

## Our vision

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

## Our purpose

Deliver a place to call home for more Queenslanders; create a more prosperous Queensland through government procurement, youth engagement and a thriving night-life economy; and 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 will listen, embrace diversity, and engage widely.

### Safety

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

### Kindness

We achieve great outcomes by being kind and building welcoming workplaces.

## Objectives

## Strategies

## Performance indicators

### 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.



- › Deliver social and affordable homes to meet the Queensland Government's target of 53,500 social and community homes by 2044.
- › Develop a long-term strategy to map a clear path to meet Queensland's future housing needs through an integrated, whole-of-system approach.
- › Provide effective management of the Housing Register and strengthen tenancy management for social housing in Queensland.
- › Foster a fair and stable housing market by providing clear, consistent legislation and regulation.
- › Be an effective and proactive regulator and steward of regulated accommodation industries.

- › Progress the implementation of the 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 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.
- › Develop a simplified strategic approach to engaging the community housing and homelessness sectors that supports the prioritisation of long-term housing options and delivers interim responses when other options are exhausted.

- › 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.

### Unlock potential

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



- › Lead a whole-of-government policy approach to optimise Queensland Government procurement practices and maximise value for taxpayers' money.
- › Drive local economic growth and job creation by supporting small, family, and regional businesses through the streamlined procurement frameworks.
- › Enhance Queensland's nightlife economy through advocacy and initiatives to support safe, vibrant precincts and strengthen the hospitality and entertainment sectors.
- › Simplify and enhance engagement between suppliers and 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 community disruption.
- › Lead a trades and apprenticeships program that sets a new standard for QBuild and the building industry.

- › 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.

### Build Queensland's future

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



- › 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 prioritising local suppliers; small, medium and family businesses; First Nations businesses and social enterprises.
- › 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 government service delivery to Queenslanders.

- › Deliver sustainable and resilient government building practices and facilities, incorporating cutting-edge design, energy efficiency, and accessibility features.
- › Improve the safety, sustainability and value of the government vehicle fleet.
- › Take a leading role in government efforts to assess, recover and strengthen communities at risk of or affected by disasters through education. Enhance industry and community knowledge of sustainable, resilient building practices, including the integration of disaster mitigation strategies to improve the resilience of homes.

- › 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.

### Strengthen our performance

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



- › Commit to high standards of professional conduct, ethical practices and transparent decision making, with a strong sense of integrity and accountability.
- › Protect the physical, psychosocial, and overall health, safety and wellbeing of our people so they can perform at their best.
- › Foster a high performing culture driven by clear expectations, innovation, strong leadership and informed risk management.
- › Build our workforce and leadership 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 operating models and our capacity for resilient change management to drive success.

- › Strengthen our human-centred design practices to ensure we listen to people's voices and respect their human rights.
- › Leverage digital solutions and data analytics to enhance service delivery, improve access, and streamline how we work while ensuring information security, privacy and reliability.
- › Foster trust in the department's services, safeguard its reputation, and enhance impact by delivering a strategic approach to communication and engagement with our staff, customers, and stakeholders.

- › 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.

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



**A better lifestyle through a stronger economy**



**A plan for Queensland's future**

## Our opportunities

- › Collaborate with our customers, partners and stakeholders to better 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-driven insights to optimise service delivery for Queenslanders.
- › Grow our digital capability to drive innovation, transform our services and improve productivity.

## Our strategic risks

- › **Protecting our people** – ensure the health, safety and wellbeing of our people.
- › **Delivering housing outcomes** – respond to the needs of Queenslanders through housing and homelessness services and solutions.
- › **Resilience to natural hazards** – ensure proactive planning and resilience to the increased frequency and severity of weather events.
- › **Responsible fiscal management** – manage public funds to realise value for money and financial sustainability.
- › **Safeguarding our information security** – ensure the confidentiality, integrity, and availability of our information and systems.

## 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.

## 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.