

Strategic Plan 2023–2027

Our vision

A thriving, inclusive Queensland envied for our lifestyle.

Our role

We lead the public sector and deliver government priorities for Queensland.

Through our strategic objectives – **Policy leadership, Communication and engagement leadership, Strong, accountable government, Lead Brisbane 2032 Olympic and Paralympic Games,** and **A high-performing workforce** – we support the government’s objectives for the community.



Good jobs

Good, secure jobs in our traditional and emerging industries

- ▶ Supporting jobs
- ▶ Backing small business
- ▶ Making it for Queensland
- ▶ Investing in skills



Better services

Deliver even better services right across Queensland

- ▶ Backing our frontline services
- ▶ Keeping Queenslanders safe
- ▶ Connecting Queensland
- ▶ Educating for the future



Great lifestyle

Protect and enhance our Queensland lifestyle as we grow

- ▶ Protecting the environment
- ▶ Growing our regions
- ▶ Building Queensland
- ▶ Honouring and embracing our rich and ancient cultural history

Our principles

Leadership

We lead by sharing our whole-of-government perspective. We plan and coordinate our collective efforts across government to deliver effective outcomes for Queensland.

Trust

We inspire trust in the system and institutions of government by demonstrating and supporting integrity, transparency and accountability.

Collaboration

We collaborate to harness knowledge and expertise within and outside our organisation to deliver effective policy solutions.

Innovation

We seek innovative solutions to capitalise on strategic opportunities for Queensland and support whole-of-government risk management.

Agility

We are agile and responsive in meeting the changing needs of Queenslanders while ensuring a strategic focus on the future.

Inclusion

By embracing inclusion and diversity, we make our workplace and our work more representative.

We value and respect Aboriginal and Torres Strait Islander cultures in all that we do. We respect, protect and promote human rights in our decision-making and actions.



Customers first



Ideas into actions



Unleash potential



Be courageous



Empower people

Our strategic objectives



POLICY LEADERSHIP

Lead agile, collaborative and effective policy outcomes for Queenslanders.

OUR MEASURES

Our clients are satisfied with our leadership and engagement in the policy development process, and Cabinet and intergovernmental relations services.

OUR STRATEGIES

- › Lead, coordinate and collaborate to deliver on the Queensland Government's objectives for the community.
- › Lead programs and taskforces on significant cross sector issues and opportunities, engaging Queenslanders to achieve proactive and strategic policy outcomes.
- › Lead and support active engagement in Queensland's intergovernmental policy negotiations to achieve effective policy, funding and partnership outcomes for Queenslanders.
- › Lead and coordinate the government's Cabinet and Parliamentary program.
- › Provide advice and support on whole-of-government performance management and reporting, and monitor and report on the government's priorities and commitments.
- › Provide rapid policy and service delivery responses to emerging issues.
- › Improve the design and delivery of public policy solutions through evidence-based research and innovation.



COMMUNICATION AND ENGAGEMENT LEADERSHIP

Lead collaborative and innovative communication and engagement to achieve effective outcomes for Queenslanders.

OUR MEASURES

Our clients are satisfied with strategic advice and support provided by communications and engagement, and events services.

OUR STRATEGIES

- › Lead, plan and deliver whole-of-government strategic communications and partnerships to support the Queensland Government's objectives for the community and cross-government policies and priorities, and their implementation.
- › Collaborate to deliver crisis communication advice and support.
- › Lead, partner and coordinate community engagement programs and events that align with government priorities, recognising and celebrating Queenslanders and their communities.
- › Lead engagement that contributes to and strengthens relationships across Queensland's regions, ensuring strong regional perspectives in policy development, decision making, and program implementation.
- › Enhance engagement with the veterans community, partners and stakeholders to develop, coordinate and implement policies, programs and initiatives to support veterans.



STRONG, ACCOUNTABLE GOVERNMENT

Ensure a strong and accountable system of government.

OUR MEASURES

Our clients are satisfied with governance support and advisory services.

OUR STRATEGIES

- › Lead and coordinate the Executive Council program.
- › Lead policy and operational advice on government boards, executive government, constitutional and machinery of government and public accountability matters.
- › Synchronise, support and provide strategic advice for the Premier's official overseas visits and functions.
- › Advocate and advance Queensland's strategic interests and positions in international forums.
- › Provide corporate services to ministerial offices and the Office of the Leader of the Opposition.



LEAD BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES

Lead the coordination and integration of government planning and delivery responsibilities for the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) in partnership with key state agencies and Games Partners.

OUR MEASURES

International Olympic Committee Coordination Commission satisfaction with the progress and delivery of Brisbane 2032 Olympic and Paralympic Games.

OUR STRATEGIES

- › Implement and evolve fit-for-purpose Brisbane 2032 governance arrangements, ensuring effective oversight of budget, program management and benefits realisation.
- › Lead the development, maintenance and reporting of the Brisbane 2032 Games Coordination Plan.
- › Provide collaborative leadership and coordination of Brisbane 2032 strategic policy, stakeholder engagement, and communications and media across government agencies in the planning and delivery for Brisbane 2032.
- › Oversee and support the performance of Brisbane 2032 Programs including Venues and Villages, Transport, Legacy Planning, Sustainability Planning, First Nations, Procurement and Supply Chain, Security, Utilities and City Readiness and Operations.
- › Oversee the state's commitments under the Olympic Host Contract and International Olympic Committee Future Host Questionnaire Response.
- › Work collaboratively with the Brisbane 2032 Organising Committee to ensure coordinated and consistent planning, decision making and reporting to key stakeholders, including the International Olympic Committee.



A HIGH-PERFORMING WORKFORCE

Enable an inclusive highly-skilled and agile workforce that embodies the DPC principles to deliver for government and the people of Queensland.

OUR MEASURES

Our employees are informed and engaged, demonstrating high levels of leadership, trust, agility, innovation, inclusion and collaboration.

Our clients are satisfied with DPC services.

OUR STRATEGIES

- › Build a highly-skilled workforce that is agile, adaptable and ready to meet current and emerging demands.
- › Ensure a diverse workforce that is representative of the community we serve.
- › Foster a customer-centric culture that embodies the DPC principles and enhances our impact within DPC and across government.
- › Design and implement contemporary business processes and systems that support efficient, effective and economical delivery of services.
- › Lead effective fiscal management to align services and outcomes to government's priorities.
- › Lead and apply strong, contemporary corporate governance, security and risk management practices.
- › Lead, participate and collaborate in whole-of-government workforce initiatives and responses to emerging priorities.
- › Proactively manage the health, safety and wellbeing of our people.
- › Adopt an integrated and holistic approach to security to protect our people, information and assets.

Our risks and opportunities

How we manage our strategic risks:

- › Build business resilience to avoid breaches of information assets through inadvertent or malicious activity, that may impact people, information, and assets and lead to business disruption, information loss and /or data or privacy breaches.
- › Use and deploy available resources effectively to respond to changing priorities to continue to provide a safe and supportive workplace.
- › Optimise policy and governance advice to ensure decisions and allocation of resources supports public confidence and trust in the department and government.
- › Ensure effective engagement of stakeholders and customers, including regional communities in Queensland, to successfully deliver on the government's objectives for the community.
- › Implement well-designed corporate governance processes, to inform good decisions and avoid breaches of compliance obligations, supporting integrity and transparency.

How we embrace our strategic opportunities:

- › Prioritise the attraction, retention and development of a qualified and skilled workforce to facilitate the department's provision of high-quality service delivery.
- › Rehearse, integrate and optimise our preparedness and response to disasters, environmental impacts and/or pandemics to minimise and recover quickly from business interruption.
- › Employ effective and innovative approaches to program planning, development, implementation to ensure timely delivery of key departmental priorities.
- › Focus on effective governance, planning, resourcing, and change practices for information technology systems to maintain stability and availability and to ensure performance meets the needs of the department.