

Achieving outcomes for the community

The strategic plan is the key instrument that articulates the department's objectives and priorities for performance. Operational activities are planned in line with the strategic plan, and incorporate risk management strategies. These planning stages form the base of the department's organisational performance

management process, which then cycles through stages of delivery, reporting and evaluation.

The following outlines the department's performance and key achievements as they relate to the objectives articulated in the *Strategic Plan 2013-17*, which was operational for the 2013-14 period.

Champion the interests of business and industry

The department achieves this by:	This is measured by:
<ul style="list-style-type: none">• Delivering land and economic development solutions that stimulate economic activity• Facilitating major resource projects• Removing regulatory and other bottlenecks and impediments to investments• Undertaking industry and supply chain development focused on high value markets and specific project opportunities.	<ul style="list-style-type: none">• Businesses engaging with the department reporting improved business activity as a result of departmental programs• Increased investment in Queensland as a result of departmental programs• Increased uptake across Queensland of targeted industry support programs in key export and non-export based industries to improve growth, competitiveness and employment• Land and economic development projects completed on time and stimulating economic activity• Legislation is reviewed and key systemic blockages are identified and, where appropriate, changed to meet the needs of business and industry.

Outcomes:

Economic strategy and action plan

The department plays a key role as an enabling central agency delivering Queensland's economic prosperity and championing the interests of business and industry. This year the department released *Governing for Growth*, the whole-of-government 10-year economic strategy and action plan that includes more than 100 priority reforms, actions and programs that focus on growing the

economy. One of its three key objectives is to provide the best business environment in the nation to start or grow a business. The department is leading implementation of this framework in conjunction with relevant departments.

Economic development infrastructure

In 2013-14 the department released the Queensland Government's blueprint for infrastructure reform, *Infrastructure for Economic Development*. This outlines large-scale reform to planning, prioritising, financing and funding of physical assets such as road, rail, water and power infrastructure. It is designed to deliver a more disciplined approach to infrastructure decisions to get the best value from assets. Good economic infrastructure enhances productivity, underpins industry expansion and creates the conditions for major jobs growth. This reform to economic infrastructure improves business efficiency through increased connectivity and economies of scale.

This year the department has also progressed the 10-year Bruce Highway upgrade strategy and released the Economic Directions Statement for

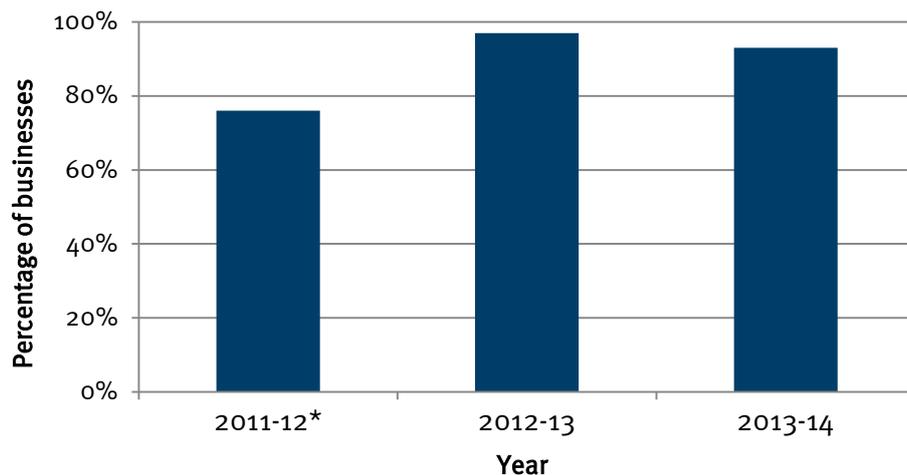
Queensland Airports and the draft Queensland Ports Strategy.

Business activity

During the year, 93 per cent of businesses surveyed reported improved business activity as a result of engaging with intensive business improvement services programs (see figure 1). In addition, 95 per cent of companies assisted through other regionally targeted business improvement services reported high levels of satisfaction with these services.

Since July 2013 more than 630 people from 554 businesses have attended our Tendering for Government Business workshops. These workshops build capability and supplier education to help firms win contracts and tenders. Other positive outcomes for business activity include firms reporting benefits such as new markets accessed and additional business won.

Figure 1 Businesses reporting improved activity as a result of departmental programs



**Measure amended in later years. Previously worded as 'Proportion of assisted firms reporting improved performance following the department's funded innovation and capacity development activities.'*

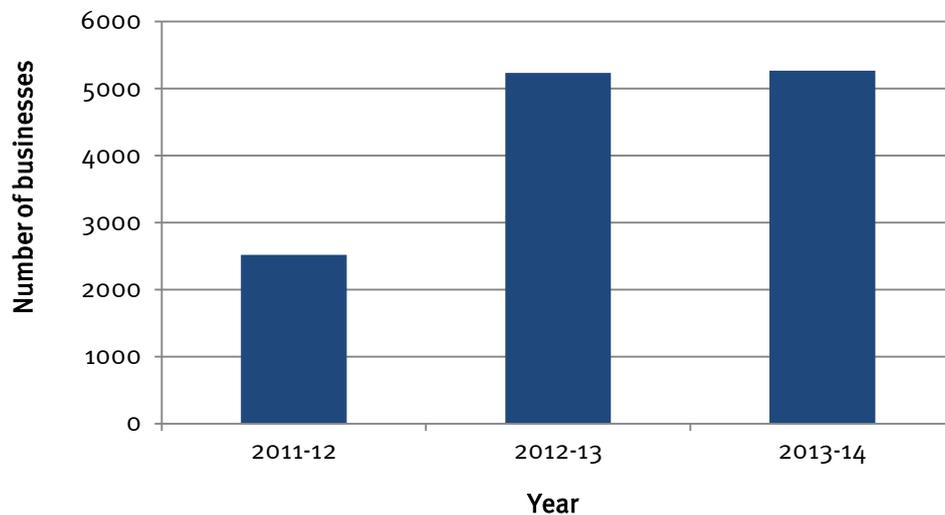
Industry support and investment

In 2013-14 the department generated over \$1 billion worth of investment in Queensland through industry facilitation, land sales and the Royalties for the Regions program.

More than 5 000 clients accessed industry support services such as business-matching services, business improvement

clinics and project opportunity and information sessions (see figure 2). In addition, over 4 000 suppliers attended four 2018 Commonwealth Games supplier opportunity sessions in June 2014. The sessions were delivered jointly by the department, Industry Capability Network and 2018 Commonwealth Games partners.

Figure 2 Number of clients accessing industry support services



Defence Industries Queensland continued to develop the industry in Queensland by delivering Industry Leaders Group meetings across the four defence sector focus areas of air, land, sea and innovation/ICT; rolling out capability development seminars in collaboration with the Industry Capability Network; expanding industry promotion and developing strategic international and national linkages; releasing the Queensland Defence Industries Capability Directory; and facilitating Precision Agriculture Trials using unmanned aircraft technology.

In October 2013, the department completed the Economic Directions Statement for Queensland Airports 2013-2023. As airports play a vital role across many industries, the department has identified strategic priorities and actions to assist airports to build on their areas of competitive advantage and attract new investment.

February 2014 saw the opening of Dreamworld Corroboree, a \$3.5 million investment and Australia's first Indigenous themed attraction within a major theme park.

Dreamworld Corroboree is the result of three years of collaboration with the department that included assistance with tourism trade missions and securing Commonwealth Government funding.

Legislation reform

The department has progressed legislation and policy reforms to reduce cost and time burdens on the resources industry, and facilitated new resource development through the Resources Cabinet Committee. This has resulted in improved industry confidence as shown in the

Fraser Institute Annual Survey of Mining Companies 2013, with Queensland registering at a five-year high of 24th of 112 jurisdictions.

Legislation was passed to address infrastructure charging issues. The *Sustainable Planning (Infrastructure Charges) and Other Legislation Amendment Act 2014* encourages economic development and provides new funding avenues for local government. It also helps Queensland progress the draft Approvals Bilateral Agreement with the Australian Government.

Fast-track delivery of major resource and industrial development projects

The department achieves this by:

- Delivering necessary Commonwealth Games village and infrastructure with our development partners
- Ensuring land is available for economic development, infrastructure and major public infrastructure projects
- Facilitating and delivering coordinated and complex projects
- Identifying surplus government land and facilitating disposal or development
- Preparing infrastructure coordination plans
- Supporting key resource sector companies through the use of dedicated case managers
- Supporting the Resources Cabinet Committee to stimulate investment and support sustainable development in the resource sector.

This is measured by:

- A reduction in the time taken to assess coordinated project applications and complete Environmental Impact Statement (EIS) assessments and Material Change of Use applications
- Effective management of coordinated projects and the EIS process
- Infrastructure coordination plans (for priority areas) are delivered as scheduled
- Land and economic development projects are completed on time
- SDA development schemes are completed on time and as needed.

Outcomes:

Faster decision times

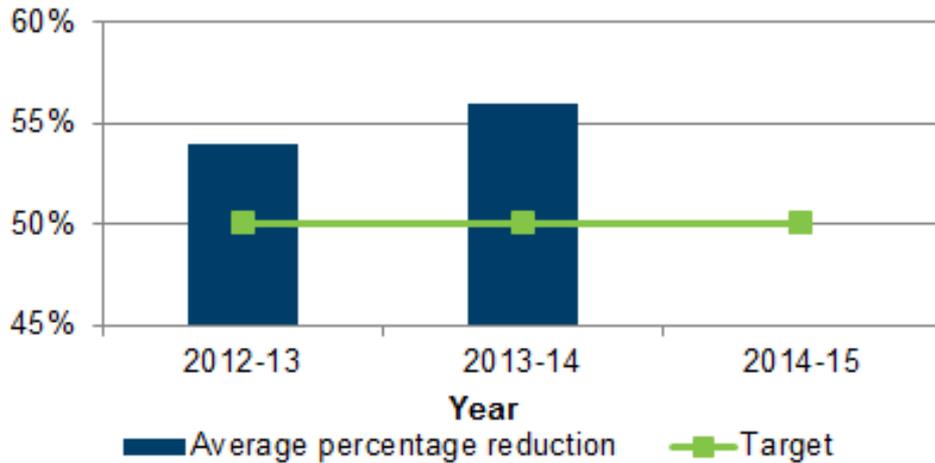
In 2013-14, the Coordinator-General made 152 decisions and reduced the average assessment timeframe for coordinated projects by 56 per cent (see figure 3).

The Coordinator-General also reduced assessment timeframes for decision-making in SDAs by 42 per cent.

In addition, the Minister for State Development declared ten prescribed projects, enabling the Coordinator-

General to intervene in the approvals process to ensure timely project delivery.

Figure 3 Average percentage reduction in assessment timeframes for coordinated projects



Effective management

In 2013-14, the Coordinator-General approved six coordinated projects: Galilee Coal, Shell Australia LNG (Arrow LNG Plant), Shute Harbour Marina, Gold Coast International Marine Precinct, the Gold Coast Quarry, and Carmichael Coal Mine and Rail. Combined, these will potentially attract investment of \$38.7 billion with more than 12 000 peak construction jobs and more than 9 000 operational jobs.

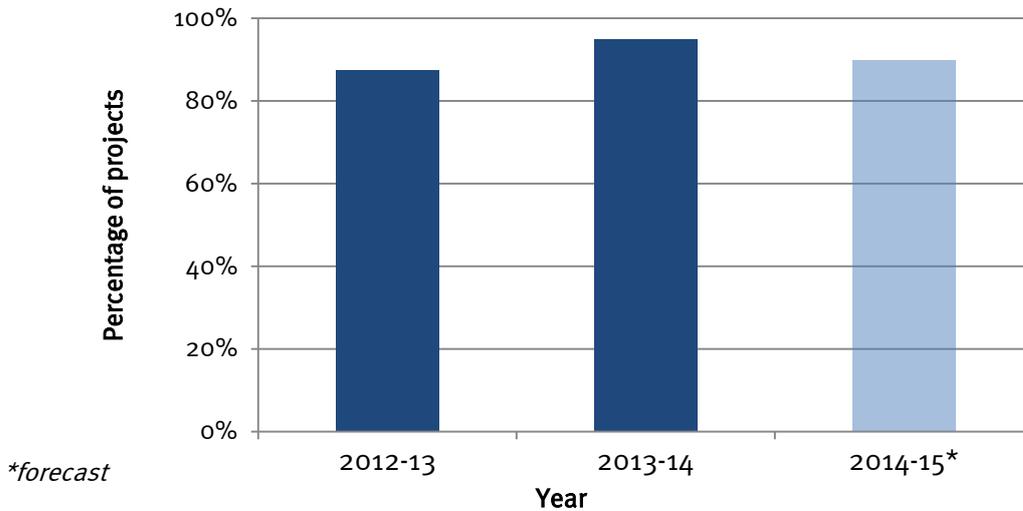
A new, risk-based generic terms of reference (ToR) for the EIS has been implemented that is 75 per cent shorter, thereby offering significant time and cost savings. In addition, a risk-based social impact assessment guideline has been implemented with performance-based outcomes to encourage innovative solutions to manage the social impacts of projects.

Under the new Infrastructure Australia (IA) submission process, the department coordinated the first of three Queensland Government submissions for 2014. The February IA submission presented current and emerging infrastructure priorities for the state.

Project delivery

In 2013-14 the percentage of projects managed, facilitated or delivered that met committed timeframes and approved budgets was 95 per cent (see figure 4). In addition, 82 per cent of stakeholders were either satisfied (53 per cent) or very satisfied (29 per cent) with the department’s services for the management, delivery and facilitation of projects.

Figure 4 Projects that meet timeframes and budgets



The department has continued to support delivery of the Gold Coast 2018 Commonwealth Games™ through planning and development for the Athletes Village, progressing delivery of sporting venue infrastructure, including an international swimming and diving competition venue. The master plan for the Village was launched on 24 March 2014.

This year the department conducted the Property Asset Utilisation Review identifying surplus government land assets and planning for divestment, ensuring the sustainable management of land-based assets. The department has continued divestment of properties in the Mary Valley and over 250 properties are now sold or under development leases.

Diversify and strengthen regional and state economies

The department achieves this by:

- Building stronger regions based on competitive advantages
- Delivering land supply acceleration commitments in resource towns
- Driving the implementation of *Governing for Growth*, the government's 10-year economic growth strategy
- Increasing private sector investment by facilitating business and industry locating and growing in Queensland
- Leading an integrated whole-of-government approach to prioritising economic infrastructure development
- Supporting capability building and supplier education to enable local companies to tender successfully to access global supply chains
- Supporting development of a Bruce Highway Crisis Management Plan.

This is measured by:

- An increased number of firms accessing major supply chain opportunities
- Issues in resource towns being addressed
- New business and industry opportunities secured through market analysis, facilitation and support
- Regional plans are based on economic and infrastructure strategies
- The Bruce Highway Crisis Group is supported
- The level of uptake of Royalties for the Regions funding.

Outcomes:

Regional plans

The *Regional Planning Interests Act 2014* (RPIA) and associated regulation commenced on 13 June 2014 and seeks to manage the impact and support coexistence of resource activities and other regulated activities in areas of regional interest. Together the RPIA and Regulation seek to strike an appropriate balance between protecting priority land uses and delivering a diverse and prosperous economic future for our regions. In addition, the Act provides the framework to implement the policies of the new generation statutory regional plans. The department finalised the Darling Downs and Central Queensland Regional Plans, conducted public consultation on the Cape York Regional Plan and commenced the review of the South East Queensland Regional Plan.

The Coordinator-General has declared the Galilee Basin SDA to support the development of the Galilee Basin. Two multi-use corridors will provide an efficient way to transport coal from at least six potential mines through to the Port of Abbot Point over the long term. The six proposed mining projects within the Galilee Basin that have been subject to an impact assessment process managed by the Coordinator-General have the potential to attract investment of over \$28 billion and provide more than 15 000

jobs during construction and more than 13 000 operational jobs. The department has also implemented regional infrastructure frameworks and supply chain projects for the Galilee and Bowen Basins and the North West Mineral Province.

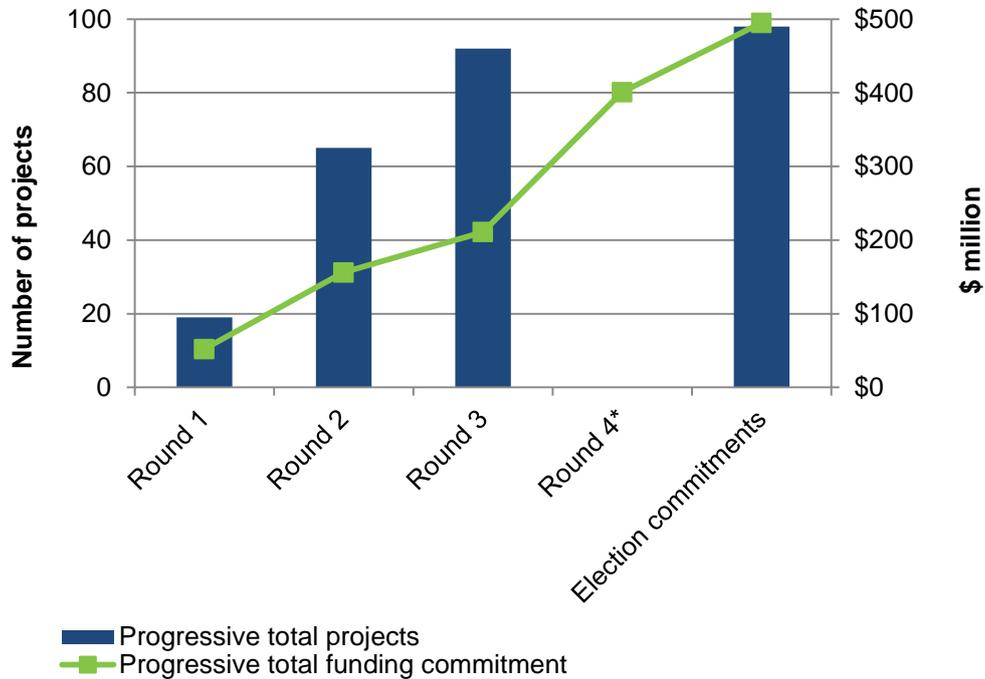
Royalties for the Regions

Regional economies continued to be strengthened by investment in infrastructure projects in Queensland's resource communities via the Royalties for the Region program. This year saw the launch of the second and third funding rounds.

In Round 2, of 65 eligible councils 48 applied for the program, with 46 projects successful in gaining funding worth a total of \$104 million (see figure 5). Round 2 leveraged \$145 million in co-contributions, including \$58 million from local government, \$51 million from industry and the remainder from state and federal government agencies and the not-for-profit sector.

In Round 3, the number of councils applying for funding increased to 50 out of 68 eligible councils, with 27 projects successfully gaining funding. These projects gained funding of \$55 million and will be rolled out in 2014-15. In addition, \$94 million was committed to fund election commitment roads projects.

Figure 5 Royalties for the Regions



*Round 4 projects to be determined in 2014-15

Resource towns

This year the department continued to implement the *Regional and Resource Towns Action Plan*. This plan has \$10 million worth of funding to address issues such as housing availability and affordability; balance competing industrial, commercial and residential land use; and coordinate infrastructure projects in resource impacted townships.

March 2014 marked a year since the plan was released and saw 40 per cent of the 136 actions successfully completed and an additional 53 per cent of activities well underway. The remaining actions are being addressed through other mechanisms.

New business and industry opportunities

Many new business and industry opportunities have been secured through market analysis, business matching, facilitation and support. This year, 82 Queensland firms won contracts with major projects worth a total of \$367 million (see figure 6).

The department has strengthened new project facilitation and case managed major resource projects to minimise potential delays and costs.

This year also saw the continuation of the integrated resort development (IRD) process with four consortia to submit detailed proposals for Queen’s Wharf Brisbane, and two companies continuing with IRDs in regional Queensland.

Figure 6 New business opportunities



Case study – Northern Oil Refinery

In March 2014, the first recycled waste lubricant oil refinery opened in Queensland, in the Gladstone State Development Area.

The companies involved, Southern Oil Refining and JJ Richards, had formed a joint venture and originally investigated the feasibility of building a new refinery in either Queensland or Western Australia.

The department enabled this initiative by preparing a tailored business case, facilitating visits to three regional centres and introductions to regional agencies, development approvals, resolving land purchase issues and helping to reduce trunk infrastructure costs.

The refinery is worth \$55 million and employs approximately 30 people. It can process up to 100 million litres per year of used lubricant oil, recycling it back to ‘base oil’ which can be reformed into lubricant products to be used again and again. This decreases Queensland’s reliance on oil imports and has lower environmental impacts than using crude based oils.

Assist property and construction industries to grow and flourish through streamlined planning processes

The department achieves this by:	This is measured by:
<ul style="list-style-type: none"> • Delivering relevant, timely and clear development schemes • Establishing and implementing the State Assessment and Referral Agency • Implementing a new approach to infrastructure charges • Streamlining planning, assessment and approval processes • Introducing the State Planning Policy. 	<ul style="list-style-type: none"> • Industry is satisfied with simplified planning system • New infrastructure charges approach is implemented and accepted by key stakeholders • Priority development area development schemes are delivered as scheduled • Reduced timeframes for state assessment of development applications.

Outcomes:

New local government infrastructure charges approach

Amendments to the *Sustainable Planning Act 2009* and the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009* which were passed on 5 June, establish a new local infrastructure framework.

These amendments are the result of an extensive 12 month collaborative stakeholder engagement process and will:

- simplify, streamline and clarify the operations of the long-term infrastructure framework
- provide certainty and consistency across elements such as conditioning, offsets and refunds
- specify credits for existing use rights
- improve the dispute resolution and infrastructure agreement processes
- align the water distributor-retailer infrastructure charging and planning arrangements with the local government framework.

Priority development areas development schemes

Priority Development Areas (PDAs) are parcels of land identified for specific accelerated development. Development of PDAs is streamlined by removing them from the planning and development process in the SPA and shortening timeframes for development assessment processes.

This year two new PDAs were declared, one each on the Gold and Sunshine Coasts. In Southport, the PDA will support economic development through knowledge-based employment, regional government administration, medical, retail and commercial uses. Public consultation on the proposed development scheme was conducted in mid-2014.

On the Sunshine Coast, a PDA at Maroochydore will support economic development by building infrastructure and creating a central business district. Public consultation on the proposed development scheme closed in March.

Following the community consultation, feedback and submissions in relation to both PDAs were reviewed and amendments to the draft schemes made before the final development schemes were submitted for approval.

Reduced timeframes for development application assessment

This year the department has continued reforming the state's planning and development assessment systems through operationalising the State Assessment and Referral Agency (SARA) and the State Planning Policy (SPP); and finalising the review of the local government infrastructure charges framework.

SARA has seen the time taken for State Assessment manager decisions improved

by 18.5 per cent, while the time taken for referral agency responses has improved by 8.6 per cent.

The SPP began on 2 December 2013, replacing multiple planning policies and clarifying matters of state interest in land use planning and development. The SPP provides local governments with better tools to plan for their communities and streamlines and clarifies assessment and approval processes.

Following consultation in May 2014, the SPP underwent its first amendment to align with current government priorities and continues to be supported by an interactive mapping system and supporting guidelines to assist users' implementation of the policy.

Case study: SARA fast tracking solutions for drought affected properties

Dry conditions are affecting much of Queensland's grazing regions, and the SARA team has seen an increase in urgent requests for water bore permits.

Applications for water bores can take up to 20 working days to process, and can be impacted by a number of different regulations from vegetation and water management to native title.

SARA's pre-lodgement processes have been able to fast track urgent applications with some applications approved in as little as two working days. Having applications case managed by one agency on behalf of all Queensland Government departments has streamlined approval processes and ensures that they are responsive to the needs of the applicant.

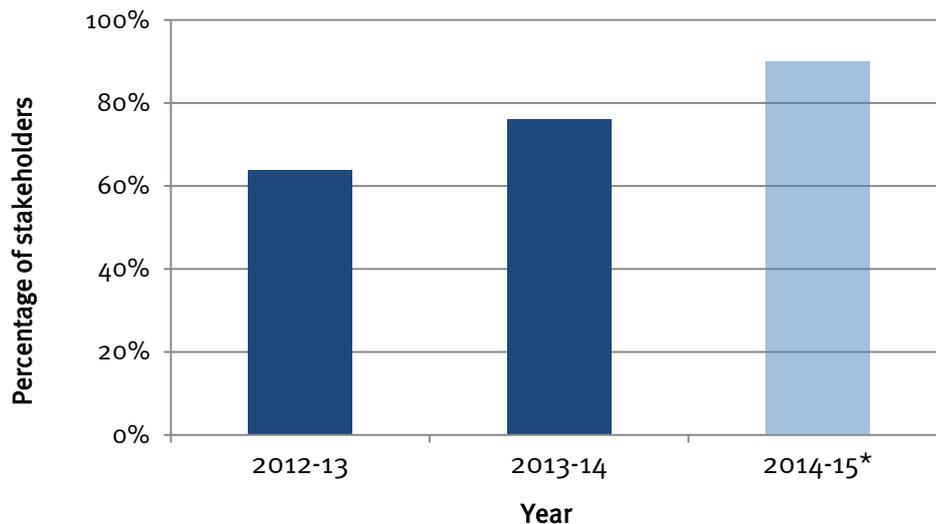
Industry satisfaction with simplified planning system

This year the department has held monthly planning forums with approximately 40 stakeholders across peak planning, legal and development industry bodies, and local government. The annual Planning Forum is held each March.

This year 76 per cent of stakeholders were satisfied with initiatives delivered in the last year that aimed to simplify the planning system (see figure 7). This satisfaction is expected to grow once the

changes to the planning system start to produce benefits. Coupled with current satisfaction regarding the simplified planning system, Queensland continues to outperform all other states in an industry confidence survey conducted by the Property Council of Australia, with net positive ratings for five consecutive quarters to 30 June 2014. This survey showed the confidence in the reform programs being undertaken and reflects industry's high expectations for the range of reforms due for completion by the end of 2014.

Figure 7 Stakeholder satisfaction with simplified planning system



**forecast*

Re-empower local governments and their communities to plan for their futures

The department achieves this by:

- Assisting growth in key industry sectors through regional service delivery partnerships with local governments and stakeholders
- Working collaboratively with local governments to optimise sustainable growth

This is measured by:

- Local government is satisfied with the clarity and scope of local and state government planning roles and responsibilities
- Local planning is devolved to local government
- Regional statutory plans are completed on time.

The department achieves this by:

- Working with local governments to identify and declare new PDAs and establish Local Representative Committees as appropriate.

This is measured by:

Outcomes:**Local planning is devolved to local government**

At the heart of delivering a renewed and contemporary planning system is replacing the current *Sustainable Planning Act 2009*. In consultation with our key stakeholders, significant progress has been made on drafting the *Planning and Development Bill*, which focuses on stripping away unnecessary state intervention and unwarranted procedural details in order to give local governments the autonomy and flexibility to plan for their communities and create a stable base for industry. This complements other key elements of the planning framework such as the State Planning Policy which provides the tools to empower and support local governments to make the right planning decisions for their community and the new role of regional plans. Rather than set rules for managing growth, the regional plans completed for Central Queensland and Darling Downs provide strategic direction to facilitate development and enable discretionary decision-making.

Local government satisfaction with planning roles and responsibilities

Over the past year, the department has engaged widely and regularly across industry, peak bodies, and local government to deliver its planning reform agenda. Following the second annual Planning Forum held in March 2014, almost 60 per cent of participants surveyed, including local government representatives, were satisfied that the reforms implemented since the previous forum had benefited their day-to-day operations. Local governments have welcomed the greater certainty and clarity around plan making and matters of state interest, as well as benefited from improved SARA response times. A key focus for the department will be to continue to support local governments throughout the entire planning reform process to ensure a smooth transition to the new arrangements.

Improve service delivery**The department achieves this by:**

- Continuously reviewing and focusing departmental activities on government priorities
- Delivering integrated and valued departmental and other government services across regional Queensland

This is measured by:

- Local government, other departments, industry and business are satisfied with the department's services including regional service delivery
- Our organisational structure and resourcing is flexibly aligned with delivery of government priorities

The department achieves this by:	This is measured by:
<ul style="list-style-type: none"> Ensuring our service delivery models are efficient and effective 	<ul style="list-style-type: none"> Services are delivered within approved budgets The department meets sector-wide workforce performance measures

Outcomes:

Stakeholder satisfaction

In May 2014 the department surveyed stakeholder perceptions of service delivery across five areas: coordinator-general, state development, major projects, economic development, and planning and property. Nearly 70 per cent

of respondents were satisfied or very satisfied with service delivery received (see figure 8). The survey results show there is an opportunity to further improve response times. This data forms a baseline against which to measure future levels of stakeholder satisfaction.

Figure 8 Stakeholder satisfaction



Renewal program

The department continuously reviews and focuses departmental activities on government priorities. This year we continued to implement the Queensland Government's renewal program, underpinned by the public sector values of customers first, ideas into action, unleash potential, be courageous, and empower people.

We have completed an assessment of the current state of the services we deliver and how we deliver them, and created a

blueprint for service delivery, which will be operationalised in the coming year.

The department has also been leading the implementation of seven renewal recommendations that came out of the Commission of Audit. The recommendations are on track to be delivered as scheduled with timeframes ranging from the latter half of 2014 to 2017.

Innovation is a key driver of renewal—we aim to find new approaches to key challenges and strengthen and embed an innovation culture throughout our department.

Enabling improved service delivery

The department is using technology to improve service delivery. We have begun a rolling technology refresh to upgrade desktop computers to mobile devices such as tablets.

This will result in improved client service as staff will have corporate resources available on-site with the client. Other technology initiatives to enable more efficient and cost effective service delivery include piloting a WiFi environment, Voice over Internet Protocol (VoIP) telephone system, upgrading to the Windows 8.1 operating system and migration to cloud based email.