



## **Part 01**

# About us

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- 10** Delivering for the community
- 10** Our strategic objectives
- 10** Government objectives
- 10** Our structure
- 11** Organisational chart
- 11** Our services
- 11** Our strategic risks
- 12** Our opportunities
- 12** Our legislation
- 12** Our people
- 12** Workforce engagement

# About us

## Delivering for the community

We continue to deliver on our vision of being a contemporary organisation enabling sustainable, vibrant, inclusive and confident local communities.

Our purpose is to lead, engage and collaborate to:

- design and administer frameworks that inspire confidence and trust in systems of governance
- increase stakeholder capability
- encourage and support communities to thrive.

## Our strategic objectives

Our Strategic Plan 2019–2023 sets out our departmental objectives:

- Accountable, well managed, community-focused local government
- A sustainable racing industry in Queensland
- Policies, programs and services responsive to Queensland’s cultural diversity
- Efficient and effective funding programs promoting vibrant communities
- An engaged and responsive workforce.

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## Government objectives

We contribute directly to the realisation of Our Future State: Advancing Queensland’s Priorities through the delivery of initiatives and strategies to:



create jobs in a strong economy, by funding local government infrastructure projects, racing industry activities and community focused projects to stimulate jobs growth



keep Queenslanders healthy, through programs and initiatives that promote cohesive communities and assist the provision of critical water and sewerage infrastructure in remote locations



be a responsive government, by ensuring that our partners, stakeholders and communities across Queensland have easy and consistent access to our information and services.

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## Our structure

The department is structured into two divisions to deliver on our strategic plan and government objectives — the Local Government Division and the Strategy, Racing and Multicultural Affairs division.

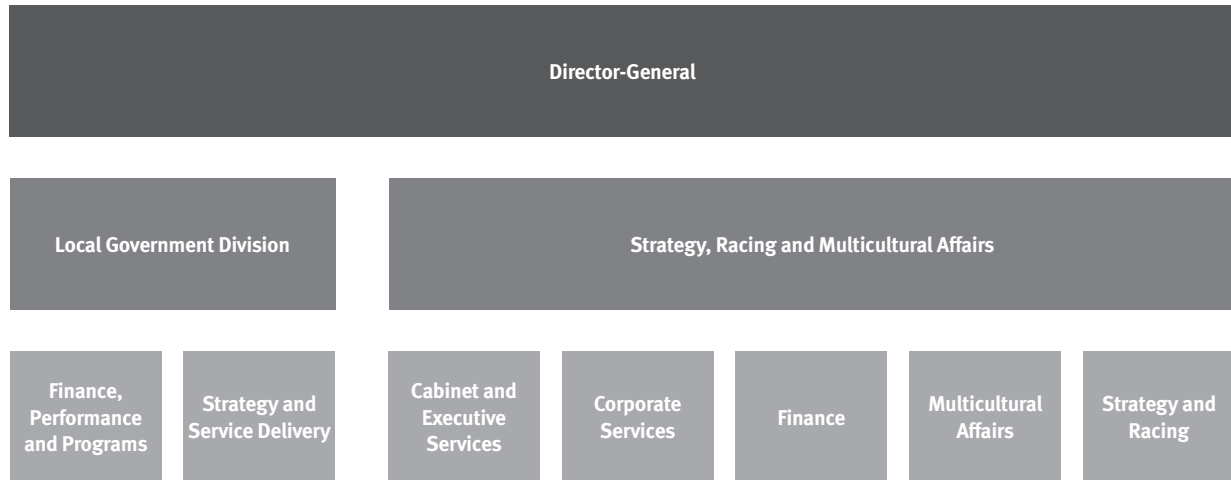
Local Government Division administers local government legislation, undertakes programs and initiatives to support and promote the state’s 77 local governments and provides advice to local government and the community on the local government system. It delivers practical and useful capacity building

programs and resources and manages and administers a range of local government funding programs.

Strategy, Racing and Multicultural Affairs facilitates the social and economic participation of Queenslanders from CALD backgrounds with initiatives that build a united, harmonious and inclusive Queensland and supports the sustainability of Queensland’s racing industry through funding programs, policy advice and legislation. It also provides whole-of-department corporate, strategic, policy, legal and strategic communication and engagement functions.

## Organisational chart

Figure 1: The DLGRMA organisational structure as at 30 June 2020



### Our services

The Queensland Government’s Service Delivery Statements align to its annual budget and set out objectives for government departments under specific service areas. In 2019–20 we delivered a broad range of responsive services across the four service areas set out in our Service Delivery Statement.

They are:

#### Local Government

Service area objective: provide high quality and timely administration of both the local government system and local government funding programs.

#### Racing

Service area objective: administer the *Racing Act 2002* and manage programs that support a viable, prosperous racing industry in Queensland.

#### Multicultural Affairs

Service area objective: promote Queensland as a unified, harmonious and inclusive community.

#### Independent Assessor

Service area objective: enhance the integrity and sustainability of the local government system by administering the councillor complaints framework.

The operations of the Office of the Independent Assessor are outlined in the Office of the Independent Assessor annual report.

### Our strategic risks

In delivering our services and working with our diverse stakeholders throughout the community the department has identified and continues to manage the following key strategic risks:

- The sustainability and integrity of local governments is compromised.
- The racing industry is not sustainable and viable.
- Government policies, programs and services do not support or align with the needs of CALD communities.
- Investment and/or grant outcomes are not realised.
- Policies and programs do not address the impact of changing social and economic conditions or meet community and stakeholder needs.
- Strategic objectives and departmental culture are not aligned.

We actively monitor and manage our strategic risks by:

- supporting and developing an engaged workforce by valuing capability and diversity and recognising and encouraging innovation
- ensuring business continuity and information and asset security

- using systems and resources effectively and efficiently
- maintaining strong governance frameworks and having a zero tolerance of fraud and corruption.

## Our opportunities

In providing our services and managing our risks, as a small but versatile department we seize every opportunity to:

- build and sustain productive relationships with stakeholders through sound consultation and engagement practices
- develop sound policies, programs and services that reflect current priorities, meeting both government and community expectations
- deliver community-focused funding program outcomes by having sound funding agreements and clear outcome measures in place
- facilitate collaborative relationships with local government sector partners which support and promote integrity and sustainability.

## Our legislation

In 2019–20 the department administered the following portfolio legislation from which its functions and powers are derived:

- *City of Brisbane Act 2010*
- *Local Government Act 2009*
- *Local Government Electoral Act 2011*
- *Multicultural Recognition Act 2016*
- *Racing Act 2002*
- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984* (Part 9, Div 2 and Part 10)
- *Local Government (Dissolution of Ipswich City Council) Act 2018*

Appendix 1 provides further detail of this legislation.

## Our people

Our employees work in offices across Queensland; in Brisbane central business district, Cairns, Townsville, Rockhampton, Bundaberg, Maryborough, Maroochydore and Toowoomba.

Important connections are made through our regional staff, enabling greater collaboration with local governments, supporting local communities in times of crisis, fostering closer relationships across regions and facilitating strong connections between our stakeholders and various levels of government.

The department is committed to the Queensland public service values and our people are encouraged to put our customers first, turn ideas into action, unleash potential, empower each other and be courageous.

**Figure 2: Queensland Public Service Values**



## Workforce engagement

Our employees are the backbone of our department and have worked tirelessly to support the department’s response to COVID-19 and, in turn, the people of Queensland.

Every year we ask for genuine feedback from our people via the annual Working for Queensland Survey.

In 2019, 86 per cent of staff responded to the survey, reporting positive working relationships across the department and a greater sense of empowerment and autonomy that could lead to innovation in processes and systems.

They also highlighted a need for more focus on professional development, performance management and workload.

The focus of our improvements in 2019–20 was:

- organisational fairness, particularly relating to performance management
- workload and health
- opportunities that enable growth of skills and knowledge and career development.