

Our Strategic Plan 2019–23

DEPARTMENT OF STATE DEVELOPMENT,
MANUFACTURING, INFRASTRUCTURE AND PLANNING



Our strategic context

In developing our strategy we consider the Queensland Government's objectives for the community *Our Future State: Advancing Queensland's Priorities* to Create jobs in a strong economy, Keep Queenslanders healthy, Protect the Great Barrier Reef and Be a responsive government. We do this through key strategies to:

- attract and facilitate investment aligned to Queensland's economic strategy, including private sector investment in key sectors and emerging industries to stimulate economic growth and create jobs
- create the conditions for sustainable economic and jobs growth by facilitating a pipeline of public and private infrastructure
- provide planning leadership and a contemporary planning framework that supports the use of land, connects communities, balances development with long-term environmental sustainability and encourages active lifestyles
- provide easy-to-use services and help stakeholders to navigate policy and legislative requirements effectively.

We take into account our strategic operating environment and take action to appropriately respond to risk and opportunities.

Our strategic opportunities

Job creation: Create jobs for Queenslanders by providing the environment for private sector investment.

Leadership: Provide a medium-to long-term economic direction for Queensland to guide economic growth and jobs creation and engage with customers and stakeholders to build and drive our economic agenda.

Economic diversity: Further diversify the economy to increase economic inclusion, improve resilience and reduce volatility.

Technological advancements: Harness the potential of technological advancements to support productivity improvement in mature industries and attract and stimulate new technology-enabled industries (e.g. advanced manufacturing).

Urbanisation: Leverage Queensland's multiple urban areas across the state to attract investment to Queensland's regions.

Quality of life: Leverage Queensland's reputation for liveability and affordability to attract skills and investment to the state.

Growth in Asia: Capitalise on Queensland's proximity to Asia and its rapid pace of growth and prosperity to grow industries and create jobs in Queensland.

Energy and resources transition: Capitalise on Queensland's dominant position in a renewables-based and distributed generation energy market.

Regional presence: Leverage our regional presence to tailor programs and projects to support local businesses and industries.

Department scope: Harness the potential that the scope of the department enables, from community planning to community building.

Sustainable communities: Plan communities that are environmentally and socially sustainable to ensure prosperity and quality of life for current and future generations.

Growth of small to medium enterprises: Invest in and support small to medium enterprises to drive growth in regional areas and job creation throughout Queensland.

Our strategic risks

Global economic conditions: Changing global economic conditions (e.g. trade agreements and commodity prices) may impact Queensland's economic performance.

Regional disparity: Diversity of infrastructure, investment and skills, increasing urbanisation and Queensland's vast geography creates challenges in ensuring development opportunities in regional communities.

Queensland's workforce profile: Access to skilled labour in regional areas, increasing migration of workers to urban areas, an ageing population and lower youth engagement in the workforce may impact Queensland's productivity and investment attractiveness.

Technological disruption: Technological breakthroughs, such as Robotic Process Automation, Artificial Intelligence, Blockchain and the Internet of Things are examples of technological advancement that is seeing companies needing to adapt to new technologies and business approaches, and simultaneously offers opportunities to harness disruption to introduce new, customer-focused products.

Climate change: Increased climate change variability and extreme weather events may impact the state's economic productivity and people's quality of life.

Changing community expectations: Economic development must be balanced with community's expectations for environmentally and socially sustainable outcomes.



Our vision for Queensland

Our vision is for a thriving and inclusive Queensland, where the economy, industry and communities prosper.

Our values

We work consistently with the Queensland public service values.



Our core purpose

We improve productivity and quality of life in Queensland by leading economic strategy, industry development, infrastructure and planning, for the benefit of all.

Our objectives



Lead a coordinated and strategic approach to Queensland's medium-to long-term economic development



Attract and stimulate investment in Queensland to grow the economy and create secure, long-term jobs



Create a diverse, productive and sustainable economy for a fairer Queensland



Enable the development of public and private infrastructure projects that provide enduring benefits



Create well-planned Queensland communities that are prosperous, resilient and sustainable

How we will achieve our objectives (our strategies)

- Set the medium to long-term economic strategy for the state to leverage Queensland's economic strengths, in collaboration with other agencies.
- Work with the private sector to inform our economic strategy and influence investment decision making that aligns with the strategy.
- Work with federal, state and local public sector organisations to promote and influence planning and investment decision making to align with the strategy.
- Lead a whole-of-government approach to increase private sector investment in Queensland.
- Attract high-growth industries, such as advanced manufacturing and knowledge-based industries, to provide secure, well-paid jobs for the future.
- Promote investor confidence by coordinating and communicating a pipeline of Queensland's major projects.
- Strengthen Queensland's supply chain infrastructure to improve Queensland's attractiveness to the private sector.
- Ensure that Queensland's planning system promotes investor confidence and supports investment attraction.
- Develop growth strategies and provide support for emerging industries with high-growth potential.
- Support traditional and transitioning industries to maintain and increase productivity.
- Ensure the sustainability of our communities and industries by balancing economic growth and development with protecting our environment.
- Build the economic capacity and capability of regional and disadvantaged communities.
- Set a clear vision for infrastructure investment and provide a framework for planning and prioritising infrastructure investment and delivery in regions.
- Facilitate timely, coordinated and environmentally responsible infrastructure planning and development that supports the economic development approach.
- Work with local governments to prepare and implement local government infrastructure plans.
- Support the delivery of private infrastructure projects.
- Provide funding support for critical infrastructure in regional areas.
- Monitor and report on government's capital spending program.
- Develop and administer sustainable state and regional planning policies and frameworks.
- Provide planning leadership and best practice advice to state government, local government, industry and community.
- Integrate land use, transport and infrastructure planning to improve connectivity and optimise economic growth and job access potential across the state.
- Develop the state's surplus property portfolio to improve community wellbeing and drive local economic growth.
- Ensure adequate land supply through the planning framework and use surplus state land to contribute to housing and land affordability.
- Lead economic recovery efforts following adverse events.

How we will know if we have been successful

- Regional economic development approach for Queensland initiated in at least four regions to inform investment.
- High level of stakeholder support for regional economic development approach.
- Regional plan reviews undertaken have a greater focus on economic development outcomes.
- Increased private sector investment as a percentage of gross state product.
- Increased number of jobs in Queensland, including in our regions and with particular focus on sustainable industries.
- Improved workforce participation, including in our regions and among youth.
- Improved business confidence and business conditions.
- Develop industry in-line with priority sector roadmaps.
- Consistent and sustainable overall productivity growth.
- Improved employment levels in target industries and in our regions.
- Strong customer satisfaction with departmental programs and support.
- Increased overall number of businesses in Queensland.
- Increased value of infrastructure developed or delivered across the state.
- Increased value of engineering construction work done.
- Increased building approval numbers and values.
- Current local government infrastructure plans in place for all relevant local government authorities.
- Value of infrastructure investment being developed through grants and property development activity.
- Strong stakeholder satisfaction with consultation on infrastructure strategy, policy and planning.
- Sustainable economic performance and growth in our regions.
- Meet land and housing affordability targets for priority development areas.
- Ensure adequate land supply (for housing and other uses) is available for projected population growth in local government planning schemes.
- Strong stakeholder satisfaction with accessibility and transparency of the planning system.
- Economic recovery strategy/ies developed for whole-of-government coordinated implementation following disaster event/s.