QUEENSLAND **TREASURY**

STRATEGIC PLAN 2026–2030

DELIVERING FOR QUEENSLAND

Queensland Government

OUR VISION

A financially strong government delivering a resilient economy with secure energy, more homes and investment that benefits all Queenslanders.

OUR PURPOSE

To shape a strong and resilient Queensland economy through fiscal stewardship, economic insight and strategic investment leadership.

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

OUR COMMITMENT

We will maintain our longstanding commitment to deliver our vision, purpose and core services to stakeholder expectations through:

- delivery of our committed service standards as set out in our Service Delivery Statement
- supporting our frontline services with fit for purpose enabling capabilities
- an overarching commitment to the respect, protection and promotion of human rights in our decision making and actions.

We will focus on, and invest in, our strategic objectives to:

- **support** government to grow the Queensland economy and stimulate productivity
- **deliver** an affordable, reliable and sustainable Queensland energy system
- **drive** fiscal sustainability
- **influence** public sector performance and accountability.

OUR VALUES

- CUSTOMERS FIRST
- IDEAS INTO ACTION
- UNLEASH POTENTIAL
- BE COURAGEOUS
- EMPOWER PEOPLE

OUR STRATEGIC OPPORTUNITIES AND RISKS

OPPORTUNITIES

- Support Queensland's economic growth by providing high quality economic analysis, advice and financial leadership.
- Strengthen economic and fiscal policy settings to support effective public sector reform and delivery of the government's priorities.
- Deliver on the Queensland Energy Roadmap and lead policy and economic analysis across energy, gas and liquid fuels to support an affordable, reliable and sustainable Queensland energy system.
- Invest in skills development and workforce planning to ensure Treasury has the expertise required to address future challenges.
- Enhance Treasury's capabilities through advanced data analytics, artificial intelligence and digital tools to improve forecasting, decision making and service delivery.

RISKS

- Economic or revenue shocks could limit the state's capacity to fund services and priority infrastructure.
- Ongoing constraints on housing supply and affordability could affect economic participation and wellbeing.
- Cyber incidents could disrupt services, compromise information or reduce public confidence.
- Domestic and international pressures could impact the energy system.

Queensland Government

OUR OBJECTIVES

SUPPORT government to grow the Queensland economy and stimulate productivity

OUR STRATEGIES

- Drive the government's plan to deliver a strong economic future for Queensland, lifting productivity and growing the Queensland economy in line with the government's economic strategy.
- Facilitate Queensland's open door for private sector investors and sovereign 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.
- Partner with other agencies to address housing supply and affordability challenges to support home ownership including through initiatives such as the First Home Owner Grant.

OUR PERFORMANCE MEASURES

- Growth in Gross State Product (GSP) per capita over the medium-term.
- Overall stakeholder and customer satisfaction with economic strategy outputs meets or exceeds target.
- Overall customer satisfaction with policy and other agency advice provided meets or exceeds target.

DELIVER an affordable, reliable and sustainable Queensland energy system

OUR STRATEGIES

- Prioritise delivery of the Queensland Energy Roadmap to support an energy system that is affordable, reliable and sustainable.
- Implement the Electricity Maintenance Guarantee, delivering investment into state-owned coal, hydro and gas assets.
- Progress key energy projects, including CopperString, the Gladstone Project, early work on the Borumba Pumped Hydro Project, and investigate other smaller pumped hydro schemes in partnership with the private sector.
- Facilitate private sector investment in new energy infrastructure while maintaining public ownership of existing assets.
- Lead Queensland's energy policy, market, legislative and regulatory frameworks to support an affordable, reliable and sustainable energy system, including national market engagement and consumer outcomes.
- Drive gas and fuels policy agenda and deliver priority energy programs, working with industry and partners to implement government commitments.
- Support Queensland's liquid fuel security in collaboration with other agencies, governments and industries.
- Work with stakeholders to develop sectoral plans that achieve our emissions targets as we grow industries and create jobs.

OUR PERFORMANCE MEASURES

- Continued investment to maintain and improve existing energy assets, including the Electricity Maintenance Guarantee.
- Delivery of energy programs and industry partnerships, including the Supercharged Solar for Renters program and Low Emissions Investment Partnerships program.
- New energy investment facilitated by the QIC Investor Gateway.
- Ensure national energy frameworks and engagement reflect the interests of Queenslanders.

DRIVE fiscal sustainability

OUR STRATEGIES

- 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.
- Efficiently manage insurable public risks, using data and agency insights to inform mitigations.
- Partner with agencies to plan and prepare for the successful delivery of the Brisbane 2032 Olympic and Paralympic Games within agreed funding parameters.
- Maintain and invest coal royalties into regional Queensland.

OUR PERFORMANCE MEASURES

- The Charter of Fiscal Responsibility fiscal principles are met.
- Revenue and debt administration Service Delivery Statement service standards are met.
- Overall stakeholder and customer satisfaction with the fiscal and financial reporting information, analysis and advice provided meets or exceeds target.

INFLUENCE public sector performance and accountability

OUR STRATEGIES

- Engage across government agencies to identify opportunities for more efficient and streamlined service delivery to improve sustainability and effectiveness for all Queenslanders.
- Deliver the 4-year Roadmap for Social Enterprise and Impact Investing.
- Work with Queensland's government-owned corporations (GOCs) to deliver the best services and value for Queenslanders.
- Ensure in-house public sector consulting provides advice, builds capability and contributes to cost savings within the sector.
- Enable digital and data-driven decision making to inform policy development and achieve improved outcomes for the Queensland community.
- 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.

OUR PERFORMANCE MEASURES

- Invest $80 million from the Social Entrepreneurs Fund over 4 years.
- Delivery of GOC shareholding services.
- Address the exponential growth in departmental contractors and consultant spend through oversight and the implementation of Queensland Government Consulting Services.
- Increased capability in digital literacy and the use of data.
- Improvement in targeted areas of the Working for Queensland survey.