

Department of Housing and Public Works

# Strategic Plan 2024–28

Updated April 2025



## Our vision

A brighter future for Queenslanders through housing, building and service innovation



## Our purpose

Deliver a place to call home for more Queenslanders | Drive value through government procurement, youth engagement and thriving night-life economy | Strengthen the construction sector

### Our values



Customers first



Ideas into action



Unleash potential



Empower people



Be courageous



Healthy and safe workplace

### Our guiding principles

**Integrity** – Our behaviours match our words and our decisions are transparent

**Partnership** – We work across boundaries to deliver our priorities with our stakeholders

**Recognition** – We honour the unique cultural strengths, values and priorities of First Nations peoples

**Leadership** – We make evidence-based decisions and take responsibility for our actions

**Innovation** – We are agile and encourage new ways of working

**Inclusion** – We are kind, we will listen, embrace diversity, and engage widely

**Safety** – We embrace wellbeing and create a healthy and safe place to work.

### OUR OBJECTIVES

#### Secure Queensland's housing foundations

Increase housing options and harness the potential of the community housing and homelessness sectors to grow and deliver housing that helps people find, secure, and keep a place to call home.

#### Unlock potential

Create future prosperity by unleashing Queensland's procurement power, bolstering the night-life economy, and activating opportunities for young Queenslanders.

#### Build Queensland's future

Boost Queensland's productivity through an effectively regulated construction industry and contribute to a more sustainable, low-emission future.

#### Strengthen our performance

Foster a culture of integrity, wellbeing, learning and inclusion where we empower our people to deliver solutions and continuously improve.

### STRATEGIES

- Deliver social and affordable homes, to meet the Queensland Government's target of 53,500 additional social and community homes by 2044.
- Strengthen tenancy management for social housing in Queensland.
- Foster a fair and stable housing market by providing clear, consistent legislation and regulation that attracts investment and supports renters and homeowners.
- Be an effective and proactive regulator and steward of regulated accommodation industries.
- Roll out a Master Agreement with the community housing sector to streamline delivery and increase capacity.
- Expand home ownership opportunities for First Nations peoples in Queensland.
- Boost homelessness responses and deliver flexible housing pathways to help more Queenslanders move from crisis to stability.
- Provide support for Queenslanders to access and remain in the private rental market.
- Champion Queensland's interests to maximise federal funding.

- Lead and empower efficient, best-in-class procurement practices across government to create exceptional outcomes, drive innovation and deliver value for money for Queenslanders.
- Drive economic growth and job creation by supporting local businesses through implementation of procurement reforms and capitalising on the procurement processes for the Brisbane 2032 Olympic and Paralympic Games.
- Develop and implement the Night-Life Economy Strategy to support safe, vibrant precincts and strengthen hospitality and entertainment sectors.
- Make it easier for suppliers to work with government by streamlining procurement processes and publishing forward pipelines.
- Embed ethical practices in government supply chains by enforcing the Supplier Code of Conduct.
- Activate opportunities for young Queenslanders to develop leadership skills and contribute their perspectives to Queensland Government policies, programs and services.
- Deliver an annual Safer Schoolies response that enhances the safety of young people and minimises disruption to the local community.
- Lead a trades and apprenticeships program that sets a new standard for QBuild and the building industry.

- Strengthen the building regulator and foster intergovernmental collaboration to improve industry performance, efficiency, and effectiveness.
- Enhance QBuild's value for money services while expanding regional capacity and capability, creating opportunities for small, medium, and First Nations businesses.
- Uplift industry through modern construction methods, design and practices, while contributing to the development and growth of a highly skilled construction industry.
- Provide tailored property and accommodation solutions to government agencies to optimise the delivery of government services to Queenslanders.
- Deliver sustainable building solutions for government facilities, incorporating cutting-edge design, energy efficiency, and accessibility features, and resilience to natural disasters.
- Improve the safety, sustainability and value of the government vehicle fleet.
- Play a leading role in government efforts to assess, recover and strengthen communities at risk or affected by disasters by promoting sustainable and resilient building practices, improving industry knowledge, increasing resilience in homes, and incorporating disaster mitigation strategies.

- Commit to high standards of professional conduct and ethical practices in everything we do, with unwavering integrity and a strong sense of accountability.
- Protect the health, safety and wellbeing of our people so they can perform at their best.
- Foster a high performing culture driven by innovation, strong leadership and collaboration, and informed risk management.
- Build our workforce capabilities to meet the evolving needs of customers and respond to a complex operating environment.
- Create a respectful and inclusive workforce that values diversity, cultural competence, kindness, equity, and inclusion.
- Enhance our approach to human-centred design so services meet the needs of individuals as we listen to their voices and respect their human rights.
- Leverage technology and data analytics to enhance service delivery, improve access, and ensure the security and reliability of information to streamline how we work.
- Embrace contemporary practices to drive efficient and effective project management and deliver desired outcomes, on time and on budget.

### KEY PERFORMANCE INDICATORS\*

- Number of social and affordable homes delivered.
- Average wait time for allocation into government-owned and managed social rental housing.
- Proportion of new households assisted into the private rental market.
- Number of people assisted by specialist homelessness services.

- Percentage of client satisfaction with procurement engagement.
- Percentage of participants who identify as having improved leadership capabilities after attending a youth leadership program.
- Percentage of QBuild apprenticeship completions.

- Percentage of government-owned employee housing in an acceptable condition.
- Percentage reduction of vehicle emissions of the QFleet fleet year on year.
- Percentage of occupied government office accommodation achieving a 5 star or above target rating.
- Percentage of spend on QBuild customer assets across local small, medium and First Nations businesses.

- Working for Queensland survey results (percentage positive):
  - Workgroup respect and psychological safety
  - Keeping you well: Leadership
  - Continuous improvement
  - First Nations responses.
- Equity and diversity data (percentage of workforce):
  - First Nations
  - Women in leadership
  - People who speak a language other than English at home
  - People with disability.

### Our opportunities:

- Collaborate with our customers, partners and stakeholders across all tiers of government, community and private sectors to understand their needs, influence their decisions, and achieve better outcomes.
- Support Queensland businesses, especially in our regions, to maximise the potential long-term economic benefits of hosting the Brisbane 2032 Olympic and Paralympic Games.
- Be a future-ready organisation with a culture of empowering and skilling our workforce.
- Harness data, research and stakeholder insights to optimise service delivery and enhance outcomes for Queenslanders.
- Expand our digital capability to drive innovation, transform our services and improve productivity.

### Our strategic risks:

**Protecting our people and bridging our skills gap** – ensure the health, safety and wellbeing of our people while we adapt to our changing workforce profile and build capabilities to deliver our work program.

**Responding to climate impacts** – prepare for and respond to the impact of increased frequency and severity of extreme weather events, and increased climate variability on our infrastructure and operations.

**Delivering housing solutions** – increase social, affordable and essential worker housing supply to provide the right housing options for Queenslanders across a complex operating environment that is dependent on fostering partnerships with diverse stakeholders.

**Safeguarding our information security** – safeguard our information, systems, people and customers by protecting and maintaining data confidentiality, integrity and availability.

**Ensuring responsible fiscal management** – assure effective management of public funds by maximising value for money, efficient planning and allocation of resources, optimising supply chains and tackling budgetary constraints.

### Our commitment to human rights

Our decisions and actions are guided by our commitment to respect, promote and uphold human rights to foster equitable, just, and inclusive communities.

We contribute to the Queensland Government's objectives for the community:



A better lifestyle through a stronger economy



A plan for Queensland's future

**Acknowledgement of Country:** We acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of the land. We recognise their connection to land, sea, waterways and community, and pay our respects to their cultures and Elders past and present.



Queensland  
Government