

STRATEGIC PLAN

2025–2029

Our Values



CUSTOMERS
FIRST



IDEAS INTO
ACTION



UNLEASH
POTENTIAL



BE
COURAGEOUS



EMPOWER
PEOPLE

Our Vision

A financially strong government delivering a strong economy with affordable, reliable and sustainable energy for all Queenslanders

Our Purpose

To deliver government priorities through our expert economic, fiscal, clean energy and revenue advice and services

Our commitment to Human Rights

We will respect, protect and promote human rights in our decision-making and actions.

Queensland Government's Community Objectives



Safety where
you live



A better lifestyle through
a stronger economy



Health services when
you need them



A plan for
Queensland's future

Empower
our workforce
for the future

Our workforce
performance
indicators

- Performance against employment targets for diversity target groups
- Improvement in targeted areas of Working for Queensland survey
- Increased capability in digital literacy and the use of data

CONNECTION

- Enhance our sense of purpose and build a strong connection to serving Queensland through challenging, diverse and meaningful work that makes a tangible difference to Queenslanders.
- Continue to foster a sense of belonging and support a diverse, equitable and inclusive workplace reflective of the community we serve.
- Prioritise wellbeing and promote flexibility to ensure a sustainable, productive and agile workforce with the capability and capacity to respond to complex challenges and deliver expert advice and services.

EXCELLENCE

- Embed a culture where our people perform at their best, deliver excellence and act with integrity, dedication, accountability and professionalism.
- Promote a commitment to learning and leadership through a partnership between individuals and leaders, and technical capability informed by our strategic knowledge, information systems and data.
- Acknowledge the value of all work in driving government priorities, recognising major and minor wins.

OPPORTUNITY

- Support career pathways through challenging, diverse and interesting roles, with opportunities to make a difference.
- Deliver the best outcomes for Queenslanders through our inspired people using collaborative teamwork to harness our expertise.

We will realise our opportunities by:

- Driving economic growth through delivering high-quality analysis and advice to key stakeholders.
- Providing economic and fiscal leadership that supports effective reform across the public sector to realise the government's objectives.
- Leading Queensland's interests and undertaking policy and economic analysis on matters related to energy, gas, fuels and climate policy at the state and national level to facilitate economic growth and deliver an affordable, reliable and sustainable energy system.
- Developing our people, processes and technology and providing a healthy and safe workplace to deliver on increased expectations and advice on government priorities.
- Designing, overseeing and influencing the delivery of external, citizen-focused program and service delivery responsibilities as they arise.

We will manage and/or respond to strategic risks, including:

- Managing revenue and expenditure to ensure the long-term sustainability of the state's finances to fund and support priority infrastructure and services.
- Addressing ongoing challenges in terms of housing supply and affordability to help ensure home ownership is a realistic and attainable goal for hardworking Queensland households.
- Managing Treasury's systems against cyber-security attacks.
- Maintaining a strong culture to mitigate against integrity issues or the mismanagement of information.
- Anticipating shifts in domestic and international energy requirements and climate related economic impacts.

OUR OBJECTIVES

OUR PERFORMANCE INDICATORS

OUR STRATEGIES

Grow
the Queensland
economy and
stimulate jobs



- Growth in real income per capita over the medium-term
- Growth in employment and investment over the forward estimates
- Overall stakeholder and customer satisfaction with economic and productivity outputs meets or exceeds target
- Overall customer satisfaction with policy and other agency advice provided meets or exceeds target

- Drive the government's plan to deliver a strong economic future for Queensland, including growing the Queensland economy and jobs, in line with the government's economic growth priorities and economic strategy.
- Facilitate Queensland's open door for private sector investors from interstate and overseas to stimulate jobs and economic growth for Queenslanders.
- Create an economic and regulatory environment that attracts interstate and overseas private sector investment.
- Drive a strong focus across government to ensure well-researched policies and strategies that further the productivity and competitiveness of the Queensland economy.
- Develop and maintain effective intergovernmental relations that enhance Queensland's policy position and influence.
- Work to address housing supply and affordability challenges to support home ownership.

Drive
Queensland's
pathway to
affordable, reliable
and sustainable
outcomes for
Queensland
households and
businesses



- Average time of energy (electricity and gas) licensing assessment
- Delivery of the Supercharged Solar for Renters program

- Prioritise the delivery of an energy system that is affordable, reliable and sustainable.
- Implement an Electricity Maintenance Guarantee on government-owned coal-fired power plants.
- Progress early work on the Borumba Pumped Hydro project.
- Investigate other smaller pumped hydro schemes in partnership with the private sector.
- Subsidise the installation of solar panels on rental homes to allow for any future changes in grant funding.
- Work with industry to progress a code of conduct for renewable energy proponents.
- Work to progress transmission infrastructure including the Copperstring project.
- Facilitate private sector investment in new energy infrastructure while maintaining public ownership of existing assets.
- Review 'ring fencing' arrangements for electricity network service providers with a focus on maintaining productivity.
- Investigate cleaner fuel sources that enable Queenslanders to sustain their way of living as we build a sustainable fuels industry.
- Work with all stakeholders to develop sectoral plans that achieve our emissions targets as we grow industries and create jobs.
- Facilitate more beneficial use of gas from coal mining.

Deliver
fiscal sustainability



- Delivery of responsible management of the State finances to support government objectives
- Delivery of effective and efficient revenue collection and debt management
- Overall stakeholder and customer satisfaction with the fiscal and budget information, analysis and advice provided meets or exceeds target
- Deliver a whole of government ESG management framework providing disclosures on management of material ESG risks that supports attraction of investment in the State

- Assess and advise on budget strategies to improve outcomes, agency and corporation performance, and guard against future shocks.
- Optimise the state's revenue base through best practice revenue, fines, grants, and debt recovery administration.
- Support development of a sustainable government capital program to support economic growth and productivity.
- Manage the state's balance sheet to support delivery of the government's priorities.
- Manage the state's financial risks and opportunities through a fiscal strategy that supports the Charter of Fiscal Responsibility.
- Partner with agencies to plan and prepare for the successful delivery of the Brisbane 2032 Olympic and Paralympic Games within agreed funding parameters.
- Demonstrate the state's commitment to environmental, social and governance (ESG) sustainability by delivering a whole of government ESG management framework.
- Maintain and invest coal royalties into regional Queensland.

Influence
public sector
improvement



- Delivery of public sector and government service improvements
- Establish and deliver the Social Entrepreneurs Fund and roadmaps for social enterprise and impact investing
- Queensland Government Consulting established

- Drive improvements in government businesses and services for all Queenslanders by supporting the delivery of innovation and efficient and effective services.
- Operationalise the Office of Social Impact.
- Work with Queensland's government-owned corporations to deliver the best services and value for Queenslanders.
- Bring public sector consulting in-house to provide advice, build capability and contribute to cost savings within the sector.

