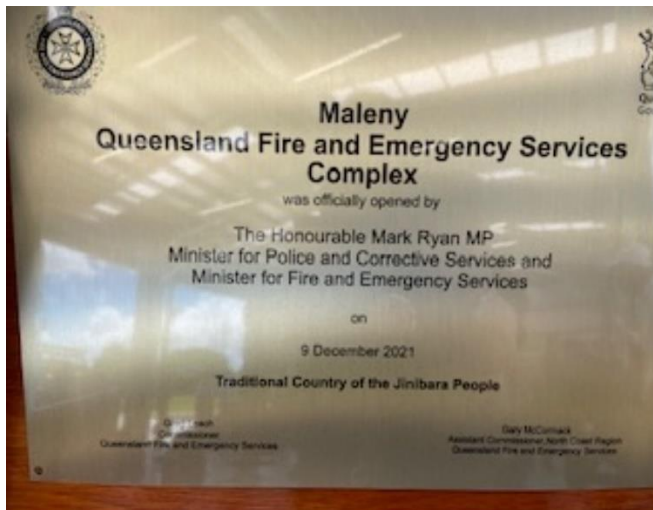


Photo caption: Acknowledgement plaque at the replacement Maleny Queensland Fire and Emergency Services Complex

Department of State Development, Infrastructure, Local Government and Planning - Fortescue Future Industries

In November 2021, the Coordinator-General issued a development approval for a material change of use for medium impact industry, featuring an electrolyser manufacturing facility in the Gladstone State Development Area.

The approval is for an automated assembly facility to produce hydrogen electrolyzers and associated componentry. The facility will be one of the largest of its type in the world and will assemble and distribute hydrogen electrolyzers capable of producing two gigawatts annually.

The facility has a footprint of approximately four hectares, with the assembly building being approximately 12,990 square metres in size. The site is located at Aldoga in the Gladstone State Development Area, approximately 17 kilometres west of the Gladstone central business district.

Fortescue Future Industries commenced construction of the facility in March 2022. The facility is the first stage of a larger planned renewable energy manufacturing precinct referred to as the Global Green Energy Manufacturing Centre.

[Goals: G20, G22, G29]

Department of State Development, Infrastructure, Local Government and Planning - Building a strong, sustainable and resilient Queensland

Queensland's new 20-year *State Infrastructure Strategy* (the Strategy), released in June 2022, plans for Queensland's future infrastructure needs. The Strategy provides a roadmap to grow our economy and support healthy, connected and prosperous communities, supported by the state's four year \$50 billion plus capital program.

The Strategy has five focus areas:

- realising our future as a renewable energy superpower
- building a Brisbane 2032 Legacy
- connecting our regions
- creating liveable communities
- driving infrastructure performance.

A total of 183 priority actions across 10 infrastructure classes (e.g. health; social and affordable housing; and transport) will drive the performance of the state's infrastructure program and catalyse long-term sustainable growth. This will help meet the changing needs of our population and provide an enduring legacy, including leveraging the opportunities offered through Brisbane 2032.

A new 'Cross-Government' chapter promotes four themes including: working with industry to improve productivity; enhancing governance and accountability; enabling more sustainable and resilient infrastructure; and driving place-based infrastructure planning. This provides greater certainty for government, industry and the community and helps attract infrastructure investment.

Seven Regional Infrastructure Plans (RIPs) are also being developed in consultation with regional stakeholders. These will be integrated with Queensland's regional planning program. The RIPs will adopt a place-based approach to prioritise regionally significant infrastructure needs, identifying opportunities for state and local governments to better coordinate infrastructure planning and delivery.

Together the Strategy and RIPs will inform the Queensland Government Infrastructure Pipeline which provides industry with visibility of the whole-of-government infrastructure program, creating confidence and enabling workforce planning.

[Goals: G28, G29, G30, G31, G32]

Department of Agriculture and Fisheries - Queensland Smart Farms

Queensland Smart Farms will be a network of research facilities dedicated to advancing Australia's agriculture and food industries through Agtech innovation. Queensland is currently establishing two Smart Farms: Gatton Smart Farm and the Central Queensland Smart Cropping Centre at Emerald.

During 2021-22, the Department of Agriculture and Fisheries increased funding of \$10.9 million over five years (and \$5.9 million in capital funding over three years) to finalise long-term decisions on the future of assets formerly held by the Queensland Agricultural Training Colleges, including a new Central Queensland Smart Cropping Centre at Emerald.

In a collaborative partnership between the Queensland Government and Horticulture Innovation Australia, \$9 million is being invested over five years in the Gatton Smart Farm. This includes the construction of modern research glasshouse technology and post-harvest facilities. The Gatton Smart Farm will focus on areas of field robotics, protected cropping, and post-harvest as well as best practice data management in a real-world environment.

Both Smart Farms will implement a 'hub and spoke' model, with the Department of Agriculture and Fisheries Research Facility forming the 'hub', and commercial farms connecting as 'spokes'.

The commercial farm 'spokes' will allow industry to assess technologies that suit particular crops and regional needs.

[Goals: G29, G30, G31, G32]

Department of Communities, Housing and Digital Economy - Queensland Housing and Homelessness Action Plan 2021–2025

In June 2021, the Queensland Government launched the *Queensland Housing and Homelessness Action Plan 2021–2025* (Action Plan) with a \$2.9 billion investment (over four years) to help more vulnerable Queenslanders through the *Queensland Housing Investment Growth Initiative* (QHIGI), including:

- \$1 billion for the establishment of the Housing Investment Fund to boost housing supply
- \$1.8 billion to upgrade the existing housing property portfolio and increase new social housing supply
- \$20 million for enhanced domestic and family violence housing assistance and support
- \$20 million for crisis support services
- \$54.9 million for continuation of essential housing and homelessness products and services.

This is the largest concentrated investment in social housing in Queensland's history and will see the commencement of almost 10,000 new social and affordable homes over the life of the *Queensland Housing Strategy 2017-2027* (including 6365 by 30 June 2025).

Achievements under the *Queensland Housing Strategy 2017-2027* to date include:

- commencing 832 social homes
- launching the Help to Home initiative to deliver 1000 private market outcomes
- delivering a new 40-unit youth foyer on the Gold Coast, an expansion to the Logan Youth Foyer and commenced a new youth foyer in Townsville

- announcing \$13.9 million to build new homes and deliver specialised support services for older women
- helping 3000 Queenslanders experiencing homelessness into longer term housing during COVID-19
- delivering four new and five replacement crisis shelters for women and children experiencing domestic and family violence.

[Goals: G5, G28, G29]

Department of Transport and Main Roads - SEQ Rail Connect

The Queensland Government has released SEQ Rail Connect, a blueprint for the future South East Queensland (SEQ) train network.

The Queensland Government is investing in rail at record levels, and SEQ Rail Connect is backed by over \$6 billion of rail investment in the four years between 2022-23 to 2025-26 alone, as announced in the recent *Queensland Transport and Roads Investment Program*.

This ambitious and achievable pipeline of rail infrastructure will transform rail journeys for customers throughout the region.

DTMR is preparing the network to be ready for Cross River Rail, building new and upgraded stations and park 'n' rides, laying new tracks, implementing new ticketing and signaling equipment, and manufacturing new trains in Queensland.

It is an exciting time to be in the rail industry in Queensland, and DTMR is supporting hundreds of jobs through these investments.

SEQ Rail Connect sets out how our investments will be prioritised to ultimately deliver customers with better journeys, more frequent services, more seats on more trains, and easier access to rail as a convenient and environmentally-friendly mode of travel.

Rail will be at the heart of the public transport solution for the Brisbane 2032 Olympic and Paralympic Games, connecting accommodation, tourism destinations and games venues.

As the SEQ region grows, the significant investments in SEQ Rail Connect will ensure the rail network keeps pace with customer expectations and continues to play its part in an integrated transport network accessible to everyone.

[Goals: G28, G29, G30]

Department of Tourism, Innovation and Sport - Sport and recreation infrastructure in the regions

In 2019, \$40 million was invested in a three-year capital works program as part of OurActive8, the first action plan of Activate! Queensland 2019-2029. This investment was designed to transform three state owned and operated sport and recreation venues into active precincts, through the Department of Tourism, Innovation and Sport.

Once complete, the investment will see the transition of the Gold Coast and Sunshine Coast Recreation Precincts and the Townsville Sports Precinct into exemplar regional facilities to be used by the local community and the broader sport and recreation industry.

Specifically, the projects included the construction of new leisure centres incorporating multi-purpose indoor courts, all access changerooms, amenities and reception areas as well as high-performance and community gymnasiums and extended car parking.

Since opening, the leisure centres have connected with local hirers to run weekly programs and activities across multiple disability sports, pre-school fundamental movement programs and senior fitness programs.

A new Aerial Adventures high ropes course has also been completed at the Sunshine Coast and Gold Coast Recreation Precincts, opening in late 2021. More than 3000 participants aged three years and over have experienced the 45 fun, challenging obstacles, including a ninja-style course with zip line, barrel bridge crossings, hanging tunnel crawls and bicycle obstacles, all safely positioned at age-appropriate heights above the ground.

The projects were designed with responsible environmental management practices in mind. Built within the current boundary of each of the precincts, the design and concept phase considered overall footprint and impact on the surrounding environment, ensuring the safe and sustainable construction of the infrastructure.

[Goals: G29, G31, G8, G9]

Governance

Queensland Treasury - Fee unit model

Queensland Treasury amended the *Acts Interpretation Act 1954* (AIA) to introduce the fee unit model, which commenced on 1 January 2022. Agencies were required to amend their regulations to adopt the fee unit model by 1 July 2022.

The fee unit model streamlines the annual process of indexing regulatory fees. It provides for indexation of the fee unit rather than the amendment of hundreds of pages of regulation each year.

The legislative provisions for establishing the fee unit model are included in sections 48B and 48C of the AIA and its subordinate legislation.

Per section 48B of the AIA, the value (dollar amount) of the fee unit is prescribed by regulation and is subject to annual indexation. The value of the fee unit will be updated by Queensland Treasury annually in line with the Government Indexation Rate.

The previous process was resource intensive, taking up to three months for some agencies to implement the necessary changes to reflect the new dollar value for hundreds of fees and charges. Additionally, associated time was required each year for the Office of the Parliamentary Counsel (OQPC) to prepare the necessary fee amendment regulations.

This is an example of innovating an administrative process to make government more effective and efficient. Removing these administrative inefficiencies for agencies and for OQPC will realise productivity gains across government, as staffing effort is redirected to focus on service delivery and higher value priorities.

[Goals: G35]

Trade and Investment Queensland - Trade Steering Group

Trade and Investment Queensland (TIQ) established the Trade Steering Group comprised of selected business and industry representatives, to advise the Queensland Government on trade strategies and policies.

Study Queensland, in TIQ, held three International Education and Training (IET) Advisory Group meetings, which were chaired by the Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement, and comprised of industry experts from the IET sector to guide initiatives under the IET Roadmap and monitor the return of international students and recovery within the IET sector.

TIQ led the development of the Queensland Student Arrival Plan, engaging with industry stakeholders and taking into consideration the federal and state government requirements and preconditions.

[Goals: G33, G34, G35]

Queensland Fire and Emergency Services - Queensland Emergency Risk Management Framework

The Queensland Emergency Risk Management Framework (QERMF) was endorsed by the Queensland Disaster Management Committee in 2017 as Queensland's approach to current and future disaster and emergency risk management.

The QERMF allows disaster management stakeholders to identify, assess, manage, and if required, communicate their disaster risks to the state and federal government.

An independent review of the QERMF was commissioned in 2020–21. The review included an online survey and detailed stakeholder interviews with local and district disaster management groups and state government agencies to obtain detailed views on the design and implementation of the QERMF. As a result, a QERMF Review Action Plan Working Group, formed under the State Disaster Coordination Group, was established in June 2021 to address the 15 findings and 12 recommendations from the review.

The action plan aims to deliver on the review findings and recommendations and improve the way that the QERMF enables the prevention of new disaster risks, reduction of existing risks and management of residual risks. This includes the development of a Queensland Risk Information Portal to replace current risk assessment tools, spreadsheets and workflows with a database and online web application/s to provide a clear conduit for risk information and reporting across Queensland's disaster management arrangements.

During 2021–22, pilot workshops for the updated QERMF methodology were held across multiple locations within Queensland including Mackay District, Moreton Bay, Longreach District, and Far North Queensland across 18 local government areas and North Queensland across eight local government areas.

[Goals: G33, G35]

Queensland Corrective Services - Taskforce Flaxton

In December 2018, the Crime and Corruption Commission released *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland's prisons* (Taskforce Flaxton). It made 33 recommendations, all of which were supported or supported in-principle by the Queensland Government.

Significant progress has been made to implement Taskforce Flaxton recommendations including a new organisational structure that provides key leadership to address identified operational and corruption risks.

The structure includes an empowered professional standards capability and an enhanced integrity and governance function to proactively monitor, investigate, detect and prevent corruption and risk of corruption.

[Goals: G35]

Department of Environment and Science - Joint management of Mulgumpin (Moreton Island)

Since early 2020, the Queensland Parks and Wildlife Service within the Department of Environment and Science has been managing the protected areas on Mulgumpin (Moreton Island) in partnership with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).

QYAC is the Registered Native Title Body Corporate that represents the Quandamooka People. The Quandamooka People are the First Nations custodians of Mulgumpin, Minjerribah (North Stradbroke Island), Teerk Roo Ra (Peel Island) and associated areas of Moreton Bay.

Joint management enables the Queensland Government to work in partnership with First Nations people to protect the area's environmental, cultural, economic and recreational values.

Joint management of Mulgumpin's protected areas creates employment opportunities for Quandamooka rangers to deliver conservation, cultural and visitor services to increase cultural tourism, and to include traditional knowledge in conservation planning and management practices.

To help achieve the benefits of joint management, the *Nature Conversation Act 1992*, *Recreation Area Management Act 2006* and *Aboriginal Land Act 1991* have been amended to enable, and statutorily implement, the Cangen-Yangan Indigenous Joint Management Area (IJMA). Following extensive work over 2021-22, the Cangen-Yangan IJMA was approved by the Governor in Council on 4 August 2022.

The Cangen-Yangan IJMA consists of over 17,000 hectares of land including the majority of Gheebulum Kunungai (Moreton Island) National Park and Cape Moreton Conservation Park. Joint management is an example of the Queensland Government's commitment towards reconciliation with First Nations peoples.

Joint management of Mulgumpin's protected areas expands on the successful partnership that has been in place on Minjerribah and Teerk Roo Ra's protected areas since 2011, managing the island's protected areas for all to enjoy now and in the future.

[Goals: G34]

Queensland Police Service - Service Alignment Program

The Service Alignment Program (SAP) established in January 2020, to implement the QPS Review, transitioned to a business-as-usual model in July 2021. The Service Delivery Program is continuing the implementation of the new service delivery model across the QPS .

The Service Delivery Program is intended to drive service delivery reform throughout the state, centered around a purpose-built end-to-end Service Delivery Model. The primary aim of the Service Delivery Program is to create a connected, engaged and job ready workforce that maintains and strengthens community confidence by delivering timely and professional responses to calls for service.

The Service Delivery Model is based on a core foundational structure. Each police district works with the Service Delivery Program team to design and tailor the Service Delivery Model to reflect local needs and nuances. The Service Delivery Model was trialed in Moreton District in North Coast Region with key learnings to inform future implementation. This work has led to a statewide rollout with the design phase commencing in Logan District.

The QPS Executive Leadership Team reviewed and approved a roadmap for statewide implementation of the new Service Delivery Model. Future implementations will take on learnings from previous implementations and consider local nuances and demand.

[Goals: G33, G34, G35]

Department of Communities, Housing and Digital Economy - Sustain 2020-2022 Implementation

Sustain 2020-2022, the first action plan to deliver on *Creative Together 2020-2030: A 10-year Roadmap for arts, culture and creativity in Queensland* has created strong foundations to support the renewal and transformation of the state through creativity.

Underpinned by the two-year, \$22.5 million Arts and Cultural Recovery Package and a \$7 million investment in Queensland's live music industry in 2021-22, Sustain 2020-2022 established a strong foundation for growth.

It supported over 400 applicants to stabilise their organisations, created over 10,000 employment opportunities and delivered COVID-safe arts and cultural experiences to over two million audience members.

Initiatives have accelerated the sector's ability to adapt and change how they develop work and engage audiences.

A focus on First Nations arts practice has increased the number of Queensland Government funded Indigenous Arts Centres and growth in new works by First Nations artists.

Investment in touring and the activation of outdoor and non-traditional spaces fostered employment opportunities and engaged Queenslanders across the state. The creation of new, high-quality digital programming has leveraged audience demand for digital content and grown market reach.

Building on these achievements, an investment of \$50 million over four years was announced in the 2022 State Budget to support the second action plan, *Grow 2022-2026*, with a focus on ensuring Queensland embraces the opportunities presented by Brisbane 2032.

[Goals: G33, G35]

Queensland Health – Diabetes Prevention Hub

Logan is one of Australia's diabetes hotspots. Potentially preventable hospitalisations due to type 2 diabetes complications are nearly 40 per cent higher than the national average. Logan also has double the rate of gestational diabetes when compared to the national average.

The formation of a Queensland-first alliance involving Health and Wellbeing Queensland along with the University of Queensland, Metro South Health, Brisbane South Primary Health Network, Griffith University and Diabetes Queensland aims to deliver a Health and Wellbeing Hub model of integrated chronic disease care at the Logan Healthcare Centre – Logan Healthy Living.

The Hub's focus is to reduce the burden on tertiary healthcare through an integrated preventive healthcare model, to reduce potentially preventable hospitalisations and emergency department presentations.

Logan Healthy Living expands upon the successful and evidence-based 'Beacon' model, which partners a hospital specialist with general practitioners with special interests (GPwSI). The program is leading healthcare reform by translating an integrated healthcare network for people living with, or at risk of, type 2 diabetes and their GPwSI, allied health professionals and community-based prevention and lifestyle programs to prevent and treat the whole disease, keeping people well and out of hospital.

The eight-week program with regular follow-up for 12 months applies an interprofessional, student-led approach to coordinated care, building the prevention capability of the current and future workforce.

Research and economic evaluation are embedded within all aspects of the program to inform continuous improvement and future up-scaling.

[Goals: G35]

Local Government Association of Queensland

Message from Local Government Association of Queensland President

It has been eight years since the plan for the future of our state was released and in that time, we have endured numerous natural disasters and a pandemic that sparked the greatest health challenge in generations.

It has not been easy - and while we still have COVID-19 with us, it has never been more important for Queenslanders to work together to forge a new business-as-usual approach in the post-pandemic world – and councils have been doing that across the board to improve and protect our environment, cultural offering and employment opportunities.

While the COVID-19 challenge has been global, one of the impacts could not get any closer to home – the housing crisis impacting all of our communities.

Our councils have been at the forefront of, firstly, sounding the alarm on the shortages gripping all parts of the state, and secondly, finding solutions.

At the same time, Queensland has continued to be the state that is most susceptible to natural disasters. Whether it is cyclone, fire or flood, councils and their workforces have been on the ground helping our communities get back on their feet.

But as we have heard over the past few years, every challenge also offers opportunities.

Our state has a plethora of opportunities in front of us and as always, councils are at the forefront of helping to bring these to reality.

We are one year closer to the Brisbane 2032 Olympic and Paralympic Games – an opportunity that originated with the councils of south east Queensland.

It is critical that we not only get the Games right, but that we also secure the invaluable infrastructure and community legacy which the Games should provide.

A great Games will only happen if all communities and all levels of government work together. Councils will play a critical role in securing that legacy.

The focus must be on all three levels of government working together to realise these opportunities for our communities across Queensland.

MAYOR MARK JAMIESON

PRESIDENT

LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND

Council case studies

Arts / culture

The City of Logan has worked to transform the historic butter factory to create a new cultural space.

The historic Kingston Butter Factory (KBF) established in 1907 - formerly churning out up to 50 tonnes of butter each week until closing in 1983—has been transformed into a premier entertainment and cultural venue with the latest additions to the \$22.5 million development complete.

The Butterbox Theatre and Living Museum of Logan were opened by City of Logan Mayor Darren Power and Queensland Attorney-General and Member for Waterford, Shannon Fentiman.

Councillor Power said the two new spaces join the already opened outdoor entertainment venue and greenspace, heritage centre, café and plaza.

New art museum to put Rocky in the picture

Rockhampton is known as Queensland's beef capital and a great place to catch a barra. Now, with its new Museum of Art, Rocky has an additional value proposition—as a Queensland cultural hub.

Rockhampton Regional Council has amassed a huge art collection over the years—so vast, in fact, that its contents could not be displayed for residents and visitors at the former Rockhampton Art Gallery on the fringe of town.

Surrounded by heritage buildings, including its neighbouring Customs House, the new Museum of Art is a three-storey architectural marvel in the heart of town on Quay Street.

The \$36 million project received support from all levels of government—at a federal level with \$10 million through the Australian Government's Building Better Regions Fund, from the Queensland Government through Arts Queensland and the Building our Regions program, and at a local level from Rockhampton Regional Council.

There were more than 900 tradespeople involved in the fit-out, supporting 150 jobs, with some 200 jobs ongoing.

Bulloo blitzing divide between council and landholders over wild dogs

A unique program aimed at bridging the divide between Council and landholders around wild dog management is winning kudos in local government circles for Bulloo Shire.

The south-west Queensland council area is the third largest (by geographic size) in the State and has taken a proactive nil-tenure approach to wild dog management with a dedicated team of three staff travelling thousands of kilometres to meet remote landholders face-to-face to help resolve issues.

A finalist in the Local Government Excellence Awards, Bulloo's Rural Services staff notched up 8,000km last financial year talking to landholders about baiting coordination and training, chemical certificates/training, exclusion fencing, drought support, water agreement facilitation, invasive animal and plant management and providing wellbeing support.

Although management of wild dogs is an issue which is front and centre for many landholders, the team has also facilitated training programs in property mapping, bovine pregnancy testing, creek repairs, farm safety, and livestock supplementation. Team members draw on resources from PestSmart, Feralscan, AgForce, Southern Queensland Landscapes and Department of Agriculture and Fisheries.

New Cherbourg contact centre provides opportunity for locals

Cherbourg's trailblazing new community call centre was opened in April—the first call centre in a First Nations community in the country.

The centre employs 10 local people—with the potential to employ more, according to Mayor Elvie Sandow— and these staff will gain valuable training and digital skills providing IT support to people living in regional and rural Queensland.

Located at the TAFE Queensland Nurunderi Campus in Cherbourg, staff will work towards obtaining Certificate III qualifications as well as on-the-job training.

Mayor Sandow said the call centre is a tremendous achievement for Cherbourg and allow people to work on country.

Banana Shire Council's solar recycling facility shows proactive waste approach

Banana Shire Council has opened a solar recycling facility in Biloela.

Banana Shire Council Mayor Nev Ferrier says the conventional criticism of solar panels is they end up becoming waste.

"The good news is, solar panels can be recycled, stripped down to raw materials, and/or reconditioned," Mayor Ferrier says.

"Recycling of solar panels will maintain the renewable cycle for solar energy, providing increased confidence in the value of this energy source."

Not only that, the facility provides both direct and indirect employment opportunities for the community, and will encourage more recycling opportunities.

Mayor Ferrier says there is a fair bit of interest about the facility's recycling process, as there has been some local concern about what happens to end-of-life solar panels.

Queensland councils' red bench relays continue to build DFV awareness

In its second outing, the Red Bench Relay continued to bring council staff and communities together to recognise the issue of Domestic and Family Violence (DFV).

Despite the constant threat of COVID-related cancelations, five councils across Queensland held walks from their Red Rose Foundation Red Benches during the 2021 United Nations' 16 Days of Activism (from 25 November to 10 December).

Boulia Shire Council, Cassowary Coast Regional Council, Mt Isa City Council, Townsville City Council and Livingstone Shire Council (which hosted two events) again demonstrated their commitment to ending violence and abuse in their communities.

Since its inception in 2020, Queensland councils and their communities have been encouraged by the Local Government Association of Queensland to take a short walk, ideally from a Red Rose Foundation Red Bench, to put DFV in the spotlight.

Sunshine Coast Council donates old phone fleet for DV victims

Sunshine Coast Council donated 100 mobile phones to domestic violence (DV) assistance organisation DV Safe Phone.

As handsets in its corporate phone fleet reached their end-of-lease period, Sunshine Coast Council gave the phones to the organisation, which are cleaned, charged, tested, and then given to domestic violence and law enforcement agencies to provide to domestic violence survivors as part of their safety or escape plan.

DV Safe Phone, through donations such as that from Sunshine Coast Council, has been able to provide 1,895 domestic violence survivors with a phone.

Sunshine Coast Council Mayor and LGAQ President Mark Jamieson said the donation of mobile phones can make a big impact for those escaping domestic and family violence and in need of help in our communities.

Carpentaria Council cuts energy bills by \$120,000

A clever energy-saving initiative undertaken by Carpentaria Shire Council has seen Council slash its energy bills by \$120,000 per annum.

Backed by Works for Queensland funding, Council engaged an energy-management specialist to undertake a review across several of its buildings, which identified a number of areas where significant savings could be made as well as installing fit-for purpose solar systems.

Council's Water and Waste Manager, Ben Hill, said the savings will contribute to council's financial sustainability.

Queensland councils band together for SEQ clean-up

It is at the times of greatest adversity that the strength of Queensland's local government family shines through—and there can be no greater demonstration of that than council crews from across the state converging on the flood-ravaged south-east corner to lend a hand with the clean-up effort.

Workers—along with equipment—from councils including Mackay, Gladstone, Central Highlands Rockhampton, Redlands and the Gold Coast gave their time, and in some cases travelled away from family and friends, to assist SEQ communities to get back to normal life as quickly as possible.

Burke Shire Council helping Indigenous residents become homeowners

Burke Shire Council is helping its community break the cycle with a unique partnership that's making the seemingly impossible prospect of home ownership a reality.

Burke Shire has 340-odd residents across two townships—Burketown and Gregory—with most land in the region owned by Council or affiliates of the Aboriginal Land Council. Just a handful of properties are privately owned, leading to severe housing shortages.

Recognising the chronic housing shortage and being in a position to divest some of its housing stock, Burke Shire Council devised an arrangement to sell off some of its homes to council staff, many of whom are First Nations peoples, as a first step in alleviating housing pressures.

Agreeing to sell the homes with a 40 per cent reduction in price, Council, in partnership with Headstart Homes and Westpac, was able to create a pathway for staff to obtain a home loan with no need for a deposit or mortgage insurance.

New Aurukun Airport a critical service to community

Aurukun Shire Council's new \$2.9 million airport has opened, offering increased safety and air-conditioned comfort for the more than 10,000 passengers a year that travel to and from the remote Cape York Peninsula First Nation community.

Minister for Employment and Small Business, Minister for Training and Skills Development and Ministerial Champion for Aurukun, Di Farmer, joined Aurukun Mayor Keri Tamwoy to officially open Aurukun Airport on 19 October.

Touring the airport with the community's Government Champion and Director-General of the Department of the Premier and Cabinet Rachel Hunter, Minister Farmer said the Queensland Government provided over \$2.9 million for the upgrade, as part of the Works for Queensland program.