

Department of Energy and Public Works Strategic Plan 2023–2027

OUR VISION

Generating and building a sustainable future for all Queenslanders

OUR PURPOSE

Power. Build. Buy. Together. For Queensland.

We are playing a significant role in Queensland's future



Employment – create more job opportunities for industries and local business, especially in regional areas



Emissions reduction – help achieve a greener, more sustainable future



Brisbane 2032 Olympic and Paralympic Games – contribute to a successful carbon neutral Games



Human rights

We are committed to respecting, protecting and promoting human rights in all that we do and the decisions that we make.



Acknowledgement of Country

We pay our respects to the First Peoples – the Traditional Owners of the lands, their spirits and their legacy. We recognise their continuing connection to land, water and community. We pay respect to the Elders and acknowledge the hope, strength, inspiration and courage of current and future generations in creating a better Queensland.



OUR STRONG FOUNDATIONS TO ENABLE DELIVERY

Together: EPW working together

Cultivate an inclusive, future-focussed culture with collaborative strategic partnerships, contemporary practices and a trusted brand

Our performance indicators

- Increase in staff completing human rights training
- Improvement in Working for Queensland survey results – leadership, learning and development, health and wellbeing
- Critical information assets with a current threat and risk assessment

Target

Improved performance
Improved performance
85%

Our strategies

Capable, dynamic workforce

- Understand our future workforce needs so we recruit, grow and retain people with the capabilities and skills we need
- Build a workforce with people of diverse backgrounds and lead by example to influence industry employment behaviours

Positive culture

- Build a positive culture that protects and promotes human rights, diversity and the health, safety and wellbeing of our people
- Share the Path to Treaty journey with First Nations people

Fit-for-purpose systems

- Create digital roadmaps to support our long-term objectives, ensuring we have contemporary systems and processes and our information is secure, protected and trusted

Better connections

- Build on our proud history as an agency that is trusted to deliver value-driven services and communicates effectively with Queenslanders
- Proactively lead collaboration with partner agencies (such as health, housing, youth justice), stakeholders and customers

Good governance

- Ensure sound governance, effective portfolio oversight, and ethical performance to achieve our objectives

Our values



Customers first



Empower people



Ideas into action



Unleash potential



Be courageous



Healthy and safe workplace

The agency supports **Government's objectives for the community**



Good jobs: Good, secure jobs in our traditional and emerging industries



Better services: Deliver even better services right across Queensland



Great lifestyle: Protect and enhance our Queensland lifestyle as we grow



**Queensland
Government**

OUR OBJECTIVES AND STRATEGIES



Power: An affordable, cleaner energy future

Underpin long-term prosperity by ensuring reliable, sustainable and affordable energy services and growing the hydrogen industry

Strategic drivers:
Queensland Energy and Jobs Plan, Queensland Hydrogen Industry Strategy

Our strategies

Set the foundations

- Deliver the Queensland Energy and Jobs Plan to transform Queensland's supply, grid and storage, and ensure we progress towards our renewable energy and whole-of-government emissions targets
- Develop policies and legislative frameworks to support Queensland's energy future
 - Work together with all levels of government, Government owned corporations, industry, unions and communities to deliver the Queensland Energy and Jobs Plan

Energy system of the future

- Establish three renewable energy zones with a pipeline of renewable energy projects
- Power Queensland by investment in supply, storage and transmission networks to deliver the SuperGrid

Opportunities for communities and industries

- Promote and manage the opportunities and benefits arising through energy system investment and transformation
 - Build confidence through timely engagement and understanding community interests

Empowered customers

- Empower customers to be part of Queensland's energy transformation in their homes and businesses, and support the switch to small-scale renewable energy options

Hydrogen leader

- Establish the right policy and regulatory environment for the development and growth of a safe and sustainable hydrogen industry in Queensland
- Encourage collaboration and efficiency by co-locating infrastructure and renewable hydrogen production within Queensland Hydrogen Hubs to achieve greater domestic demand and new export markets
 - Build connections with industry and the community to inform Queenslanders about the opportunities of our renewable hydrogen future

Our performance indicators

- | | | |
|---|----------------------|---------------|
| Renewable energy as a percentage of total energy consumed in Queensland | 25.9% | Target |
| Average time of energy (electricity and gas) licensing assessment | <120 days | |
| Increase investment in renewable energy in Queensland | Improved performance | |



Build: Building for Queensland's future

Be the trusted experts to government and industry for excellence in building and design, industry regulatory reform, and government building and accommodation

Strategic driver:
Queensland Building Plan

Our strategies

Building and design excellence

- Lead contemporary and innovative building design, project management and investment for government
- Work with industry to address challenges in the building and construction sector and advance future opportunities
- Support major project pipelines, including infrastructure for Brisbane 2032 and prioritise local workers and content
 - Continue to build whole-of-government guidance documents and training programs for project and contract management consistent with contemporary practices

Rebuilding QBuild

- Leverage a strong and skilled workforce to support whole-of-life asset management of government buildings, especially in regional and remote areas
- Lead a tradies and apprentices program that will support industry as well as strengthen QBuild
 - Use modern methods of construction to improve housing delivery

Building sustainability and resilience

- Improve sustainable building practices, including emissions reduction initiatives
 - Create more resilience in Queensland homes and communities

Regulation for a safer, fairer, more sustainable industry

- Embed policy and legislative reforms to improve the safety and fairness of the building and construction industry, give security of payment to subcontractors, and protect the health and safety of Queenslanders

Our performance indicators

- | | | |
|---|------------------------|---------------|
| Energy performance of government office accommodation | 80% | Target |
| Cost of new and refurbished office fitouts | \$1,174/m ² | |
| Customer satisfaction with QBuild | 70% | |
| Outsourced maintenance spend on QBuild's customers' facilities with local suppliers | 80% | |
| QBuild apprentice completions | 60% | |
| Local workers inducted on major project sites | 85% | |



Buy: Nation-leading procurement

Prioritise Queensland businesses and jobs through leading-edge, ethical procurement practices that leverage Government's buying power

Strategic driver:
Buy Queensland 2023; QFleet Electric Vehicle Transition Strategy 2023-2026

Our strategies

Government procurement leader

- Cement the Buy Queensland 2023 approach by maturing the procurement capabilities of government agencies
- Establish forward procurement pipelines which include procurement planning for the Queensland Energy and Jobs Plan and Brisbane 2032
- Increase the transition of government electricity arrangements to renewable sources
- Create a framework to drive sound governance for Brisbane 2032 procurement

QFleet – Fleet management leader

- Identify future mobility opportunities in government service delivery and deliver value for money, fit-for-purpose, safe vehicles
- Transition the government's fleet to low emission options
 - Provide government advisory and reporting services to optimise fleet efficiency and utilisation

Strong industry

- Build supplier capacity to do business with government and comply with government's expectations, especially in preparation for impending Brisbane 2032 opportunities
 - Deliver the Buy Queensland 2023 approach so government continues to do business with ethical, environmentally and socially responsible suppliers
 - Recognise and reward suppliers and buyers who demonstrate procurement excellence and are achieving positive economic, environmental, and social outcomes in local communities

Our performance indicators

- | | | |
|---|------|---------------|
| Eligible QFleet passenger vehicles to be zero emissions by 2026 | 100% | Target |
| Overall customer (agency) satisfaction with enabling activities | 90% | |



Opportunities to pursue

- Sustainability** – in an increasingly socially conscious world, integrate environmental, social and governance factors into how we do our business to support our economy and advance sustainable practices and the development of our regions
- Organisational resilience** – evolve our operating models and portfolio management, enhance our ability to respond to change, and build confidence in government services
- Analytics and insights** – harness the power of research, data analytics and insights and the use of new technologies to innovate and improve decision-making
- Investment** – position Queensland to attract investments, encourage public and private collaborations in emerging industries to create jobs, and support industries to produce and use innovative technologies

How we manage our strategic risks

- Lack of capacity and capability** – focus on talent acquisition and investment in our people to build capacity and the right capabilities
- Failure to consider safety and wellbeing** – provide a safe and healthy work environment that considers the physical, psychological, social and financial wellbeing of our people
- Inadequate or ineffective ICT and business systems** – apply best practice ICT investment and asset management methodologies to ensure digital initiatives contribute towards the agency's business objectives
- Failure to consider climate change** – understand climate science for the short, medium and long term so we can adjust our business, formulate emission reduction solutions and stimulate markets and jobs for the future
- Ineffective cyber-security** – ensure a consistent, risk-based approach to the implementation of information security to maintain availability, confidentiality and integrity

Good Jobs

- Supporting jobs
- Backing small business
- Making it for Queensland
- Investing in skills

Better services

- Connecting Queensland
- Backing our frontline services

Great lifestyle

- Protecting the environment
- Growing our regions
- Building Queensland
- Honouring and embracing our rich and ancient cultural history