

Strategic Plan 2019–23

Department of Housing and Public Works

CONTRIBUTING TO OUR FUTURE STATE: ADVANCING QUEENSLAND'S PRIORITIES

Be a responsive government through person centred and joined up services across government.

Create jobs in a strong economy by contributing to the urban centres, building sustainability and regional development.

Keep Queenslanders healthy through sport and recreation.

Give all our children a great start by providing them a safe place to grow and learn.

Keep Queenslanders safe by providing opportunities for vulnerable young Queenslanders, ensuring safe housing and safeguarding the community against non-conforming building products.

Protect the Great Barrier Reef through programs to purchase renewable energy, lowering fleet emissions and foster sustainable building initiatives.

OUR OBJECTIVES	CORE OBJECTIVES OF OUR SERVICE DELIVERY		ENABLING OBJECTIVES TO SUPPORT OUR SERVICE DELIVERY	
	SERVICES FOR QUEENSLANDERS	SERVICES FOR GOVERNMENT	Future facing STRATEGY AND POLICY	A UNIFIED ORGANISATION
OUR TACTICS	<ul style="list-style-type: none"> Housing – delivering and funding safe, secure and affordable housing and improving housing and homelessness services and support which meets the needs of Queenslanders Sport and recreation – supporting Queenslanders to be more physically active, healthier and better connected while also supporting elite athletic success Built environment and industry – shaping sustainable communities and industries by ensuring safe and fair industry building standards and environmental sustainability in the building and construction industry and supporting good design practices Digital and information – providing digitally enabled and integrated Queensland Government services that are simpler, accessible and faster for the community and ensuring Queensland public records are managed and preserved 	<ul style="list-style-type: none"> Strategic asset management – delivering safe, efficient, and environmentally sustainable whole of life cycle asset management of government property and vehicles Building operations – partnering with and supporting Queensland Government agencies to strategically manage and deliver their building, construction and maintenance activities and programs Shared services – optimising modern and trusted corporate services and advice to other government departments and statutory bodies to enable them to meet government policies and objectives Technology – providing government and the ICT Industry with ICT infrastructure and information brokerage services that support the delivery of frontline services Digital – developing and implementing digital strategies and policies to guide government investment decisions and address cyber security and driving digital capability programs Procurement – providing expert advisory, enabling and support services to agencies, suppliers and the community in the achievement of procurement outcomes and reduce the cost of doing business with the Queensland Government 	<ul style="list-style-type: none"> Capability – lifting strategy and policy capability in the department and government more broadly and providing timely advice, tools and methodologies Research, insights and analysis – drawing on leading edge research, harnessing data to provide new insights, and utilising scenario planning techniques that support evidence-based options, encourage innovation and enable well targeted approaches for the future Collaboration and co-design – embedding interagency and jurisdictional partnerships and human centred design to actively involve clients, customers, staff and/or key stakeholders in the design process Evaluation – applying learning, through evaluation research and leading practice to inform evidence-based policy and programs. Governance – ensuring strong governance that delivers stewardship, strategy and accountability 	<ul style="list-style-type: none"> Values and principles – continuing to develop a diverse, agile, healthy, compassionate, safe and engaged workforce, respecting one another and those we provide services to Leadership – demonstrating strong leadership that effectively manages resources while driving innovation in an agile and changing environment People and performance – investing in our people to achieve performance excellence, continually build our capabilities and realise potential Transformation – embracing digitisation of services, emerging technologies and new ways of doing our work and ensuring we have the right tools and information to transform and optimise our capacity to provide service excellence Safe and healthy workplaces – improving our systems and culture to enhance our health, safety and wellbeing
OUR KEY PERFORMANCE INDICATORS*	<ul style="list-style-type: none"> Needs-based housing and homelessness assistance Client/customer satisfaction and engagement Responsive and accessible services Active and sustainable communities 	<ul style="list-style-type: none"> Responsive and accessible government services Partner and stakeholder satisfaction and engagement Smarter and more efficient use of resources Environmental sustainability in government asset portfolio 	<ul style="list-style-type: none"> Policy advice and assistance Client/customer and stakeholder engagement 	<ul style="list-style-type: none"> Employee satisfaction and engagement Diversity profile Safe and healthy workforce Organisational leadership Progressive and responsive systems
OUR KEY CHALLENGES	Services meeting client needs – by strengthening our planning process, client engagement, and monitoring our service delivery, we manage our ability to meet client needs and community expectations	Customer use of our services and products – by better understanding our customers, improving our engagement and building staff capability we will aim to ensure our customers are satisfied with our business delivery	Planning and resources – by working to align the department's plans and resources to its strategic direction and priorities we aim to optimise our financial and service delivery outcomes	Workforce capability – by focusing on improving the skills and engagement of our leaders and staff the department will attract and retain skilled employees and lift our productivity

*Note: HPW publishes a set of strategic measures that align to our performance indicators

OUR LONG TERM STRATEGIES

 Housing

 Building

 Procurement

 Sport and recreation

 Unified organisation

 Responsive Government

Our vision

Working together with respect and compassion to influence change and deliver responsive services that build a healthy and connected Queensland.

Our purpose

Our department unifies diverse services to benefit Queenslanders and support government service delivery including housing and homelessness, building policy, public works, sport and recreation, digital and information technology and government corporate services.

Our opportunities

- Develop our leadership capabilities at all levels to drive organisational change and embrace new opportunities.
- Foster a culture of workforce flexibility, innovation and agility that enables us to meet the future needs and changing expectations of our clients, customers and stakeholders.
- To lead by example and position ourselves to create pathways to a climate resilient Queensland.
- Build our capacity to respond to a digitised future, utilise technology to analyse and share data to gain new insights and transform the way we do business.
- Harness our shared strengths and expertise to build a resilient, unified organisation.

Our acknowledgement

We acknowledge the Australian Aboriginal peoples and Torres Strait Islander peoples of this nation, the traditional custodians of these lands. We pay our respects to their ancestors, our First Nations peoples, their spirits and their legacy which give strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Queensland.

Our values

Our values form the foundation for our work and our culture. We are committed to high standards of professional conduct and ethical business practices.

 Customers first

 Ideas into action

 Unleash Potential

 Be courageous

 Empower people

 Healthy and safe workplace