

STRATEGIC PLAN 2020–24

Department of State Development, Tourism and Innovation

Our strategic context

At the time of developing the department's Strategic Plan 2020–24, the world is facing unprecedented challenges posed by the COVID-19 pandemic. The measures Queensland implemented have set us on a good trajectory to protect the health of our community.

DSDTI is now positioning Queensland's economy through delivering economic development and recovery focused initiatives.

Across the department, we have demonstrated an ability to collaborate, reprioritise our work and play to our strengths to quickly and effectively respond to COVID-19.

DSDTI has rallied to support and sustain our industries – especially our regional, Indigenous, startups and small businesses – through some of the toughest times these businesses have experienced. We will continue to do so, ensuring we are agile and decisive in forging a sustainable way forward for a long-term recovery effort.

While our immediate focus is to drive economic recovery, in parallel we are delivering strategies and initiatives that will enable long-term economic growth.



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, Protect the Great Barrier Reef and Be a responsive government.

We do this through key strategies to:

- stimulate economic growth and jobs by attracting and facilitating innovation and investment aligned to Queensland's economic strategy, including private sector investment in key sectors and emerging industries
- influence the conditions for sustainable economic and jobs growth
- harness and create opportunities that position Queensland as a dynamic, attractive tourism, investment and holiday destination
- provide easy-to-use services and help stakeholders to navigate policy and legislative requirements effectively.



Our strategic opportunities

Economic diversity: Further diversify the economy to increase economic inclusion, improve resilience and reduce volatility. This includes investing in and supporting small-to-medium enterprises to drive growth and job creation.

Energy transition: Capitalise on Queensland's dominant position in a biobased, renewable and distributed generation energy market.

Future of technology: Harness the productivity and industry growth potential of technological advancements and continue to take up digital ways of working as a department.

Global and domestic tourism: Showcase Queensland as a strong competitor and a vibrant and attractive tourism destination.

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

Leverage Advance Queensland: Grow jobs and drive economic growth through collaboration, new technologies and business models, and by connecting people and places.

Major events legacy: Use major events to provide an economic and tourism legacy for Queensland.

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.

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's 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 COVID-19 pandemic response, may impact Queensland's economic performance.

Innovation agenda: Failure to effectively promote understanding of, and commitment to, the innovation agenda could impact our ability to encourage investment in innovation.

Major disaster/unplanned events: Major disaster and emergency events, in part due to increased climate variability, may cause a downturn in the economy and visitation, as well as delays to new infrastructure development.

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, diversity of infrastructure, investment and skills creates challenges in developing the economy across the state.

Our vision for Queensland

Our vision is to shape a Queensland of the future by driving economic and industry growth, attracting investment, maximising our potential as a dynamic visitor destination and building our innovation economy.

Our values

We work consistently with the Queensland public service values.



Our core purpose

Our purpose is to support the transformation of the Queensland economy by leading industry and state development, creating a more competitive and resilient tourism sector, and harnessing our innovation strengths, for the benefit of all Queenslanders.

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

Our objectives



Leverage benefits of major events, tourism, international education and innovation to maximise the potential of Queensland's economy



Advance the economy by attracting and stimulating investment in Queensland to create jobs and build the State's skills and talent



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



Enable state development through public and private projects that provide enduring benefits



Provide easy access to department services and stakeholder advice, to build collaboration and opportunities across industry

Our strategies

Continuously monitor the broader state context and proactively act on critical priorities such as response to COVID-19, in tandem with continuing focus on our core purpose and strategic objectives.

- Partner with industry to ensure Queensland's innovation, tourism and international education sectors are competitive, resilient and environmentally sustainable.
- Work across government, and with business, industry, entrepreneurs and academia, to scale-up innovation and position Queensland as a leading testbed for new technology.
- Strengthen partnerships across the international education sector to promote Queensland as an international destination of choice for study.
- Lead a whole-of-government approach to increase private sector investment in Queensland.
- Support jobs through the delivery of funding programs to aid recovery of COVID-19 impacted businesses and develop new and emerging industries – including opportunities for Aboriginal and Torres Strait Islander peoples, regional Queenslanders and women.
- Work across the three levels of government to strengthen investment attraction, and deliver economic development in Queensland.
- Develop growth strategies and provide support for emerging industries with high-growth potential.
- Support Queensland's priority industry sectors to innovate and grow.
- Support traditional and transitioning industries to maintain and increase productivity.
- Drive recovery effort to help businesses and industry – including startups; Aboriginal and Torres Strait Islander and small businesses; and female founders – rebound from the COVID-19 pandemic.
- Support the development of world class connected innovation ecosystems, precincts and hubs to accelerate commercialisation and economic growth.
- Develop the state's surplus property portfolio to improve community wellbeing and drive local economic growth.
- Facilitate timely, coordinated and environmentally responsible infrastructure planning and development that supports the economic development approach.
- Support and facilitate investment in public and private projects.
- Provide funding support for critical infrastructure in regional areas, including internet for regional Queenslanders through QCN Fibre.
- Support established and emerging industries to connect with government through developing relationships, connecting stakeholders and the provision of accessible and effective resources.
- Encourage corporate and investor confidence by contributing to a resilient business environment.
- Deliver on our responsibilities under *Unite and Recover for Queensland Jobs*.

Our success measures

- Re-establishment (COVID-19 recovery) and growth of Queensland's tourism visitation and international student markets.
- Number of Queensland jobs enabled through innovation and tourism projects.
- Increased private sector investment as a percentage of gross state product.
- Sustained confidence (COVID-19 recovery) and increased private sector investment in tourism industry development projects and tourism grant initiatives.
- Sustained (COVID-19 recovery) and increased number of jobs in Queensland, with particular focus on sustainable industries.
- Develop industry in-line with priority sector roadmaps.
- Consistent and sustainable overall productivity growth.
- Improved employment levels in target industries.
- Increased overall number of businesses in Queensland.
- Increased value of projects developed or delivered across the state.
- Increased value of engineering construction work done.
- Value of infrastructure investment being developed through grants and property development activity.
- Meet land and housing affordability targets for priority development areas.
- Number of Aboriginal and Torres Strait Islander businesses and startups engaged to provide services to the department.
- High level of collaboration opportunities identified by participants of innovation programs/events.
- Improved business confidence and business conditions.

Our workforce

- Create the right environment that allows people to thrive and translate opportunities into outcomes, and supports the health and wellbeing of our employees.
- Foster innovation and diversity to support a creative, diverse and inclusive workplace.
- Increase accountability and agility through ethical decision making and strong leadership and corporate governance.
- Enable an effective workforce through strong collaboration, knowledge sharing, systems and process reform.