# Department of State Development, Infrastructure and Planning

## Implementation of the Queensland Government's Regulator Performance Framework

## 2025–26 Performance Report

## Background

The purpose of the Queensland Government's Regulator Performance Framework (the Framework) is to achieve positive regulatory outcomes in Queensland through effective and efficient regulatory practice.

The Framework sets out five model practices to support the achievement of government policy objectives through better interactions between regulators and their stakeholders, which aim to reduce the burden and/or costs for all parties.

The model practices are to:

1. **Ensure regulatory activity is proportionate to risk and minimises unnecessary burden**
2. **Consult and engage meaningfully with stakeholders**
3. **Provide appropriate information and support to assist compliance**
4. **Commit to continuous improvement**
5. **Be transparent and accountable in actions.**

**Further information about the Framework is available from the Queensland Treasury website.**

The following report outlines the Department of State Development, Infrastructure and Planning's (DSDIP) performance in implementing the Framework during 2025–26, including the three areas of the department that undertake regulatory functions:

- Office of the Coordinator-General
- Planning
- Office of Industrial Relations (OIR).

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**Note:** Previous years' reports for OIR can be found on its website OIR Regulatory Performance Self-Assessment Reports.

| Regulator model practices and supporting principles | In 2025–26 report on:<br>• evidence to demonstrate the extent to which DSDIP's regulatory practices align with the regulator model practices including examples or case studies<br>• actions taken to improve regulatory activities and business practices. |
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| **Office of the Coordinator-General** | |
| **1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden**<br>• A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions.<br>• Regulations do not unnecessarily impose on regulated entities.<br>• Regulatory approaches are updated and informed by intelligence gathering so that effort is focussed towards risk. | **The Office of The Coordinator-General (OCG) continued to ensure regulatory activity was proportionate to risk and minimised unnecessary burden for key stakeholders for the period of FY25-26.**<br><br>The OCG adhered to relevant legislation under the *State Development and Public Works Organisation Act 1971* (SDPWO Act), namely Part 7A of the SDPWO Act which provided guidance to officers on the management of enforcement and general offences. The guidance under Part 7A being:<br>• Part 4 (Environmental coordination)<br>• Part4A (Assessment and approval of particular coordinated projects under the Bilateral Agreement)<br>• Part 5 (Prescribed development)<br>• Part 5A (Prescribed projects)<br>• Part 6 (Planned development).<br><br>The OCG continued to provide advice on approvals processes for major projects, considering risk and impact specifically to:<br>• assess project risks and manage project specific risk registers<br>• impose conditions requiring third-party audit reporting to ensure ongoing compliance (where appropriate to risk)<br>• review third-party independent audit reports for projects, as part of its compliance framework, to evaluate the level of compliance<br>• monitor and report on any compliance or enforcement action.<br><br>The OCG continued to utilise both the Environmental Impact Statement (EIS) and the Impact Assessment Report (IAR) processes, which were managed using a flexible approach to respond to individual projects. Both processes ensure project impacts are assessed appropriately and managed properly.<br><br>The OCG continued to operate under the Bilateral Agreement between the Commonwealth and the State of Queensland, allowing projects to be assessed by a single EIS which addressed State and Commonwealth environmental legislation, where approvals are required by both levels of government. |

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| | **The OCG took specific actions in FY25-26 to improve regulatory activities and business practices, such as:**<br><br>**Cross-Agency Assessment Team (CAAT):**<br><br>• The OCG is leading the Cross-Agency Assessment Team (CAAT) initiative, bringing together specialist expertise from government agencies to streamline approvals for resource projects. The centralised function within the OCG will enhance whole-of-government coordination, strengthen agency alignment, simplify assessment processes and support more effective decision-making for complex resource projects.<br><br>• This initiative ultimately aims to reduce risk, duplication and strengthen whole-of-government coordination for complex resource projects and their proponents when dealing with government through approval processes.<br><br>• The OCG established CAAT project eligibility criteria, commenced consultation with local governments, and commenced leading tailored CAAT processes through providing timely advice to proponents and government and streamlining project delivery in support of Queensland's long-term economic development for the following significant resource projects:<br>  ○ Eva Copper Mine Project,<br>  ○ Centurion North Development Project and<br>  ○ Esmeralda Graphite Project.<br><br>**State Development and Public Works Organisation (Critical Minerals) and Other Legislation Amendment Bill 2026**<br><br>• The OCG worked to ensure the *SDPWO Act* remained at the forefront of national reform on project outcomes, with the right amount of flexibility so that barriers are not put in the way of projects through duplication across Acts or due to scenarios that were not yet considered when legislation originally came into effect.<br><br>  ○ Through the State Development and Public Works Organisation (Critical Minerals) and Other Legislation Amendment Bill 2026*,* the core aim is to modernise Queensland's project assessment and facilitation framework and support economic growth across the State.<br><br>  ○ These reforms aim to strengthen the Coordinator-General's (CG) ability to facilitate major projects by reducing regulatory duplication, improving approval coordination, enabling infrastructure delivery and resolving project-specific barriers, thereby supporting investment, job creation and regional development across Queensland.<br><br>• This work is particularly important for emerging industries such as Critical Minerals which face different challenges to what we have seen in traditional coal and gas sectors. |

- OCG is collaboratively working with the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) and Critical Minerals Queensland, to ensure proponents are receiving the right advice at the right stage of their project which is consistent across Government departments.

**Taroom Trough Development Plan**

- During FY25-26 the OCG prepared a works Regulation, the State Development and Public Works Organisation (Taroom Trough Development Plan Works) Amendment Regulation 2026, which was subsequently approved by Governor-in-Council that amended the State Development and Public Works Organisation Regulation 2020, establishing the legislative framework necessary to undertake works associated with the preparation and delivery of the Development Plan.
- The OCG is now leading the planning, infrastructure coordination and assessment for the Taroom Trough Development Plan, which aims to provide clarity, certainty and consistency to support the development of Australia's first prospective new oil field in over fifty years.
- Through the integration of policy, regulatory and infrastructure planning functions, the initiative will deliver greater clarity, certainty and consistency for future development within the Taroom Trough, while advancing the Queensland Government's commitment to strengthening domestic fuel security and supporting Australia's sovereign energy capability.
- This work presents for better coordination at a Basin level; to improve coordination of infrastructure across projects (power, water, roads, pipelines) and get products to market, rather than proponents trying to deal with these issues on a piecemeal project by project basis.
- This approach does not preclude the need for regulatory approvals, rather it enables a more considered and focused approach to approvals and timeliness to reach construction.
- In partnership with the DNRMMRRD and the Department of the Environment, Tourism, Science and Innovation (DETSI), OCG will work closely with project proponents, regulators, and government agencies to:
  - establish a shared vision and development pathway for the Taroom Trough
  - identify opportunities to leverage existing infrastructure and enable common-user solutions
  - improve regulatory efficiency and certainty through coordinated approvals
  - manage cumulative environmental and social impacts
  - maintain community confidence, while protecting environmental values.

**Negotiations with the Commonwealth and the *Environment Protection and Biodiversity Conversation Act 1999* (EPBC Act) amendments – Milestones:**

- During FY25-26, the OCG undertook actions to work towards maximising streamlining opportunities through the Commonwealth EPBC Act reforms.
- The OCG commenced project planning discussions including governance arrangements with Commonwealth departments, former Department of Climate Change, Energy, the Environment and Water (DCCEEW) and the National Environmental Protection Agency (EPA) to progress development of a new assessment bilateral agreement under the reformed EPBC Act to maintain existing accreditations.
- In partnership with DETSI, the OCG coordinated and completed the Queensland Government's response to Tranche 2 of the EPBC reform consultation.

**Additional actions were taken throughout the period by the OCG to improve regulatory activities and business practices including:**

- actively sought opportunities to improve regulatory activities and business practices on a quarterly or annual basis including through implementing the State Development Area (SDA) business improvement program which is focussed on improvements to development assessment processes and decision making in SDAs and involved a review of delegations, templates, performance indicators, fees and practice guidelines
  - undertook reviews of policy, templates and guidelines to ensure a proportionate approach to the assessment of projects
  - engaged with state entities and other key stakeholders to identify opportunities to streamline project assessment processes for time-pressured projects
  - strengthened risk identification and management to ensure a proportionate response to issues and ability to identify, manage, and neutralise risks more efficiently
  - strengthened strategic information sharing and highlighted key issues on a regular basis within the OCG between Directors-General, Chief Executive Officers (CEOs), and the CG
  - further work was also undertaken in removing regulatory barriers to ensure efficient project delivery, including within our SDAs – which are strategically located for downstream processing and port access.

**The OCG continued to maintain the responsibility for the implementation and administration of the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act), which is supported by a guideline on social impact assessments (SIA).**

**The SSRC Act aims to:**

- ensure that residents of communities near large resource projects (LRPs) benefit from their construction and operation, noting it:
  - prevents the use of 100% fly-in, fly-out (FIFO) workforce arrangements on operational LRPs
  - prevents discrimination against locals in the future recruitment of workers, through amendments to the *Anti-Discrimination Act 1991*

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| | ○ ensure SIAs are mandatory for LRPs, including prioritisation of recruitment from local and regional communities<br>○ ensures SIA processes are the same under both the *Environmental Protection Act 1994* and the SDPWO Act.<br><br>In line with the SSRC Act the OCG continued to:<br>• assess project specific social impacts and approve social impact management plans (SIMP)<br>• impose state conditions under the SSRC Act, that may require third-party audit reporting to ensure ongoing compliance (where appropriate). For example, a standard condition for the proponent is to provide an annual social impact management report for the project<br>• review the performance and implementation of proponent SIMPs and commitments<br>• monitor social impact management reports for project compliance<br>• regularly monitor and undertake an annual compliance audit to evaluate compliance with the CG's conditions and recommendations on LRPs including SIAs under the SSRC Act<br>• implement appropriate action to address non-compliance, such as the OCG conducted investigations and considered whether enforcement was warranted<br>• regularly monitor resource industry activity to ensure resource projects that meet the criteria of an LRP are captured by the SSRC Act and published on the CG's list of LRPs.<br><br>Additional actions taken to improve regulatory activities and business practices included:<br>• continued to work collaboratively with industry, local and state government agencies in ensuring LRP compliance with the SSRC Act<br>• reviewed the SIA Guideline and SIA supplementary material, which was amended to also include the requirement for SIA for prescribed development under the *Planning Act 2016*<br>• continued to proactively raise the profile of the SSRC Act across government and industry to increase awareness of the SSRC Act requirements<br>• continued to promote the SSRC Act in Project Pipeline pre-lodgement meetings with proponents<br>• the departmental website continued to host information pertaining to:<br>○ the SSRC Act<br>○ the SIA guideline<br>○ publicly available resources such as the SSRC Factsheet and the SIA guidance material, including the SIA process overview and assessment guidance. |

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| **2. Consult and engage meaningfully with stakeholders**<br>• Formal and informal consultation mechanisms are in place to allow for the full range of stakeholder input and Government decision-making circumstances.<br>• Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.<br>• Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework. | **The OCG continued to engage meaningfully in FY25-26 with stakeholders by utilising several mechanisms to strengthen effective and efficient collaborative relationships and drive informed decision-making outcomes.**<br><br>Effective engagement was recognised as crucial to shaping informed decision-making capabilities in relation to matters pertaining to key projects (Prescribed or Coordinated), SDAs (Development Applications including updates, changes and proposed Development Scheme changes) and other key processes in line with both the SDPWO Act and the SSRC Act.<br><br>Mechanisms of engagement included:<br>• seeking advice from other government agencies:<br>  ○ through various processes such as the environmental assessment process, the CG continued to seek advice from government agencies, and technical specialists<br>• engagement with state agencies:<br>  ○ continued to actively engage with state agencies and other entities that have condition jurisdiction or a compliance role in relation to key projects or processes being undertaken by the OCG<br>  ○ continued to implement a standard and streamlined practice to engage with relevant government agencies when formulating conditions to ensure they are fit-for-purpose<br>• engagement with First Nations people:<br>  ○ OCG continued to engage with First Nations People and communities, in collaboration with proponents, to seek deeper understandings to inform project design and delivery as per examples below:<br><br>*Abbot Point SDA*<br>  ○ Finalised preparation of the Abbot Point SDA Environmental and Cultural Values Management Plan in collaboration with Traditional Owners and the North Queensland Bulk Ports Corporation.<br><br>*Mackay SDA*<br>  ○ Finalised Cultural Heritage surveys for the Mackay SDA undertaken in collaboration with Traditional Owners.<br><br>*Inland Rail – Border to Gowrie Project*<br>  ○ OCG facilitated a bespoke full day session with Bigambul Native Title Aboriginal Corporation (BNTAC) with the proponent (Inland Rail Pty Ltd (IRPL)), including their Aboriginal and cultural heritage liaison officer, to discuss the EIS in context of how previous submissions and engagement with BNTAC has been addressed.<br>  ○ The outcome of the session was documented by OCG and endorsed as a formal submission from BNTAC to be addressed by IRPL. Accordingly, draft management plans for the CG consideration currently include social and economic opportunities for Bigambul people (e.g. revegetation contracts) |

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| | ○ OCG also facilitated advanced engagement by IRPL with BNTAC regarding design refinements to the originally proposed project alignment. Accordingly, the revised reference design is expected to avoid culturally sensitive areas for the BNTAC people.<br>*Port of Brisbane Channel Enhancement Project*<br>○ There are several First Nation / Traditional Owner groups in the vicinity of the project.<br>○ To facilitate transparent and fair engagement across groups, the proponent (Port of Brisbane Pty Ltd) advertised an expression of interest for groups to participate in a reference group for cultural heritage management on the project.<br>○ The reference group has been formed – in consultation with the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) and includes five groups with interest in the project for ongoing engagement throughout the EIS process.<br>The OCG has published two Generic Terms of Reference (TORs):<br>○ For resource and non-resource projects preparing an EIS under the SDPWO Act<br>○ The Generic TORs explicitly recognise the rights, cultures, and interests of Queensland's Aboriginal peoples and Torres Strait Islander peoples, and set clear expectations for proponents to engage early and continuously with Traditional Custodians<br>○ This engagement is intended to ensure that Traditional Custodians' views inform project planning, assessment, and development from the outset and throughout the project lifecycle.<br>OCG continued to participate in targeted community and broader stakeholder forum engagements and consultations:<br>○ representatives of the OCG participated in community and stakeholder 'town hall' events within various local/regional communities where impacts and affects may be felt by projects and processes being undertaken by the OCG and prior to a decision being made. Such community events provided a platform for feedback opportunities and information sharing<br>○ specific/targeted consultations were also held with impacted landowners/occupiers, prior to the exercise of land access and/or the use of the CG's land acquisition powers<br>○ direct engagement with relevant local governments and proponents/owners of LRPs, and social service providers<br>○ formal consultation was held with industry, unions, peak bodies, local and state government agencies to inform the CG's discretionary decisions under the SSRC Act.<br>Community consultation engagements took place in FY25-26, for example:<br>○ Bribie Island Town Hall – July 2025 |

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| | • In FY25-26 OCG continued to conduct public consultations/notification stages demonstrating the OCG's commitment to improving public consultation processes while building trust and confidence through utilising various methods:<br>  ○ online platforms such as 'have your say' – which invited the public to submit their feedback including for EISs – terms of reference, draft EISs, SIAs, SDA applications, as well as SDA development schemes and project change applications<br>  ○ providing e-mail or postal methods for the public to respond during public consultation periods<br>• pre-lodgement meetings provided an opportunity for proponents to discuss their project with the OCG before lodging an application for the following:<br>  ○ SDA applications<br>  ○ coordinated projects and prescribed projects<br>  ○ any other declarations under the SDPWO Act<br>• the OCG remained committed to delivering transparent and accessible information to stakeholders through:<br>  ○ refreshed website information via the new standalone OCG website<br>  ○ through document sharing, for example: project information, fact sheets, templates, processes, guidelines, SDAs, development schemes, how to undertake development in an SDA<br>  ○ the new public enquiries email available via the new standalone OCG website (enquire@coordinatorgeneral.qld.gov.au)<br>  ○ public telephone line via a dedicated 1800 number<br>  ○ associated email addresses for projects and development application processes<br>• the OCG remained committed to delivering and maintaining current information by conducting regular reviews as well as providing refreshed and reformed information, where relevant<br>• the OCG launched a standalone OCG Website within the period – refreshing the OCG internet presence to create a more effective, efficient, user centric and accessible experience for key stakeholder groups such as government, industry and community users:<br>  ○ the new website project was completed, which focused on refreshing the web design, the content and information presented<br>• the OCG continued to utilise methods of external stakeholder communications:<br>  ○ external mail outs to key stakeholders were utilised to keep them informed of current achievements and upcoming work of the OCG<br>  ○ social media channels were utilised such as LinkedIn to highlight key milestones, engagements and work of the OCG relevant to the OCG LinkedIn audience demographic. |

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| | **In FY25-26, the OCG had two coordinated projects undergo public consultation, including:**<br>• The Centurion North Development Project – draft terms of reference, for an EIS and<br>• The Inland Rail – Border to Gowrie (B2G) project – revised draft EIS.<br>**In FY25-26, the OCG also had one public consultation for an SDA application for a material change of use:**<br>• The SOILCO compost manufacturing facility in the Bromelton SDA.<br>**In FY25-26, the OCG engaged with core stakeholders at industry forums and events to strengthen meaningful messaging and build trust, hosted by the following industry bodies and organisations:**<br>• Infrastructure Association Queensland (IAQ)<br>• International Mining and Resources Conference (IMARC)<br>• Urban Development Institute of Australia (UDIA)<br>• Meeting of the Mines (Cloncurry)<br>• Australian Energy Producers Conference (AEP)<br>• DETSI Regulator Roadshow<br>• Local Government Association Queensland (LGAQ)<br>• DSDIP – FNQ Industry Breakfast (Cairns)<br>• DSDIP – NQ Industry Breakfast (Townsville). |

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| **3. Provide appropriate information and support to assist compliance**<br>• Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience.<br>• Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance.<br>• Where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular stakeholders (e.g. small business) or require specialist advice. | **The OCG continued to provide appropriate information and support to proponents and stakeholders to assist compliance matters, while striving to improve process efficiencies.**<br>The OCG continued to engage with stakeholders affected by the exercise of powers under the *SDPWO Act* and the *SSRC Act* and worked closely with proponents and government agencies to facilitate prescribed and major projects in obtaining relevant approvals.<br>To guide proponents and the public on how to undertake and participate in processes under the *SDPWO Act* and the *SSRC Act*, the OCG continued to practice transparent communication by publishing guidance materials to assist and inform stakeholders via the department website across matters relating to:<br>• assessment and approval processes<br>• project stage updates (for e.g. at EIS stage, or out for public consultation phase)<br>• compliance and enforcement matters.<br>In parallel, the OCG provided:<br>• pre-lodgement meetings with proponents to inform them of requirements and expectations around approvals processes to achieve best possible outcomes<br>• key project/office contact methods, including emails such as a general email address for all enquiries, specific project email addresses and key contacts as well as an 1800 phone line<br>• suite of guidelines and document templates<br>• access to a diverse range of resources and information on the new OCG standalone website<br>• implemented the new public enquiry line via the new standalone OCG website.<br>The OCG continued to demonstrate its commitment to improving efficiencies and its consistency in assessment and administration of applications and approval timeframes, utilising standardised suites of document requirements, such as:<br>• generic Terms of Reference (ToR)<br>• an Environmental Impact Assessment (EIA) Toolkit<br>• generic environmental authority (EA) conditions for resource projects<br>• model conditions and templates for SDA applications.<br>The generic ToR outlines essential EIS requirements for resource and non-resource projects, while the EIA toolkit offers accessible guidance documents to establish clear standards for environmental assessments. These documents |

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| | also support improved community and stakeholder relations for proponents and agencies by setting a consistent expectation and reducing consultation fatigue.<br><br>The OCG also worked closely with DETSI to progress the development of generic EA conditions issued as part the CG Evaluation Report (ER) to provide certainty for resource project proponents.<br><br>The OCG is committed to driving clear guidance to proponents and stakeholders whilst also implementing strategic project planning and critical path analysis in partnership during the early stages of EIA planning, to expedite approval timeframes and actualise outcomes (i.e. removing burdensome processes).<br><br>During assessment processes under the SDPWO Act, the CG may apply conditions to a project to manage project impacts. Compliance with CG-imposed conditions is an indicator that projects are proceeding lawfully, in line with government and community expectations and environmental standards. The OCG continued to:<br>• work closely with proponents, including local and state government agencies, to ensure conditions on projects were reasonable, relevant, clear and enforceable, conditions were drafted to be 'fit-for-purpose' and impacts were mitigated where necessary<br>• oversee post CGER negotiations between proponents and local governments, in particular relation to SIMPs under the SSRC Act.<br><br>Other compliance matters included:<br>• the OCG provided direct contact details of officers to landowners and interested holders who were subject to land access or resumption notices, to enable affected parties to obtain timely guidance or advice should an issue with compliance of a statutory process or notice arise<br>• published information on the new OCG standalone website about the following topics:<br>o the compulsory acquisition process, including frequently asked questions to provide parties with an understanding of the process to help them determine whether statutory processes or notices are compliant<br>o management and enforcement of compliance issues<br>o maintained the list of large resource projects subject to the SSRC Act<br>o published online documents related to development approvals made by the CG in SDAs.<br><br>The OCG continued to review and monitor projects under compliance. The OCGs compliance activities include**:**<br>• provision of advice to the CG on the conditioning of approvals, to ensure that conditions are reasonable, relevant and enforceable<br>• monitoring of proponent compliance with imposed conditions of approval |

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| | • assessment of non-compliance notifications and provision of possible enforcement options to the CG with the CG deciding on the most appropriate enforcement option<br>• reviewing of third-party audit reports and provision of advice to the CG on audit outcomes and any actions that may be required<br>• maintenance of collaborative working arrangements with state agencies, or other entities that have condition jurisdiction or a compliance role<br>• review actions included:<br>  ○ guidelines and the suite of standard templates continue to be reviewed annually to ensure they provide consistency and transparency in the approach and the best outcomes for all involved<br>  ○ the delivery of additional risk management for compliance responsibilities for projects under construction, including development of roles and responsibilities and communications plans and review of governance frameworks to exclude conflicts of interest. |

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| **4. Commit to continuous improvement**<br>• Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators, to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving outcomes.<br>• To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community.<br>• Staff have the necessary training and support to effectively, efficiently and consistently perform their duties. | **The OCG continued to demonstrate its commitment to continuous improvement throughout FY25-26 by:**<br>• regularly reviewing its practices, guidelines and processes to ensure it provides the best approach to achieving outcomes<br>• ensuring all CG decisions continue to consider human rights in accordance with the *Human Rights Act 2019*<br>• ensuring all staff continued to have the necessary tools to assist in preparing material for statutory decisions<br>• ensuring a review of human rights considerations was sought for decisions under the SDPWO Act and SSRC Act alongside staff having the appropriate guidance material available when preparing material for statutory decisions, and to ensure consistency in application of human rights considerations<br>• ensuring staff undertook training to build the necessary capabilities for their respective roles, with training provided by legal firms, other agencies as well as in-house training.<br>**The OCG has demonstrated its commitment to improving its project, program and portfolio management practices and systems with activities which included:**<br>• procuring and rolling out a new project portfolio management (PPM) system, Planview Portfolios<br>• advancing its level of effective practice around accountability, with respect to project management, implementing roadmaps for projects and peer reviewing and 'rigour' testing project roadmaps to ensure they effectively demonstrate accurate milestones and project pathways to achieving success<br>• continuing to upskill abilities to be able to identify key issues, focusing on improved quality of assessments, reduce assessment delivery timeframe, de-risking projects and remain globally competitive<br>• ensuring proactive compliance frameworks were retained for critical timeframe projects<br>• where non-compliance against conditions was identified, the OCG continued to take action to ensure the matters were addressed and the project could proceed<br>• continued to conduct periodic reviews and updates to guidance materials (as stated above) with respect to assessment processes under the SDPWO Act and SSRC Acts to gain effective efficiencies for all involved. |

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| **5. Be transparent and accountable in actions**<br>• Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders.<br>• Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.<br>• Indicators of regulator performance are publicly available. | **In FY25-26, the OCG continued to demonstrate its commitment towards transparent and accountable actions and decision-making which included:**<br>• regulatory decisions, including copies of gazettes, project reports and links to new regulations continue to be published on the new OCG standalone website, which is accessible by stakeholders<br>• the OCG published transparent processes and guidance materials for stakeholders<br>• the OCG demonstrated its commitment to transparency by utilising social media platforms such as LinkedIn, highlighting decisions, engagement activities and/or activities involving the OCG.<br>The OCG continues to publish on the new OCG standalone website:<br>• the fees payable for applications<br>• fact sheets and guidelines on assessment timeframes, processes and requirements<br>• all declarations of coordinated projects, prescribed projects, critical infrastructure projects and approved works with links to project information<br>• environmental assessment material considered by the CG in the evaluation of coordinated projects<br>• instructions for the public to have their say on projects undergoing evaluation<br>• the CG's evaluation report information providing an overview of the SSRC Act and SIA requirements including a list of LRPs and associated nearby regional communities<br>• information on the SSRC Act review<br>• online documents related to development approvals made by the CG in SDAs. |
| **Planning** | |
| **1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden**<br>• A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions.<br>• Regulations do not unnecessarily impose on regulated entities. | • The *Planning Regulation 2017* (the Planning Regulation) was recently amended to support Government Election Commitments such as housing delivery and infrastructure coordination. These changes include streamlining administrative processes, refining thresholds and updating definitions to support efficient planning outcomes and ensure that the risks are proportionate whilst minimising unnecessary burden on the community and stakeholders.<br>List of amendments include:<br>• Extending provisions for rooming accommodation to be accepted development under certain criteria and introduced new requirements for landscaping within the front boundary setback.<br>• Extending two temporary pathways available under the Queensland Rural Workers Accommodation Initiative that make it easier to provide housing to rural workers while planning schemes are updated and clarifying that rural |

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| • Regulatory approaches are updated and informed by intelligence gathering so that effort is focussed towards risk. | workers' accommodation is accepted development only where certain criteria are met including where overlays do not apply.<br>• Making changes to community residences to ensure consistent application across Queensland while continuing to support safe and inclusive housing by allowing community residences to be accepted development under certain criteria and limiting the zones where they can be established to improve built form outcomes.<br>• Making relocatable classrooms Temporary Accepted Development, until the end of 2029, ensuring temporary classrooms can be provided quickly to meet growing enrolment demand.<br>• Introducing a new land use definition for built to rent housing into Schedule 24 of the Planning Regulation to provide a clear land use definition in the planning frameworks so Local Governments will have a consistent and prescriptive term to help shape their planning schemes.<br>• Remove duplicative and restrictive assessment benchmarks applicable to tourist, sport and recreation activities in certain areas identified in the South East Queensland Regional Plan 2023.<br>• Making waterway barrier works accepted development for important water storage infrastructure.<br>• Changes to support implementation of aquaculture authorities, by removing from the planning framework the assessment of aquaculture farm management and biosecurity matters that are now considered under aquaculture authorities.<br>• Amending the eligibility criteria for development to be declared a State Facilitated Development (SFD) to broaden the type of residential projects that can access the SFD pathway.<br>• Making changes to the assessment framework for battery storage facilities to ensure social and development impacts are consistently identified, considered and managed.<br>• Updating Schedule 16 to reflect the annual indexation of prescribed amounts.<br>*New Compliance and Enforcement*<br>• DSDIP's Planning area is committed to promoting, monitoring and enforcing compliance to achieve planning outcomes that protect Queensland communities while supporting sustainable growth. Planning undertakes its compliance and enforcement functions where the Chief Executive administering the *Planning Act 2016* (the Planning Act) is the enforcement authority under section 160A. This includes development for wind farms, solar farms (one MegaWatt (1 MW) or greater) and battery storage facilities (50 MW or greater). Where another Government agency or Local Government is the enforcement authority, compliance and enforcement responsibilities remain with that authority. |

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| | • In September 2025, Planning formalised its Compliance and Enforcement function through the establishment of a dedicated Compliance and Enforcement team. This team was established to strengthen Planning's capability to undertake compliance, enforcement and monitoring activities in relation to development applications where the State is the assessment manager.<br>• Planning's compliance and enforcement function is guided by its Compliance and Enforcement Policy, which ensures a fair, consistent, and proportionate approach to regulation. The Compliance and Enforcement Policy outlines Planning's regulatory approach as outcomes-focused, evidence-based and risk-driven, ensuring that resources are directed to the areas of greatest risk to planning outcomes and community interests.<br>• Key foundations underpinning Planning's regulatory approach include:<br>– **Risk-based regulation**: Prioritises matters based on risk, impact and potential harm.<br>– **Responsive and proportionate action**: Tailor responses to the nature, severity and wilfulness of the non-compliance.<br>– **Support for voluntary compliance**: Promotes understanding and early engagement to help parties meet their obligations.<br>– **Escalation when necessary**: Take formal enforcement action when voluntary compliance fails or an escalation of enforcement action is determined to be appropriate in the circumstances.<br>– **Evidence-based decision-making**: Ensures decisions are supported by facts and procedural fairness.<br>– **Behaviour-focused regulation**: Consider wilfulness and severity of the conduct when determining response.<br>• Planning minimises unnecessary burdens on regulated entities by focusing on areas of greatest risk and supporting voluntary compliance wherever possible. By aligning its regulatory approach with these principles, Planning promotes compliance in a way that is fair, transparent, and effective, while supporting sustainable growth and protecting Queensland communities.<br>• During 2025-26, Planning's regulatory activities were informed by intelligence gathered through public complaints, reviews of compliance documentation submitted by development approval holders and proactive audits of State-approved developments. This intelligence enabled Planning to prioritise its efforts on areas of greatest risk, ensuring that regulatory responses were both targeted and proportionate. By focusing on these priorities, Planning addressed potential non-compliance issues effectively and ensured that its regulatory activities supported the achievement of planning outcomes. |
| **2. Consult and engage meaningfully with stakeholders** | • Planning actively engages with a broad range of stakeholders, including industry peak bodies, Local Governments, State agencies, utilities and telecommunications and the community, to shape policy outcomes and improve the operation of Queensland's planning framework. |

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| • Formal and informal consultation mechanisms are in place to allow for the full range of stakeholder input and Government decision-making circumstances.<br>• Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.<br>• Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework. | – Engagement is both formal and informal, and is designed to build trust, promote transparency, and ensure the system reflects the realities of those it regulates.<br>– The Planning System Industry Reference Group, comprising peak bodies, State agencies, and the Deputy Director-General Planning, meet bimonthly.<br>• Throughout 2025–26, Planning continued to consult through targeted project work, including legislative reform and strategic Government initiatives. This included structured engagement with technical working groups, advisory panels and cross-agency committees to ensure that policy development is informed by diverse perspectives and operational experience.<br>• A key example of this approach was the consultation on the Draft Far North Queensland Regional Plan 2025, which was released for public consultation from 12 November 2025 to 5 January 2026. The consultation program provided opportunities for Local Governments, State agencies, industry, Traditional Owners, community organisations and the public to provide feedback on the future growth and development of the region. Feedback received through formal submissions and engagement activities informed the review and finalisation of the Far North Queensland Regional Plan and Infrastructure Plan 2026, demonstrating Planning's commitment to collaborative and evidence-based policy development.<br>• To better understand stakeholder sentiment and identify opportunities for improvement, Planning also undertakes regular feedback mechanisms. The annual State Assessment Referral Agency (SARA) customer satisfaction survey, invited applicants, State agencies and development industry representatives to provide insights into their experience with the planning system. The results inform service delivery improvements and help shape future engagement priorities.<br>• Planning continues to engage with stakeholders after regulatory reforms have come into effect to aid implementation. For example, to facilitate the roll out of reforms to renewable energy development and the introduction of the community benefit system under Queensland's planning framework, Planning held online information sessions and attended several events and speaking engagements to help stakeholders understand the changes and to ask questions.<br>• Planning recognises that meaningful engagement is not just about consultation, it's about listening, responding, and co-designing solutions. The department is committed to strengthening collaborative relationships with other regulators and stakeholders to ensure the planning system remains responsive, efficient, and fit for purpose.<br>• The qualitative and quantitative data obtained is used to identify and prioritise areas of improvement to address the survey responses.<br>*Compliance and Enforcement*<br>• Effective engagement with regulated entities and stakeholders is critical to achieving good regulatory outcomes. |

- During 2025-26, Planning engaged with development proponents and approval holders, as regulated entities, as well as community members, Local Governments and Government agencies to inform compliance and enforcement activities.
- Planning uses both formal and informal engagement mechanisms to gather information, understand stakeholder concerns and communicate regulatory expectations. As the compliance and enforcement function is still evolving, Planning has focused on informal approaches to date. These include one-on-one discussions, direct engagement with regulated entities, and collaboration with other Government agencies to build relationships, identify key issues and shape the development of Planning's compliance and enforcement activities.
- As a newly established function, Planning has actively collaborated with other regulators and Government agencies to inform the development of the Compliance and Enforcement Policy and supporting procedures. Advice and knowledge sharing from more established regulatory agencies have been instrumental in building Planning's regulatory capability and ensuring a consistent and contemporary regulatory approach.
- This collaborative approach builds trust between Planning and stakeholders, while ensuring compliance and enforcement activities are informed, targeted and practical. Stakeholder input gathered through these mechanisms directly informs Planning's regulatory decision-making, ensuring the Compliance and Enforcement Policy and actions are responsive to the needs of regulated entities and stakeholders. Through ongoing engagement, Planning strengthens its understanding of regulatory requirements, supports evidence-based decision-making and continuously improves the effectiveness and efficiency of its compliance and enforcement activities.

*Protecting the Condamine Alluvium*

- Planning actively engages with a broad range of stakeholders, including industry peak bodies, Local Government State agencies and the community, to shape policy outcomes, including appropriate regulatory outcomes that provide a balanced approach for protection of State interests with the impacts of proposed resource activities and regulated activities.
- A key example of this engagement was the development of the *Regional Planning Interests (Condamine Alluvium) and Other Legislation Amendment Act 2026* (RPI(CA)OLA Act) which commenced on 29 June 2026 and delivers on the Queensland Government commitment to require gas companies to demonstrate beyond any reasonable doubt that new projects would not have a detrimental impact on the Condamine Alluvium, a large and significant water aquifer used for agricultural purposes.
- Planning undertook two rounds of targeted stakeholder consultation throughout development of the policy in late 2025 and again in February and March 2026 that shaped the direction of the RPI(CA)OLA Act, following stakeholder feedback on the proposed reforms.

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| | • Stakeholders involved included the resources industry, agricultural industry, key community advocacy groups and Local Governments.<br>• Furthermore, the Regional Planning Interests (Condamine Alluvium) and Other Legislation Amendment Bill 2026 was introduced to Parliament on 25 March 2026 and referred to the Primary Industries and Resources Committee for examination. The Committee's submission period closed on 13 April 2026, with 56 submissions received from a range of stakeholders. The Committee also held two public hearings on 16 April 2026 in Dalby and on 27 April 2026 in Brisbane, as well as a public briefing with Queensland Government representatives that provided the opportunity for all stakeholders to provide feedback and concerns that shaped the development of policy outcomes.<br>• Throughout the Committee process, Planning also undertook numerous briefings and meetings with resource and agricultural industry peak bodies to provide further information on proposed reforms and to understand stakeholder concerns to refine outcomes.<br>• Through comprehensive consultation and consistent stakeholder engagement, Planning developed a strong understanding of stakeholder perspectives and operating environments, ensuring regulatory reforms were informed by practical insights, strengthened stakeholder trust, and improved the effectiveness of the regulatory framework. |
| **3. Provide appropriate information and support to assist compliance**<br>• Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience.<br>• Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance.<br>• Where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular stakeholders (e.g. small business) or require specialist advice. | • Education and engagement are central to Planning's efforts to promote voluntary compliance and ensure effective regulation. Consistent with the Compliance and Enforcement Policy, Planning provides clear guidance to regulated entities to help them understand their planning obligations, regulatory requirements, and compliance expectations.<br>• When potential non-compliance is identified, Planning engages early with regulated entities to provide clear information on legislative requirements and the actions needed to achieve compliance. Compliance matters are assessed on a case-by-case basis, considering the nature and severity of the issue, the willingness of the regulated entity to comply, and the most effective way to achieve an appropriate outcome. This tailored regulatory approach minimises unnecessary burdens while ensuring compliance activities are fair and practical.<br>• During 2025-26, Planning supported compliance through education, early engagement, and consistent communication of regulatory expectations. By promoting voluntary compliance and applying proportionate regulatory responses, Planning minimised unnecessary burdens on regulated entities while maintaining effective oversight. For example, Planning held online information sessions and attended events and speaking engagements about reforms to renewable energy development to educate stakeholders and to support compliance. Planning has also prepared guidance materials about the renewable energy reforms and the community benefit system to assist with compliance, which are available on its website. |

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| **4. Commit to continuous improvement**<br>• Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators, to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving outcomes.<br>• To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community.<br>• Staff have the necessary training and support to effectively, efficiently and consistently perform their duties. | • Planning is committed to continuously improving its regulatory performance, capability and culture. As a relatively new compliance and enforcement function, Planning uses feedback from investigations, audits and stakeholder engagement to identify opportunities to improve regulatory practices, guidance materials, procedures and resource allocation. These insights also inform regulatory priorities and support the ongoing development of the compliance and enforcement function.<br>• During 2025-26, Planning continued to mature its compliance and enforcement function with the establishment of a dedicated Compliance and Enforcement Team. This formalisation has strengthened regulatory capability and supported the development of the Compliance and Enforcement Policy, governance arrangements, operational procedures and decision-making frameworks that promote consistency, accountability and continuous improvement. The Compliance and Enforcement Policy is reviewed annually or sooner if significant legislative or operational changes occur, to ensure regulatory practices remain effective, contemporary and fit-for-purpose. The new Compliance and Enforcement Team has also contributed to improvements to how Planning assess certain developments, informed advice on the drafting of approval conditions and enhanced guidance provided to industry and the public regarding renewable energy projects.<br>• Planning is committed to ensuring that future reforms to regulatory activities are prioritised based on their potential impact on stakeholders and the broader community. Stakeholder feedback plays a key role in identifying areas for reform, ensuring that Planning's regulatory activities remain responsive to the needs of the community. As the compliance and enforcement function matures, Planning will continue to identify opportunities for improvement through feedback, stakeholder engagement and operational reviews. Planning will also explore opportunities to leverage technological innovation to enhance the efficiency and effectiveness of its compliance and enforcement activities.<br>• To support staff, Planning provides access to Compliance and Enforcement Policy guidance, procedures, templates and on-the-job learning opportunities that promote consistent, evidence-based and proportionate decision-making. Where required, specialist technical advice is obtained to assist with complex compliance matters and support informed regulatory decisions.<br>• Planning is implementing an improved streamlined section 18 (Planning Act) planning scheme amendment process, enabling councils to fast-track amendments within three, six, or 12 months. This supports the rapid alignment of local planning schemes and delivery of important local outcomes, particularly increasing housing supply, helping Councils respond more quickly to housing needs and growth pressures.<br>• Planning is working to streamline and strengthen the management and reporting of customer complaints, with a focus on improving consistency, visibility and oversight. |

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| **5. Be transparent and accountable in actions**<br>• Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders.<br>• Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.<br>• Indicators of regulator performance are publicly available. | • Planning is committed to ensuring compliance and enforcement activities are undertaken in a lawful, transparent, consistent and accountable manner. The Compliance and Enforcement Policy is a publicly available document and outlines Planning's regulatory approach, governance arrangements, decision-making framework and review mechanisms, providing regulated entities, stakeholders and the community with greater certainty about how compliance matters are overseen. Planning intends to implement a planning compliance webpage to provide general information about Planning's compliance and enforcement function and a report lodgement form for the community to report suspected non-compliance with State-approved developments.<br>• Compliance and enforcement activities are supported by clearly defined roles, responsibilities and delegations. Regulatory decisions are made by appropriately delegated officers and are informed by evidence, documented reasons and applicable human rights considerations to ensure decisions are consistent, accountable and procedurally fair.<br>• Planning promotes transparency by clearly communicating regulatory expectations, compliance requirements and decision outcomes. Where enforcement action is taken, regulated entities are provided with the reasons for the decision, the actions required to achieve compliance and appeal rights. Stakeholders dissatisfied with a compliance and enforcement decision may seek review through DSDIP's customer complaints process, where applicable, while statutory enforcement notices are subject to legislative appeal rights under the Planning Act.<br>• Planning is committed to providing regulatory decisions in a timely manner to ensure stakeholders have certainty and can take appropriate actions to achieve compliance. During 2025-26, Planning maintained comprehensive case records and documented decisions, ensuring transparency and accountability in its compliance and enforcement activities and providing an auditable record of regulatory actions.<br>• To further promote transparency, Planning is committed to exploring opportunities to publish indicators of regulatory performance, providing stakeholders with insights into its compliance and enforcement activities.<br>• Planning also prepare explanatory notes to amendments to legislation within the Planning portfolio to explain the amendment's purpose and matters in clear and non-legal language, to help the general public to understand the amendments and the law.<br>• In line with requirements under the Planning Regulation, Planning maintains public registers of all Ministerial Infrastructure Designations, State Facilitated Development and Ministerial Call In decisions. |

| Office of Industrial Relations | |
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| **1. Ensure regulatory activity is proportionate to risk and minimises unnecessary burden**<br>• A proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions.<br>• Regulations do not unnecessarily impose on regulated entities.<br>• Regulatory approaches are updated and informed by intelligence gathering so that effort is focussed towards risk. | The Office of Industrial Relations (OIR) regulates across distinct, though connected, functions – work health and safety, electrical safety and industrial relations and workers' compensation.<br><br>Through the application of compliance and enforcement policies, OIR seeks to deliver consistent regulatory activities that provide public value in the achievement of community expectations. Our regulatory approach is diverse, and utilises a range of tools to prevent, detect and respond to potential non-compliance.<br><br>**Workplace Health and Safety Queensland (WHSQ)**<br>*Our Regulatory Approach* sets the strategic direction for WHSQ's regulatory activity, supported by the:<br>• *WHSQ Priority Plan 2024-2030*<br>• *Worker Consultation, Representation and Participation Strategy 2024-2027*<br>• *Compliance Monitoring and Enforcement Policy (CMEP)* and *WHS Compliance and Field Services Proactive Compliance Program 2024-2027*.<br><br>Last reviewed in 2026, and complementing the *National Compliance and Enforcement Policy 2024*, the CMEP sets out WHSQ's approach to ensure regulatory activities are consistent, proportionate, transparent and aligned with our risk-based approach.<br><br>Compliance monitoring can be either planned or responsive. Planned monitoring targets high risk activities and strategic priorities using shared data and collaboration with other regulators, while responsive monitoring addresses incident notifications, complaints, or requests through a triage process to determine an appropriate response.<br><br>Key WHSQ Regulatory activities during the reporting period included:<br>• six proactive compliance campaigns under the Proactive Compliance Program – a risk-based, intelligence-led three-year compliance strategy. These campaigns resulted in 2,648 site inspections being undertaken at high-risk workplaces across Queensland, with 3,140 compliance notices being issued<br>• three proactive psychosocial hazard focused compliance campaigns to enhance duty holders' awareness and adoption of psychosocial risk controls. The campaigns will also support WHSQ to gather and use data-driven insights to strengthen psychosocial compliance benchmarks<br>• an audit program of all Schedule 10 restricted and prohibited carcinogen authorisations, identifying non-compliance with authorisation requirements in several industry sectors and resulting in the cessation of the unauthorised supply. In parallel, WHSQ developed and implemented online carcinogen authorisation application forms and an electronic database, streamlining processes for applicants, authorisation holders and the regulator. |

**Electrical Safety Office**

*Our Regulatory Approach* also sets the strategic direction for electrical safety regulatory activity, supported by the CMEP and *Electrical Safety Plan for Queensland 2023-2027* and the *Electrical Safety Office Compliance and Engagement Program.*

The CMEP is informed by electrical incidents, complaints, industry trends, emerging technologies, research, and collaboration with interstate and national regulators.

Key electrical safety regulatory activities during the reporting period included:

- the implementation of the *Electrical Safety and Other Legislation Amendment Act 2026* (the Act) which commenced on 27 March 2026. The Act introduced amendments that strengthened and streamlined the electrical safety framework and reduced administrative burden for the work health and safety regulator
- regular reviews of licensing and accreditation processes to ensure the efficiency and effectiveness of these schemes and to reduce regulatory burden and costs on industry
- the development and review of industry materials, such as guidance notes, utilising industry feedback and behaviour trends to ensure material is fit for purpose and supports efficient practices.

**Industrial Relations**

Two streams of regulatory activity are undertaken under the Industrial Relations Function – Industrial Relations Regulation and Compliance (IRRC) and Labour Hire Licensing (LHL) – each supported by a compliance monitoring and enforcement policy (CMEP).

The CMEP (IRRC) and CMEP (LHL) outline case resolution procedures and the conduct of investigations and legal proceedings. The CMEP (IRRC) is supported by an annual forward work plan (covering compliance, monitoring, engagement and enforcement initiatives) and risk-based reporting.

Over the reporting period:

- IRRC conducted routine internal monitoring and reporting of performance trends and analysis to inform internal decisions and strategy development.
- LHL prepared monthly internal reports to monitor activity levels and identify trends to inform internal decisions and strategy development.

**Workers' Compensation Regulator (WCR)**

The Compliance and Enforcement Framework (CMEF) guides WCR's risk-based regulatory activity and supports proportionate compliance and enforcement decisions.

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| | Over the reporting period:<br>• the WCR regulatory approach was reviewed. *The Insurer Licensing and Performance Framework* was updated to apply to all insurers; and the *WCR – Compliance Notice Policy* was introduced. These initiatives improved transparency, consistency and certainty for stakeholders while supporting a risk-based and harm-focused approach to regulation and enforcement activities of the WCR<br>• prosecution activity remained reserved for serious offending within the scheme. The prosecution of matters is undertaken in accordance with the *WCR Prosecutions Policy*, ensuring enforcement action is proportionate to the nature and severity of non-compliance<br>• a joint Fraud Taskforce was established between the WCR and WorkCover Queensland to strengthen the Queensland workers' compensation scheme's response to fraud. Commencing in December 2025, the Taskforce is developing and implementing a range of actions and programs to improve the prevention, detection and response to fraud and ensure a scheme-wide fraud framework<br>• the Workers' Compensation and Rehabilitation Regulation 2025 was made, replacing the Workers' Compensation and Rehabilitation Regulation 2014. The remade Regulation improved clarity, removed obsolete provisions and updated language to reflect contemporary drafting standards, while retaining the overall policy objectives.<br>An independent review of the *Industrial Relations Act 2016* and the *Workers' Compensation and Rehabilitation Act 2003* (WCR Act) was announced on 24 March 2026. For the WCR Act, the review is considering emerging scheme issues including psychological injury claims, fraud-related offences, fraudulent claims management, prevention, detection, compliance and enforcement measures, and the fitness for purpose of self-insurance arrangements. Findings and recommendations are due in the latter half of 2026. |
| **2. Consult and engage meaningfully with stakeholders**<br>• Formal and informal consultation mechanisms are in place to allow for the full range of stakeholder input and Government decision-making circumstances.<br>• Engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities. | OIR engages with a diverse range of stakeholders across its regulatory functions through a variety of activities – formal and informal. Stakeholder satisfaction is measured across the regulatory functions.<br>OIR participates in national policy and regulatory forums including Safe Work Australia, Heads of Workplace Safety Authorities, Electrical Regulatory Authorities Council, Electrical Equipment Safety System governance groups, Industrial Relations Regulators and Heads of Workers' Compensation Authorities.<br>**Workplace Health and Safety Queensland (WHSQ)**<br>• WHSQ engages proactively with the Work Health and Safety Board and six Industry Sector Standing Committees (ISSC) on a range of policy, compliance, communications and technical matters across the construction, manufacturing, rural, transport and storage, retail and wholesale, and health and community services sectors. |

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| Cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework. | • WHSQ proactively engages with the Consultative Committee for Work-related Fatalities and Serious Incidents on the information and support needs of people affected by work-related deaths and serious injuries.<br>• OIR also engages with industry and the community through a public consultation page for work health and electrical safety policy, and through regional engagement with businesses and industry groups delivering tailored health and safety information sessions to targeted audiences.<br><br>During the reporting period, WHSQ:<br><br>• continued to strengthen its stakeholder engagement and collaborative regulatory approach through the establishment of several new strategic partnerships and forums for the agriculture industry including:<br>  ○ co-regulator meetings, bringing together regulators to discuss emerging trends, compliance campaigns, operational activities, and regulatory data across states. This forum has enhanced information sharing and coordination between jurisdictions<br>  ○ network meetings with the Department of Employment and Workplace Relations. This engagement has resulted in collaborative field visits to the Pacific Australia Labour Mobility (PALM) Scheme hosts and employers, improving stakeholder engagement and providing opportunities to address workplace concerns directly within regional communities<br>  ○ facilitating industry led group meetings with representatives across sugar cane, cotton, grain, shearing, and horticulture sectors providing industry with a platform to identify, discuss, and resolve issues while strengthening relationships with key stakeholders<br>  ○ attendance at major agricultural field days and events in Toowoomba, Bundaberg, the Atherton Tablelands, and Emerald. These events provide valuable opportunities to engage directly with industry participants, workers, and community members<br>  ○ establishing partnerships with the Australian Aerial Application Association to improve community awareness and industry knowledge through targeted education initiatives to promote safe practices and strengthen understanding of agricultural aviation activities.<br>• Undertook initiatives that focused on utilising effective collaboration and engagement to enhance regulatory outcomes including:<br>  ○ engagement with key industry stakeholders to inform amendments to the Concrete Pumping Code of Practice (amendments commenced 1 July 2026) and the Tilt-up and Pre-cast Concrete Code of Practice (approvals pending)<br>  ○ consultation with Cotton Australia and Rural ISSC stakeholders to test the practical application of proposed ammonia gas fertiliser safety guidance for the agricultural sector<br>  ○ consultation with Resources Safety and Health Queensland, manufacturers, transport companies and mining stakeholders to inform finalisation of ammonium nitrate supply chain guidance |

- coordination of 16 quarterly Industry Network sessions across the Manufacturing, Transport and Logistics, Public Sector, and Residential Care sectors. The sessions enable the regulator to provide expert advice and strengthen collaboration with industry and government stakeholders. The introduction of additional networks in Rural, Retail and Construction industries is being considered
- collaboration with residential care industry stakeholders to pilot resources for identifying, assessing and managing psychosocial hazards, ensuring they are practical and industry specific
- consultation with key external stakeholders to inform amendments to the Conditions of Agreement for registered training organisations to issue General Construction Induction Training (GCIT) cards and the mandated GCIT assessment instrument.

**Electrical Safety Office (ESO)**

- ESO engages extensively with stakeholders to ensure regulatory activities are practical and transparent. Engagement activities include a focus on awareness and education on acceptable minimum standards and ways compliance can be supported.

During the reporting period:

- public consultation was undertaken for the remake of the Electrical Safety Regulation 2026. Consultation provided valuable insights from industry, workers, unions and employers which identified opportunities to improve the clarity, structure and operation of the regulation within Queensland's electrical safety framework
- formal steering groups operated to advise on the development and review of all Queensland industry codes of practice, policy development around legislative change and significant policy initiatives including consultation with relevant industry and worker representatives for practical implementation advice
- Ministerial appointed committees were engaged with obtaining valuable input into proposed policy and legislation, compliance campaigns, assessment tools and compliance and enforcement monitoring programs
- ESO worked with Commonwealth, state and local agencies to share intelligence, where permitted by legislation, and support coordinated field, education, compliance and enforcement activity
- ESO established and lead collaborative inter-agency forum, the Lithium-ion Group, bringing together representatives from across Government
- a data sharing arrangement has been established with the federal Clean Energy Regulator, under section 49 of the *Clean Energy Regulator Act 2011*, to disclose protected information to assist ESO to monitor and enforce compliance with the *Electrical Safety Act 2002*

- informal consultation mechanisms, such as industry networks, continued to be utilised to discuss current and emerging issues, including technical elements and supply chain implications. These informal channels also provide feedback to assist the design of compliance campaigns, assessment tools and programs.

**Industrial Relations**

A fundamental aspect of the labour hire licensing (LHL) scheme is ensuring labour hire licence holders comply with all relevant laws applying to them meaning that LHL continuously collaborates with other agencies which administer and regulate those relevant laws.

During the reporting period:

- LHL operated as a member of the Australian Tax Office (ATO) led Phoenix Taskforce, participating in whole-of-taskforce and subsidiary/targeted meetings and forums
- LHL continued to engage with relevant state and federal agencies and industry bodies including the Victorian Labour Hire Authority, WorkCover Queensland, ATO, Fair Work Ombudsman, Department of Home Affairs/Australian Border Force. local Councils, Queensland Fire Department, state revenue offices, Department of Employment and Workplace Relations, and the Office of Fair Trading.

**Workers' Compensation Regulator (WCR)**

WCR continues to engage meaningfully with stakeholders by utilising collaborative relationships to support informed regulatory decision-making, improve the effectiveness of Queensland's workers' compensation scheme to strengthen stakeholder understanding, build trust and support continuous improvement of regulatory practices.

During the reporting period, WCR:

- engaged with stakeholders on a variety of activities including the Queensland Self-Insurer Audit Process, the development of the Fraud Action Plan, proposed changes to the Work Capacity Certificate, and as part of regulatory oversight to ensure insurer compliance to provide with legislative obligations
- held regular meetings with interstate workers' compensation regulators, including WorkSafe Victoria and the New South Wales State Insurance Regulatory Authority, to share regulatory insights and monitor emerging scheme issues
- engaged stakeholders through industry forums and events to strengthen meaningful messaging and build trust
- worked collaboratively with WorkCover Queensland in preparation for the uncoupling of WorkCover from the WorkSafe Queensland website to minimise disruption to key stakeholders

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| | • developed a promotion and publication plan for workers' compensation fraud prosecution to support stakeholder engagement on the Fraud Action Plan<br>• used a range of methods of external stakeholder communications:<br>  ○ Biannual and as required newsletters to key stakeholders targeted consultation on key matters of interest<br>  ○ Targeted consultation<br>  ○ Conference presentations and attendance<br>  ○ Guidance material and publishing annual workers' compensation scheme statistics<br>  ○ Social media channels.<br>• as part of the sunset review and remaking of the WCR Regulation, WCR undertook targeted stakeholder consultation with insurers, industry, worker groups, the legal profession and medical and allied health professions. Feedback confirmed the Regulation supported the fair and efficient operation of the Queensland workers' compensation scheme.<br><br>For the independent review of the IR Act and WCR Act, stakeholders representing employers, workers, insurers and other key interest groups provided submissions and met with the reviewers to inform the findings and recommendations. |
| **3. Provide appropriate information and support to assist compliance**<br>• Clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience.<br>• Advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance.<br><br>Where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular | OIR provides:<br>• information and support through a range of tools and forums to help stakeholders understand and meet regulatory requirements, consistent with its regulatory approach<br>• online guidance through WorkSafe.qld.gov.au, industry microsites and ElectricalSafety.qld.gov.au, including general guidance, case studies, webinars, short films, self-assessment tools, brochures, fact sheets and guides.<br><br>OIR's eSAFE subscription service provides general WHS and electrical safety updates, as well as industry and trade-specific newsletters covering compliance requirements, campaigns, prosecutions, events, resources and safety advice.<br><br>OIR publishes incident and safety alerts to share lessons from incidents and help prevent recurrence, and uses Facebook, LinkedIn and media releases to distribute timely safety information.<br><br>**Workplace Health and Safety Queensland (WHSQ)**<br><br>During the reporting period, this included WHSQ:<br>• proactively supporting major proponents, including critical sovereign chemical manufacturing and advanced material manufacturing facilities in the Gladstone region, by assigning a safety engineer to each project and providing end-to-end technical and compliance advice through design, construction and commissioning |

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| stakeholders (e.g. small business) or require specialist advice. | • providing tools and resources to help small and medium businesses assess and manage common workplace health risks, including the Healthy Work Survey, a free confidential tool that helps identify risks such as fatigue, high work demands, sedentary work, heat and solar ultraviolet radiation<br>• developing and publishing sexual harassment regulator maps to help employers understand duties across multiple legislative frameworks and help workers identify appropriate reporting channels<br>• coordination of the statewide Participative Ergonomics for Manual Tasks (PErforM) program. Since August 2025 over 1,500 people from across Australia have registered their interest to attend a free 'Introduction to PErforM' webinar. Feedback from workshops indicated a 97 per cent satisfaction rate with the information and guidance provided through the PErforM program. WHSQ is also exploring opportunities to develop industry specific resources in priority sectors<br>• publishing the Think again about 'How to lift' training factsheet providing evidence-based guidance that supports duty holders to implement higher-order controls for risk management of hazardous manual tasks and the prevention of musculoskeletal disorders rather than relying on lifting technique training<br>• piloting a targeted 12-month project to provide advice to public sector agencies, applying a modified Injury Prevention and Management (IPaM) program with a focus on psychosocial hazards and return to work. The pilot involves a systems review and action plan to address work, health and safety gaps, along with advisory support to implement agreed actions. The program has promoted inter-agency resource sharing where appropriate, to reduce the burden on resource constrained agencies<br>• continuation of the IPaM program including:<br>  ○ case managing 289 employers through the program, with 92 per cent of IPaM participants being small and medium-sized businesses and 35 per cent located in regional areas<br>  ○ providing advice to more than 500 workplaces in the manufacturing, construction, healthcare and social assistance, retail and other sectors<br>  ○ delivering over 2,600 face-to-face employer engagements<br>  ○ supporting participants to implement over 5,300 system improvements<br>  ○ saving the workers' compensation scheme $4.69 million in costs: $2.8 million in statutory claim costs and $1.89 million in common law claim costs.<br>**Electrical Safety Office (ESO)**<br>ESO provides clear, accessible guidance for industry and the community through a variety of channels and initiatives.<br>During the reporting period, this included ESO:<br>• delivering Electrical Safety Fortnight, a statewide ESO initiative held each September to promote electrical safety at work, home and in the community through education, compliance guidance and practical risk-management messages |

- tailored workshops and forums are provided to support regulatory activities for niche groups such as accredited auditors and prescribed electricity entities on a regular basis
- developing guidance material in consultation with industry, consulting with network members, unions and industry groups to develop resources and compliance campaigns. Material includes practical examples of how to manage risks to help businesses understand what reasonably practicable means and what best practice looks like
- undertaking proactive audits – ESO became aware of the impending opening of a new large-scale retailer of household products selling inexpensive electrical equipment in Queensland, which came to the attention of interstate regulators after significant rates of non-compliance with electrical safety requirements were identified. Officers from ESO and Office of Fair Trading conducted an audit prior to the store opening, to ensure similar issues didn't occur
- developing guidance material aimed at online marketplaces and suppliers. ESO shared the guidance with the online platforms to inform of their obligations and enable them to share the material with their suppliers, with the aim of proactively preventing non-compliant electrical equipment from reaching the Queensland community.

**Industrial Relations**

Information relating to long service leave (LSL), child employment, trading hours, private employment agents, pastoral workers' accommodation, public, show and special holidays is available on the Business Queensland website.

LHL has a dedicated website, online licence portal for licence holders, and dedicated client service team to assist licence applicants, licence holders, users and the public (including those providing information or making a complaint about a licence holder or an unlicensed labour hire provider).

During the reporting period:

- IRRC received positive feedback from stakeholders in the casting industry and talent agencies on the audits conducted under child employment legislation. These audits are designed to provide employers who engage children in the entertainment industry with detailed information regarding legislation that specifically relates to the entertainment industry. In some instances, it was determined that the business was also a private employment agent, and further information was provided.
- IRRC has assessed LSL entitlements for employees of four businesses that self-reported potential errors in employee's entitlements (more than $1.19m adjusted).
- IRRC took action in response to complaints – an LSL complaint resulted in over $1.35m in adjustments for 868 current employees and 292 past employees due to the incorrect calculation of LSL accrual.
- LHL issued email reminders to licence holders about their reporting obligations and licence renewal timeframes.

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| | • LHL published a quarterly newsletter on its website with labour hire licensing-related content as well as content provided by other agencies and regulators, to assist licence holders with compliance.<br><br>**Workers' Compensation**<br><br>WCR publishes summary compliance and enforcement outcomes, including prosecution outcomes, to help stakeholders understand legislative obligations, claims management expectations and the consequences of serious non-compliance. Warning letters are also used where appropriate to educate duty holders on their obligations.<br><br>During the reporting period, WCR:<br><br>• provided and published guidance materials to support insurers relating to:<br>  ○ Rehabilitation and Return to Work Plans<br>  ○ Accredited rehabilitation and return to work programs<br>  ○ Engaging in a Calling (fraud)<br>  ○ Valid application timeframes<br>  ○ Self-insurer licence addition and removal processes<br>• provided the bi-annual WCR Services scheme update to stakeholders including information relating to the demand and delivery of our services<br>• ensured appropriate transition periods, guidance and support were given to enable insurers to meet the updated claim file requirements relating to alternate dispute resolution services, with a proportionate and tailored compliance approach that minimises unnecessary burden<br>• contributed to resources to support the operation of the Mine Dust Health Support Service, which provides a confidential helpline for information and access to health screening, compensation and support services for former mine and quarry workers diagnosed with lung dust diseases from their employment. |
| **4. Commit to continuous improvement**<br><br>• Regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators, to ensure it is appropriately risk based, leverages technological innovation and | • OIR reviews its activities and services through a range of consultation and evaluation mechanisms to ensure its work is effective and does not result in unintended adverse outcomes. Evaluation frameworks support the assessment of outputs and benefits and identify opportunities for improvement.<br>• OIR uses targeted engagement with regulators, government agencies and key bodies to identify emerging risks, test whether services remain fit for purpose and inform continuous improvement priorities.<br>• During the reporting period, OIR undertook a range of strategic reviews and operational activities focused on continuous improvement and achieving best practice regulatory outcomes, including: |

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| remains the best approach to achieving outcomes.<br>• To the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community.<br><br>Staff have the necessary training and support to effectively, efficiently and consistently perform their duties. | ○ a review of licencing processes identified a need to provide improved practical and consolidated guidance to industry to support compliance and the development of safety case materials. As a result, OIR has initiated a project to develop improved guidance that will support improved certainty and transparency of process for industry<br>○ technical review of Schedule 15 chemicals under the WHS Regulations, identifying areas of non-risk-based over-regulation impacting the agricultural and chemical supply sectors, and progressing proposed legislative amendments to rectify these issues<br>○ in collaboration with Resources Safety and Health Queensland, completion of five joint proactive inspections of coal mines, mineral mines, quarries and petroleum and gas off-site accommodation facilities. The aim of the inspections was to assess how psychosocial hazards are being managed across Queensland's resources industry and to provide information to support operators in strengthening psychosocial risk management and meeting their statutory obligations<br>○ insights from the Public Sector Safety Pilot are being used to identify common gaps across participating agencies and inform future regulatory products and support<br>○ continuation of the Apprentice Safety Research Project, a four-year partnership with East Coast Apprenticeships and the University of Queensland examining predictors and moderators of work-related injury and illness for apprentices and potential risk mitigation strategies<br>○ commencing a review of the one-day and five-day mandatory Health and Safety Representative (HSR) training courses to assess the current training content and structure ensuring relevance, currency and best practice. The course re-design was completed in 2025-26, and OIR will be transitioning all HSR Registered Training Organisations to the new course by the end of the year<br>○ application of a 'Risk Matrix for Frontline Inspector Work' to guide decisions on which activities can continue in natural disaster environments or similar events. Inspectors are provided with additional communications and guidance to help them adjust their practices to safeguard against additional risks in these environments<br>○ taking an agile approach to legislative changes requiring employers to provide audiometric testing for workers who use personal protective equipment. Inspectors were supported with targeted resources, training and up-to-date guidance<br>○ a review of WCR practices, guidelines and processes including the suite of regulatory documents.<br>• In addition:<br>○ all staff are provided with regular, targeted training, guidance and support to maintain the capability, consistency and confidence required to effectively and efficiently perform their regulatory functions and respond to evolving legislative, operational and stakeholder requirements<br>○ legislative amendments are regularly monitored and case law researched to update resources including templates, manuals and websites. This ensures regulation of legislation administered is defensible and advice to the public is correct |

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| | ○ regular internal reports are prepared to monitor activity levels and identify trends to inform decisions and strategy development, including how regulatory activities are resourced and managed to ensure outcomes are achieved<br>○ OIR is looking at options to leverage technological innovation for intelligence gathering purposes<br>○ regular reviews of regulatory frameworks such as the accredited auditor scheme at regular intervals to ensure processes and practices align with current industry operational practices and to allow for continuous improvement reviews and assurance against current legislation<br>○ improvements were made to the governance and capability of Authorised Persons (AP) appointed under the WCR Act including:<br>▪ training to ensure they had the necessary capabilities for their respective roles<br>▪ AP appointment and termination policy and procedure to ensure a consistence approach and education/agreement by staff seeking to be appointed as AP<br>○ the introduction of the Medical Assessment Insurer Online portal in November 2025 to support quality referrals, efficient processing and assist insurers with meeting legislative obligations by including all mandatory documents as per the Medical Assessment Tribunal Referral Guidelines. |
| **5. Be transparent and accountable in actions**<br>• Where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders.<br>• Decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.<br>• Indicators of regulator performance are publicly available. | • OIR supports transparency and accountability through clear decision-making processes, published regulatory frameworks, documented reasons for decisions, appropriate delegations, quality assurance mechanisms and public reporting across its regulatory functions.<br>• OIR publishes relevant frameworks, plans, processes and performance information on its websites to give stakeholders clear access to regulatory expectations, decision-making arrangements and accountability information.<br>• WHS and Electrical Safety prosecution outcomes are published on the Office of the Work Health and Safety Prosecutor's website.<br>• Other significant legal proceedings (applications and prosecutions) and Enforceable Undertaking activities and outcomes are published on the website.<br>During the reporting period, this included the following examples.<br>**Workplace Health and Safety Queensland**<br>• OIR maintained transparency and accountability by publishing key WHSQ regulatory documents, including the WHSQ Priority Plan 2024-2030, *Our Regulatory Approach* and the WHS Compliance and Field Services Proactive Compliance Program 2024-2027. |

- Regular meetings of the OIR Work Health and Safety Executive and the Organisational Response to Fatalities Committee provide governance oversight of performance and regulatory decisions.
- WHSQ regulatory decisions are made under the *Work Health and Safety Act 2011* and Work Health and Safety Regulation 2011, with reasons clearly articulated and natural justice principles applied. Relevant decisions, including inspector decisions, licence applications, permit applications and plant design registrations, are subject to review processes under the regulatory framework.

**Electrical Safety Office (ESO)**

- ESO regulatory decisions are made consistently with legislation, case law and administrative decision-making principles. Review processes support procedural fairness by allowing parties to provide submissions, respond to matters affecting their interests and provide additional information where required.

**Industrial Relations**

- Industrial Relations communicates expected timeframes for processing applications and finalising compliance activities wherever possible, providing stakeholders with greater certainty about regulatory processes.
- LHL provides detailed reasons for proposed and final decisions and affords procedural fairness in relevant matters.

**Workers' Compensation**

- The following WCR regulatory frameworks and guidance documents are publicly available to support transparency and certainty for stakeholders:
    - Compliance and Enforcement Framework
    - Insurer Licensing and Performance Framework
    - WCR Prosecutions Policy
    - Queensland Self-insurer Audit Process
    - RRTW program guidelines
    - 2026 Targeted Audit Approach and Tool.
- WCR administrative decisions are made within statutory powers and principles, with reasons clearly articulated and communicated to relevant parties to provide transparency, accountability and certainty for stakeholders.
- WCR applies procedural fairness in matters including self-insurer licensing and renewals, tribunal decisions and customer complaints.
- Key WCR achievements and scheme performance information are published biannually in the scheme update and form part of the annual Queensland workers' compensation scheme statistics report.