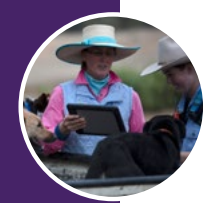


# Strategic Plan 2022-26



## Our vision:

Thriving communities where all Queenslanders can have a safe and stable place to live and enjoy high levels of social and economic wellbeing, supported by a strong digital economy and a vibrant arts sector.



## Our purpose:

To improve the lives of Queenslanders by increasing social, cultural, economic and digital inclusion.



## Our people:

Every day our workforce, made up of dedicated and committed people, work to improve the lives of Queenslanders.

## Our acknowledgement:

The Department of Communities, Housing and Digital Economy respectfully acknowledges the Traditional Owners and Custodians of country throughout Queensland and their ongoing connection to this land and water. We pay our respects to their cultures, Elders past, present and future. Further, we acknowledge that First Nations peoples' self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, and as recognised in the Queensland *Human Rights Act 2019*.



## The agency supports the Government's objectives for the community:



**Good jobs:** Good, secure jobs in our traditional and emerging industries



**Better services:** Deliver even better services right across Queensland



**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow

## Our commitments:

- Enhancing the lives of Queenslanders through the delivery of responsive, integrated and person-centred frontline services that respond to current need and support future aspirations
- Reframing the relationship with Aboriginal and Torres Strait Islander peoples through a Path to Treaty
- Respecting, protecting, and promoting human rights as the cornerstone of a fair and inclusive society
- Contributing and delivering on our government commitments including: investing in cultural infrastructure, the arts and cultural sectors and continued delivery of regional arts; co-designing enhancements to neighbourhood and community centres; supporting digital inclusion for disadvantaged Queenslanders; and providing more social and affordable homes and transforming the way housing services are delivered.



Krunj performing at Yonder 2020.  
Photo by Jay Visuals.



## Our strategic risks:

- External pressures in the community challenge the department's ability to improve the social and economic outcomes for Queenslanders
- Policies and program solutions don't meet the culturally diverse needs of the First Nations peoples and communities across Queensland
- Opportunities to collaborate across the department are not optimised to deliver seamless and connected frontline services for customers
- Our resource capacity and capability to deliver services to Queenslanders doesn't keep pace with community demands and/or expectations
- Competing priorities and unanticipated events rapidly change the department's operating and control environment and impact the department's ability to deliver robust and secure services and optimise resource management.

## Our opportunities:

- Use data analytics and learn from our experience to proactively anticipate the social and economic needs and aspirations of Queenslanders
- First Nations partnerships underpinned by collaboration and respect that lead to transformation of policies, system design and programs that place First Nations peoples and communities' experiences and barriers first, which will improve service delivery for all Queenslanders
- Leverage common arrangements and remove barriers to collaboration to increase value and opportunities for our customers
- Forecast demand pressures through evidence-based planning and utilise agile program management to respond to changing needs
- Harness the talent of our people through robust succession planning and multiskilling to build a resilient and responsive workforce.

## Our values:



Customers first



Ideas into action



Unleash potential



Empower people



Be courageous



Queensland  
Government





Supporting jobs



Backing small business



Investing in skills



Backing our frontline services



Keeping Queensland safe



Connecting Queensland



Growing our regions



Building Queensland



Honouring and embracing our rich and ancient cultural history

## Our objectives

will be delivered through the following strategies:

### Communities

Support communities to thrive by building their resilience, providing aid in recovery from natural disasters, improving the social and economic inclusion and wellbeing of all Queenslanders, and preserving community history.

### Housing

Benefit Queenslanders and their communities by providing housing and homelessness services that are responsive, integrated and accessible, and enrich the lives of Queenslanders.

### Digital

Benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

### Arts

Enhance Queenslanders' access to arts and culture, through investment in the creation, development and presentation of arts product, cultural experiences and cultural infrastructure.

### Performance indicators

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

#### 1. Improve social and economic outcomes for Queenslanders across the State.

Place communities and Neighbourhood and Community Centres at the centre of the design and delivery of frontline services.

Provide support to vulnerable Queenslanders through the Care Army, respond to social isolation and loneliness and invest in a range of community support, transport and emergency relief services.

Deliver community recovery activities and services following disasters or community trauma.

Champion place-based and community led solutions to social disadvantage.

Promote and preserve the Queensland State Archive collection and make it accessible for the benefit of current and future generations.

Grow housing and support for Queenslanders and transform the way housing services are delivered through the Housing and Homelessness Action Plan 2021-25.

Create jobs, increase the supply of social and affordable homes through new investment, partnering with the community housing sector and private industry.

Drive new supply to support current and future housing need across Queensland through the Housing Investment Fund.

Deliver essential services for Queenslanders, including people experiencing homelessness, women and families experiencing domestic and family violence, and dedicated responses for vulnerable young people.

Strengthen the digital economy, improve connectivity and availability, enable social and economic participation, and support jobs creation.

Provide simpler and faster pathways for business, particularly small business, to deliver digital services.

Invest in Queensland's arts, cultural and creative sector to support job growth, secure the state's creative talent pipeline, and create quality arts experiences that enhance liveability, drive regional growth and engage Queenslanders and their communities.

Invest in accessible cultural infrastructure across the state to support the growth of local industry, enlivening communities, creating employment, and delivering improved economic and social outcomes.

1. Partner organisations are actively engaged in delivering services.
2. Services meet the needs of customers through grants and assistance schemes.
3. Increased utilisation of, and visitation to cultural facilities.
4. Engagement in Queensland's arts and cultural activities.

#### 2. Ensure Aboriginal and Torres Strait Islander peoples and their culture are central to all engagement, design and delivery.

Partner, collaborate, and engage with First Nations peoples in the review, design and operations of statewide and local place-based frontline services that meet community needs and expectations.

Engage, collaborate and partner with First Nations peoples to identify and respond to local housing challenges and priorities including a focus on the Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023 guiding responses to housing needs.

Partner with the peak body, Aboriginal and Torres Strait Islander Housing Queensland, Indigenous Community Housing Organisations, Aboriginal and Torres Strait Islander Councils and non-Government organisations to improve outcomes with First Nations people in accessing appropriate sustainable housing.

Work with frontline delivery teams, business, and industry partners, to improve digital infrastructure and connectivity for Aboriginal and Torres Strait Islander communities in order to promote economic participation, innovation, and employment opportunities.

Promote and strengthen Queensland First Nations arts through First Nation-led protocols, processes, investment and initiatives.

1. Culturally safe and responsive services.
2. Policies, processes and practices prioritise co-design, person-centred and place-based principles and protect and promote human rights.
3. Relationships with Aboriginal and Torres Strait Islander peoples and communities are strengthened.

#### 3. Integrate proactive frontline services, assistance and programs for Communities, Housing, Digital and the Arts.

Engage partners and frontline staff to review, design and embed community-focused programs and responses that integrate community and government services and enhance synergies across communities.

Create places for Queenslanders to share stories and histories and create a sense of connection, particularly through Neighbourhood Community Centres.

Work with regulated accommodation providers and other partners to improve the supply of regulated accommodation, the quality of services provided to residents and to protect the rights of residents.

Work in collaboration with the sector and partner agencies to deepen integration of service responses and improve housing outcomes for people with complex needs through integrated place-based services.

Coordinate and co-design housing and homelessness responses across government and the community sector as outlined in the *Queensland Housing Strategy 2017-2027*.

Deliver integrated and proactive customer and digital government services by providing timely, trusted, and accessible information services.

Support Queenslanders to access digital skilling, upskilling, and re-skilling, to strengthen Queensland's digital economy through the *Digital Queensland: Digital Professional Workforce Action Plan 2020-24*.

Strengthen cyber-security and resilience and information management across government.

Engage key stakeholders to ensure policy and investment programs are responsive to arts sector and community needs and work to support Queensland Government priorities, including the implementation of *Creative Together 2020-2030*.

1. Services are responsive, efficient and accessible.
2. Partner organisations are actively engaged in delivering services.
3. Customers are satisfied with services.

#### 4. Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with Government and each other.

Utilise improved digital infrastructure and existing community infrastructure to support integrated government services and connect geographically dispersed communities.

Facilitate and increase access to the Queensland State Archive collection through excellent customer service, strategic stakeholder engagement and community programming.

Continue to transform services by utilising emerging technologies to drive frontline service excellence.

Support the growing digital economy and invest in new digital products which meet our customers' needs as well as digital infrastructure and open data to assist Queensland businesses to innovate and better service customers and communities.

Inform government policy design and delivery through the provision of data research, analysis and advice.

Establish modern digital capability within government.

Invest in partnerships and digital infrastructure to create new and/or enhanced distribution and engagement platforms for arts products, services and experiences to reach local, national and international audiences and markets.

1. Services are responsive, efficient and accessible.
2. Customers and stakeholders are satisfied with services.

#### 5. Adhere to the highest standards of professional conduct and integrity and embed best practices in everything we do.

Support the Path to Treaty by enabling self-determination and truth telling building cultural safety, and ensuring that Aboriginal and Torres Strait Islander peoples are at the centre of everything we do.

Develop a diverse, flexible, compassionate, and culturally safe workforce that displays integrity and respects, protects and promotes the human rights of all Queenslanders.

Demonstrate effective and ethical leadership that manages resources and delivers best-practice frontline services in a complex and changing environment.

Develop an agile, engaged and healthy workforce that is focussed and continually building capability and potential, while achieving excellence in frontline service delivery.

Embrace the digitisation of services, emerging technologies and innovative ways of delivering frontline services while supporting jobs creation.

Grow our services and relationships to meet future demands and position ourselves to be even more relevant to customers.

1. Employee and customer satisfaction.
2. Effective leadership.
3. Workplaces and services are culturally safe.
4. Systems are connected and responsive.
5. A diverse workforce.

