

Queensland Plan Ambassadors Council 2022–2023 Annual Progress Report

About the report

This report outlines the implementation of *The Queensland Plan* (the Plan) over the 2022–23 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 <https://www.queenslandplan.qld.gov.au/>.

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 2022–23 visit: <https://www.queenslandplan.qld.gov.au/delivering-the-plan/plans-and-reports/annual-progress-report.aspx>.

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

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Message from the Premier

I am pleased to table *The Queensland Plan Annual Progress Report 2022–2023* – detailing the Queensland Government’s implementation of commitments outlined in *The Queensland Plan*.

Queensland has faced a unique and unprecedented period in history, contending with a pandemic, the impacts of which have left lasting effects and challenged people in ways many of us have never experienced before.

But the perseverance of Queenslanders has meant great economic strength and success for the State. This has allowed our Government to tackle the rising cost of living, work to provide better health services, create safer communities and invest in a new era for our State.

Our Government has focused on investing in the State for Good Jobs, Better Services and Great Lifestyle. Queensland will lead the clean energy revolution with the release of the Queensland Energy and Jobs Plan in September 2022. As the ‘Sunshine State’, Queensland has world-class solar and wind, the ideal geography for large-scale pumped hydro, and the critical minerals below the ground to make the renewable energy technologies needed to decarbonise.

The Queensland Energy and Jobs Plan outlines how the State’s energy system will transform over the next decade to deliver clean, reliable and affordable power, creating a platform for strong economic growth and continued investment. The Queensland Renewable Energy and Hydrogen Jobs Fund will help support Queensland’s energy transformation, investing in new wind, solar, storage and transmission. Now more than ever, the State must look to creating a more sustainable future.

In line with the Queensland Government’s economic strategy to create more jobs in more industries, this investment will provide the infrastructure across all regions of the State to enhance productivity and the competitiveness of Queensland’s traditional industries and drive growth in new and emerging sectors. We are taking advantage of global shifts, like decarbonisation and digitalisation, to realise opportunities in our traditional and emerging industries and to help create more jobs.

As Queensland continues to grow, we want our health system to be equitable and accessible no matter where you live. There has been record funding for new hospitals, hospital expansions, more nurses and doctors, rural and remote health care, and mental health. We continue to build capacity across our world-class health system.

The *Communities 2032* strategy and the *Communities 2032 Action Plan 2022–2025*, released in December 2022, is a roadmap for Queensland to create inclusive, resilient, accessible, sustainable and safe communities. Now more than ever, with the rising cost of living and challenges of housing affordability, we must work together to build vibrant, inclusive and cohesive communities. This is why our Government has prioritised cost-of-living rebates, investing over \$250 million for housing and homeless support services.

I am pleased the Queensland Plan Ambassadors Council remains committed to helping maximise economic and social outcomes to help all Queenslanders thrive, now and into the future.

I would like to welcome and congratulate the newest Ambassador, Ms Shelley Argent and congratulate Professor Allan Dale on being appointed as Deputy-Chair of the Queensland Plan Ambassadors Council.

Thank you to the members of the Queensland Plan Ambassadors Council for their support and valuable contributions throughout 2022–23 – the Chair, the Honourable Tony McGrady AM; the Deputy-Chair, Professor Dale; Ms Argent; Ms Patsy-Ann Fox; Ms Suzanne Cadigan; Mr Ben Bjarnesen; Mr Taj Pabari; Ms Karen Tully; Ms Kate White; and Ms Elsa Larsen. With their expertise and passion, the Queensland Plan Ambassadors Council helped Queensland move towards 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.

ANNASTACIA PALASZCZUK MP

PREMIER OF QUEENSLAND

MINISTER FOR THE OLYMPIC AND PARALYMPIC GAMES

Message from the Leader of the Opposition

In 2013 Queenslanders embarked on the creation of the Queensland Plan, an undertaking that broke new ground in seeking the views of the greatest possible cross-section of the population on how they saw the state progressing over coming decades.

The Plan was formed with feedback from about 80,000 residents and at summits held in Mackay and Brisbane – the culmination of the largest community engagement activity of its kind in Australia and one of the largest in the world.

The Plan included 20 targets across nine categories that were designed to give a practical application to the vision that emerged for Queensland's future.

At its inception the Plan was based on two strengths – the breadth of community input and a recognition of the substantial, long-term goals that should be maintained regardless of the vicissitudes of changing circumstances.

Within the context of the long-term Plan we need to deliver innovative solutions that accommodate changing circumstances.

However, there is little point in pursuing long-term goals if the short-term price Queenslanders are required to pay imposes disproportionate social and economic burdens.

The Plan needs to reflect these changing circumstances. Across its nine key areas – education, regions, community, economy, health and wellbeing, the environment, people, infrastructure and governance – we need to confront those issues which are troubling Queenslanders.

Through a combination of innovative thinking, quiet resolve and seizing opportunities when they arise, we can keep the Plan on track and overcome those immediate obstacles as they arise.

This can only be done by engaging with Queenslanders wherever they live. Just as Queenslanders set out the direction of the Plan from 2013 their skills and strengths can provide the foundations today as we chart a new course through difficult times.

Again, flexibility must be the keyword supporting all our endeavours. Our ability to respond in this manner will govern our success in achieving our collective goals.

By encouraging community involvement, finding new solutions and remaining committed to the fundamentals of the Plan we can fulfill its objectives. A combination of government activity and community involvement will maximise the prospects of achieving these goals.

DAVID CRISAFULLI MP

LEADER OF THE OPPOSITION

SHADOW MINISTER FOR TOURISM

SHADOW MINISTER FOR OLYMPICS AND PARALYMPICS

Message from the Queensland Plan Ambassadors

The Queensland Plan (the Plan) was 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.

The Ambassadors Council serves as champions of 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 are tasked with providing advice to the Premier about the implementation of the Plan.

The Ambassadors Council held its first meeting of this period in Brisbane on 15 September 2022. During this meeting, Ambassadors heard from a range of speakers and discussed youth justice, housing and creating pathways for a more resilient and sustainable Queensland environment, as our regional economies diversify.

In December 2022, the Ambassadors Council met in Gladstone as part of a commitment to engage with regional communities across Queensland. The meeting was held at the Philip Street Communities and Families Precinct which provides a space that brings together community groups and service providers in a parkland setting offering a unique place-based collaborative partnership model, supporting greater access to community services. The Ambassadors Council also met with representatives from the Gladstone Ports Corporation and learnt about workforce initiatives, port diversification activities, and the Ports commitment to sustainability and a community-centered approach to the region.

Ambassadors heard from a range of government and industry representatives on the opportunities arising through the emerging hydrogen industry, strategic investment in social infrastructure, and place-based social development initiatives. These topics aligned with the Council's work program for 2022-23, including consideration of ways to build a more inclusive Queensland.

The Ambassadors Council held its next meeting in Winton on 19 April 2023. The Council focused on prioritising work around the Queensland Plan's Foundation Areas of 'Regions', 'Community' and 'Health and Wellbeing'. The Council discussed local economic drivers, outback tourism, legacy planning for the Brisbane 2032 Olympic and Paralympic Games, the future of the agricultural industry, and took a close look at regional healthcare delivery.

During the meeting in Winton, Ambassadors also considered emerging challenges including rising cost of living and increased housing pressure. The Ambassadors Council heard from representatives on the *Queensland Housing Summit Outcomes Report* and The Western Queensland Alliance of Councils (WQAC) *Housing Solutions Study* which outlined housing challenges in Western Queensland including investment, the absence of traditional market forces in the housing sector and lending practices. Ambassadors also heard from the Western Queensland Primary Health Network and Central West Hospital and Health Service on the *Our People, Our Partnerships, Our Health 2022-2025 Health Needs Assessment Summary* including how the collaboration between the organisations is supporting remote communities in accessing healthcare.

The Queensland Plan recognises that Queenslanders are our State’s greatest asset, the Council is committed to establishing constructive discussions in future meetings with community stakeholders to help continue to create *“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”*.

Looking ahead, in 2023–24 the Ambassadors Council looks forward to continuing promoting the Plan across Queensland. The Ambassadors Council continues to embrace the opportunity to develop strategies to encourage inclusion and diversity in our communities.

THE QUEENSLAND PLAN AMBASSADORS COUNCIL

Government Initiatives

Education

Department of Education - Free Kindy

The Queensland government has been consistently committed to improving young children's wellbeing through collaboration with communities and investment in early childhood education.

Collaboration was a guiding principle in shaping a whole-of-government plan to support the early years, for which a key indicator for success is the reduction of developmental vulnerability across the domains of the Australian Early Development Census (AEDC).

The results of the 2021 AEDC are encouraging, with Queensland children showing the most significant overall reduction in developmental vulnerability in almost a decade. This stems from a coordinated approach that aims to improve equity of access to early childhood services, particularly quality early education and care.

In June 2023, the Department of Education announced a commitment to fund free kindergarten for all Queensland children attending a government approved program. This equates to 15 hours per week or 600 hours of kindergarten aged education and removes a significant economic barrier to participation.

In addition to this, all sessional kindergartens are eligible to receive Kindergarten Inclusion Support Scheme funds to support children with disability, or complex support needs.

The Government is also investing to enhance educator capability to deliver improved educational outcomes for kindergarten children with the Kindy uplift program. From 2023, the Department will provide support to all Kindergarten services through Kindy uplift.

This combination of measures is the next significant step in making Queensland a place where all children have the opportunity to realise their full potential.

[Goals: G1, G2, G4, G5, G19, G26, T1, T3, T5]

Department of Transport and Main Roads - First Nations Digital Careers Program

In 2022, the Queensland Government Customer and Digital Group (QGCDG) established an initiative between the Queensland Government and Microsoft Australia to partner to deliver the First Nations Digital Careers Program.

The program is aimed at First Nations people of all age groups who are interested in starting or transitioning to a digital career and aims to offer up to 100 placements each year across Queensland.

Participants can study a range of courses and be placed into jobs either within Queensland Government, Microsoft, or one of their partner employers.

In April 2023, the program's second intake saw 30 new trainees placed into direct employment across 15 different government agencies and industry organisations and study in either a Certificate III or IV in Information Technology.

This comes after the program's successful pilot launch in August 2022, which saw six trainees begin in the program, with four placed in QGCDG and two with industry employer, Fujitsu.

The First Nations Digital Careers Program plays an important role in increasing the supply of digital professionals in Queensland and boosting Indigenous employment.

For more information [First Nations Digital Careers Program | Employment and jobs | Queensland Government \(www.qld.gov.au\)](#)

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

Department of Youth Justice, Employment, Small Business and Training - Skilling Queenslanders For Work

Vocational Partnerships Group delivered a Community Work Skills project to assist 66 disadvantaged job seekers in Cairns to enhance their employment prospects in the high demand industries of agriculture and horticulture. Participants completed the Certificate III in Rural Operations and undertook work experience with local employers. Upon commencement, participants developed an individual Training and Support Plan to address any skills or support needs. Wrap around support included foundation skills, employability skills, life skills, individual case management, coaching, mentoring, industry visits, specialist services referrals and post participation support for up to 10 weeks.

The project ended in June 2023 with 66 people assisted, 60 people or 91 percent have completed the qualification and 44 people or 67 percent have gained jobs.

Participant Profile

Una, a 20 year old mother of two, with a passion to operate machinery in the mines and hoping to seek financial stability for her family, joined the 'RuralOps@VPG' project. Una obtained the qualification and licences to operate machinery, including skid steer and roller operator. The employability skills workshops equipped her with valuable tools to transition smoothly into employment, while industry visits provided opportunities to learn about career pathways and network with industry professionals. Leveraging the projects reverse marketing approach she highlighted her strengths, assets and potential contributions and secured work placement at HEH Civil Construction. Una performed so well she gained a Roller Operator job! Una's determination and resilience enabled her to chase her passion with confidence. She hopes to move into a Civil Construction Traineeship, leading to a brighter and more prosperous future for her family.



Photo Caption: 20 year old Una, participant in Skilling Queenslanders For Work program

[Goals: G1, G2, G4, T2, T3, T5, T9]

Queensland Fire and Emergency Services - Fire education programs

The Queensland Fire and Emergency Services (QFES) launched Fire Ed for Children with Neurodiversity as a statewide program on 26 August 2022 following the successful pilot in the South Eastern Region. The initiative to modify the Fire Ed program for children with autism was developed by Fire and Rescue Service South Eastern Region in partnership with the AEIOU Foundation for Children with Autism. This version of the program is targeted towards working with children with neurodiversity including autism, ADHD, dyslexia and dyspraxia. The program introduces fire safety education to young audiences so they can better understand fire safety and participate in the Fire Ed program when they reach year one schooling. The program is being delivered across the state in AEIOU and other targeted learning facilities by operational firefighters in partnership with teachers.

In addition, QFES continued to deliver the Safehome program, with 245 Safehome visits within the reporting period, where firefighters visit households to assist in recognising and eliminating fire and safety hazards in and around the home and provide information and tools to support people in increasing home fire and emergency preparedness measures.



Photo Caption: Queensland Fire and Emergency Services employees delivering Fire Ed to children

[Goals: G1, G2, T2, T16]

Queensland Health - Pick of the Crop (Health and Wellbeing Queensland)

[Pick of the Crop](#) has blossomed into a thriving whole-of-school healthy eating program under the stewardship of Health and Wellbeing Queensland. The program provides primary school students with opportunities to learn about, taste and eat more vegetables and fruit.

One of its key strengths lies in its adaptability, allowing schools to design and tailor action plans to local needs, contexts and resources. Action plans revolve around five components: farmer and

food connections; teaching and learning; vegetable and fruit in schools; parent connections; and healthy school environments.

These elements, coupled with support offered by locally based regional coordinators and grant funding (up to \$7000 per school over two years), have been pivotal to the program's success.

In 2022–23, 84 schools from four regions participated, benefiting 16,901 students and staff. Since January 2021, 126 schools have taken part, impacting the education of over 26,500 students.

In a 2022 evaluation, 38 schools carried out 313 activities, such as local grower excursions, fruit breaks, school gardens, and curriculum integration. Survey respondents reported 89 percent of students' consumption of vegetables and fruit at school had increased. Survey results indicated an 89 percent increase in students' vegetable and fruit consumption at school.

Feedback from participating schools included:

'It has been so positive for our school but also for building relationships with local farmers and suppliers.'

'One student and her brother have started eating vegetables at home because of vegetables introduced to them through our school garden. They now bring cucumbers and carrots to snack every day.'

[Goals: G2, T2, T3, T12]

Department of Environment and Science - Peer to peer learning to improve agricultural business and protect the environment

The Queensland Government is committed to finding ways to effectively harness the opportunities of our agricultural industry while looking after the environment and Great Barrier Reef. Two examples of how we are doing this are:

Grazing Resilience and Sustainable Solutions (GRASS) Program

The Grazing Resilience and Sustainable Solutions Program (GRASS) supports graziers in the Burdekin, Fitzroy and Burnett Mary regions to identify and improve poor and degraded land. Tailor-made action plans assist graziers to improve and maintain land condition with a focus on improving ground cover and reducing soil loss into the Great Barrier Reef lagoon.

An accompanying incentive package assists graziers to implement works identified in the action plans. Funded through the Queensland Reef Water Quality Program, GRASS is delivered in partnership with the Queensland Department of Agriculture, and natural resource management groups NQ Dry Tropics, Fitzroy Basin Association and Burnett Mary Regional Group. To date, the program has delivered over 500 plans covering almost three million hectares.

Improvement projects have included gully remediation, erosion control, riparian fencing and stock watering points with these works attracting substantial financial co-contributions from participating graziers.

'Peer to peer' Forage budgeting service

The Queensland Reef Water Quality Program first contracted the Central Highlands regional organisation CHRRUP in 2018 to deliver an innovative Forage budgeting service for graziers in

the Fitzroy region. Forage budgeting is a valuable land management tool that helps determine and adjust stocking rates to achieve better outcomes for pasture and soil condition and water quality flowing to the Great Barrier Reef. Due to the services success, in 2022 the Forage budgeting service was extended to include the Belyando catchment in the Burdekin region.

Through the service expert graziers have provided a forage budgeting and land condition assessment service to graziers responsible for the management of over 370,000 hectares cumulatively since 2018.

The demand for, and success of the project is attributed to graziers learning from other graziers - people who used forage budgets on their own property and understood the benefits, but also the challenges relating to maximising pasture utilisation while also improving land condition.



Photo Caption: Peer to peer - GRASS – degraded land (before)



Photo caption: Peer to peer - GRASS – degraded land (after)

[Goals: G2, G4, T2, T3, T15,]

Department of Housing - Aboriginal and Torres Strait Islander Traineeship Program

Under the Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023 (the Action Plan), the Queensland Government committed to implementing the Aboriginal and Torres Strait Islander Traineeship Program.

The Traineeship Program provides First Nations Queenslanders aged 16 to 25 years with training, work experience and a nationally accredited certificate qualification through placements with Queensland Government and other organisations.

Australian Training Works Group Pty Ltd, a First Nations owned and operated Group Training Organisation based in Cairns, was contracted to recruit and place the trainees across urban, regional, remote and discrete Aboriginal and Torres Strait Islander communities.

As of August 2023, the Program has successfully placed 64 trainees, achieving the commitment set out under the Action Plan. Of the 64 trainees, a total of 27 have transitioned into fulltime employment, with a further 17 trainees on track to complete their qualification in areas of Community Service, Business Administration, IT, Conservation and Eco Management Systems, and Primary Health Care.

The Traineeship Program is focused on delivering culturally appropriate and holistic support, by providing opportunities such as inclusion in the Yarn and Grow Mentoring Program and Yarning Money Program (delivered by the Indigenous Consumer Assistance Network) to help trainees navigate and complete their traineeship and transition into employment or further education.

[Goals: G1, G2, G4, T2, T4, T17]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Youth Research Grants Showcase

Queensland Youth Week (QYW) is the annual celebration of young people aged 12 to 25 and their positive contributions to the state.

In 2023, a key focus of QYW was the Youth Research Grants (YRG) program. The Queensland Government collaborated with Queensland universities to encourage research reflecting the needs and views of young people.

The initiative was administered by the Office for Youth (OfY) within Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) and the Science team within the Department of Environment and Science, which included grant administration and communications support. \$1.4 million was provided through the program, comprising of \$200,000 grants that were administered to seven universities.

This provided an opportunity for the universities to lead research initiatives, with young people aged 25 or under, from a diverse range of backgrounds and study areas. Just under 800 young people have been involved in the YRG program across over 80 projects.

The research projects focused on current and emerging issues, covering four overarching topics:

- climate action and the environment
- future foods
- sustainable communities

- wellbeing and health.

The project summaries of completed YRG rounds, including videos, are published on the OfY [Queensland Youth Week](#) website and projects were presented in a showcase that was held at the Queensland Conservatorium in Brisbane in the presence of OfY representatives. At this showcase, awards were presented to several of the Youth Research Grants Showcase teams. Prizes included mentoring sessions with the Queensland Chief Scientist, the Queensland Chief Entrepreneur, and the Queensland Family and Child Principal Commissioner.

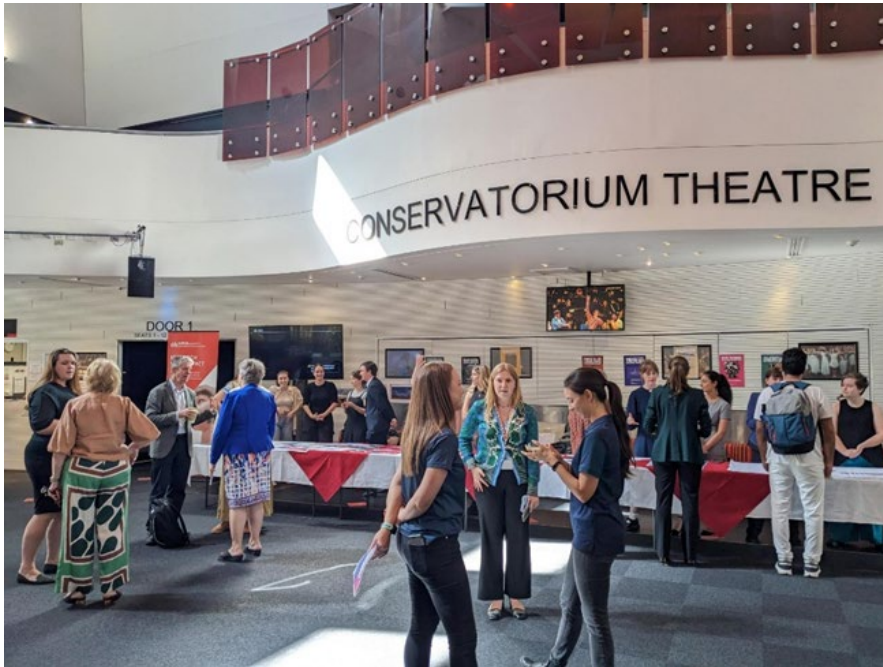


Photo Caption: Youth Research In-person Showcase at Griffith University, South Bank Campus

[Goals: G1, G2, G3, G4, T2, T3, T10, T17]

Community

Department of Education - Equity and Excellence

Equity and Excellence: realising the potential of every student was released in early 2023 setting a long-term vision for the Department of Education to deliver a progressive, high performing education system through a focus on educational achievement, wellbeing and engagement, and culture and inclusion.

Equity and Excellence provides a roadmap for staff to meet the needs of every student and renews the focus on empowering teachers and school leaders, embedding future-focused learning and teaching practices across Queensland, fostering collaboration between schools and community, and delivering sustainable investment in educational infrastructure.

Every school has clear priorities across each student's learning journey. Improving outcomes for First Nations students is a key focus across all priorities and measures, setting the imperative for schools to ensure every First Nations student can reach their potential.

In the initial year of implementation, the Department of Education has commenced place-based initiatives bringing together a range of services to support children, students, families and communities; supporting schools in the most complex communities; and bringing schools together to deliver targeted responses to local needs.

A new world-class Education Futures Institute is providing high quality, targeted capability development for educators and staff at key career stages. The first pilot flagship programs for school leaders have commenced for aspiring principals, beginning principals and experienced principals.

Critical to the success of *Equity and Excellence* is working collaboratively with other agencies, the sector and communities to make education a valued lifelong experience that prepares children and young people for their futures.

[Goals: G1, G2, G3 G4, G6, T3, T4, T5, T10, T17]

Department of Child Safety, Seniors and Disability Services - Foster and Kinship Carers

There are more than 6000 foster and kinship carers in Queensland opening their hearts and homes to children and young people in need. Foster carers come from all walks of life and play a valuable role in the child protection system.

As an LGBTIQA+ couple, Michael and Scott decided helping kids in need was the right pathway for them.

“We started with respite care just to test the waters and see whether foster caring was something we were interested in or capable of doing. After the initial experience, our comfort levels improved, and we went full-time,” recalls Scott.

Since Michael and Scott have been foster carers, they have seen tremendous growth in the children they have welcomed into their home.

“They’re comfortable, they’re happy and they have a routine. We’ve seen an improvement with their education — and behaviourally, they’re much more settled now,” Scott says.

And it is that sometimes forgotten element of personal growth which has Michael hooked.

“If I had to sum up foster caring in one word, it would be: ‘learning’. Every day I learn something new. It’s made me grow so much as a person, and discover things I never knew were possible,” Michael says.

“Foster caring has really changed my perspective on life, families and the community. A lot of us don’t really consider what people are going through, and when you actually have some insight as to the trauma a lot of kids are experiencing, you start to understand how we get problems happening in our society.”

[Goals: G5, G6, T5, T6, T18]

Queensland Corrective Services - Community service

Community service provides an opportunity for offenders to make reparation to the community and to develop skills and confidence to increase their employment prospects. Queensland Corrective Services partners with many not-for-profit organisations and local councils to supervise prisoners and offenders performing unpaid community work as part of their sentence. In some cases, community service fills a labour gap for these organisations.

Work undertaken provides a vital service to metro areas, as well as regional and rural towns and communities in which they operate. Community service opportunities are available to prisoners who attend work camps or low custody correctional centres, and to community-based offenders, and may include:

- recovery efforts following severe weather events
- general maintenance of fences, cemeteries, heritage sites, playgrounds and showgrounds
- other projects in regional communities.

In 2022-23, a total of 133,483 hours of community service were performed by offenders supervised in the community. That amounts to over \$3.8 million in unpaid work for communities throughout Queensland.

In 2022-23, low security prisoners completed 234,092 hours of community service equating to approximately \$6.73 million worth of labour provided to support local communities.

In 2022-23, prisoners participating in the Work Camp Program completed 147,989 hours of community service equating to \$4.25 million worth of labour provided to support regional Queensland.

[Goals: G5, T6, T9]

Queensland Fire and Emergency Services - Indigenous cultural fire management

Queensland Fire and Emergency Services (QFES) regionally based staff and volunteers participated in several burns with Traditional Owners during 2022-23 enabling increased engagement and learning about traditional fire management practices. This work is supported by broader training of Rural Fire Service staff in a nationally accredited Cultural Awareness training program which includes competencies such as working with an Aboriginal community or organisation, following Aboriginal cultural protocols, and implementing land and sea management practices.

These activities are part of QFES' commitment to improved understanding of the First Nations fire management practices and knowledge. An example of this engagement is the Fire in the Mulga forum. Upside-down country is becoming all too prevalent across Southern Queensland. Upside-down being where trees with their dead upper branches appear like roots, and the thick scrub layer at the surface appear like the canopy of this upside-down landscape. First Nations people identify this inverted landscape as unhealthy country and is indicative that the country has not been subject to the appropriate fire regime.

The Fire in the Mulga forum, with 88 participants, was held in Charleville in July 2022 and was co-ordinated in partnership between the Rural Fire Service, Southern Queensland Landscapes and Murweh Shire Council. The key purpose was to share knowledge between First Nations custodians and long-term landholders to understand the relationship fire has with the landscape and how proactive fire management can benefit everyone.



Photo Caption: Engagement at Fire in the Mulga forum

[Goals: G6, T6, T15, T16]

Department of Energy and Public Works - Queensland Energy and Jobs Plan community engagement events

In September 2022, the Department of Energy and Public Works (DEPW) launched the Queensland Energy and Jobs Plan.

Since its launch, it has been a priority of the Energy division to engage with communities across Queensland to inform them about the plan and what the energy transformation means for their region.

The plan outlines the state's pathway to a clean, reliable, and affordable energy system, to provide power for generations.

Extensive engagement has been achieved through a series of community events held in urban and regional communities throughout the state. The first took place in Toowoomba in November 2022, with others held in the first half of 2023, in areas including Mackay, Emerald and Gladstone.

The events ranged from having a presence at established community events to two stand-alone Queensland Energy and Job Fairs held in Townsville and Brisbane. Both events were well attended and featured interactive displays, information booths, and activities hosted by Queensland Government agencies and government-owned corporations.

Attendee feedback was overwhelmingly positive with many interested in hearing about the employment and economic opportunities that renewable energy projects would bring to their region.

The community events provided a valuable opportunity for DEPW achieve meaningful engagement with Queenslanders and to demonstrate how the plan would drive job growth and create clean, reliable, and affordable energy for the state.

[Goals: G5, T4, T5, T7, T10, T15, T20]

Queensland Police Service - First Nations and Multicultural Affairs Unit

The First Nations and Multicultural Affairs Unit (FNMAU) was established in November 2020 to develop culturally responsive strategies to strengthen organisational cultural capability and the Service's relationship with Queensland's First Nations and diverse cultural communities. The FNMAU directly oversees First Nations and Multicultural engagements and is linked to district and regional functions such as Police Liaison Officers (PLO), Torres Strait Island Police Liaison Officers (TSIPLO) and Cross-Cultural Liaison Officers (CCLO). In 2022-23, the FNMAU continued to progress significant bodies of work to build a culturally inclusive, responsive, and capable workforce, including:

- establishing the First Nations Advisory Group (FNAG) to build cultural capability through education, collaboration and implementation of objectives to improve policing outcomes for First Nations peoples and communities.
- the First Nations Mayors Summit (the Summit) provides an opportunity for the mayors from discrete communities and the Torres Strait Islands to raise any community concerns with the Commissioner, Executive Leaders and external guests from across government. The Summit also provides an opportunity for QPS to share information and discuss current and emerging policing challenges that are impacting our communities across Queensland.
- the QPS maintains the internal Culturally and Linguistically Diverse (CALD) Consultative Group to build and strengthen relationships with multicultural members of the QPS. The group currently has 16 members who are undertaking bodies of work which includes the establishment of the Multicultural Inclusion Network and enhanced cultural capability and responsiveness of internal support services for QPS employees. The CALD CG is on its second iteration with members continuing the important work of driving culturally.
- Cultural Capability Recruit Training is co-designed and co-facilitated with internal and external subject matter experts. Cultural Capability Recruit Training was first delivered in April 2023. Since then, five intakes have participated in the training.
- engaging an external provider to deliver Culturally Responsive Practice Workshops for Peer Support Officers and Mentors, aimed at enhancing the professional development and culturally responsive support for our multicultural workforce.
- developing a targeted awareness and training product designed to enhance awareness and engagement of interpreters and multilingual members. This training product will be embedded across other training products for QPS members who

- engage with the community with the intent of increasing accessibility of policing services to multicultural individuals and communities.
- delivering the annual PLO, TSPLO and CCLO conference in May 2023 attended by over 60 members from across the state. The conference focused on professional development, health and wellbeing and cultural responsiveness. The conference also offered opportunities for connection and networking as well as collaboration on the future direction of training and development.

[Goals: G6, T5, T6, T16, T17]

Department of Environment and Science - Queensland Holocaust Museum and Education Centre

The Queensland Holocaust Museum and Education Centre will stand as a legacy to inform and inspire Queenslanders to stand up against racism and prejudice in all forms.

Officially unveiled on 30 June 2023 in Brisbane's Cathedral Precinct, Queensland's first holocaust museum and education centre features locally recorded stories of Holocaust survivors and their families living in Queensland. The museum also contains tributes to non-Jewish people who risked their lives to save Jewish people, including those awarded by the State of Israel the prestigious 'Righteous Among Nations' honour to describe non-Jews who risked their lives for altruistic reasons during the Holocaust to save Jews from extermination by the Nazis.

An online museum and a unique mobile facility will ensure all Queenslanders have access to the valuable resources available through the centre.

[Goals: G6, T3, T6, T16]

Department of Housing - First Nations Housing and Home Ownership Roadshows

The Queensland Government is committed to increasing home ownership opportunities for First Nations peoples across Queensland.

In urban, remote and discrete Aboriginal and Torres Strait Islander communities, the Department of Housing delivers new Home Ownership products and services under Action 9 of the Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023.

Home Ownership Roadshows are events to showcase home ownership opportunities and pathways for Aboriginal and Torres Strait Islander people and provide information about sustaining private home ownership and other departmental initiatives or housing matters community members wish to yarn about.

Recently the remote community of Kowanyama was identified as a Roadshow location due to strong interest in home ownership and the high number of privately owned properties in community.

The Department of Housing worked with the local Council to deliver a Home Ownership Roadshow to the community of Kowanyama and saw an opportunity to collaborate with several teams across the Department of Housing. The Department of Housing teams participated in the Roadshows which were held over one day with many yarns had with community members on Housing matters.

A Roadshow has also occurred in Lockhart River in July 2023, and planning is underway to secure dates in other identified communities.



Photo Caption: Department of Housing representatives and community members attending the Kowanyama Home Ownership and Housing Roadshow

From left to right: David Whelan (DoH), Killki Salazar (DoH), Wendy Wust, Raechel Oleszek (DoH), Tim Poole (DoH) and Kareena Nealon (DoH)



Photo Caption: Department of Housing representatives and community members attending the Kowanyama Home Ownership and Housing Roadshow

From left to right: Aunty Wendy Wust, Killki Salazar (DoH) and David Whelan (DoH)

[Goals: G5, T5, T6, T7, T16, T17, T19]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Neighbourhood Centre Strategic Repositioning Project

Queensland's Neighbourhood Centres play a crucial role in providing place-based and community-led solutions to community issues. There are hundreds of thousands of Queenslanders seeking assistance at our Neighbourhood Centres every year.

In 2022-23, the Queensland Government funded 128 Neighbourhood Centres across Queensland to provide community development activities as well as programs and events to respond to the unique needs and priorities of their local communities. Neighbourhood Centres are inclusive and welcoming of everyone, supporting communities to address issues such as social isolation and loneliness.

The Neighbourhood Centre Strategic Repositioning Committee was established in 2021 to develop a strategic framework to progress and support the work of Neighbourhood Centres.

Our Shared Vision for a vibrant Neighbourhood Centre system in Queensland (Our Shared Vision) is the product of genuine partnership and co-design, setting a foundation for strengthened direction and partnership.

Our Shared Vision seeks to support Neighbourhood Centres across Queensland to build on their capacity as social infrastructure that provides:

- local places for people to seek support and assistance where access is universal and 'nobody is left behind'
- spaces for people to connect, participate, belong, contribute and volunteer - where diversity is celebrated, the contributions of every community member are valued, and volunteers are critical and held in high regard
- support and empowerment to community members to build local solutions and place-based responses that deliver genuine community projects.

Our Shared Vision is a long-term commitment between the Queensland Government and the Neighbourhood Centres sector to strengthen and build thriving, inclusive and cohesive communities.

[Goals: G5, G6, G7, G17, G26, T5, T6, T7, T16, T17, T19]

Regions

Department of State Development, Infrastructure, Local Government and Planning - Regional Resilience Strategies

Queensland's suite of [Regional Resilience Strategies](#) (RRS) ensure every region across Queensland is now part of a locally-led, regionally-coordinated and state-facilitated blueprint to strengthen disaster resilience.

Every community is different, so these strategies have used a co-design process and place-based approach to recognise communities are best placed to understand and identify their needs, and to reflect local communities working together and sharing local knowledge to address local risks.

This program of work is also a commitment under the United Nations Office for Disaster Risk Reduction Sendai Framework.

All councils that participated in the co-design process of the RRS now have a Local Resilience Action Plan (LRAP) providing a clear forward plan for how we can make lasting change through sustained investment in resilience and mitigation activities. Statewide, more than 4400 local resilience actions have been identified. LRAPs aim to support councils to be proactive in describing their local resilience needs, and to build a forward program of effort that can be matched to funding opportunities as they emerge.

[Goals: G8, G10, T6, T7, T18]

Department of Youth Justice, Employment, Small Business and Training - Queensland Workforce Strategy

Regional communities across Queensland are unique, with localised workforce profiles and priorities.

Through the *Good people. Good jobs: Queensland Workforce Strategy 2022–2032* released in August 2022, the Queensland Government is supporting locally focused and led workforce planning initiatives.

The strategy aims to leverage existing local groups and structures, including [Regional Jobs Committees](#) and [Regional Community Forums](#), to identify skilling and workforce opportunities and challenges and lead responses and solutions.

This includes through key actions such as:

- Partnering with the Local Government Association of Queensland over the next 3 years to help 24 rural and remote councils across Queensland address workforce challenges including labour shortages and staff retention.
- Partnering with local industries across regions to deliver enhanced workforce planning support and implement place-based and locally led workforce strategies.
- Extending the Rural Jobs Initiatives program to support Queensland's agriculture workforce through programs including the Queensland Agriculture Workforce Network and the Rural Jobs and Skills Alliance.
- Appointing Regional School Industry Partnership Managers to strengthen relationships between schools and employers to connect students with local jobs.

- Delivering the *First Nations Training Strategy* to support Aboriginal and Torres Strait Islander people to be better connected with training and skilling opportunities that link to sustainable jobs.

The work of the Queensland Government's [Regional Jobs Committees](#) (RJC's) also aligns closely to the strategy. The committee's coordinate regional communities, industry, and government to identify barriers and opportunities for local skills development, workforce participation and business growth.



Photo Caption: Participants in successful haul out training program run by CANEGROWERS Mackay with the assistance of the Queensland Agriculture Workforce Network

[Goals: G8, G9, G10, T2, T3, T7, T8, T17]

Queensland Fire and Emergency Services - Australian Fire Danger Rating System

The Australian Fire Danger Rating System (AFDRS) will enhance public safety and reduce the impacts of bushfires by improving the scientific accuracy behind fire danger predictions and improving how fire danger is communicated. The AFDRS is a first of its kind nationally consistent system for communicating fire danger ratings to the community and forecasting fire behaviour for decision-makers.

The AFDRS went live on 1 September 2022 and is the primary source of fire danger forecasting in use within Queensland. The AFDRS provided operational decision-making support to QFES staff during the January to March 2023 Western Downs bushfire event.

Community engagement resources including brochures, fact sheets, posters and fridge magnets were developed and are available providing information about the AFDRS. In addition, QFES regions provided information to the community through engagement activities in the lead up to the bushfire season.

QFES commenced the installation of 130 new automatic electronic roadside signs in May 2023 providing timely and accurate information to high-risk bushfire locations. The removal and installation of fire danger ratings signs is being undertaken in line with permit requirements of local government and the Department of Transport and Main Roads.

QFES has worked closely with Australasian Fire Authorities Council (AFAC) jurisdictional partners to continue to develop and improve the AFDRS system. New fuel mapping and data have been implemented for 2023-24. This represents the most significant improvement in system accuracy since the original inception of AFDRS as a prototype system.

[Goals: G8, G9, G10, G11, T7, T10]

Queensland Health - Gather + Grow Healthy Stores (HWQId)

Through the Gather + Grow Healthy Stores project, Community Enterprise Queensland and Health and Wellbeing Queensland have partnered to promote healthy purchasing in remote stores.

The project involves working with remote stores across Far North Queensland and Lower Gulf to assess and improve the healthiness of retail environments using evidence-based tools.

The project is working with Community Enterprise Queensland Islanders Board of Industry and Service and Aboriginal Business, Industry and Service stores to understand how food and drink products, their placement, and promotional retail practices can be altered to direct shoppers towards healthier choices.

Underpinning the project, is a research partnership with the University of Queensland, Monash University and the Menzies School of Health Research. To encourage workforces to initiate similar work across remote Australia, Health and Wellbeing Queensland partnered with Monash University to deliver an online Project ECHO® learning series. The series provides participants with the skills, tools and knowledge to work effectively with the remote retail environments.

[Goals: G10, G11, G16, G17, T7, T8, T12, T18]

Department of Housing - Queensland Housing Investment Growth Initiative

The Department of Housing is delivering the Townsville Youth Foyer under the Queensland Housing Investment Growth Initiative with completion forecast for early 2024.

The Townsville Youth Foyer project (the project) will deliver 40, new public housing units in the area with four units to be built to a Platinum standard and 36 units to be built to a general standard, in accordance with the Department of Housing's Social Housing Design Guidelines.

The project will also deliver a Hub which includes offices, training and meeting rooms, a kitchen, lounge and supporting store and amenities spaces.

The project is a key deliverable of the *Queensland Housing Strategy 2017-2027* and is designed to support young people aged 16 to 25 who are experiencing homelessness or are at risk of becoming homeless and are committed to engaging in education and training as a pathway to developing skills needed to achieve independence. The Townsville Youth Foyer will be managed 24 hours a day, seven days a week by a community service provider.

The total State contribution of \$19,005,949 (including GST) will support approximately 60.8 full time equivalent jobs. The project was designed by local architect, Counterpoint Architecture, and was awarded to Paynters Pty Ltd to deliver as a Document and Construct project in June 2022 supporting over 60 full time jobs.

[Goals: G10, G11, G29, T3, T8, T19]

Department of Energy and Public Works - Household Resilience Program – Phase 2

Kaplan Roofing, based in Bundaberg, employs three full-time staff and specialises in all aspects of roofing and roof maintenance, tie-downs and upgrades, window protection, guttering, external door replacements, and wall cladding installation.

In Phase 1 of the Program, the contractor completed five resilience projects worth over \$90,000. Under Phase 2 of the Program, the number of resilience projects completed generated over \$670,000 for the business. Currently, projects funded under Phase 2 of the Program account for around 70 percent of Kaplan Roofing's work with the remaining portion of their work arising from commercial clients or clients otherwise ineligible for the Program.

A significant challenge for Kaplan Roofing has been to find trained and committed personnel to assist with the increased workload. This prompted them to explore government supported programs (i.e., apprenticeships for Indigenous youth and women in construction) and schedule work carefully so the volume of work remains within their capacity without the need to outsource any additional jobs.



Photo Caption: 'Resilient Homes Fund staff conducting a site inspection on a flood affected property

The additional business and income generated by the Program has enabled Kaplan Roofing to sponsor local causes and broaden their advertising and marketing activities.

For example, they have sponsored the Bundaberg Junior Australian Oztag team, sports uniforms for a local school, local State Emergency Services, and Streetsmart initiative. From these activities, Kaplan Roofing has secured additional work predominantly through word-of mouth promotion.

Kaplan Roofing said the Program had a very positive impact locally as it not only helps provide safety for homeowners but stimulates business and generates local employment opportunities.

[Goals: G11, T8, T9, T18, T19, T20]

Queensland Police Service - The Youth Justice Unit and Youth CrimeTaskforce work

The Youth Justice Unit and Youth CrimeTaskforce work to target youth crime and reoffending in Queensland. The regions have also implemented strategies and models to target local problems to address youth offending in their local areas, which include:

- The Toowoomba Youth Co-Responder Team commenced in May 2023. The Toowoomba Youth Co-Responder is resourced with officers and Police Liaison Officers from QPS and youth justice workers from Department of Youth Justice, Employment, Small Business and Training. They are co-located and undertake youth engagement activities across a 24/7 rostering capability.
- Toowoomba Community Based Crime Action Committee was established to empower local communities to respond to youth crime through implementation of local community-based solutions and prevention initiatives and evolved from the previous Community Policing Board.
- Project BOOYAH was launched in Toowoomba on 20 June 2023. The project will provide a 16-week community inclusive police mentoring program for 10 to 12 selected young persons including adventure-based learning, leadership skills, social and skill development training, community intervention, functional literacy/numeracy support and vocational scholarships to support identified disconnected young people.
- Mount Isa district launched the Youth Co-Responder Team, comprising of a police officer or Police Liaison Officer and an officer from the Department of Youth Justice, Employment, Small Business and Training to engage with the community and keep the youths out of the justice system. This is a joint initiative between QPS and the Department of Youth Justice, Employment, Small Business and Training and was officially launched on 21 June 2023 in Mount Isa.

[Goals: G9, G10, G11, T4, T6, T7, T13]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Touring - Ensuring all Queenslanders have access to the arts

Queensland communities are enjoying increased access to quality arts and cultural experiences through a boost in support for arts touring.

In 2022-23, the Queensland Government through Arts Queensland's Touring Queensland Fund (TQF) committed \$3.4 million to arts touring, an increase of 27 percent in 2021-22.

2022-23 TQF investment is supporting 57 grant recipients to increase access to high quality touring arts experiences for 547 communities, engaging 464,000 audience members and more than 54,000 participants. Ten dedicated school tours will reach an anticipated audience of 78,000 and engage 26,000 students at 322 schools in 210 communities.

This investment includes \$537,843 for 10 Industry Placements connected to funded tours, supporting a pipeline of continued talent and expertise in arts touring.

2022-23 investment also enabled strategic multi-year touring for the first time, supporting repeated community access to touring experiences and enabling sector sustainability through audience growth.

[Goals: G9, G10, T6, T7, T10, T18]

Department of Environment and Science - Reef Assist

The Reef Assist program delivers priority environmental projects and creates regional jobs for Queenslanders in the Great Barrier Reef catchment. Now in its second phase, the program

creates environmental management training and employment opportunities in delivering a range of environmental projects and outcomes, including gully remediation, streambank stabilisation, and revegetation to improve wetlands and wildlife corridors.

Many of the projects focus on employing First Nations people and building their environmental management skills through formal and informal training. During 2022-23, the program supported over 200 full-time, part-time, and casual positions, with around 50 percent of employees identifying as First Nations and over a third being young people. Over 80 percent of previous participants received training through the Reef Assist projects, with over 110 unique training courses delivered (including over 50 formal qualification courses), increasing participants' skills in natural resource and land management, project management, communication, leadership and mentoring.

These higher levels of education and training have resulted in participants' improved health and wellbeing, literacy, income, better working conditions and other social benefits, including connection to their communities and Country.

The training and practical work experience has also increased the participants' abilities to find meaningful ongoing employment beyond the program – particularly for those projects located in areas with high unemployment and poverty rates. Outcomes from a project in the Yarrabah Indigenous Community included participants earning an income for the first time in their lives and obtaining a driver's licence so they could travel beyond this remote area for work.



Photo Caption: Lewis Kyle, Gary Kyle and Tyreece Stanley from Three Big Rivers installing gully remediation stick weirs through the Townsville City Council Reef Assist 2.0 project

[Goals: G8, G9, G10, T3, T6, T7, T6, T9, T11, T14, T15]

Department of Resources - Coexistence

Positive relationships between resources companies, landholders, First Nations Peoples, and the community are essential for sustainable development.

The Queensland Government's coexistence framework seeks to balance the rights and interests of the resource sector with those of landholders so that resource activities can effectively coexist with agricultural activities and other land uses.

However, there are still some challenges, such as the issue of coal seam gas (CSG)-induced subsidence and its potential impact on farming operations.

In response to stakeholder feedback, the government will revise the land access principles and integrate them into the Land Access Code. The Land Access Code is a best-practice guideline for communication and negotiation between resource companies and landholders. It applies to most resource authority types in Queensland.

The Queensland Government has committed to implementing six of the eight recommendations of the GasFields Commission Queensland's [Regulatory review of coal seam gas-induced subsidence](#).

The Queensland Government will review the land access institutions to ensure they are well aligned, contemporary and efficient. In particular, the review will investigate the scope and functions of the Land Access Ombudsman and GasFields Commission Queensland. The remit of the Office of Groundwater Impact Assessment (OGIA) will be expanded to provide advice on subsidence and develop tools to assess the impacts of subsidence on farming operations.

[Goals: G10, T7, T15, T16, T20]

Economy

Department of Youth Justice, Employment, Small Business and Training - Queensland Workforce Strategy

Queensland is Australia's employment powerhouse and has led the nation in job creation.

This strength is contributing to one of the tightest labour markets in recent history which poses a challenge for employers across the state.

In response, the Queensland Government released *Good people. Good jobs: Queensland Workforce Strategy 2022–2032 in August 2022* – its first whole-of-government workforce strategy.

The strategy is driving a coordinated and holistic response to meet the state's workforce needs now and into the future.

It is delivering innovative and practical solutions to ensure Queensland has a ready workforce to support growth, build our communities and unleash the strength of Queensland's greatest asset – our people.

The Queensland Government is implementing 33 actions through the Strategy's first Action Plan (2022–2025). This includes more than \$70 million for new and expanded initiatives that build upon the extensive suite of existing government support for the state's workforce to accelerate job creation and workforce development and help Queenslanders participate in the workforce.

The Action Plan provides a range of ways for employers, industries and communities to respond to workforce challenges and implement innovative approaches to attracting and retaining workers. It is also supporting all Queenslanders who want to work into employment.

Queensland remains the only jurisdiction in Australia to have a comprehensive whole-of-government workforce strategy.

Collaboration and partnerships are central to the Strategy's success. Over 70 industry and community partners are currently supporting delivery of actions, with more to join as implementation continues.

[Goals: G12, G13, G14, T4, T9, T10, T16, T18, T19]



Photo Caption: Queensland Work Force Strategy 2022-2032 cover

Department of State Development, Infrastructure, Local Government and Planning - Critical Minerals

The *Critical Minerals Strategy* released in June 2023, developed Critical Mineral Zones which will be a place-based approach undertaken where projects are co-located in one regional area.

The Coordinator-General, in conjunction with the Department of Resources and the Department of Environment and Science will undertake baseline environmental and social assessments to be shared among all miners.

Investigations include consideration of parts of Cape Flattery to potentially be declared a critical minerals zone, focusing on silica.

Investigations will include regional environmental and social impact baseline assessments, to provide robust and transparent data and information for use by all stakeholders, and potentially enable common-user infrastructure.

Investigations will be in line with the aspirations of First Nations peoples, and commitments from the government including future world heritage listings.

Water is a critical issue for vanadium projects to progress in north-west Queensland, and the Office of the Coordinator-General is investigating ways to assist proponents to source and secure reliable water.

The Coordinator-General is facilitating new economy minerals projects, such as the Saint Elmo Vanadium project and the Richmond-Julia Creek Vanadium project, which are prescribed and coordinated projects under the *State Development and Public Works Organisation Act 1971*, respectively.

The Office of the Coordinator-General is also engaging with several other critical minerals proponents for consideration as prescribed or coordinated projects, for vanadium and silica mining.

These projects, and all critical mineral projects, are subject to the *Strong and Sustainable Resource Communities Act 2017*, which provide assurances for local resource communities to benefit from these projects.

[Goals: G12, G13, T7, T9, T10, T15, T16]

Department of Transport and Main Roads - Queensland's Digital Economy Strategy

In April 2023, the Queensland Government launched *Our Thriving Digital Future: Queensland's Digital Economy Strategy* and the *Our Thriving Digital Future: 2023–2026 Action Plan 2023–2026*.

The [Digital Economy Strategy](#) and 2023–26 Action Plan set the vision for Queensland's digital economy to boost our competitiveness, bridge the digital divide, and unlock the benefits of the digital economy for all. The Queensland Government has committed \$200 million to enhance digital outcomes across the state over the next three years, and the *Our Thriving Digital Future: 2023–2026 Action Plan* will drive this investment.

The strategy will deliver on its vision through three focus areas:

- Through Digital Customer, we aim to create a digitally inclusive Queensland and contemporary digital services. This focus area will foster a customer-centric government

and digitally inclusive society in which all people and organisations can benefit. This means ensuring everyone can access the digital services and devices they need to be connected, independent, and engaged in their communities.

- Through Digital Market, we will build the necessary environment that Queensland businesses need to maximise the opportunities digital technologies can bring. We will work with organisations, industry bodies, academia, and other governments to ensure Queensland-based businesses have access to the talent they need to thrive.
- Through Digital Government, we will create change and influence a strong digital economy by transforming how we deliver services. We will continue to upgrade the ways we adopt, embed, and utilise digital technologies to meet changing community expectations.

The Queensland Government Customer and Digital Group (QGCDG) is leading implementation of the 2023–26 Action Plan.

[Goals: G12, G13, T4, T9, T10, T16]

Department of Regional Development, Manufacturing and Water - The Women in Manufacturing (WIM) Strategy

The Women in Manufacturing (WIM) Strategy was launched in March 2023 to attract and retain women in the manufacturing industry across a range of backgrounds, with particular focus on increasing participation in technical and trades roles.

The WIM Strategy was established to promote diversity and inclusion into the manufacturing industry, and to assist employers with practical tools to recruit and retain women in the industry, particularly when employers are facing tight labour market pressures and skills shortages.

From Queensland’s manufacturing industry, 14 women shared their stories to be part of the WIM Strategy and showcased the breadth of the manufacturing occupations available to women wanting to join the industry.

- The Manufacturing Ministerial Council’s Sub-Group for Women also helped shaped the Strategy with their first-hand industry experience and advice, ensuring the Strategy is practical and relevant.

Through a sponsorship with the Gold Coast Titans National Rugby League Women’s team, the Titans are helping to achieve greater opportunities for women in work and in sport. The Titans are promoting the Women in Manufacturing Strategy to a large commercial audience, and they are also helping to promote the many opportunities through manufacturing, and particularly through apprenticeships.

The Department of Regional Development, Manufacturing and Water is currently implementing the Strategy’s actions including:

- a Diversity, Equity and Inclusion Toolkit
- a school to industry mentoring program
- the Women in Manufacturing Apprentice Awards to reward leading female apprentices working in Queensland manufacturing.

Goals: G13, G14, T3, T5, T9, T16]

Department of Energy and Public Works - *Buy Queensland 2023*

In 2022, the Department of Energy and Public Works released an improved version of its nation-leading *Buy Queensland* approach to deliver even greater value from its \$20 billion annual procurement spend.

The *Buy Queensland* approach comprises the Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence and Queensland Procurement Policy 2023.

Introduced in 2017, *Buy Queensland* uses the power of procurement to provide goods and services while creating positive change for Queenslanders.

Buy Queensland 2023 ensures public spending helps strengthen the state's already strong economy and supports more jobs.

It requires Queensland Government agencies to prioritise procurement with small to medium-sized local businesses, especially in regional areas.

It also requires consideration of how public spending can support meaningful work for Aboriginal and Torres Strait Islander people, people with disability, and people from culturally and linguistically diverse backgrounds.

The latest enhancements to the procurement approach supports innovation and encourages businesses to adopt trials and pilot projects to deliver on a range of policy objectives to improve the lives of Queenslanders.

Suppliers will find requirements aimed at maximising local, social, environmental and ethical benefits have been streamlined and simplified.

They also have greater visibility of the government's forward pipeline of opportunities, including those supporting the \$62 billion Queensland Energy and Jobs Plan and building the nation's largest backbone transmission network, the new Queensland SuperGrid.

[Goals: G15, T4, T9, T10, T15, T16, T17]

Department of Tourism, Innovation and Sport - 2032

Queensland's long term flagship tourism industry strategy, *Towards Tourism 2032: Transforming Queensland's visitor economy future* (TT32), released at the 2022 DestinationQ Forum in November 2022, is a collective framework to drive Queensland visitor economy growth and success over the next 10 years.

TT32 builds on the intent and directions of the independent Tourism Industry Reference Panel's Action Plan for Tourism Recovery, adopting a vision that by 2032 Queensland will be Australia's destination of choice for domestic and global visitors seeking the world's best experiences.

Underpinned by nine strategic themes: Demand, Supply, Connectivity, Sustainability, Brisbane 2032, First Nations, Investment and Funding, Talent and Skills and New Ways of Working, TT32 sets an ambitious industry target of \$44 billion in overnight visitor expenditure per annum by 2032, with an interim target of \$34 billion per annum by 2027.

TT32 will be delivered in three phases, with priority actions for each phase. The first phase, covering 2023 to 2025, focuses on sustained effort to grow industry now and lay foundations for future growth. Significant key actions for 2022-23 include:

- 2023 as the Year of Accessible Tourism, backed by a \$12 million package of initiatives to help industry and operators improve their accessibility and inclusiveness
- \$200 million joint Attracting Aviation Investment Fund
- launch of the \$20 million Queensland Music Trails
- \$27 million Regional Tourism Recovery Program
- \$9.2 million Activate Ecotourism Infrastructure initiative
- \$2 million Eco-certified Tourism Destination Program.

Towards Tourism 2032

Transforming Queensland's
visitor economy future



Photo Caption: Cape York Camping Punsand Bay, Bamaga, Tropical North Queensland © Tourism and Events Queensland1

[Goals: G12, G13, T5, T8, T9, T16, T17]

Department of Agriculture and Fisheries - Agriculture Research, Development and Extension

In 2022-23 DAF managed a Research, Development and Extension (RD&E) investment of \$140 million with a portfolio of over 300 projects to deliver high-impact agricultural and food research, partnering with industry to develop and commercialise new products, and enhance adoption of innovative new practices across the sector. This included:

- completion of a market access project for 12 horticulture commodities, securing current export pathways of \$404 million per annum and supporting access to new markets
- release of five new varieties under the Strawberry Breeding Program Susie-ASBP, Tahli-ASBP, Tamara-ASBP and two speciality varieties (pink and white)
- release of two new mandarin varieties with disease resistance, attractive appearance, easy peeling and excellent eating quality (flavour and low seediness)
- a critical breakthrough in tropical blacklip rock oyster production, with a new settling technique producing a 400 per cent increase in the number of free-swimming larvae induced to settle as spat, significantly boosting the potential for a Queensland blacklip rock oyster industry
- launch of the fall armyworm (FAW) RD&E Engagement Hub (eHub). The eHub is designed to engage growers, industry, and stakeholders with FAW RD&E activities, including regular updates from our demonstration sites, the latest news on FAW management, moth activities, and insecticide resistance results.

[Goals: G13, G14, G15, T3, T9, T10, T12, T15]

Department of Environment and Science - Landholders aiding the environment and earning income from carbon farming

The Queensland Government's Land Restoration Fund (LRF) supports landholders, farmers and First Nations peoples to generate new, regular income streams through carbon farming projects whilst providing valuable co-benefits such as healthier waterways, increased habitat for threatened species, and more resilient landscapes.

LRF projects are boosting the economic sustainability of communities, enabling more sustainable land management practices, and supporting First Nations peoples to work on Country to restore and protect our unique biodiversity. They provide a range of training and job opportunities for regional communities, including jobs like plant operators, project managers and scientists, as well as roles on Country for Indigenous Rangers.

During 2022-23, the LRF finalised its second investment round which resulted in eight projects contracted for a combined total value of \$15 million. In addition, a third investment round was launched on 13 April 2023 offering up to \$50 million for investment in new carbon farming projects with a priority focus on projects using vegetation and savannah burning carbon farming methods, that offer longer permanence periods and/or demonstrate improved outcomes for threatened ecosystems and unregulated Category X vegetation.

Over the life of the program, the LRF has invested in 231 carbon farming projects across 18 local government areas in regional Queensland, supporting farmers, First Nations communities and landholders to drive sustainable business and land management outcomes. These projects will see approximately 1.82 million Australian Carbon Credit Units delivered to the Queensland

Government while restoring threatened ecosystems, providing improved water quality outcomes for the Great Barrier Reef, and protecting habitat for Queensland's threatened species.

More details on contracted LRF projects can be found in the LRF register - [Land Restoration Fund Register | Environment, land and water | Queensland Government \(www.qld.gov.au\)](#)



Photo Caption: Cattle at a property in the Banana Shire where the landholder is delivering a carbon farming project with the Land Restoration Fund alongside their traditional grazing business

[Goals: G12, G13, G14, T7, T9, T12, T14, T18]

Department of Resources - The Queensland Critical Minerals Strategy

To ensure the resources sector will continue to create jobs and prosperity, the Queensland Government worked with industry and communities to develop *the Queensland Critical Minerals Strategy* (the Strategy).

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.

The Strategy outlines Queensland's ambition to transform the state, national and global economy with the responsible use of the state's critical minerals.

The Strategy oversees \$245 million of investment into the sector comprising \$90 million of new measures including a \$75 million Critical Minerals Zone and Infrastructure Fund to support coordinated efforts and development in identified zones; \$5 million to expand the Collaborative Exploration Initiative (CEI) to include a dedicated program funding companies seeking to

undertake drilling and other mineral assessment activities within abandoned and operating mine site waste and approximately \$55 million in forgone revenue from exploration permits for minerals.

The department, through the new Critical Minerals Queensland office, will work with stakeholders across government and industry to implement actions.

By transitioning from digging and shipping raw materials to processing and refining our critical minerals and manufacturing high value products, it is about future proofing the next generation of jobs for Queensland, diversifying and decarbonising our economy, and ensuring Queensland's future sustainable economic prosperity.

[Goals: G13, T9, T14, T15, T19]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Pathways for artist development

Queensland Theatre plays an active role in developing the workforce needed for the arts industry, offering a range of artist development and work opportunities. Queensland Theatre purposefully provides pathways and employment for Queensland artists and arts workers. This is achieved through partnerships and collaborations with local and independent theatre companies and regional arts and theatre companies. Queensland Theatre supported the Queensland performing arts industry by employing 307 artists with around 84 percent from Queensland.

[Goals: G14, T9]

Health and Wellbeing

Department of Education - GPs in Schools

As part of the Queensland Government's commitment of \$106.7 million over three years for a Student Wellbeing Package, the Department of Education's GPs in Schools Pilot (the Pilot) is removing barriers some students face to accessing timely and appropriate primary healthcare. By the end of 2022–23, 49 of the 50 Queensland state schools selected for the Pilot had commenced providing a primary healthcare service to students at their school up to one day per week during school terms, at no cost to them or their families.

Students at St George State High School in Western Queensland are able to access one of two GPs from the local St George Medical Centre at the dedicated school-based clinic every Thursday. Highlighting the benefits of providing a GP service at the school, principal Mr Thomas McKenna says he has seen a reduction in the stigma students feel about seeing a GP, with students now comfortable to access the service. Students at the school agree, reporting they feel safe attending the school-based GP clinic and that having the doctors there every week encourages them to get health matters seen to that they might otherwise ignore. With the number of bookings for GP appointments increasing since the service commenced, Mr McKenna says the service is now an integral aspect of the school's approach to providing students with a holistic education.



Photo Caption: Staff and students from St George State High School with a GP from the local St George Medical Centre

(L to R) From left to right Mr Thomas McKenna (Principal of St George SHS), Dr Ben Brimblecombe and Dr Karen Benn with St George SHS students

[Goals: G16, G19, T5, T12, T13, T16]

Department of Department of Child Safety, Seniors and Disability Services - Assertive Outreach

In April 2023 Assertive Outreach was established to provide additional support to young people (12 to under 18 years) subject to statutory intervention, who are disengaging from placement or are not in approved placements providing:

- increased opportunity to maintain strong connections to kin, community, culture and country through enhanced capability to deliver culturally appropriate and safe support to young people disengaging from placement
- enhanced service delivery options to meet young people's changing needs
- increased understanding of the needs and supports required by young people disengaging from placement by establishing a consistent framework for investment, performance monitoring and outcomes evaluation
- framework for the department and services to accurately report outreach activities for continued improvement.

The department consulted widely, including with First Nations representatives, to ensure the assertive outreach service meets the needs of young people drawing on research which listened to the voices of young people in care.

The department invests over \$11 million per annum to fund nine blended outreach and placement services and three standalone outreach services in Queensland. Additional services are expected to be implemented to further support Queensland's most vulnerable young people.

Case Study

A 14 year old young person was sleeping rough and occasionally couch surfing with friends. An assertive outreach service successfully reached out to the young person to identify their immediate needs. As a result, the young person was re-engaged into a culturally safe and stable placement, reconnected with family, and referrals to support services were made leading to additional supports to achieve longer-term health and wellbeing.

[Goals: G19, G26, T5, T12, T13, T18]

Queensland Health - A Better Choice (Heath and Wellbeing Queensland)

A Better Choice (ABC) is a statewide policy initiative dedicated to creating healthier food environments in Queensland. It empowers Queenslanders to make healthier purchasing decisions when eating out of the home, by ensuring healthy options are widely available, easily accessible, and positively marketed.

Based on the Australian Guide to Healthy Eating, ABC uses a traffic light system to classify food and drinks according to their nutritional value and sets targets for each category (green, amber or red) in specific food settings.

Queensland's Hospital and Health Services have enthusiastically embraced [ABC for Healthcare Facilities](#), offering healthier food and drink options in their food outlets and vending machines. The 2022 compliance report revealed that 53 percent of audited retail outlets and vending machines met all food and drink targets, with many showing significant improvements. Notably,

seven percent of vending machines in healthcare facilities no longer provide any sugar-sweetened beverages.

ABC was expanded in May 2023, with the launch of the [ABC Strategy for Sport and Recreation Facilities](#). This strategy, informed by consultations with 63 sporting organisations and 1250 parents, spectators, and participants, is now being implemented across the state, extending healthier options to stadiums, local sporting clubs, and recreation facilities.

To provide comprehensive support, Health and Wellbeing Queensland has established the [Queensland ABC Healthy Food Environments Hub](#), serving as a one-stop shop for implementation support and guidance across settings.

[Goals: G16, G19, T6, T12]

Queensland Corrective Services - Drug Treatment Programs

Queensland Corrective Services (QCS) delivers a range of evidence-informed substance misuse rehabilitation programs, including short term desistance programs through to high intensity interventions. Substance misuse programs are delivered by QCS staff and external community-based providers. The programs aim to reduce offending associated with, and harm caused by, substance misuse.

In 2022-23 QCS:

- expanded substance misuse interventions in prisons and community corrections locations
- implemented culturally specific substance misuse interventions developed by a First Nations organisation for First Nations prisoners and offenders in South East Queensland
- rolled out the Opioid Substitution Treatment program across eight Queensland correctional centres, offering the long-acting injection buprenorphine as the preferred clinical model.

During 2022-23, 2862 prisoners and offenders completed substance misuse programs in custody and in the community, including 549 completions of higher intensity substance programs.

[Goals: G16, T5, T12, T13]

Department of Housing - Healthy Housing Pilot Program

As a key initiative under the Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023, the Department of Housing has partnered with Queensland Health to pilot a Healthy Housing Program (HHP) in collaboration with QBuild, Department of Energy and Public Works, to support improved health outcomes in remote and discrete Aboriginal and Torres Strait Islander communities.

The Healthy Housing Program is a response to the increase of acute rheumatic heart disease in remote and discrete communities and aims to reduce the incidence and prevalence of communicable health conditions that are exacerbated by poor housing conditions, acknowledging the critical role of housing as a key determinant.

As of 30 June 2023, the HHP has achieved the following outcomes:

- Assisted 607 people in 98 homes in Yarrabah and 277 people in 51 homes on Badu Island.
- Developed relationships with Remote Indigenous Communities by organising community information sessions to facilitate conversation, build trust, and encourage support from tenants to self-nominate for inclusion in the Program.
- Partnered with Queensland Health and local Aboriginal and Torres Strait Islander Community Controlled Health Organisations (Gurriny Yealamucka Health Service in Yarrabah and Badu Island Primary Health Clinic) to provide Communities with resources and tools to support healthy living practices.
- Partnered with QBuild and Councils to improve maintenance and repair response times in Community and functionality of health hardware in homes and reduce environmental health risks.

The second iteration of the Healthy Housing Program is expected to commence in late 2023.

[Goals: G16, G17, G26, T11, T12, T16, T18, T19]

Queensland Police Service - 'Our People Matter' Strategy

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.

- A record number of funding applications (over 300) received from members to support local initiatives promoting health and wellbeing of QPS members.
- Successful rollout of the "Speaker Series" in Logan and Moreton with guest speakers. These sessions were also livestreamed to QPS members across the state.
- Successful campaign to increase the number of Principal Workplace Champions and Workplace Champions to locally promote the *Our People Matter Strategy* across the state. There has been a 64 percent increase in the Champion Network, which is now comprised of 35 Principal Workplace Champions and 94 Workplace Champions.
- A 'Community of Practice' was established to better connect the Our People Matter Champion Network with monthly meetings to share ideas and promote the strategy.
- Ongoing collaboration with FORTEM Australia's Beyond Brave Virtual Summits and Thank a First Responder initiatives.

[Goals: G16, G17, G18, G19, T6, T10, T13]

Department of Tourism, Innovation and Sport - Community and High Performance use of Stadiums Queensland Venues

During 2022-23 Stadiums Queensland (SQ) venues hosted more than 1.4 million community patrons, participating in a range of activities from learn to swim classes and school sport to regular fitness training and competitions.

The Sleeman Sports Complex, the Queensland Sport and Athletics Centre, the Queensland Tennis Centre and Nissan Arena provide the opportunity for all sports participants to train and compete at venues being used by Queensland's elite athletes.

In 2022-23 SQ venues had 310,040 visits by Queensland-based athletes for high performance development, leading to numerous medals at the Commonwealth Games and World Championships. This inspires participation as what could be more inspiring to a young child than jumping in the pool or running around the track alongside an Olympian!

SQ's stadiums also hosted community events that had participants' hearts pumping. Cbus Super Stadium on the Gold Coast hosted the 12th annual Gold Coast Running festival and local and state level rugby league games, including the 2023 Queensland School Sport girls' rugby league championships. In Brisbane, the Gabba hosted the Stadium Stomp where "stompers" tackled 5,000 stairs for their chosen charities.

SQ venues are also supporting partners to encourage healthy eating. In December 2022, Townsville's Queensland Country Bank Stadium hosted the Support Local Townsville End of Year Function. This function raised money for "Fuel for Schools", a Townsville charity committed to ensuring school students have access to healthy breakfasts and essential schooling items. Finally, in the South-East corner, Health and Wellbeing Queensland partnered with Australian Catering Services, to promote healthy food at Firebirds games at Nissan Arena.



Photo Caption: Torrie Lewis, Winner of the 100m and 200m at the 2023 Chemist Warehouse Australian Open and Under 20 Championships, Queensland Sport and Athletics Centre

[Goals: G16, G17, G18, T6, T12, T13]

Environment

Queensland Corrective Services - Lotus Glen Correctional Centre Environmental Management Recycling Program

The Environmental Management Recycling program at Lotus Glen Correctional Centre commenced in April 2022. A team of 32 prisoners collect and sort through 700 kilograms of rubbish each day, including 500 kilograms of food waste.

Food waste is mixed with saw dust waste from the carpentries industry and turned into compost to use on the Lotus Glen Farm. Recyclable items are sent to recycling centres to be repurposed into usable and sellable goods.

The program has led to multiple benefits, including enhanced site cleanliness, cost savings in waste management disposal costs, waste reduction, and broader awareness regarding environmental and sustainable practices. The number of skips of landfill (collected three times a week), has reduced from nine to two because of the program. It is further estimated 50 tonnes of rubbish each month is saved from landfill.

[Goals: G21, G22, T5, T14, T15]

Department of Environment and Science - Back from the brink – Saving the Northern hairy-nosed wombat in Queensland

The critically endangered northern hairy-nosed wombat *Lasiorchinus krefftii* (NHW) is the largest of Australia's three wombat species and, at an average weight of 32kg, it is the largest herbivorous burrowing mammal in the world. NHWs were once found from inland Queensland through to southern New South Wales, but by the early 1980s numbers were down to 35 and only in one location in central Queensland. This site was purchased by the Queensland Government and gazetted as Epping Forest National Park (Scientific) (EFNP). Recovery actions have seen a steady increase in the population to over 300.

In 2022, the Queensland Government released the Northern Hairy-nosed Wombat Recovery Action Plan with four primary goals, one of which was to establish additional wild NHW sub-populations. NHWs dig vast burrows and require a specific ratio of sand and clay in the soil to support their burrows and ensure they don't collapse and, after several years of meticulous analysis of potentially suitable sites, in 2022 the Queensland Government located and purchased a suitable site north-west of St George.



Photo Caption: Northern Hair Nose wombat departs burrow 1 December 2021

Building on these achievements, a third population will be established at Powrunna State Forest, in partnership with the Gunggari Native Title Aboriginal Corporation and Gunggari Native Title Holders.

Central to the success of the NHW recovery program is the Queensland Government's collaborative partnerships with Glencore Coal Assets Australia Pty Ltd, The Wombat Foundation and Australian Wildlife Conservancy.

[Goals: G20, G22, T14]

Department of Transport and Main Roads - Sustainability with projects and water use management

The Bruce Highway Upgrade–Deception Bay Road Interchange project achieved great success with its water management.

The project addressed a bottleneck over the Bruce Highway by replacing the existing two-lane bridge with two new parallel four-lane bridges to improve safety, ease congestion, and cater for future traffic flow.

Efficiencies were realised by replacing the need for potable water for construction activities with non-potable water from a nearby water treatment plant which created a lower-cost, more sustainable outcome.

In addition, project activities were modified to reduce total water use including using dust binders, avoiding over-watering, implementing erosion and sediment controls, scheduling works to limit exposed areas, and careful monitoring and management.

These sustainable outcomes resulted in project savings and securing efficiency gains in project delivery, demonstrating TMR's commitment to sustainability value and investment.

[Goals: G20, G22, G23, T15, T18, T19]

Queensland Fire and Emergency Services - Bushfire resilient communities

QFES is the lead agency for bushfire in Queensland and is responsible for the provision of technical advice to the Queensland Government, including advice on the development and implementation of Queensland's land use planning framework and building framework to address the risks of bushfire hazard. This includes ensuring the projected impacts of climate change are avoided or mitigated to protect people and property, as well as enhance community resilience to bushfire hazard. This provision of advice for State plan-making under the *Planning Act 2016*, in accordance with the State Interest 'Natural hazards, risk and resilience – bushfire,' is provided by QFES in accordance with a Service Level Agreement with the Department of State Development, Infrastructure, Local Government and Planning.

Bushfire Prone Area Mapping is used to inform planning and building decisions across Queensland. In 2022-2023, QFES undertook a review of the methodology used to map bushfire prone areas via a pilot project for South East Queensland, in conjunction with CSIRO and the National Bushfire Intelligence Capability. The review identified new approaches to improve vegetation hazard mapping, which have been found to produce more reliable results than older methodologies. Field calibration for new vegetation hazard mapping was completed for the South East Queensland and the Wide Bay Burnett Planning Regions and the Gladstone Regional

Council area in June 2023, with the support of operational staff from local governments, the Queensland Parks and Wildlife Service, HQ Plantations, Rural Fire Service and QFES Predictive Services Unit.

[Goals: G21, T12, T14, T15, T18]

Department of Agriculture and Fisheries - Low Emissions Agriculture Roadmap 2022-2032

Agricultural products are Queensland's second largest export earner. In order to sustainably feed and clothe an increasing world population and respond to global zero emissions market drivers, the Department of Agriculture and Fisheries, in partnership with industry has developed a Low Emissions Agriculture Roadmap 2022-2032 (the roadmap).

The roadmap was released on 21 March 2023 and is a ten-year plan to support industries to work towards their own emissions targets and the Queensland Government's zero net emissions economy by 2050 target.

The roadmap helps Queensland's food and fibre producing regions through five focus pathways:

1. Livestock emissions
2. Cropping and Horticulture emissions
3. On-farm energy opportunities
4. Carbon farming and landscape management
5. Regions and supply chains.

The roadmap includes 22 enterprise-level actions which producers can adopt and implement now to actively prepare and respond to managing risks to their business caused by climate change.

The roadmap also includes 30 strategic level actions which require governments and industries working together to deliver the research and tools needed to manage the transition to low emissions future.

Implementation of the roadmap will help land managers capitalise on energy, carbon and other natural capital market opportunities that align with industry sustainability frameworks that meet consumer requirements and maintain favourable trade arrangements.

[Goals: G20, G21, G22, T14, T15]

Department of Tourism, Innovation and Sport - National Throws Centre of Excellence at the Queensland Sport and Athletics Centre

The National Throws Centre of Excellence located at the Queensland Sport and Athletics Centre (QSAC) was officially opened on 1 February 2023.

The Queensland Academy of Sport in partnership with Athletics Australia, the Australian Institute of Sport and Stadiums Queensland completed the construction of a new National Throws Centre of Excellence (NTCE) at the Queensland Sport and Athletics Centre, Nathan.

The Stadiums Queensland (SQ) and Queensland Academy of Sport (QAS) facility is for elite and emerging shot put, discus, javelin and decathlon stars of the future and is another important step in Queensland's transformational journey to the 2032 Olympic and Paralympic Games.

The facility is also an inspiring example of how to build sustainable sporting infrastructure affordably. The facility's construction was certified Climate Active Carbon neutral through initiatives to:

- use sustainable materials, including Queensland sourced timber and majority carbon neutral concrete
- use of glulam timber construction, low-carbon concrete, and open, natural ventilation were deliberate choices to minimise environmental impact
- use minimal internal linings to further reduce the incorporated carbon
- compensate for unavoidable carbon emissions by purchasing carbon credits from a native-forest regeneration project in the Great Barrier Reef catchment, delivering important co-benefits to the Reef by reducing sediment and nutrient flows into catchments and improving water quality.

In addition, the facility has been designed to operate in a substantiable manner. The design of the facility enables it to be used without artificial lighting during daylight and all lighting used for the facility is low energy LED. The design also negates the need for mechanical cooling. The facility has been constructed to allow for rainwater harvesting with onsite water storage for washdown and irrigation.

The National Throws Centre was designed by Phillips Smith Conwell and built by Hutchinson Builders. The project was jointly funded by the QAS (\$1.85 million), Athletics Australia (\$850,000) and the Australian Institute of Sport.

The sustainability credentials of the National Throws Centre, along with its exceptional architectural design, helped earn it the Australian Institute of Architects Award for Public Architecture.



Photo Caption: Opening of National Throws Centre of Excellence in Brisbane

[Goals: G22, G23, G28, G29, G30, G31, G32, T3, T10, T14, T15, T19]

Department of Regional Development, Manufacturing and Water - Leading the development of new and emerging technologies for water measurement

Water management in the Queensland Murray-Darling Basin is challenged by operating in remote locations. Under the Enhanced Measurement Program, a Rural Water Futures initiative supported by Commonwealth funding, DRDMW has been testing water measurement equipment to improve access to data and information to support water resource management in Queensland. This included:

- partnering with 48 landholders to deploy rain gauges in remote locations to improve accessibility of rainfall data
- trialing a telemetry device designed and manufactured by a Queensland technology company to evaluate an emerging satellite telemetry network
- deploying three lower-cost alternative measurement solutions to test the design and performance of the instrument, telemetry, and data quality of water level data; and
- partnering with Uniquist to develop a computer processed flow measurement solution in near real-time utilising emerging camera and data transmission technologies.

[Goals: G20 G21, T14, T19]

People

Department of Justice and Attorney-General - Women's Safety and Violence Branch

The 2022-23 period marked the first full year of the implementation of the Government responses to the Women's Safety and Justice Taskforce two *Hear Her Voice* Reports.

The *Hear Her Voice* Reports made a combined 277 recommendations to bring about systemic and cultural change in responding to violence against women and children and improving women and girls' experiences in the criminal justice system.

In response, the Queensland Government committed \$588 million to implement these recommendations. This investment brings total investment to end domestic, family and sexual violence (DFSV) to \$1.5 billion since 2015.

In 2022-23, the Queensland Government delivered in full 24 recommendations of *Hear Her Voice* Report 1.

Responses to another 56 recommendations from Report 1 are well underway, as is the delivery of the Government response to Report 2, which was released in November 2022.

Key 2022-23 achievements include:

- The establishment of an independent commission of inquiry into Queensland Police Service (QPS) responses to domestic and family violence. All 78 recommendations of the commission of inquiry were supported in principle by the Government.
- The introduction of legislation to modernise and strengthen the offence of unlawful stalking, address the patterned nature of coercive control, and lay the foundation to create a standalone offence of coercive control.
- The announcement of three new High-Risk Team (HRT) locations and additional funding to existing HRTs.
- enhanced funding to men's behavioural change programs.
- The development of a co-response model involving both QPS and specialist DFV services for domestic violence call outs, with a trial to commence in late-2023.

[Goals: G26, T13, T16, T20]

Department of Child Safety, Seniors and Disability Services - Social Isolation Services

The Queensland Government is committed to ensuring that seniors remain healthy and active in their community and are connected to their community through various networks. That is why we invested nearly \$4 million in 2022-23 in seniors social isolation services.

Social isolation and loneliness are complex issues that are becoming increasingly more pronounced and problematic both in Australia and across the world. In older adults, social isolation and loneliness pose serious public health risks and puts older people at risk of serious mental and physical health conditions, as well as elder abuse.

Seniors social isolation services are tailored to meet the needs of the local community in which they operate, offering a wide variety of activities, from yoga, Pilates, Tai Chi, table tennis, lawn bowls, conversation groups, craft circles, and local outings. These activities make a big difference in the lives of older people.

In 2022, four out of five service users agreed that they felt less lonely or alone since joining the program and three out of four felt they had made a network of friends they could rely on. These successes underscore the importance of local, place-based responses to social isolation and loneliness.

[Goals: G25, G26, T5, T12, T13, T16, T18]

Department of Transport and Main Roads - Smart Ticketing fully rolled out across South East Queensland trains and trams

Customers can now trial Smart Ticketing for travel between all Gold Coast Light Rail (G:link), Queensland Rail (South East Queensland), and Airtrain stations to pay the same as an adult go card fare.

More customers now have the option to plan and pay for their public transport journeys using their contactless Visa, Mastercard, and American Express debit and credit cards, including cards in the digital wallet of their smartphone, smart watch, or other smart device.

This includes the successful installation of nearly 200 Smart Ticketing gates across all 20 gated stations in South East Queensland to support the rollout across Queensland's rail network.

In June 2023, customer uptake reached over 150,000 trips per week using Smart Ticketing to pay for travel, with customer adoption continuing to strengthen.

More than 4.3 million Smart Ticketing trips were made by customers on the Queensland Rail (South East Queensland) and Airtrain networks to 30 June 2023, with the first trial launched on the Ferny Grove line in June 2022 which was progressively activated, line by line, through to February 2023. This comes on the back of the successful first Smart Ticketing trial on the G:link, which launched in December 2020 and has also recorded more than three million Smart Ticketing trips to 30 June 2023.

In February 2023, the installation of new Smart Ticketing equipment across South East Queensland buses commenced, operator by operator, for go card use only before the launch of Smart Ticketing payment methods on buses and ferries expected for late-2023.

For more information visit [Smart Ticketing project | Translink](#)

[Goals: G24, G28, T18, T19]

Department of Tourism, Innovation and Sport - New accessible facilities at Suncorp Stadium

Stadiums Queensland delivered new accessible facilities at Suncorp Stadium which were opened in time for the FIFA Women's World Cup.

The new features were part of a drive to improve accessibility ahead of the largest women's sporting event in the world, and include:

- two new Changing Place Facilities located on Level 5 South and Level 3 North
- a Quiet Room located on Level 3 South
- a new Parents Room with accessible spaces and varying height changing tables.

The two new Changing Places facilities not only assist fans with high support needs, but also individuals in the local community who might need this facility on non-event days.

Quiet Rooms are designed for anyone needing a short time away from the stress and stimulation of an environment.

The new Quiet Room at Suncorp Stadium provides a relaxing space, with limited sensory input to support people to calm down and feel safe. Having dedicated spaces and solutions, such as a quiet room that can help a person who finds crowds, noise and smell overwhelming, enriches the experience for everyone, and enables people to attend who may not have felt comfortable to do so previously.

The Quiet Room was developed with input from Autism Spectrum Australia who provided advice around operational use.

[Goals: G5, G6, G27, T13, T16, T18, T19]



Photo Caption: Map of new quiet room at Suncorp Stadium, Brisbane

Department of Agriculture and Fisheries - Partnership with Cherbourg Community for Information Technology service delivery

The Department of Agriculture and Fisheries (DAF) has partnered with the Cherbourg Digital Service Centre to provide additional capacity, capability, and stability to our IT Service Desk.

The Cherbourg Digital Service Centre is the first of its kind in Australia. The Cherbourg Aboriginal Shire Council established the centre using existing buildings, ICT infrastructure and local talent. This three-year pilot is part of the *Queensland Government's Deadly Innovation Strategy* which aims to back opportunities that create new innovative businesses, led or managed by First Nations' people.

The Digital Service Centre is owned and operated by the Cherbourg community. It provides career opportunities for First Nations' people to work in the digital economy while remaining close to home and family.

Seven staff in Cherbourg were recruited to work and train with DAF and completed a 12-week TAFE course, followed by onsite DAF induction and technology training.

The team quickly became proficient and commenced delivering IT support services in July. Services include installing software, unlocking and providing access to network accounts, and creating guest Wi-Fi accounts. They will continue developing their expertise over the next 12 months to become fully proficient Service Desk analysts.

This partnership has successfully established a pipeline of talent of First Nations Queenslanders into our digital workforce. It aligns with the Queensland Government's Digital Professional Workforce Action Plan 2020-2024 which has identified the increasing need for digital professionals in Queensland.

[Goals: G5, G8, G10, G26, G27, T3, T9, T17, T19]

Department of Energy and Public Works - QBuild Modern Methods of Construction (MMC) Training Centre, Hamilton

In response to Queensland's housing crisis, the Department of Energy and Public Works established a fit-for-purpose production facility at Eagle Farm in Brisbane, marking a new era in constructing prefabricated homes under factory conditions. The Rapid Accommodation and Apprenticeship Centre (RAAC) is not only a trade training hub, but it is the home to QBuild's new Modern Methods of Construction (MMC) capability.

As an extension of the RAAC, the MMC Training Centre at Hamilton was created to not only support the skills uplift of our workforce but to engage with Government agencies and stakeholders on alternative housing solutions to help ease the impacts of the housing crisis across Queensland.

The MMC Training Centre showcased four prototype architecturally designed homes ranging from studios to 4-bedroom homes that can be tailored to suit the four climatic zones in Queensland.

Well designed homes with consideration and incorporation of natural light, ventilation, privacy, climate comfort and amenity are proven to improve people's mental and physical health. This is especially important in rural and regional areas to attract staff who can relocate to support these regions. These prefabricated homes will become homes for Government's essential workers like teachers and nurses, in regional and remote communities across Queensland. They can also be used for social housing. The homes at the Training Centre are now on their way to places such as Emerald and Bedourie for our essential Government workers and lessening the demand on local housing markets.

The MMC Training Centre has attracted more than 300 government and industry representatives to view the prototype homes highlighting the range of designs, liveability, accessibility, and sustainability.



Photo Caption: Modern Methods of Construction Training Centre

T10, T15, T16, T18, T19]

[Goals: G5, G8, G24, T4, T8,

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - First Nations First Program

Through its First Nations First Program, Queensland State Archives (QSA) aims to be to be an archive that supports Aboriginal and Torres Strait Islander self-determination and embraces First Nations' worldviews, knowledge and culture.

As part of the First Wars Project, research led by historian Dr Jonathan Richards has resulted in over 4000 records relating to Queensland's Native Police and frontier violence being identified, digitised and described for access.

In addition, QSA has:

- partnered with Blackfella Films and SBS to hold a panel discussion to discuss Queensland's frontier wars

- worked with Kalkadoon/Wakka Wakka curator Amanda Hayman and Waanyi artist Judy Watson to develop the exhibition 'skeletons'
- published a frontier wars to further the study and understanding of this violent period in Queensland's history.

The QSA Digitisation Program also aims to improve access to the archival collection. In 2022-23, QSA digitised 16,757 records relating to First Nations people, totaling 176,840 pages.

The First Nations Languages Program involves researching the archival collection to make available records relating to traditional languages. In 2022, QSA engaged Kamilaroi man and Language Researcher Des Crump to consult in the development and delivery of the program.

Research has resulted in over 100 languages being identified in the collection, and two language research workshops were attended by 26 community members representing 20 language groups across Queensland.

In 2023, QSA formed the First Nations Metadata Team to support agencies and community members prepare for the Truth-telling and Healing Inquiry, and to introduce First Nations perspectives into collection descriptions and collection management processes.

[Goals: G5, G6, G26, T10, T16, T17]

Infrastructure

Department of Youth Justice, Employment, Small Business and Training - Equipping TAFE for our Future

Investment in training infrastructure continues to drive productivity growth and enable Queenslanders to learn at state-of-the-art training facilities to enter rewarding, lifelong careers.

As part of the Equipping TAFE for our Future (ETFOF) initiative, over \$100 million is being invested to build and modernise TAFE facilities in support of the delivery of quality training and skills to Queensland communities.

Cyber security to grow Queensland's digital workforce

Data and digital technologies are driving many areas of the economy and continue to grow in importance throughout Queensland's regions with investment in Australia's National Broadband Network, increasing access to high-speed internet and connectivity.

With an estimated 9,900 more jobs to be created within the computer system design and related services by 2025-26, the ICT sector is set to be one of the highest in-demand for skilled workers in Queensland (Jobs Qld, 2023). To support the growing digital economy and workforce, the ETFOF investment delivered \$6.5 million across Southbank, Mooloolaba and Cairns TAFE campuses for new Cyber Security Training Operation Centres to simulate cyber-attacks, defence and monitoring activities.

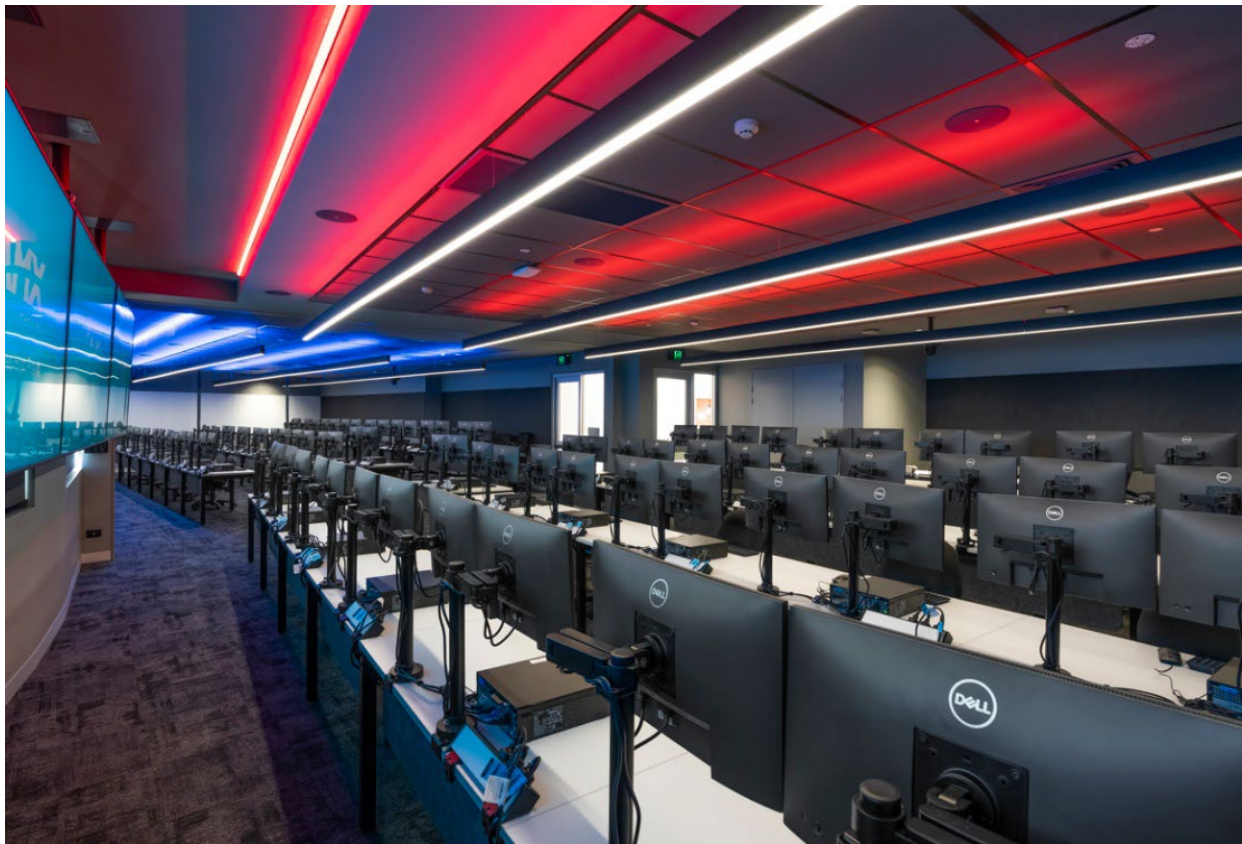


Photo Caption: Cairns TAFE Cyber Security Operational Training Centre

These state-of-the-art spaces feature contemporary IT industry designs and configurations, promoting both physical and virtual interactions between students across TAFE Queensland campuses.

The new Lego City room at Southbank TAFE allows students to “battle it out”, where cyber security students can fully appreciate the impacts and disruption that cyber attacks can have on city infrastructure in real time, bringing realistic scenarios to life within the learning environment.



Photo Caption: Southbank TAFE and Lego City

[Goals: G13, G15, G28, G29, G31, G32, T3, T9, T10, T19]

Department of transport and Main Roads - The blueprint for the future rail network in South East Queensland

The rail network is the backbone of the South East Queensland public transport network. It connects Brisbane, major cities, and growing regional centres with reliable and convenient services.

South East Queensland has experienced significant population growth over the last two decades. A well planned and reliable rail network is vital to efficiently getting people to where they need to go, encouraging more people onto public transport and managing road congestion.

SEQ Rail Connect is the blueprint for preparing the South East Queensland rail network for the future. The document sets out how the rail network will be ready for Cross River Rail and support better journeys for customers. It outlines record investment of \$6 billion from 2022–23 to 2025–

26 in new trains, tracks, stations, signalling, stabling, ticketing, and more across South East Queensland.

It sets out key investment priorities for the South East Queensland rail network— before Cross River Rail opens, the following five years, and planning for longer term upgrades.

SEQ Rail Connect will help deliver TMR’s vision for Creating a single, integrated network accessible to everyone.

[Goals: G28, G29, G32, T8, T18, T19]

Department of Regional Development, Manufacturing and Water - Water Infrastructure Development

The Department of Regional Development, Manufacturing and Water understands the importance of planning and investing in water infrastructure to support communities and drive economic growth.

Since 2015, Government has invested more than \$5.2 billion towards new water infrastructure and extending the life and capacity of existing infrastructure.

The Queensland Government’s commitment to the delivery of water infrastructure projects is estimated to support around 3400 construction-related jobs across the State, with many jobs located in regional Queensland.

Much of this investment is delivered through state-owned bulk water entities. These entities deliver large capital programs each year to renew and upgrade existing infrastructure, as well as delivering new infrastructure to support growing demand.

DRDMW ensures appropriate and collaborative governance arrangements are in place to support the successful delivery of these critical projects.

Queensland Government’s Regional Water Assessment (RWA) program is delivering assessments across some of Queensland’s most significant food bowl areas, which have been identified as having the best potential to achieve greater economic growth through investment in water. In 2022-23 RWAs were significantly progressed in:

- Bundaberg and Burnett
- Southern and Darling Downs
- Tablelands.

Through 2022-23 the RWA process involved extensive ongoing consultation with local governments, industry, and peak body representatives, Sunwater and other relevant entities. Consultation also occurs with local Traditional Owners to progress each RWA through the options assessment stage.

Taking up to approximately 2.5 years to complete, the assessments will set out how existing infrastructure, new infrastructure and non-infrastructure solutions can be used to maximise water supply in each area and drive economic growth.

[Goals: G28, G29, G30, G31, T7, T8, T9, T15, T19]

Department of Energy and Public Works - Thomas Dixon Centre redevelopment

The Queensland Government partnered with Queensland Ballet, its supporters and the Australian Government to deliver the most sophisticated dance facility in Australia at the heritage-listed Thomas Dixon Centre in Brisbane's West End. Completed in May 2023, this \$99.2 million project has delivered a world-class centre of artistic excellence which unlocked the full potential of the State's arts sector and will help Queensland Ballet to grow, expand its programs and broaden its reach in the community.

The Thomas Dixon Centre was built in 1908 and is a rare surviving example of an early 20th century industrial factory, maintaining an essential link to Queensland's past. Formerly a shoe and boot manufacturing factory and the home of Queensland Ballet since 1991, the centre has been given a new lease of life. It now includes a 351 seat studio theatre, six studios, rooftop terrace, wellness suite, executive gallery and gardens. The redevelopment of the heritage site included restoration of brickwork, timber columns, beams and trusses as well as the WWII air raid shelters in the original building, and also construction of a modern new building that triples the size of the precinct.

The redevelopment of the Thomas Dixon Centre will inspire future generations through dance and performance and put Queensland firmly on the map as a dance training destination of international standing.

[Goals: G16, G19, G27, G29, T3, T5, T15, T19]

Department of State Development, Infrastructure, Local Government and Planning - Place-based regional infrastructure planning

The Central and Western Queensland Infrastructure Plan (CWQIP) released in March 2023 is one of seven regional infrastructure plans being developed by the Queensland Government to support the implementation of the new *State Infrastructure Strategy 2022*.

Regional infrastructure plans take a place-based approach to infrastructure planning recognising that each region is different with unique strengths, characteristics, and aspirations for the future. Regional infrastructure plans are intended to inform Statutory Regional Plans (land-use) and align with industry development priorities for the region.

The CWQIP articulates the enabling infrastructure required to support regional economic and social priorities, as identified by the region, over a 20 year planning horizon. The CWQIP identified the following strategic regional priorities:

- Healthy growing communities
- A resilient and connected region
- Diversity agriculture, mining and tourism
- Harness the opportunities of decarbonisation.

The CWQIP provides strategic State infrastructure responses to support the achievement of regional priorities and aspirations, and foster investment partnerships to drive the development of regional economies.

The identification of strategic regional priorities and the State's infrastructure responses provide clear signals to other levels of government and the private sector about the strategic infrastructure needs of communities. Infrastructure needs identified for the region cover a range of infrastructure

classes, including health, education and training, housing, transport, water, energy, digital and telecommunications.

Developing the CWQIP involved consultation with key regional stakeholders, including local government, industry, peak bodies, regional community groups and First Nations peoples.

The CWQIP includes 13 local government areas - Banana, Barcaldine, Barcoo, Blackall-Tambo, Boulia, Central Highlands, Diamantina, Gladstone, Livingstone, Longreach, Rockhampton, Winton, and Woorabinda.



Photo Caption: Gladstone Harbour looking south east

[Goals: G28, G30, G31, G32, T5, T7, T9, T11, T12, T15, T18, T19]

Department of Agriculture and Fisheries - State-owned timber and commercial plantation timber

Queensland's native forests supply about 20 percent of Queensland's domestically sourced timber, of which approximately one-third is cypress pine and two-thirds is native hardwood. Queensland has Australia's largest supply of spotted gum and this dominates the quality timber flooring and decking market. Queensland is the largest producer of native cypress pine in Australia accounting for almost three-quarters of total production. Cypress structural timber contributes to the framing market—offering natural termite resistance. It is used for a range of flooring, panelling and landscaping applications. DAF grants sales permits authorising the harvest of these products from a variety of tenures where the timber is reserved to the State.

Timber is a unique, carbon-friendly, and renewable material and can store carbon for long time periods. Among other things, the extensive use of timber will play a crucial role in delivering the Queensland Government's commitment to host the first climate-positive Olympic and Paralympic Games—and in providing for urban expansion. When it comes to infrastructure planning, the need to protect the availability of timber for dwellings construction must be accounted for. Treating this element as a threshold issue is advantageous to both housing supply and sustainability targets.

[Goals: G20, G21, G22, G28, G31, T14, T15, T19]

Department of Resources - The Queensland Resources Common User Facility

The Queensland Government is working with industry and communities to develop the next chapter in Queensland's resources story- critical minerals.

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.

The Queensland Government is supporting the development of this sector by building the Queensland Resources Common User Facility (QRCUF) in Townsville.

The \$75 million Facility will be a hub to trial production processes for commercialisation, enabling prospective miners to begin producing mineral samples at scale.

The aim is to accelerate the development of commercial mining projects, promote investment in advanced mineral manufacturing opportunities and enable development of supply chain and supporting industries in Queensland.

The initial focus will be on vanadium. Vanadium has many uses, including to create a reliable and safe renewable energy storage solution which can be used in large-scale batteries around the world. Several mining companies in Queensland are seeking to develop critical minerals projects like the vanadium projects in the Julia Creek and Richmond regions.

The Queensland Resources Common User Facility is a key action under the Queensland Resources Industry Development Plan and supports the delivery of the \$62 billion Queensland Energy and Jobs Plan and the transformation of Queensland's energy system to deliver clean, reliable and affordable energy to provide power for generations.

[Goals: G20, G22, G28, G31, T7, T8, T9, T14, T15, T19]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - First Nations Cultural Centres in Brisbane and Cairns

The Queensland Government is leading the development of business cases for First Nations Cultural Centres in Brisbane and in Cairns.

It is envisioned these Cultural Centres will be places to share the history, stories and truth telling of Aboriginal and Torres Strait Islander peoples and act as hubs that connect with First Nations communities, including the network of Indigenous Art Centres and other significant sites and locations.

The development of a business case for a First Nations Cultural Centre in Brisbane was announced in 2022, as part of the SEQ City Deal. In May 2023, the Queensland Government

announced that a business case for a First Nations Cultural Centre in Cairns would be developed. In August 2023, Ms Georgina Richters, Principal and Lead of First Nations Advisory was appointed as the First Nations Project Lead, responsible for leading the delivery of the business cases.

Targeted engagement with Queensland's Aboriginal and Torres Strait Islander peoples and key stakeholders will be a priority to ensure the business cases are informed by evidence and best practice.

The First Nations Cultural Centres could also support the Path to Treaty process, celebrate First Nations arts and cultures ahead of the Brisbane 2032 Olympic and Paralympic Games, and create employment and skills development opportunities.

[Goals: G6, G26, G29, G32, T5, T6, T16, T17, T19]

Governance

Department of Youth Justice, Employment, Small Business and Training - Multi-Agency Collaborative Panels

Following the establishment of the Youth Crime Taskforce, formerly the Youth Justice Taskforce, in February 2021, 'Multi-Agency Collaborative Panels' (MACPs) were established across Queensland. MACPs facilitate effective and purposeful whole-of-government information sharing and service coordination to meet the service needs of young people in order to reduce offending and improve community safety.

Agencies participating on MACPs across the state include:

- Department of Youth Justice, Employment, Small Business and Training
- Department of Child Safety, Seniors and Disability Services
- Queensland Police Service
- Queensland Health
- Department of Education
- Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Queensland Corrective Services
- Department of Housing
- Non-government organisations that provide services to children.

There have been high levels of engagement from all agencies and a genuine commitment to working together to improve the lives of young people and keep communities safe. MACPs have resulted in success across the service sector including, youth justice, child safety, policing, education, health, disability, housing, cultural connectedness and other human service areas.

The MACPs have enabled localised and more flexible decision-making and the generation of collaborative outcomes for young people, families, and communities. MACPs have allowed local services to be agile and responsive to community needs. Collaboration between government and non-government agencies has promoted efficient service coordination, and reduction in duplication of services.

[Goals: G4, G5, G9, G17, G26, G33, G35, T6, T11, T17, T18, T20]

Department of State Development, Infrastructure, Local Government and Planning - Queensland Strategy for Disaster Resilience 2022-2027

Queensland is the most disaster impacted state in Australia, and Queenslanders are susceptible to a variety of hazards including flooding, severe weather, cyclones and bushfires. We are facing unprecedented change in both our current and future operating environment with a dynamic political, social, economic and policy landscape surrounding disaster risk reduction and resilience. This is being amplified by natural hazards becoming more frequent and intense due to a changing climate.

The Queensland Government is committed to strengthening disaster resilience, so our communities are better equipped to deal with the increasing prevalence of natural disasters.

On 20 September 2022, the Queensland Premier launched the [Queensland Strategy for Disaster Resilience 2022-27](#) (QSDR), which promotes a systems approach to resilience that connects with a range of agencies and sectors to deliver improved outcomes for Queensland.

The QSDR was developed by the Queensland Reconstruction Authority (QRA) following extensive consultation with partner delivery agencies. It identifies new strategic commitments that will embed disaster risk reduction and resilience into decision making and address systemic disaster risk by coordinating across stakeholders and sectors.

The QSDR mandates the need for collaboration across stakeholders to ensure the four objectives, 19 strategic commitments and 52 actions are clearly outlined with agreed responsible lead agencies for delivery.

[Goals: G5, G8, G9, G10, G11, G17, G29, G33, G35, T12, T14, T15, T18, T20]

Queensland Corrective Services - Women's Safety and Justice Taskforce Report 2 - The experiences of Women and Girls in the Criminal Justice System

In March 2023, Queensland Corrective Services (QCS) established the Women's System Reform Program Management Office to support implementation of the recommendations made by the Women's Safety and Justice Taskforce (WSJT) including the Transforming Corrections to Transform Lives project.

Transforming Corrections to Transform Lives is an innovative partnership between QCS and Griffith University aiming to disrupt the intergenerational cycles of disadvantage associated with maternal incarceration. Co-created by women in custody with researchers from the Griffith University School of Criminology and Criminal Justice, the program aims to create conditions for families to thrive through a holistic system of practice that supports wellbeing and social inclusion through:

- working directly with incarcerated mothers, children, and families
- a Transforming Corrections Hub designed to improve system capacity to better meet the needs of mothers and children through integrated service delivery
- ongoing research and evaluation to build an evidence base to inform future service system investment.

QCS has established a Women's Strategy Steering Committee and System Change Board to oversee the reforms aimed at embedding gender-responsive, person-centred, culturally safe, trauma and evidence-informed programs and services.

[Goals: G5, G19, G26, G35, T12, T13, T16, T18, T20]

Queensland Police Service - Police and Emergency Services Reform Program

The Police and Emergency Services Reform Program (PESRP) has been established to coordinate a large suite of reforms being undertaken across government, focused on enhanced emergency services and disaster management arrangements, domestic and family violence and sexual assault reforms, and opportunities for improvement in the collection, testing and analysis of DNA in the criminal justice context in Queensland.

Mr Steve Gollschewski APM was appointed as the Special Coordinator for Police and Emergency Services Reform in November 2022, overseeing the multi-agency response to the:

- 'A Call for Change' report and companion report from the Commission of Inquiry into the Queensland Police Service response to domestic and family violence's report.
- Independent review of the Queensland Fire and Emergency Services and its associated volunteer services, and enhancements to the disaster management arrangements - including implementation of recommendations from the Inspector-General of Emergency Management (IGEM) review of disaster management arrangements.

and the QPS response to:

- Women's Safety and Justice Taskforce's 'Hear Her Voice' (reports 1 and 2).
- Independent review by Professor Lorraine Mazerolle (the Mazerolle Review) into investigations of police-related deaths and domestic and family violence deaths in Queensland.
- The Commission of Inquiry into Forensic DNA Testing in Queensland.

The PESRP is also considering the QPS response to the following reports and coronial inquests to ensure efficiencies and oversight of dependencies:

- the recommendations of the coronial inquests into the deaths of Doreen Langham and Hannah Clarke and her children, Aaliyah, Laianah and Trey,
- the Queensland Audit Office Audit Report 'Keeping People Safe from Domestic and Family Violence'.

[Goals: G5, G19, G26, G33, G35, T5, T10, T18, T20]

Department of Regional Development, Manufacturing and Water - Gladstone Manufacturing Showcase

On Thursday, 18 May 2023 the Gladstone Manufacturing Hub presented the inaugural Gladstone Manufacturing Showcase. The purpose was to promote the capacity and capability of Gladstone suppliers (manufacturers) to procurement and warehousing representatives of the region's large, multi-national industries.

Xtreme Engineering, Berg Engineering and Upton Engineering hosted tours and provided an overview of their operations.

Approximately 25 representatives from 13 major industry organisations and peak bodies attended, including specialists from procurement, engineering, and management.

The attendees were given a tour at each facility showcasing capacity and capability, future expansion plans and the unique selling proposition that these businesses offered to local industry. All involved were invited to a network lunch at GEA where a brief outline of their proposed Gladstone Connects Supplier Platform was presented.

Feedback to the manufacturing businesses was exceptionally positive. The manufacturers were 'grateful for the opportunity to have the people who make, or influence procurement decisions given the opportunity to actually see what they were capable of'. Local manufacturers have indicated that follow up business has been secured as a direct result of the event.



Photo Caption: The delegation at Upton Engineering

Feedback from the industry representatives in attendance highlighted 'expanded knowledge and visual context of what each business can provide'.

The success of the Gladstone event has led the concept to be rolled out in Rockhampton and Mackay with a view to extend it.

[Goals: G8, G9, G10, G11, G33, G35, T9, T10, T19, T20]

Department of Tourism, Innovation and Sport - Delivery of Associated Incorporations Act 1981 Workshops

The Department of Tourism, Innovation and Sport through Sport and Recreation, partnered with the Department of Justice and Attorney General through the Office of Fair Trading to deliver free *Associated Incorporations Act 1981* Workshops across the state. These workshops were aimed to educate not-for-profit volunteers on their legislative requirements whilst operating under the Act and address non-compliance reporting rates across the industry by providing guidance and support.

Content was developed to target key responsibilities and considerations for volunteers as well as their responsibilities under the law, such as relating to an organisation's constitution, management committee, maintenance of proper records, and financial reporting thresholds/requirements.

Fifteen workshops were delivered across the state, either face to-face or virtually, based on location and community interest and need. Nearly 600 registrations were received with a final participant number of 358.

The sessions were well supported and promoted locally by local governments and state level sporting organisations, furthering their reach and impact.

A high level of interest in the workshops has been received since delivery and the overwhelming positive feedback from participants has encouraged the Office of Fair Trading to work to produce an online version of the information session for organisations.

These workshops are a fantastic example of how a small Queensland Government partnership can work to achieve great outcomes for community and make a big impact towards addressing the needs of the Queensland sport and active recreation industry and not-for-profit volunteers.

[Goals: G10, G13 G35, T3, T9, T20]

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts - Release of *Grow 2022-2026*

In August 2022, *Grow 2022-2026*, the second action plan for Creative Together 2020-2030: A 10-Year Roadmap for arts, culture and creativity in Queensland was released.

Underpinned by a four-year \$50 million investment, *Grow 2022-2026* builds on the outcomes of the first action plan, *Sustain 2020-2022*, to advance *Creative Together's* vision for a state renewed and transformed by arts, culture and creativity. A key focus of *Grow 2022-2026* is amplifying the impact of arts, culture and creativity, supporting Path to Treaty and strengthening Queensland's cultural reputation in the lead up to Brisbane 2032 Olympic and Paralympic Games.

Key highlights in 2022-23 include:

- Launched new and streamlined funding programs, offering one- and two-year funding to help reduce administration and provide funding certainty for the Queensland sector.
- Implemented a new peer assessment model to increase First Nations representation in funding decisions. The new model includes 50 percent First Nations representation on each fund panel and 100 percent First Nations representation on panels assessing First Nations-specific funds.
- Introduced the Industry Placement program to address critical skills gaps in the sector. Over 40 placements were supported across a range of industry roles including technical production, producing and tour management.
- Invested in growing the capacity and scale of Queensland cultural events, elevating First Nations arts and fostering a strong cultural experience economy in the lead up to Brisbane 2032.

[Goals: G2, G3, G6, G13, G26, G33, G35, T4, T5, T6, T9, T16, T17, T20]

Department of Environment of Science - Stewarding Country and Culture - Making history in Queensland at Boodjamulla with Waanyi People

The Department of Environment and Science partners with First Nations people to steward Country and culture and deliver economic, social and cultural benefits for all Queenslanders, while walking together on a Path to Treaty. A successful example is through a new cooperative management model with the Waanyi People at Boodjamulla (Lawn Hill) National Park, located in north-west Queensland.

Waanyi People have an unbreakable connection with Boodjamulla (rainbow serpent) Country – the spiritual heart of their land. On 23 June 2023, the Queensland Government committed to return 378,333 hectares to the Waanyi Prescribed Bodies Corporate (PBC) in a historic ceremony at Parliament House. This is the first lease back on a national park in Queensland and the first National Park (Aboriginal Land) tenure in Queensland.

Overall, Waanyi PBC agreed to lease back, in perpetuity, 352,900 hectares of land to the department and to cooperatively manage as Boodjamulla National Park (Aboriginal Land) through a co-developed Cooperative Management Agreement (CMA). The park includes the spectacular Lawn Hill Gorge and the internationally significant Riversleigh World Heritage Area, part of the Australian Fossil Mammal Sites. The commitment also includes the transfer of 25,433 hectares to the Waanyi PBC as Aboriginal Freehold Land for Waanyi People to achieve social and economic success, including through employment and tourism. These commitments were formalised through an Indigenous Land Use Agreement.

A Cooperative Management Council (CMC), including Waanyi PBC and the Department members, are now working together to manage the culturally significant Boodjamulla and enhance visitor knowledge and experiences on Waanyi Country.



Photo Caption: Historic ceremony at Parliament House sees the Queensland Government commit to handback Boodjamulla National Park to the Waanyi People

[Goals: G6, G9, G33, G35, T5, T6, T7, T16, T17, T20]

Department of Agriculture and Fisheries - On-Farm Biosecurity Summit

Protecting Queensland's agriculture sector from plant and animal pests and disease is critical to securing food production and safeguarding regional economies. The need for producers to protect their properties from biosecurity threats is greater than ever. Good biosecurity starts at the farm gate.

While many businesses are well advanced in their biosecurity management on property, it is well recognised that a large number of producers and much of the peri-urban sector have less stringent biosecurity measures in place creating greater risks. To best manage biosecurity threats, we need a system-wide approach where all stakeholders are building their capacity to prevent and prepare for biosecurity incidents.

With an overwhelming call to support agricultural industry peak bodies in upskilling their members in on-farm biosecurity planning and practices, the Department of Agriculture and Fisheries this year partnered with Animal Health Australia, Plant Health Australia and AgForce Queensland to host a statewide On-farm Biosecurity Summit. This was the first of its kind ever to be held in Australia.

This summit provided a forum to share the latest research, highlight successful practices at both the industry and producer level and work through challenges faced across the agriculture sector to increase the uptake of good biosecurity practices.

Stemming from the summit, a number of innovative collaborative projects spanning government and industry are now underway focused on new behavioural research, improved education and enhanced management resources. The summit highlights the power of partnership to achieve system-wide change.

[Goals: G33, G35, T3, T7, T12, T14, T15, T18, T20]

Local Government Association of Queensland

Message from Local Government Association of Queensland President

Given Queensland is the most decentralised and disaster-prone state in the country, our challenges are unique - but despite the adversities faced, Queensland councils remain steadfast in securing outcomes for the local communities they represent.

It has been nine years since the plan for the future of our state was released and, in that time, councils continue to remain at the front line of community support.

There when a cyclone or floods hit, there through the droughts, there when a pandemic is upon us – there in the good times and there when times are tougher.

Communities look to the leadership of their local council to show the way, weathering the challenges together.

Those challenges often extend economically, such as the cost pressures households have been facing, and yet despite dealing with their own financial hardships, local government continues to do all it can to ease the cost of living for their communities.

Every community contributes to the economic fabric of this nation, so every community deserves to be a liveable one. And, with all tiers of government working together, we can help ensure no local community is left behind.

Much like recovery after a natural disaster, neither councils nor the State or Federal governments can create liveable communities alone. All three levels of government working cooperatively in partnership is how we'll continue to deliver for Queensland communities.

It is with that focus that we can ensure we build stronger and more resilient communities to truly realise the vision, aspirations, and potential of our great state.

MAYOR MARK JAMIESON

PRESIDENT

LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND

Council case studies

AI Flood Detection

Carpentaria Shire Council can now automatically detect flooding over roads using innovative artificial intelligence methods that significantly reduce cost, increase council efficiency, and provide new communication methods to residents and regional road users.

Carpentaria Shire Council approached the Local Government Association of Queensland (LGAQ) to assist in the deployment of a self-managed camera network to monitor road conditions. The Shire had watched as surrounding council regions were left with dead camera hardware assets after camera providers exited the industry.

Carpentaria understood that a self-managed camera network was key to minimising costs and improving long-term asset management efficiencies but needed a new method for monitoring high-risk roads for flooding. LGAQ offered to build an AI supervisor agent that automatically notifies Council when flooding is detected.

While email notifications are one of many automation types, this cost-effective solution has the potential to undertake additional automations at Council's request and be easily adapted to detect other issues of note, including graffiti. Where flood assessments would previously take up to 10 hours of travel time to undertake, the automated assessment of flooding over roads returns full days of productivity to council officers to attend to other high priority tasks during times of natural disaster.

[Goals: G10, G13, G17, G23, G32, G35, T10, T15, T18, T19, T20]

Textile Recycling

Noosa Shire Council has partnered with clean technology innovator BlockTexx to give new life to textile products that are sitting in linen cupboards.

Council encouraged the community to 'Give a Sheet' for the planet by donating their old sheets, towels, pillowcases, quilt covers and other linen at dedicated council collection days. The donated linen is then repurposed by BlockTexx through its Separation of Fibre Technology to become more new resources for construction, manufacturing, and agriculture.

Noosa Shire Council was one of the first in Australia to support the initiative, which Mayor Clare Stewart said was an opportunity to show Noosa's commitment to transitioning to a green economy as part of Council's Smart Biosphere strategy.

[Goals: G8, G9, G13, G20, G21, G22, T14, T15, T18]

Responding to and Reducing Domestic and Family Violence

Ipswich City Council, in collaboration with the Domestic Violence Action Centre and the Ipswich Integrated Service System Working Group, hosted the inaugural The Swich Speaks Out – 2023 Domestic and Family Violence Summit in May.

Ipswich Mayor Teresa Harding said Council was well placed to work collaboratively with the community, other levels of government, and local agencies to play an important role in keeping Ipswich families safe and supported.

The summit, as a dedicated event supporting Domestic and Family Violence Prevention Month, aimed to establish innovative and creative solutions for responding to and reducing domestic and family violence in the Ipswich community.

[Goals: G4, G5, G16, G19, G26, T5, T13, T16, T18]

Mornington Horsemanship Program

For over 15 years wild horses have been causing significant damage to Mornington Island's vegetation as well as to local parks and ovals. Mornington Shire Council got creative with dealing with the over 40 brumbies roaming the island by rounding up the wild horses to be used in a local horsemanship program.

The Horsemanship Program aims to help equip young people in the community with new skills, not just in horse management, but a raft of transferable skills. The program has had a high success rate in other communities with participants securing employment opportunities in the equine industry and on stations right across Australia.

[Goals: G2, G4, G5, G8, G9, G11, G14, G21, G22, G23, G26, G27, T2, T5, T6, T7, T10]

Economic Transition Roadmap

In an Australian first, Gladstone Regional Council has launched a 10-year economic transition roadmap to support and guide the region to becoming a renewable energy superpower. The roadmap will see the Gladstone community in prime position to respond to once-in-a-generation changes in the energy sector.

The detailed plan is a result of two years of research and extensive engagement involving 220 community, government, and industry stakeholders.

The Gladstone Region Economic Transition Roadmap will guide Council on what is required to adapt to a rapidly changing energy sector and support positive economic transition for the community over the next 10 years. Key themes of the roadmap include:

- Energy security and affordability
- Establishing a viable hydrogen industry
- Diversifying the economy
- Supporting and developing the local workforce
- Capturing the community benefits
- Protecting land and water resources.

[Goals: G8, G10, G12, G13, G14, T7, T9, T10]

Metal Waste Recycling Movement

The final shipment of scrap metal as part of Torres Strait Island Regional Council's Metal Waste Clean Up Initiative has departed their shores for recycling. Having commenced in 2022 as part of Council's #KeepHlanKleen movement, the program has delivered:

- 11,000 hours of local employment

- The removal of 4,000 tonnes of waste
- The management of hazardous materials
- Control over landfill stockpiling
- Improved environmental health, liveability, and cleanliness for 15 communities
- Recovered and reusable resources.

[Goals: G8, G9, G11, G16, G21, G22, T7, T11, T12, T14, T15, T16, T17]

Multilingual Learn to Swim Video

The City of Logan has embraced its proud cultural diversity by producing an historic multi-lingual video that encourages migrants and refugees to learn to swim.

The trailblazing video from Logan City Council includes messaging in seven languages – Burmese, Mandarin, Swahili, Arabic, Dari, Somali and English.

It features new Australians in the City of Logan celebrating their ability to safely get involved in a range of water-based activities thanks to completing free Council-run learn-to-swim classes.

The City of Logan is home to more than 327,000 people from around 217 different cultures with more than 83,000 of the city's residents were born overseas.

[Goals: G5, G6, G16, G19, G26, T%, T6, T12, T16]

Recreation Hub Drives Tourism

The new 1.1-kilometre-long lake known as the 'Barcaldine Rec Park' is driving non-traditional tourism opportunities for the Barcaldine region.

The facility significantly broadens the scope of local sporting and recreational activities on offer across the region and provides an area where families and communities can come together.

The project meets a strong regional need for a year-round water infrastructure facility and will allow grassroots community sport and recreation clubs to grow across the region by providing a purpose-built site with first-class facilities.

Projects like these have real impact on Queenslanders, which have been made possible through State Government Works for Queensland funding.

[Goals: G8, G9, G12, G13, G16, G28, G29, G32, T7, T10, T19]

Community Wellbeing Initiative

Community mental health and wellbeing are being carefully considered through a Tablelands Regional Council initiative in conjunction with organisations, service providers and community groups.

The Mental Health Localised Project is addressing the effects of isolation and loneliness in members of the community, especially the elderly and people with a disability and/or chronic pain.

Tablelands Regional Council collaborated with North Queensland Primary Health Network, the Mental Health Subgroup of the Tablelands Interagency Group and community stakeholders to develop a range of initiatives including an Aging Well Expo, Mental Health and Volunteerism Expo, Mental Health Week Primary School Programme and Adult and Children Mental Health Service Map.

[Goals: G5, G6, G16, G19, G25, G26, T5, T12, T13, T16]