

# Strategic Plan 2021–25

DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING

**VISION** Shaping Queensland’s future by driving economic growth and enabling well-planned, inclusive and resilient local communities.

**PURPOSE** Our unique role is to connect industry, businesses, community and government at all levels to create place-based solutions that leverage regional strengths and unlock sustainable growth.

We are committed to reframing the relationship with Aboriginal and Torres Strait Islander peoples through greater inclusion, cultural competency, respect, enhanced relationships and increasing economic participation in the Queensland economy.

FUTURE-FOCUSED	GROWTH-ORIENTED	COORDINATED, INTEGRATED, INTERCONNECTED	LEVERAGED	CAPABLE AND ACCOUNTABLE
 <p>A <b>future-focused</b>, innovative, well-planned and diverse economy</p>	 <p><b>Growth</b> in investment and priority industry sectors</p>	 <p><b>Coordinated, integrated, interconnected</b> opportunities for regions, industry sectors and private sector proponents</p>	 <p><b>Jobs for Queenslanders through leveraged opportunities</b> in developments, priority and highly skilled industries, associated supply chains, and circular, localised economies</p>	 <p><b>Sustainable, capable and accountable</b> local governments enabling thriving local communities</p>
<p>Develop tailored place-based outcomes through strategic alignment of regional and local land use plans, economic and infrastructure strategies and plans</p> <ul style="list-style-type: none"> <li>Coordinate and leverage alignment of strategic regional initiatives including Infrastructure Coordination Plans and Regional Economic Recovery Plans</li> <li>Provide clarity of future direction through a new State Infrastructure Strategy with Regional Infrastructure Plans</li> <li>Lead coherent and future-focused City Deals Queensland-wide</li> <li>Integrate Local Government plan making, infrastructure plans and infrastructure designations</li> </ul> <p>Contribute to the implementation of the Queensland Government’s economic response to COVID-19 through the <i>Unite and Recover: Queensland’s Economic Recovery Plan</i></p> <p>Lead the economic line of recovery under the Queensland Disaster Management Arrangements to contribute to a more resilient economy</p> <p>Facilitate the successful delivery of, and investment in, major public and private projects in cities and regions</p> <ul style="list-style-type: none"> <li>Provide funding support for infrastructure in regional areas</li> <li>Implement and evaluate the Community Infrastructure Investment Partnerships grant program</li> </ul> <p>Increase housing supply</p> <ul style="list-style-type: none"> <li>Work with councils to incentivise housing investments in targeted rural and remote areas</li> <li>Invest in catalyst infrastructure that unlocks development, generates construction activity and creates long-term employment through the Building Acceleration Fund and alternative funding, partnership and risk sharing models</li> </ul>	<p>Work with local governments, industry and communities to deliver property development and provide specialist land use planning, including the development of government land for investment opportunities</p> <p>Develop growth strategies and provide support for emerging industries with high growth potential including through industry supported dedicated precincts</p> <ul style="list-style-type: none"> <li>Identify priority and growth precincts that open up regional opportunities and support regional job creation e.g. Gladstone Hydrogen Ecosystem; Cairns Aerospace Precinct; Cairns Marine Precinct; Mackay Future Foods BioHub</li> <li>Support councils to ensure planning schemes are optimised to support growth</li> </ul> <p>Ensure that Queensland’s planning system promotes investor confidence and supports investment attraction</p> <p>Deliver regional plans to set the planning direction for economic growth and guide future infrastructure planning and investment</p> <p>Unlock opportunities for private sector investment and development</p> <ul style="list-style-type: none"> <li>Undertake statutory planning and development assessment in Priority Development Areas (PDAs)</li> <li>Accelerate upfront capital works in PDAs</li> <li>Ensure planning schemes provide for new industry opportunities</li> </ul> <p>Lead consultation with industry to progress priority industry growth, job creation initiatives and prepare for future employment opportunities</p> <ul style="list-style-type: none"> <li>Lead the delivery of 10-year priority industry development roadmaps and 5-year strategies for: Defence, Aerospace, Biomedical, Biofutures, Mining Equipment and Technology Services (METS), Resource Recovery, Hydrogen, Space, SuperYachts and Beef</li> <li>Lead the North West Queensland Economic Diversification Strategy</li> </ul> <p>Harness resource opportunities across government</p> <ul style="list-style-type: none"> <li>Lead the delivery of the whole-of-government Strategic Blueprint for Queensland’s North West Minerals Province</li> <li>Undertake statutory assessment of resources industry coordinated projects</li> </ul>	<p>Facilitate timely, coordinated and environmentally responsible infrastructure planning and development that drives economic growth</p> <ul style="list-style-type: none"> <li>Work with private and public sector proponents to develop, assess and manage major project development to create jobs and investment</li> <li>Coordinate across government to facilitate the approval and delivery of private sector projects</li> <li>Enable strategic industrial land supply to attract and develop industry</li> <li>Drive the whole-of-government capital program and infrastructure agenda through the Infrastructure Cabinet Committee</li> <li>Deliver local government funding programs and capital projects</li> </ul> <p>Set a clear vision for infrastructure investment and provide a framework for planning and prioritising infrastructure investment and delivery in regions to catalyse job creation</p> <ul style="list-style-type: none"> <li>Work across government and industry to develop and enable delivery of whole-of-government infrastructure policy and frameworks</li> <li>Identify catalytic infrastructure opportunities that leverage jobs and investment</li> <li>Promote industry confidence by coordinating and communicating a pipeline of government capital works across the state</li> <li>Advance Queensland’s infrastructure interests at a national level through active engagement and a whole-of-government perspective in federal infrastructure architecture</li> </ul> <p>Work across state and local government to ensure appropriate plans, strategies and initiatives are in place for supporting the infrastructure needs of identified growth areas, including local government infrastructure plans</p> <p>Support agency capital planning and promote the development of robust infrastructure proposals to enable good quality investment decisions</p> <p>Set industry and business for success</p> <ul style="list-style-type: none"> <li>Provide flexible industry development and investment pathways that leverage private sector investments and align skills and training</li> <li>Develop our regions, grow industries and expand businesses through engagement with our Regional Offices</li> <li>Deliver efficient development assessments through the State Assessment and Referral Agency (SARA)</li> </ul>	<p>Boost the state’s industry footprint with the Queensland Jobs Fund</p> <p>Partner with others and leverage innovative funding models</p> <ul style="list-style-type: none"> <li>Leverage Federal Government funding support</li> <li>Assure delivery of the public benefits of Queen’s Wharf Brisbane</li> <li>Leverage council relationships and knowledge</li> <li>Build strategic industry alliances</li> </ul> <p>Harness knowledge, regional expertise and business intelligence to respond to trends and opportunities</p> <ul style="list-style-type: none"> <li>Take advantage of increased net migration to regional areas and Queensland’s interstate migration</li> <li>Engage strategically with thought leaders and priority industry sectors such as the Deputy Premier’s Advisory Council on Defence Industry and Jobs</li> <li>Maximise the breadth and depth of opportunities e.g. Biomedical supply chain development</li> </ul> <p>Integrate land use, transport and infrastructure planning to improve connectivity and to optimise economic growth and job access</p> <p>Strengthen Queensland supply chain infrastructure to improve Queensland’s attractiveness to the private sector and cultivate critical supply chains</p> <p>Maximise opportunities for Aboriginal and Torres Strait Islander peoples through procurement, employment, funding programs and economic development opportunities</p> <ul style="list-style-type: none"> <li>Implement the Queensland Charter for Local Content to provide all businesses with full, fair and reasonable opportunities to tender for Queensland Government procurements</li> </ul> <p>Work with state agencies, local government and industry to implement the Growth Areas Program</p>	<p>Support local government sustainability, enabling local job creation and liveable communities</p> <ul style="list-style-type: none"> <li>Apply a fit-for-purpose financial sustainability framework within the local government sustainability monitoring framework</li> <li>Build capacity and capability in local government capital program delivery</li> <li>Explore joint or consolidated service models to maximise efficiency and available resources</li> <li>Build the economic capacity and capability of regional and disadvantaged communities</li> <li>Ensure planning schemes are calibrated to support economic development balanced with social and environmental needs</li> </ul> <p>Administer local government funding programs to support economic growth, stronger infrastructure, jobs creation and recovery from COVID-19</p> <p>Leverage connections across councils and implement place-based approaches to support stronger governance and financial management within councils</p> <p>Develop and administer sustainable state and regional planning policies and frameworks</p> <p>Ensure adequate land supply through the planning framework and use underutilised state land to contribute to housing and land affordability</p> <p>Develop the state’s surplus property portfolio to drive local economic growth and inclusive and sustainable communities</p> <p>Champion place-specific infrastructure planning, investment and capability to deliver better community outcomes</p> <ul style="list-style-type: none"> <li>Work with the South Bank Corporation</li> <li>Deliver social infrastructure outcomes in targeted locations</li> </ul>

HOW WE WILL MEASURE OUR PERFORMANCE:

FUTURE-FOCUSED	GROWTH-ORIENTED	COORDINATED, INTEGRATED, INTERCONNECTED	LEVERAGED	CAPABLE AND ACCOUNTABLE
<p>Positive results in Queensland’s economic indicators of:</p> <ul style="list-style-type: none"><li>› Employment</li><li>› Industry</li><li>› Investment</li></ul> <p>Value of capital investment enabled through project facilitation</p> <p>Estimated number of jobs enabled through project facilitation</p> <p>Project facilitation costs per \$1,000 of capital investment enabled</p>	<p>Strong stakeholder satisfaction with infrastructure policy and planning</p> <p>Positive results in economic indicators of:</p> <ul style="list-style-type: none"><li>› Infrastructure</li><li>› Engineering construction</li><li>› Building approvals</li></ul> <p>Level of satisfaction of key stakeholders with timeliness and effectiveness of consultation undertaken relating to infrastructure and economic resilience strategy, policy and planning</p> <p>Administration costs per \$1,000 of infrastructure investment coordinated through the service area</p> <p>Annual progress against priority industry roadmaps and strategies</p>	<p>Value of private sector investment generated through the facilitation of economic and community development projects</p> <p>Facilitation costs per \$1,000 of private sector investment generated for economic and community development projects</p> <p>Average administrative costs per decision made by the State Assessment and Referral Agency</p>	<p>Percentage of (relevant) local government infrastructure plans in place</p> <p>Economic recovery strategies implemented</p> <p>Land and housing affordability targets achieved</p> <p>Level of stakeholder satisfaction with accessibility and transparency of the requirements of the planning system</p>	<p>Percentage of local governments:</p> <ul style="list-style-type: none"><li>› participating in training programs designed to increase capacity and capability at both council elected member and officer levels</li><li>› with key governance documents and frameworks in place</li></ul> <p>Level of satisfaction of local governments (Mayors and CEOs) with the effectiveness, timeliness and quality of advice services and support and funding administration provided by the department</p> <p>Cost of capacity building per local government</p> <p>Administration costs per \$1,000 of all funding distributed through the Local Government Service Area</p>


We are delivering on the Queensland Government’s objectives for the community:



**SUPPORTING JOBS** through projects and investments the department leads, supports or oversees



**BACKING SMALL BUSINESS** by providing scalable opportunities in priority sectors and catalyst infrastructure



**MAKING IT FOR QUEENSLAND** by maintaining, enhancing and attracting industry investment



**BUILDING QUEENSLAND** by driving the largest infrastructure program in over a decade



**GROWING OUR REGIONS** through state and regional planning, supporting local government infrastructure, regional economic diversification, and business and industry investment



**INVESTING IN SKILLS** by building capability and enhancing supply chain opportunities and connections



**PROTECTING THE ENVIRONMENT** through state and regional planning that balances economic, social and environmental outcomes

Operating successfully we:

- › adopt a leadership role across government
- › act fast, provide clarity, are business-friendly and focused
- › achieve integrated, innovative solutions by creating strong partnerships, listening and responding to client issues
- › access and unlock the resources that industry and stakeholders need
- › use interventionist methods and bring together the components to create action and outcomes
- › leverage partnerships for mutual benefit and build capability where it is needed
- › take a holistic approach to economic growth and constantly build upon Queensland’s competitive advantage
- › enable enduring outcomes using the department’s and government’s levers, regulatory framework, funding programs, purchasing power and capabilities
- › seek to connect opportunities with place-based mechanisms such as precincts and corridors
- › embed and enable Aboriginal and Torres Strait Islander knowledge and leadership in our systems, policies and programs
- › identify and incorporate Aboriginal and Torres Strait Islander opportunities across the Agency.



CUSTOMERS FIRST



EMPOWER PEOPLE



UNLEASH POTENTIAL



BE COURAGEOUS



IDEAS INTO ACTION



COLLABORATE

Our organisational management, decision-making and service delivery are governed by our commitment to the Queensland public service values. Customers first, Empower people, Unleash potential, Be courageous, Ideas into action, Collaborate

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

Our workforce:

- › We attract and retain a diverse, capable and engaged workforce, where individuals’ contributions are recognised and rewarded.
- › We are a high-performing workplace that builds leaders’ and employees’ capabilities to lead and respond to change and to empower people.
- › We are agile, flexible and align resources with our priorities through strong governance and use of data analysis to inform our decision making.
- › We demonstrate a values-based culture where we foster inclusiveness, harness diversity, act with integrity and support the health and wellbeing of our employees.

OUR STRATEGIC OPPORTUNITIES:

- › Capacity building: Facilitate collaborative relationships with local government sector partners that support and promote integrity, sustainability and vibrant communities.
  - › Economic diversity: Further diversify the economy to increase economic inclusion, improve regional economic resilience and reduce volatility.
  - › Job creation: Create jobs for Queenslanders by providing the environment for private sector investment and encouraging growth in new and existing industries.
  - › Policy and program development: Develop sound policies, programs and services, with consideration to the legislative enviroment, in line with current priorities, meeting both government and community expectations.
  - › Program delivery: Deliver community-focused funding program outcomes by having sound funding agreements and clear outcome measures in place.
- › Quality of life: Leverage Queensland’s reputation for liveability and affordability to attract skills and investment to the state.
  - › Regional presence: Leverage our regional presence to tailor programs and projects in support of the local economy and to connect people and places to accelerate economic growth.
  - › Stakeholder engagement: Build and sustain productive and collaborative relationships with stakeholders, including the Australian Government, universities and research organisations, through sound consultation and engagement practices.
  - › Sustainable communities: Plan communities that are liveable and environmentally and socially sustainable to ensure prosperity and quality of life for current and future generations.

OUR STRATEGIC RISKS:

- › Changing community expectations: Economic development must be balanced with community expectations for environmentally and socially sustainable outcomes.
  - › Global competition: Global competition for talent and high growth industry may create challenges for Queensland in driving sustainable economic growth.
  - › Global economic conditions: Changing global economic conditions and geopolitical dynamics, such as trade agreements, commodity prices and international demand, including as a result of the COVID-19 pandemic, may impact Queensland’s economic performance.
  - › Major disaster/unplanned events: Major disaster and emergency events may lead to adverse economic outcomes; a downturn in visitation; and/or delay in infrastructure development. Within the department, these disruptive events require appropriately planned business continuity.
- › 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.
  - › Regional disparity: Queensland’s vast geography and diversity of infrastructure (including digital infrastructure), investment and skills creates challenges in developing the economy across the state.
  - › Workforce governance: Delivering on our vision requires a workforce that is engaged, capable and diverse with a strong culture and governance arrangements to enable efficient and effective delivery while maintaining information and asset security and minimising opportunity for fraud and corruption.