

# ECONOMIC DEVELOPMENT QUEENSLAND STRATEGIC PLAN 2024 – 2028

## OUR VISION

Creating and investing in sustainable places for Queensland to prosper.

## OUR PURPOSE

To partner with industry, government and the community to unlock development opportunities across Queensland delivering housing, enterprise and place-based outcomes aligned with government priorities.

## PRIORITIES



### HOUSING DELIVERY



### GROWING ENTERPRISE



### PLACE-BASED OUTCOMES



### MARKET LEADERSHIP AND LEGACY



### ORGANISATIONAL ENABLERS

## OBJECTIVES

To drive the delivery of diverse and affordable housing at scale across the State.

To engage with industry to facilitate new projects and investment opportunities delivering economic growth and jobs.

To lead property development, specialist land use and infrastructure planning, delivering high-quality places.

To set the benchmark for sustainable and innovative development that delivers value into the future for our communities and demonstrating a pathway toward First Nations reconciliation.

To be an agile, effective and operationally sustainable organisation recognised as an employer of choice where individuals can make a meaningful contribution.

## QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY



A plan for Queensland's future



A better lifestyle through a stronger economy



A better lifestyle through a stronger economy



A plan for Queensland's future



A better lifestyle through a stronger economy



A plan for Queensland's future

## OUR STRATEGIES

- Increase supply of diverse and affordable housing, including social housing.
- Facilitate diverse communities that include a variety of housing types and provide critical infrastructure, open spaces and links to transport and jobs.
- Inform broader government policy advocating for land supply, housing diversity, sustainability and innovation.
- Create opportunities to lead interventions to address affordability, supply and diversity of housing.
- Build capacity across government, industry and the community housing sector to deliver social and affordable housing outcomes in a flexible manner, tailored to specific opportunities.
- Leverage government intervention, funding and expertise to maximise alternative delivery models and funding sources for housing.
- Identify suitable sites to continue to build a pipeline for development to deliver diverse housing options.
- Deliver housing within accelerated timescales.
- Implement custom project delivery structures maximising private or community housing sector expertise.

- Facilitate public and private investment opportunities by leveraging our land asset portfolio investment, expertise and services.
- Target and support priority industries with high growth potential to create long-term jobs.
- Attract new business and industry partnerships to our precincts.
- Create and manage industry ecosystems for enterprise to invest and flourish.
- Leverage Queensland's clean energy advantage to enable sustainable industries and jobs.
- Invest in the asset portfolio.
- Expand the provision of buildings for commercial or industrial uses.
- Enable strategic industrial land supply responding to market demand.

- Enable and demonstrate quality design, creative thinking and sustainability principles across our portfolio.
- Provide strategic land use and infrastructure planning and streamlined development assessment in priority development areas.
- Plan, fund and deliver timely catalytic infrastructure including facilitating the provision of community infrastructure.
- Create and curate urban precincts and places, including Place Renewal Areas, utilising planning and development expertise.
- Deliver projects that balance financial, economic and social outcomes while realising government priorities.
- Unlock and activate surplus, underutilised, or fragmented land.
- Demonstrate diversity of delivery, tailoring the solution to the individual opportunity.

- Develop a reputation for value creation, partnering, innovation and delivery across a diverse portfolio by working with government and industry partners.
- Maximise the use of the ED Act to resolve complex planning and development matters unlocking priority outcomes.
- Maximise opportunities for Aboriginal people and Torres Strait Islander people through meaningful engagement, tailored project approach and economic activities.
- Provide the private sector with a co-ordinated approach to working with the state by drawing on expertise across government.
- Harness the expertise and contribution of partners to optimise our development outcomes.
- Embrace our climate change responsibilities by maximising clean energy and pursuing pathways to carbon positive development.
- Adopt a long term approach that delivers lasting community benefits.

- Foster a values-based culture where individual and collective contributions are recognised.
- Attract and retain a talented and engaged workforce that is diverse and inclusive, reflective of the wider community.
- Implement continuous improvement across in our work practices to ensure efficient and effective use of resources and enhanced service capabilities.
- Support well being and build a high-performing team by developing skills and capabilities while empowering our people.
- Implement a workplace health and safety approach that delivers continuous improvement and meets our legislative obligations.
- Embed good governance practices that demonstrate public value, transparency and integrity.
- Ensure EDQ's long-term sustainability by maintaining an agile, scalable and balanced operating model responsive to market dynamics and government priorities.
- Adopt a life-cycle approach for future opportunities, defining the risk appetite and exit strategy.

## KEY PERFORMANCE INDICATORS FOR 24-25

INDICATOR	24-25 TARGET
<b>PRIORITY: HOUSING DELIVERY</b>	
Dwellings delivered by EDQ (under construction/completed)	760
Dwellings committed by EDQ (under contract)	1,779
Social Housing facilitated	380
Affordable Housing facilitated	1,160
Dwellings approved in Priority Development Areas (PDA)	4,458
Dwellings facilitated by infrastructure in PDAs	24,198
<b>PRIORITY: GROWING ENTERPRISE</b>	
Estimated number of jobs created or supported through the facilitation of economic and community development projects	1,487
Hectares of land available to support enterprise development	334
Facilitation costs per \$1,000 of private sector investment generated for economic and community development projects	\$20.48
Value of private sector investment generated through the facilitation of economic and community development projects	\$846m
<b>PRIORITY: PLACE-BASED OUTCOMES</b>	
Development application determination within 40 business days of proper lodgement (excluding further information requests)	90%
Infrastructure Offset determination within 30 business days of proper lodgement (excluding further information requests)	90%
Infrastructure Charges Notice within 10 business days of proper lodgement (excluding further information requests)	90%
Customer satisfaction with the development application pre-lodgement process*	Baseline to be set in 24-25
Customer satisfaction with the overall development assessment performance*	Baseline to be set in 24-25
Delivery of outcomes in line with Program Expenditure	90%

INDICATOR	24-25 TARGET
<b>PRIORITY: MARKET LEADERSHIP AND LEGACY</b>	
New projects and PDAs to undertake a Climate Risk and Adaptation Assessment	100%
Corporate carbon emissions baseline assessment undertaken	Baseline to be set in 24-25
Value of First Nations Procurement	5% of total procurement spend
Direct employment of identified First Nations People	4%
Number of new EDQ projects engaged with First Nation communities	100%
Trust and recognition by industry and stakeholders* (EDQ Stakeholder Survey)	Baseline to be set in 24-25
Sustainability and ESG training for all staff	80%
Cultural capability training for staff	85% of staff attending at least 1 cultural training event
<b>PRIORITY: ORGANISATIONAL ENABLERS</b>	
Gender balance in leadership roles	50% women Senior Officer and above
Safety training refresh for all staff	100%
Total recordable incident rate	<3
Employee engagement* (Working for Queensland survey)	75%
Operating surplus/(deficit) before tax	(\$14.4)m
Earnings before interest and tax	(\$21.9)m

Note: All KPI's will be reported on quarterly with the exception of those marked with a \*