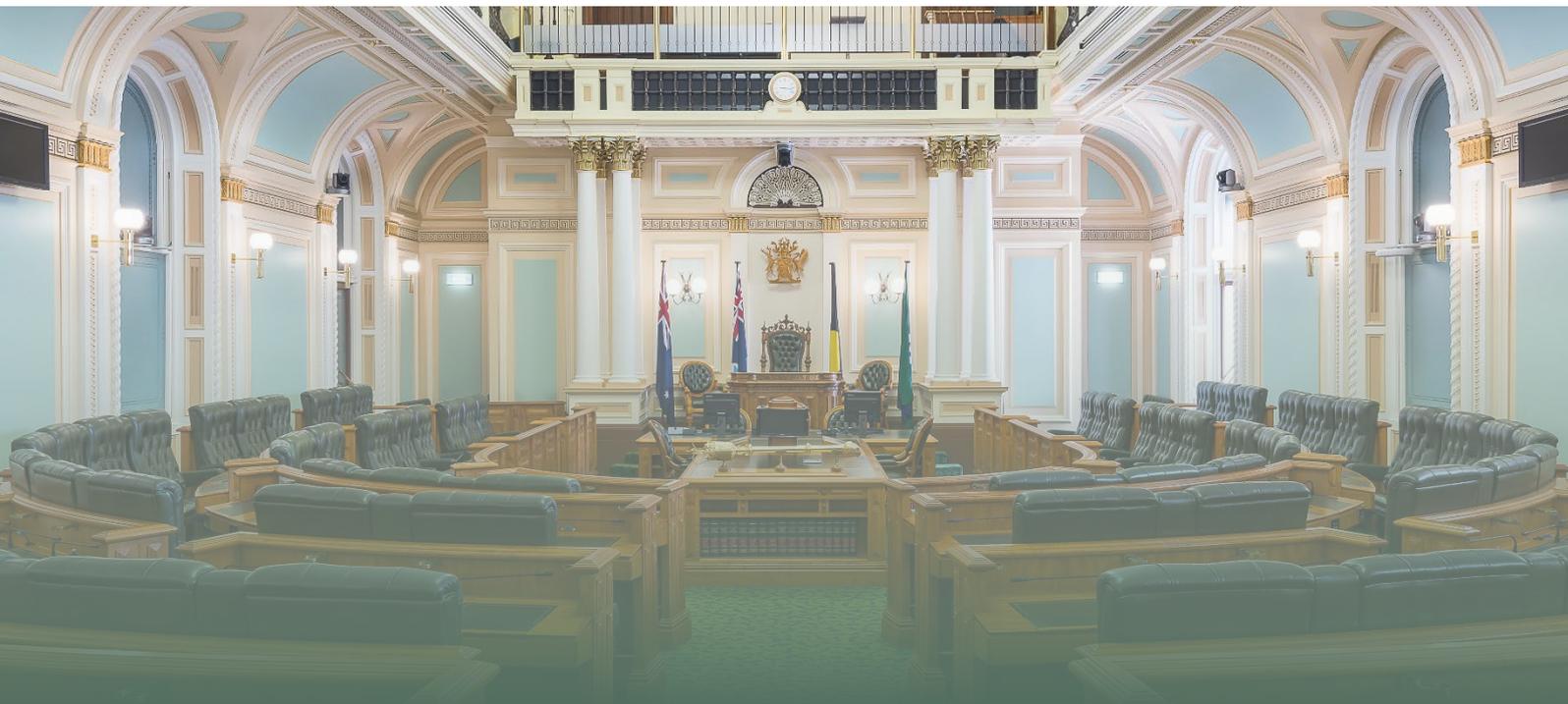




# QUEENSLAND PARLIAMENT **COMMITTEES**

## **Examination of Auditor-General Report 14: 2023-24 - *Queensland's regions 2023***

Primary Industries and Resources Committee



**Report No. 14**

**58th Parliament, January 2026**



## **Primary Industries and Resources Committee**

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<b>Deputy Chair</b>	Mr James Martin MP, Member for Stretton MP
<b>Members</b>	Mr Nigel Dalton MP, Member for Mackay
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All references and webpages are current at the time of publishing.

### **Acknowledgements**

The committee acknowledges the assistance provided by the Queensland Audit Office and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

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## Chair's Foreword

This report presents a summary of the Primary Industries and Resources Committee's consideration of Auditor-General Report 14: 2023-24 – *Queensland's regions 2023*.

The committee resolved to self-refer the report on 13 March 2025. The committee reviewed the report and conducted a hearing with representatives from the Queensland Audit Office and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development on 11 June 2025.

On behalf of the committee, I thank officials from the Queensland Audit Office and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development for assisting the committee with fulfilling its oversight responsibilities.

I commend this report to the House.

A handwritten signature in black ink, appearing to read 'Bennett', with a stylized flourish extending from the end.

Mr Stephen Bennett MP

Chair

## **Executive Summary**

### ***Queensland's Regions 2023 report***

The Queensland Audit Office's (QAO) *Queensland's regions 2023* (report) was tabled by the Auditor-General on 13 June 2024. On 14 June 2024, the Committee of the Legislative Assembly referred the report to the former Housing, Big Build and Manufacturing Committee. Consideration of the report lapsed with the conclusion of the 57th Parliament.<sup>1</sup>

The report provides a comprehensive overview of the challenges and opportunities facing regional Queensland. It examines various regional issues, including population and demographic trends, economic diversity, government activities, and the Queensland Government's efforts to enhance coordination and support regional growth.

Originally intended to be the first in a series of annual publications focused on regional issues, the QAO has since advised that future regional matters will be addressed through targeted audits rather than a dedicated series.

### ***Committee self-referral and hearing***

On 13 March 2025, the Primary Industries and Resources Committee (committee) self-referred the report and resolved to hold a public briefing with the Auditor-General and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development, and to produce a report on the QAO report.

### ***Committee examination***

The committee's examination of the Auditor-General's report focused on:

- the impact of demographic shifts, including population decline and ageing populations
- regional jobs and industries and the impact of temporary workforces, including fly-in-fly-out workers
- interdepartmental and intergovernmental cooperation on regional growth, including the impact of machinery-of-government changes.

### ***Recommendation***

The committee made 1 recommendation, that the Legislative Assembly note the contents of this report.

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<sup>1</sup> Queensland Parliament, Housing, Big Build and Manufacturing Committee, Consideration of Auditor-General Report 14: 2023-24 – Queensland's Regions 2023 (lapsed), <https://www.parliament.qld.gov.au/Work-of-Committees/Committees/Committee-Details?cid=240&id=4441>.

## **Recommendation**

### **Recommendation 1 ..... 10**

That the Legislative Assembly note the contents of this report.

## 1. Introduction

### 1.1. Role of the Primary Industries and Resources Committee

The Primary Industries and Resources Committee (committee) of the 58th Parliament was established by the Queensland Legislative Assembly on 28 November 2024 as a portfolio committee.<sup>2</sup> The committee has responsibility for the following portfolio areas:

- Primary Industries
- Natural Resources and Mines
- Manufacturing and Regional and Rural Development.<sup>3</sup>

Within these portfolio areas, the committee is responsible for assessing the integrity, economy, efficiency and effectiveness of government financial management by examining government financial documents and considering reports of the Auditor-General.<sup>4</sup>

### 1.2. Role of the Auditor-General

The Auditor-General, supported by the Queensland Audit Office (QAO), is Parliament's independent auditor of all of Queensland's state and local government public sector entities. These entities include departments, government owned corporations, statutory bodies, controlled entities, and the state's 77 councils.<sup>5</sup> The Auditor-General provides the Parliament with independent assurance of public sector accountability and performance by reporting to Parliament on the results of its financial and performance audits.<sup>6</sup>

### 1.3. Overview of the Queensland's Regions 2023 report

The Auditor-General tabled the Queensland's regions 2023 report (report) on 13 June 2024. The report provides key insights from the QAO's financial audits of government entities across Queensland's regions. For the purposes of the report, 'regions' is defined as encompassing the 99 per cent of the state's land mass located outside Greater Brisbane. The report examines various regional issues, including regional population and demographic trends, economic diversity, government activities, and the Queensland Government's efforts to enhance coordination and support regional growth.

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<sup>2</sup> *Parliament of Queensland Act 2001* (POQA), section 88 and Standing Order (SO) 194, Standing Rules and Orders of the Legislative Assembly.

<sup>3</sup> SO 194 and schedule 6, Standing Rules and Orders of the Legislative Assembly.

<sup>4</sup> Under section 94 of the POQA.

<sup>5</sup> QAO, Annual report 2024-25, p 2.

<sup>6</sup> QAO, Fact sheet – About QAO, p 1.

#### 1.4. Referral and inquiry process

On 14 June 2024, the Committee of the Legislative Assembly (CLA) referred the report to the former Housing, Big Build and Manufacturing Committee. Consideration of the report lapsed with the conclusion of the 57th Parliament.<sup>7</sup>

On 20 February 2025, the CLA recommended the Primary Industries and Resources Committee consider self-referring the report for consideration in accordance with section 105 of the *Parliament of Queensland Act 2001* (POQA). On 13 March 2025, the committee self-referred the report, resolving to hold a public briefing with the Auditor-General and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (department/DNRMMRRD), produce a report on the QAO report for potential adoption, and to include the committee's consideration of the report in the committee's annual report.

On 11 June 2025, the committee held a public hearing in Brisbane with representatives from the QAO and the department. From the QAO, the committee heard from the Auditor-General, Deputy-Auditor General, and the Director responsible for the preparation of the report. From the department, the committee heard from the Deputy-Director General, Manufacturing, Regional and Rural Development, as well as Executive Directors of Regional and Rural Development, Lands Policy and Support, and Georesources Policy. Key themes covered in the public hearing are discussed in section 2 below.

#### 1.5. Discontinuation of the Queensland's Regions report series

The report was originally intended to be the first in a series that would complement the QAO's annual sector-based reports by focusing on the examination of aspects of government support of Queensland's regions.<sup>8</sup> The QAO's 2024-27 Forward Work Plan noted that the upcoming Queensland's Regions 2024 report would include 'a focus on government assistance when responding to and rebuilding from a natural disaster', and that each year the reports would build on focus areas from previous Queensland's regions reports.<sup>9</sup>

In the committee's public briefing, the QAO stated that the Queensland's regions report series would be discontinued, noting that the forward work plan would instead include 'sufficient focus on regional service delivery through our range of planned audit topics'.<sup>10</sup>

The QAO suggested that this approach provides greater flexibility to ensure they can focus their audit topics 'on the right areas at the right times to better meet the interests of

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<sup>7</sup> Queensland Parliament, Housing, Big Build and Manufacturing Committee, Consideration of Auditor-General Report 14: 2023-24 – Queensland's Regions 2023 (lapsed), <https://www.parliament.qld.gov.au/Work-of-Committees/Committees/Committee-Details?cid=240&id=4441>.

<sup>8</sup> QAO, Report 14: 2023-24, p 1.

<sup>9</sup> QAO, Forward work plan 2024-27, June 2024, p 17.

<sup>10</sup> Public briefing transcript, Brisbane, 11 June 2025, p 2.

parliament, stakeholders and the public'.<sup>11</sup> The QAO stated that, while producing the first Queensland's regions report provided some good insight into what is happening in the regions, including population and economic activity, these insights can be focused in other reports and in recommendations that are 'actually more deeply connected with subject matter that we think is of risk'.<sup>12</sup>

### **1.6. QAO recommendations**

The QAO did not make recommendations to the government in the Queensland's regions 2023 report.

## **2. Examination of the Auditor-General report**

This section discusses key themes which were raised during the committee's examination of the report.

### **2.1. Impact of demographic shifts**

In the report, 'regions' refers to Statistical Area 4 level (SA4) regions outside of Greater Brisbane.<sup>13</sup> Over 75 per cent of Queensland's population live in the regions, and this is expected to grow in the next 20 years, resulting in further demand for government services.<sup>14</sup> Most of Queensland's regions have seen population growth in the past 5 years, with the exception of Outback-South, which saw a decline.<sup>15</sup> While most regions are forecast to see growth between 2021 and 2046, Outback-North and Outback-South are forecast to see a decline in populations, with the latter potentially seeing a decline of close to one per cent per year. Additionally, some regions are experiencing an ageing population that may impact the sorts of government services needed, and will require coordinated planning and economic development activities.<sup>16</sup>

The committee inquired about the impact of population growth and decline, ageing populations, and the implications of these trends on government service delivery.<sup>17</sup>

#### **i. QAO comment**

In the public briefing, the QAO emphasised that population demographic analysis should drive government infrastructure and service delivery decisions. It noted that ageing populations, for example, will result in a greater demand for healthcare services.<sup>18</sup>

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<sup>11</sup> Public briefing transcript, Brisbane, 11 June 2025, p 2.

<sup>12</sup> Public briefing transcript, Brisbane, 11 June 2025, p 2.

<sup>13</sup> Greater Brisbane is defined as encompassing most of Brisbane City Council and Redland City Council. QAO, Report 14: 2023-24, p 4.

<sup>14</sup> QAO, Report 14: 2023-24, p 4.

<sup>15</sup> QAO, Report 14: 2023-24, p 6.

<sup>16</sup> QAO, Report 14: 2023-24, p 6.

<sup>17</sup> Public briefing transcript, Brisbane, 11 June 2025, p 2.

<sup>18</sup> Public briefing transcript, Brisbane, 11 June 2025, p 2.

**ii. Department comment**

In relation to projected depopulation in Outback-North and Outback-South, the department stated that their approach is to ‘offer opportunities for economic growth in those areas’ and to generate ‘new industry opportunities and new job opportunities that will help promote long-term sustainability in the regions and maintain strong population growth’.<sup>19</sup> The department also noted that ‘workforce management and attracting the right workers and competing for the right workers to sustain their populations, teachers and otherwise’ has been a key priority in Regional Leadership Network annual work plans.<sup>20</sup>

**2.2. Regional jobs and industries, impact of temporary workforces**

The QAO report includes an examination of regional-focused jobs and industries. Figure 1 shows major regional-focused industries and their contribution to gross state product in 2022-23.<sup>21</sup>

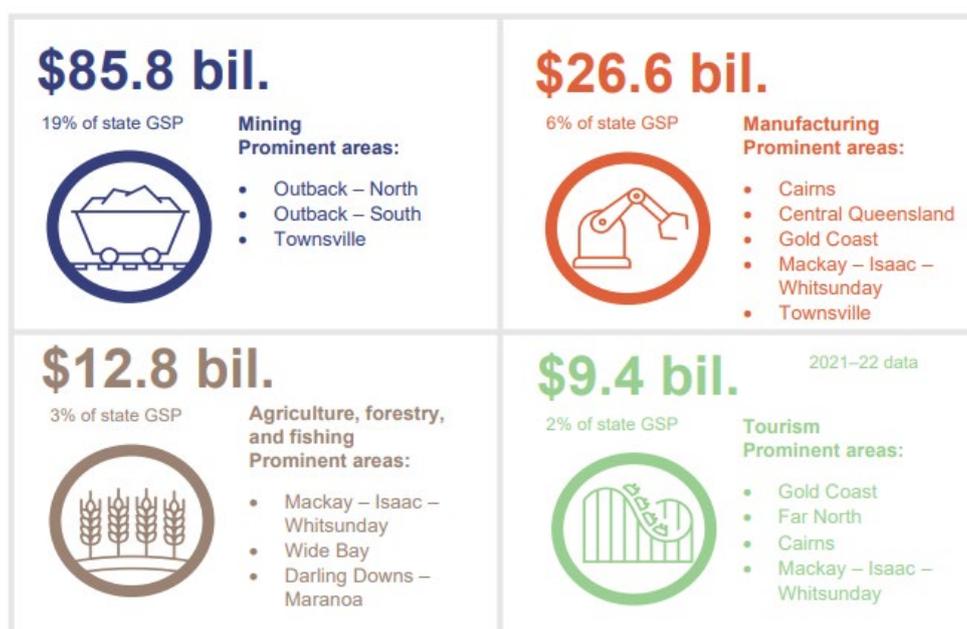


Figure 1: Major regional-focused industries and their contribution to gross state product in 2022–23.

Figure 2 shows that, although mining generates substantial economic output, the healthcare and social assistance sector is the largest employer across Queensland’s regions.<sup>22</sup> Other industries, such as construction and manufacturing, employ a larger proportion of the population in the regions than they do in Greater Brisbane.<sup>23</sup>

<sup>19</sup> Public briefing transcript, Brisbane, 11 June 2025, p 12.

<sup>20</sup> Public briefing transcript, Brisbane, 11 June 2025, p 13.

<sup>21</sup> Sourced from: QAO, Report 14: 2023-24, p 7.

<sup>22</sup> Sourced from: QAO, Report 14: 2023-24, p 8.

<sup>23</sup> QAO, Report 14: 2023-24, p 8.

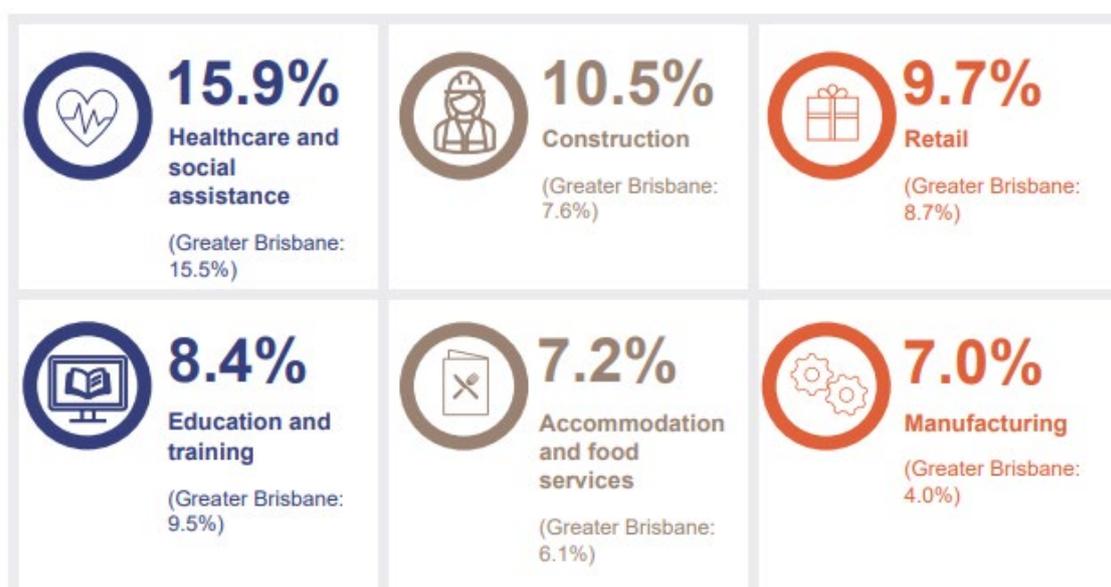


Figure 2: Percentage of jobs in the top 6 industries in the regions as at February 2024.

The committee inquired about the impact of fly-in-fly-out (FIFO) and temporary workforces in the regions, as well as the challenges of retaining skilled professionals in regional areas.

#### i. QAO comment

In response to a question from the committee regarding the impact of FIFO workers on data collection, the QAO noted that its report relies on Census data, which may not accurately capture temporary FIFO populations. It noted that a reliable count of temporary residents across the state was 'not something that we could find'.<sup>24</sup>

The QAO further noted that industries such as mining, which may operate in specific regions at particular times, can significantly influence local service demand due to the presence of FIFO workers. These impacts are factored into its broader assessments. The QAO also emphasised the importance of explicitly identifying and clarifying the influence of FIFO workforces in evaluations conducted at the local government level.<sup>25</sup>

In response to a question from the committee regarding incentives for workers to remain in regional areas long-term, the QAO acknowledged the complexity of the issue, and emphasised the importance of coordinated government action:

*It is a challenge and we highlight in this report the need for government agencies to coordinate their activities with each other in terms of directing grants and other programs, as well as investment in infrastructure, with a link to what the demographics look like in a particular region. We have highlighted the need for coordination.*<sup>26</sup>

In the public briefing, the Member for Traeger provided the following anecdote, highlighting the issue:

<sup>24</sup> Public briefing transcript, Brisbane, 11 June 2025, p 4.

<sup>25</sup> Public briefing transcript, Brisbane, 11 June 2025, p 3.

<sup>26</sup> Public briefing transcript, Brisbane, 11 June 2025, p 12.

**Mr KATTER:** *This may be more of a comment, but the deputy mayor of Cloncurry did a ring around the other day to 20 or 30 of the bigger businesses in town and asked, 'How many of your staff have kept their interstate postcode?' There were 300 to 400 people, and that is in a population of 3,000 people in Cloncurry. That 300 to 400 people—an estimate—would still report on the census that they are not living in the district. For that population size, that is a pretty big portion. I think there are big flaws in that census data, particularly for Mount Isa with the itinerants coming from the Northern Territory and the gulf et cetera. That is probably more of a comment but it shows some of the shortcomings.*<sup>27</sup>

In relation to worker retention, the QAO noted that encouraging skilled workers to stay in the regions requires not only incentive programs, but access to community services and housing. It advised the committee that an audit is currently underway regarding attracting and retaining teachers in regional Queensland, and that these style of audits are useful in identifying regional development challenges.<sup>28</sup>

## ii. Department comment

In its responses to questions posed by the committee, the department highlighted its efforts to both create and sustain jobs in the regions. It noted that programs such as the manufacturing grants scheme are assessed not only on the number of new jobs created but also on their ability to sustain existing employment within local communities.<sup>29</sup> The department stated that these grants support manufacturers in expanding market access, which fosters economic growth and job stability. Additionally, efforts are underway to ensure continuity of employment in regions affected by changes in industries, such as regions impacted by mine closures. The department noted that manufacturing and other sectors are being explored as sustainable alternatives.<sup>30</sup>

The department acknowledged that attracting and retaining a skilled workforce in regional areas remains a significant challenge. It also noted that its Queensland resources industry development plan includes a training and development plan specifically to address the issue of attracting and maintaining skilled workforces.<sup>31</sup>

The department also advised that Coexistence Queensland, under its expanded remit, is in a unique position to understand these issues and to engage directly with communities and to support coordinated development across industries.<sup>32</sup>

<sup>27</sup> Public briefing transcript, Brisbane, 11 June 2025, p 4.

<sup>28</sup> QAO Report 5: 2025-26: *Attracting and retaining teachers in regional and remote Queensland* was tabled on 6 November 2025. Public briefing transcript, Brisbane, 11 June 2025, p 3.

<sup>29</sup> Public briefing transcript, Brisbane, 11 June 2025, p 12.

<sup>30</sup> Public briefing transcript, Brisbane, 11 June 2025, p 12.

<sup>31</sup> Public briefing transcript, Brisbane, 11 June 2025, p 14. See: DNRMMRRD, The Queensland resources industry development plan, <https://www.nrmmrrd.qld.gov.au/qridp>.

<sup>32</sup> Public briefing transcript, Brisbane, 11 June 2025, p 14.

### 2.3. Cooperation on regional growth and the impact of machinery-of-government changes

The report acknowledges that the success of any regional governance model will require agencies to effectively overcome differing regional boundaries, dispersed government functions, and the coordination challenges of delivering services across Queensland's diverse regions.<sup>33</sup>

The report notes that regional growth is an objective of many departments. In their strategic plans, almost all departments have at least one strategic objective linked to the government's 'growing our regions' objective.<sup>34</sup> In particular, the report emphasises that regional growth requires coordination. Coordination across government to deliver regional growth initiatives can pose an ongoing challenge if entities do not have effective arrangements for working together.<sup>35</sup>

The report also discusses the impact of machinery-of-government (MoG) changes, noting that, for example, responsibility for regional planning has shifted between departments 5 times since 2015.<sup>36</sup> The report notes the risks associated with MoG changes such as:

- changes in senior leadership can affect strategic initiatives and the delivery of projects
- having different cultures within individual functions can prevent a department from working cohesively to achieve the same strategic objectives
- the existing people, systems, and processes may not meet the needs of a new department
- the transfer of information between systems and networks may be slow or inaccurate.<sup>37</sup>

The report also states that the government is in the process of implementing a new regional collaborative governance model to improve how entities work together.<sup>38</sup> The governance model has 3 main goals: understanding regional challenges; promoting collaboration between agencies; and cultivating regional leadership.<sup>39</sup> As discussed below, the department confirmed that the regional collaborative governance model has since been fully implemented.<sup>40</sup> The report also notes that the government is updating

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<sup>33</sup> QAO, Report 14: 2023-24, p 24.

<sup>34</sup> QAO, Report 14: 2023-24, p 20.

<sup>35</sup> QAO, Report 14: 2023-24, p 20.

<sup>36</sup> QAO, Report 14: 2023-24, p 1.

<sup>37</sup> QAO, Report 14: 2023-24, p 19.

<sup>38</sup> QAO, Report 14: 2023-24, p 1.

<sup>39</sup> QAO, Report 14: 2023-24, p 24.

<sup>40</sup> Public briefing transcript, Brisbane, 11 June 2025, p 9.

statutory regional plans for 10 regions across the state to align economic drivers, infrastructure priorities and land use planning.<sup>41</sup>

#### i. QAO comment

In the public hearing, the QAO noted that responsibility for the statutory regional planning function had changed department several times.<sup>42</sup> In relation to the impact of these MoG changes, the QAO stated the following:

*It is difficult to identify a direct impact from that change. An outcome perhaps that we saw was the aging of those regional plans in terms of them not being reviewed on a regular basis. We do not have direct evidence that the machinery-of-government changes caused that to occur. If there is perhaps a need for that agency to be focused on their moving between agencies, the ability for them to get traction on that piece of work could have been hampered...It was something that we considered, but we do not mention that directly in the report.<sup>43</sup>*

The QAO reiterated that they are not suggesting that MoG changes should not happen but that 'the ability to manage the machinery-of-government changes is really important to ensure an effective and an efficient government'.<sup>44</sup> It also noted that, as discussed in a previously published QAO report focused on MoG changes, there are practices that can be undertaken by departments to minimise the impact of MoG changes, including 'the alignment of systems, the quick agreement about where employees should sit and establishing a singular culture and control environment within a new department to allow it to focus on what it needs to focus on'.<sup>45</sup>

#### ii. Department comment

Commenting on the impact of recent MoG changes, the department noted that it believes joining manufacturing, regional and rural development and the Queensland Rural and Industry Development Authority (QRIDA) functions together was a sensible decision.<sup>46</sup> It stated that the change enables the department to connect with colleagues within the department and across government to drive regional economic development, and provides access to some key levers to promote this development.<sup>47</sup> The department further stated that 'this MoG change will create an opportunity to better define regional

<sup>41</sup> QAO, Report 14: 2023-24, p 1.

<sup>42</sup> Public briefing transcript, Brisbane, 11 June 2025, p 5.

<sup>43</sup> Public briefing transcript, Brisbane, 11 June 2025, p 7.

<sup>44</sup> Public briefing transcript, Brisbane, 11 June 2025, p 5.

<sup>45</sup> Public briefing transcript, Brisbane, 11 June 2025, p 5. The QAO's report on implementing machinery of government changes was tabled on 28 June 2023: QAO, Report 17: 2022-23: Implementing machinery of government changes, <https://www.qao.qld.gov.au/reports-resources/reports-parliament/implementing-machinery-government-changes>.

<sup>46</sup> Public briefing transcript, Brisbane, 11 June 2025, p 11.

<sup>47</sup> Public briefing transcript, Brisbane, 11 June 2025, p 11.

Queensland and better define how we understand regional and rural Queensland and the different issues facing both sections of the community'.<sup>48</sup>

In response to questions relating to how the department minimises the impact of possible future MoG changes in relation to regional planning, the department noted that the regional collaborative governance model is a whole of government effort for which the department provides central support, and outlined how it works with various other departments.<sup>49</sup> The department reiterated that, if the portfolio were to move as part of MoG changes, regional planning processes would be ongoing - as they were before the last MoG change.<sup>50</sup>

In relation to the regional collaborative governance model, the department confirmed that, since the publication of the QAO report, it has been fully implemented and is being led by the department's Manufacturing and Regional and Rural Development Division.<sup>51</sup> The department noted that it works closely with the Public Service Commission in delivering the model and that it:

*... seeks to resolve some of the regional challenges that require a multiagency response. It provides a formal governance structure, improved communication channels and a more innovative way of working together; essentially breaking down the silos of government at the place-based regional level.*<sup>52</sup>

The department noted that the goals of the model are to understand the 'unique issues, challenges and opportunities' of a particular region, and to 'promote better collaboration, and to cultivate regional leadership through the public sector in those regions'.<sup>53</sup>

The department also referenced Regional Leadership Networks as an important mode of collaboration across agencies in the regions, promoting continuity.<sup>54</sup> The department explained that they support six Regional Leadership Networks, with 'all agencies' represented on the networks, constituting a whole-of-government initiative.<sup>55</sup> The six Regional Leadership Networks are based in Far North Queensland, North and North-West Queensland, Mackay-Isaac-Whitsunday, Central Queensland, Wide Bay Burnett, and Darling Downs-south-west.<sup>56</sup> In terms of function, the department provided that:

*There are six Regional Leadership Networks chaired by a local senior departmental officer— not our department but from any department. We provide the support for that program. Those Regional Leadership Networks*

<sup>48</sup> Public briefing transcript, Brisbane, 11 June 2025, p 15.

<sup>49</sup> Public briefing transcript, Brisbane, 11 June 2025, p 11.

<sup>50</sup> Public briefing transcript, Brisbane, 11 June 2025, p 11.

<sup>51</sup> Public briefing transcript, Brisbane, 11 June 2025, p 9.

<sup>52</sup> Public briefing transcript, Brisbane, 11 June 2025, p 9.

<sup>53</sup> Public briefing transcript, Brisbane, 11 June 2025, p 9.

<sup>54</sup> Public briefing transcript, Brisbane, 11 June 2025, p 14.

<sup>55</sup> Public briefing transcript, Brisbane, 11 June 2025, p 9.

<sup>56</sup> Public briefing transcript, Brisbane, 11 June 2025, pp 9-10.

*meet with their community and, understanding the local issues, they come together with all of the other government departments. They do an annual work plan around what the priority issues are for those six regions. Our role is to support the issues that they flag to be either referred to the relevant department—be it Housing, Health or otherwise—or, in some instances, if a whole-of-government project is needed, we will take the lead on that.*<sup>57</sup>

The department noted that they are currently 'doing some work at the moment around the cumulative impacts of infrastructure investment in different regions and how we do coordinated planning in that regard and give them a tool to help do that'.<sup>58</sup>

### Committee comment



The QAO's *Queensland's Regions 2023* report provides a valuable overview of the challenges faced by government in ensuring Queensland's regions remain prosperous and liveable. It highlights the complexity of regional planning and the importance of coordination, cooperation, and a whole-of-government approach.

The committee notes the QAO's decision to discontinue the report series and acknowledges that regional issues will be addressed through other audit topics. The committee encourages the QAO to continue exploring matters affecting Queensland's regions and looks forward to future audits that examine regional development and service delivery.

In future audits, the QAO may wish to further explore several themes raised during the committee's examination of the report. These include the long-term impacts of demographic shifts, improving the measurement of fly-in fly-out and temporary workforces, and monitoring interdepartmental and intergovernmental cooperation in regional growth initiatives.

The committee also acknowledges the department's efforts to support regional development, particularly through the implementation of the regional collaborative governance model and the Regional Leadership Networks. The committee looks forward to receiving updates on progress in these areas.

### 3. Recommendation



#### Recommendation 1

That the Legislative Assembly note the contents of this report.

<sup>57</sup> Public briefing transcript, Brisbane, 11 June 2025, p 14.

<sup>58</sup> Public briefing transcript, Brisbane, 11 June 2025, p 14.

## **Appendix A – Public Briefing, 11 June 2025**

### **Queensland Audit Office**

Michael Claydon	Director
Patrick Flemming	Deputy Auditor-General
Rachel Vagg	Auditor-General

### **Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development**

Clare Cooper	Executive Director, Georesources Policy, Georesources Division
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