

# About the department

The Department of the Premier and Cabinet is the lead agency of the Queensland Government.

The past year has been one of significant change and development for the Department of the Premier and Cabinet (DPC).

Responding to the COVID-19 pandemic, the department has been focused on providing overarching strategic analysis, insights and options around the response to and recovery from the pandemic for Queensland.

As the lead agency of the Queensland Government, DPC moved quickly to establish the COVID-19 Response and Recovery Taskforce, mobilising staff within the agency and the public sector to work in a sustained, strategic and collaborative way with all levels of government, industry and the community to achieve the best possible outcomes for Queensland.

As a responsive, effective and accountable agency, the department's key role is to serve the Premier, Cabinet and the people of Queensland. Our vision is — succeeding together to achieve a better life for all Queenslanders. Through our COVID-19 response, DPC has maintained a strong focus on integrated, proactive approaches to health and safety and positioning the state's economy for recovery into the future.

We continue to lead the policy engagement and development process to drive and steward innovative and effective social, economic and environmental solutions for Queensland. We leverage expertise and work across all levels of government, industry and the community to achieve transformational outcomes for Queenslanders.

The department also plays a key role in pursuing Queensland's strategic advantage nationally and

internationally to ensure Queensland can respond with agility to current challenges and capitalise on emerging opportunities.

Furthermore, we uphold a strong and accountable system of government in our support for the Premier and Cabinet and we work to develop and empower our workforce so we can provide the highest level of public service.

With a population of over 5.13 million in 2019, Queensland continues to be one of Australia's most rapidly growing states. We work to fulfil Queenslanders' expectations of government, engaging with communities to achieve timely and effective outcomes for Queenslanders, regardless of where they live.

DPC stewards the government's objectives for the community — *Our Future State: Advancing Queensland's Priorities* — working collaboratively in coordination, communication, monitoring and reporting roles. The department contributes directly to policy initiatives to deliver on each of the government priorities — create jobs in a strong economy; give all our children a great start; keep Queenslanders healthy; keep communities safe; protect the Great Barrier Reef; and be a responsive government.

Each year, we measure our success through our customer satisfaction survey as part of our ongoing commitment to continuous improvement. This year we saw an increase in customer satisfaction across our service areas with results significantly higher than the previous year.

Further information on results relating to our specific services are included throughout this report.

# Strategic Plan 2019–23

The department's *Strategic Plan 2019–23* is shown on the subsequent pages.

The department's performance against the *Strategic Plan 2019–23* outlines our four strategic objectives: Innovative, effective policy; Strategic advantage for Queensland; Strong, accountable government; and A high-performing workforce. These objectives are measured through efficiency and effectiveness measures as outlined in the performance tables of the following sections of the annual report: Policy Advice and Coordination, and Cabinet Support; Strategy and Engagement; Government Services; and Our people.

The DPC *Strategic Plan 2019–23* is available at [www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx](http://www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx)

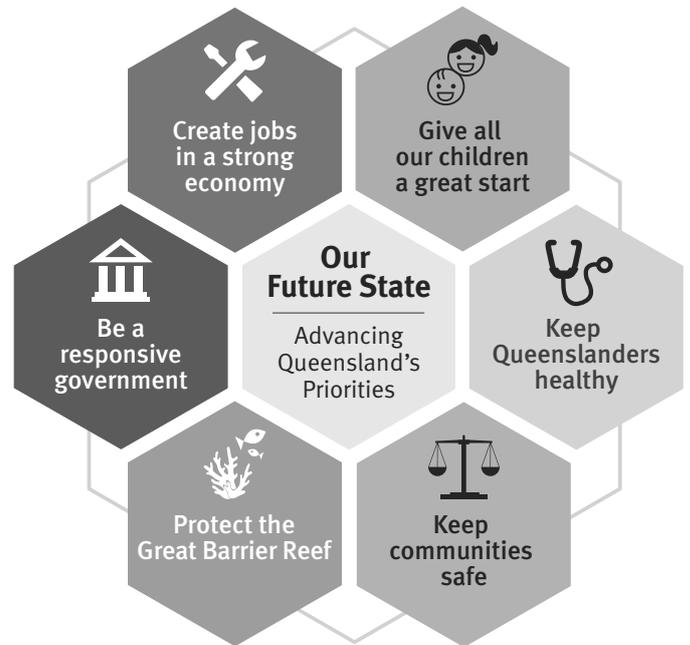
# Strategic Plan 2019–2023

## Our vision

Succeeding together to achieve a better life for all Queenslanders.

## Our role

Across government and with our stakeholders we **lead, advise, collaborate, coordinate, broker, facilitate, communicate and monitor** to deliver on the government's objectives for the community, *Our Future State: Advancing Queensland's Priorities*, build trust in a strong, responsive and accountable system of government and achieve transformational outcomes for Queenslanders.



## Our principles

### Leadership

We lead by providing a whole-of-government perspective, brokering, coordinating and communicating our common purpose.

### Trust

We inspire trust in the system of government by demonstrating integrity, transparency and accountability in everything we do.

### Collaboration

We collaborate with our stakeholders and public sector colleagues to build common understanding and purpose and shared accountability for outcomes.

### Innovation

We are future-focused, seeking innovative solutions to create value for Queensland to capitalise on strategic opportunities and support for whole-of-government risk.

### Empowerment

We empower and support our workforce to lead at all levels, achieving the highest standards of public service.

### Inclusion

We embrace inclusion and diversity because it makes our workplace and our work more representative, robust and more resilient.

# Our objectives



## Innovative, effective policy

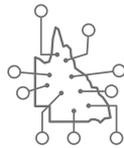
Lead the policy development process across government, ensuring effective outcomes for Queenslanders.

### OUR MEASURES

Our clients are satisfied with our engagement in the policy development process and with support provided by Cabinet Services.

### OUR STRATEGIES

- Lead the development of high-quality, consultative and evidence-based policy in collaboration with our stakeholders across government.
- Continue to lead, coordinate and contribute to the delivery of the Queensland Government's objectives for the community, *Our Future State: Advancing Queensland's Priorities*.
- Coordinate the government Cabinet program.
- Provide advice and support on whole-of-government performance management and reporting, and monitor and report on the government's priorities and commitments.

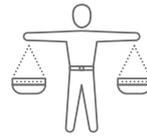


## Strategic advantage for Queensland

Inform the strategic direction of government.

Our clients are satisfied with strategic advice and support provided by Strategy and Engagement.

- Lead future-focused strategy and policy development and whole-of-government communications to support the delivery of the government's priorities—*Our Future State: Advancing Queensland's Priorities*.
- Advocate Queensland's strategic interests and positions in intergovernmental and international forums.
- Coordinate and provide strategic advice for the Premier's official overseas visits and functions.
- Lead the planning and delivery of whole-of-government strategic communications and events, including stakeholder and community engagement programs.



## Strong, accountable government

Ensure a strong system of government.

Our clients are satisfied with Government Services' support and advice.

- Coordinate the Executive Council program and provide constitutional support to the Governor.
- Lead policy and operational advice on government boards, executive government, constitutional and machinery of government matters.
- Provide corporate services to ministerial offices and the office of the leader of the opposition.



## A high-performing workforce

Maintain a high-performing and responsive workforce.

Our employees are positive about their job empowerment, and DPC's organisational innovation, leadership and engagement.

- Empower our people to perform to their highest level.
- Foster a customer-centric workforce.
- Foster a culture that inspires our people to collaborate, lead at all levels and act to enhance their impact in our organisation.
- Provide efficient and effective business processes and systems.
- Demonstrate effective fiscal management to align services and outcomes to government's priorities.
- Deliver strong governance and risk management including support for whole-of-government risk management.

# Our risks and opportunities



## We will manage our strategic risks and the impacts of not achieving...

### CLIENT RELATIONSHIPS:

Building and maintaining strong, relevant and purposeful relationships with stakeholders.

### EFFECTIVE GOVERNANCE:

We will establish strong and reliable governance to prevent fraud and corruption.

### INFORMATION SECURITY:

We will secure our information assets, employ good record keeping to prevent data breaches and unauthorised disclosure.

### STATEWIDE ENGAGEMENT:

We will connect in a continuous way to achieve informed, timely and effective outcomes for Queenslanders regardless of where they live.



## ...and we will embrace opportunities to maximise benefits for Queenslanders.

### KEEPING PACE WITH CHANGE:

We will anticipate and respond to global challenges affecting Queensland so we maintain our competitiveness to meet future challenges.

### INNOVATIVE POLICY:

Drive innovative solutions to maximise benefits to Queensland.

### MAKE OUR SYSTEMS MORE EFFECTIVE:

Harness digital technologies to innovate and continue to improve.

### CONTINUOUSLY DEVELOP OUR STAFF CAPABILITY:

Empower our people for the future.

# Organisational structure

The department's organisation structure is shown on the next page.

DPC primarily operates out of 1 William Street, Brisbane and delivers its services through the structure outlined in the organisational chart. DPC's regional offices are located at:

- Cairns Office: Level 4, 5B Sheridan Street, William McCormack Place, Cairns
- Longreach Office: 10357 Landsborough Highway, Longreach
- Mackay Office: Level 4, 44 Nelson Street, Mackay
- Maryborough Office: Ground Floor, 123 Wharf Street, Maryborough
- Rockhampton Office: Level 2, 209 Bolsover Street, Rockhampton
- Toowoomba Office: Level 1, 203 Tor Street, Wilsonton Heights, Toowoomba
- Townsville Office: Ground Floor, 445 Flinders Street, Townsville
- Office for Veterans: Level 1, 117 Brisbane Street, Ipswich.

## Other entities in the Premier's portfolio

The Premier's ministerial portfolio also includes the Public Service Commission, Queensland Integrity Commissioner, Office of the Governor, Queensland Audit Office, Screen Queensland and Trade and Investment Queensland. For further information, please refer to each agency's annual report. For Screen Queensland, refer to their tabled Financial Statements.

