

Strategic Plan 2020–24

Department of Housing and Public Works

Contributing to our Future State: Advancing Queensland's Priorities

- **Create jobs in a strong economy:** we contribute to the creation of jobs across Queensland and contribute to regional development
- **Give all our children a great start:** we provide children a safe place to grow and learn through safe, secure and sustainable housing, while also investing in sport and active recreation to provide children with more opportunities for physical activities and a bright future
- **Keep Queenslanders healthy:** we support a range of sport and recreation outcomes to ensure physical activity enriches the Queensland way of life and provides support for elite success and collaboration within the sport and active recreation industry
- **Keep communities safe:** we provide housing for vulnerable Queenslanders and building a safer construction industry
- **Protect the Great Barrier Reef:** we deliver programs to purchase renewable energy, lowering fleet emissions and fostering sustainable building initiatives
- **Be a responsive government:** we give Queenslanders better access to information and government services online, over the phone or in person by leading the rollout of priority whole-of-government initiatives



Our opportunities

RECOVERY

- Play a key role in whole-of-government recovery functions, specifically economic, building and human-social
- Harness lessons identified during our response to the pandemic to shape our recovery and emerge stronger
- Partner with our regions and Aboriginal and Torres Strait Islander communities to reshape our strategies so they thrive in the future

RESILIENCE

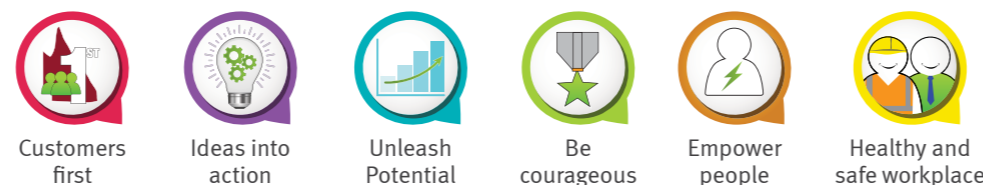
- Rapidly drive our digital and data transformation to achieve secure, trusted and easy to use gateways to government services for our customers
- Accelerate our innovation and collaboration to creatively respond to change, enhance synergies and create greater value for communities
- Embed new norms and ways of working and revitalise our partnerships to improve foresight, agility, adaption and organisational resiliences

Our key challenges

- Meeting customer and stakeholder expectations and delivering quality, timely services - by understanding our client and community needs in a rapidly changing environment
- Delivering services that meet the diversity of agency, customer and stakeholder requirements - by reshaping services and strengthening partnerships
- Transforming digital services to enable effective government outcomes - by developing and implementing strategies to guide government, strengthening cyber security and driving digital capability
- Securing corporate knowledge and capability - by attracting and retaining an agile workforce, providing development opportunities, building capability and maximising skills developed during the pandemic response
- Ensuring alignment with strategic directions and priorities - by planning and managing our resources to optimise service delivery outcomes, especially to aid recovery from the pandemic
- Improving outcomes for Aboriginal and Torres Strait Islander peoples - by embedding Pathways to Treaty

Our values

Our values form the foundation for our work and our culture. We are committed to high standards of professional conduct and ethical business practices.



Our vision

Working together with respect and compassion to influence change and deliver responsive services that build a healthy and connected Queensland.

Our purpose

Our department unifies diverse services to benefit Queenslanders and support Government service delivery including housing and homelessness, building policy, public works, sports and recreation, digital and information technology and government corporate services.

Our long-term strategies

Our four long-term strategies will aid in recovery from the pandemic and build a stronger, more resilient Queensland.

- **Buy Queensland**
Putting Queensland jobs first, and advancing Queensland's economic, environmental and social objectives
- **Queensland Building Plan**
Creating a safer, fairer and more sustainable building and construction industry
- **The Queensland Housing Strategy 2017-2027**
Delivering improved housing outcomes for Queenslanders
- **Activate! Queensland 2019-2029 strategy**
Enriching Queenslanders' way of life through opportunities for physical activity

Our recovery and resilience

In an environment of uncertainty and complexity we will build resilience in our department, to refresh and renew service delivery to government and Queenslanders.

Our acknowledgement

We acknowledge the traditional Aboriginal and Torres Strait Islander owners of country throughout Queensland, their ongoing connection to this land and water and we pay our respects to their culture and their Elders past, present and future.

Our Commitment

Human rights are essential in a democratic and inclusive society that respects the rule of law. Our department is committed to respecting, protecting and promoting human rights.

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Our service delivery - our models of delivery will be reshaped to drive recovery and resilience

	CORE OBJECTIVES OF OUR SERVICE DELIVERY			ENABLING OBJECTIVES TO SUPPORT OUR SERVICE DELIVERY	
OUR OBJECTIVES	<p>SERVICES FOR COMMUNITIES</p> <p>To benefit Queenslanders and their communities by providing housing, homelessness, sports and active recreation, that are responsive, integrated and accessible, and enrich the lives of Queenslanders.</p> 	<p>CUSTOMER AND DIGITAL SERVICES</p> <p>To put citizens and businesses of Queensland at the heart of Government service delivery and oversee investments to enable successful delivery of digitally enabled Government.</p> 	<p>ASSET, BUILDING AND PROCUREMENT SERVICES</p> <p>To provide effective and efficient services and support to industry and government to benefit Queensland communities including procurement, design excellence, building legislation and policy, major government projects and asset management.</p> 	<p>FUTURE FACING STRATEGY AND POLICY</p> <p>To deliver future facing strategy and policy that leads to evidence based reforms, influences innovation to achieve change, builds capability, and improves performance for the benefit of our customers.</p> 	<p>A UNIFIED ORGANISATION</p> <p>To be a people-centric organisation that is responsive, collaborative and a great place to work</p> 
OUR TACTICS	<ul style="list-style-type: none"> • Housing and Homelessness – delivering safe, secure and affordable housing by funding and improving housing and homelessness services, providing support that meets the needs of Queenslanders and enables social and economic participation • Sport and recreation – supporting Queenslanders to achieve a range of health and social outcomes through participation in physical activity and providing support for elite success and collaboration within the sport and active recreation industry 	<ul style="list-style-type: none"> • Digitally integrated services – developing and delivering customer focused, innovative digitally enabled and integrated government services that are simpler and faster for citizens and businesses to access • Technology and digital assurance – guiding government investments decisions, developing and implementing strategies and policies, addressing cyber security and driving digital capability programs • Shared services – providing modern and trusted corporate services and advice to other government departments and statutory bodies to enable them to meet government policies and objectives • Accessible information – leading Queensland public authorities in managing and preserving Queensland public records in a useable form and making government data open for anyone to access, use and share 	<ul style="list-style-type: none"> • Strategic asset management – delivering safe, efficient, and environmentally sustainable whole of life cycle asset management of government property and vehicles • Building operations – partnering with and supporting Queensland Government agencies to strategically manage and deliver their building, construction and maintenance activities and programs • Built environment and industry – shaping sustainable communities and industries by ensuring safe and fair industry building standards and environmental sustainability in the building and construction industry and supporting good design practices • Procurement – providing expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes, including supplier diversity, and making it easier to do business with the Queensland Government 	<ul style="list-style-type: none"> • Capability – lifting strategy and policy capability in the department and government more broadly and providing timely advice, tools and methodologies • Research, insights and analysis – drawing on leading edge research, harnessing data to provide new insights, and utilising scenario planning techniques that support evidence-based options, encourage innovation and enable well targeted approaches for the future • Collaboration and co-design – embedding partnerships and human-centred design to actively involve, customers, staff and key stakeholders, including Aboriginal and Torres Strait Islander communities, in the design and decision making process • Evaluation – applying learning, through evaluation research and leading practice to inform evidence-based policy and programs • Governance – ensuring strong governance that delivers stewardship, strategy and accountability 	<ul style="list-style-type: none"> • Values and principles – continuing to develop a diverse, flexible, compassionate, and culturally safe workforce, respecting one another and those we provide services to • Leadership – demonstrating strong leadership that effectively manages resources while driving innovation in an agile and changing environment • People and performance – investing in our people to create an agile, engaged workforce, achieve performance excellence, continually build our capability and realise potential • Transformation – embracing digitisation of services, emerging technologies and new ways of doing our work and ensuring we have the right tools and information to transform and optimise our capacity to provide service excellence • Safe and healthy workplaces – improving our systems and culture to enhance our health, safety and wellbeing
OUR KEY PERFORMANCE INDICATORS*	<ul style="list-style-type: none"> • Services are responsive and accessible • Housing and homelessness services meet the needs of customers • Customers are satisfied with services • Queenslanders are supported to participate in physical activities 	<ul style="list-style-type: none"> • Services are responsive and accessible • Customers and stakeholders are satisfied with services • Resources are used efficiently 	<ul style="list-style-type: none"> • Services are responsive and accessible • Customers and stakeholders are satisfied with services • Resources are used efficiently • Greater supplier diversity • Government assets are energy efficient 	<ul style="list-style-type: none"> • Customers and stakeholders are satisfied with services 	<ul style="list-style-type: none"> • Systems are progressive and responsive • Improved Working for Queensland Survey results • Improved workforce diversity • Improved safety and wellbeing of our workforce

*Note: HPW publishes a set of strategic measures that align to our performance indicators