

# + Strategic Plan 2023-2027



## Purpose

To foster productive and sustainable regions and rural communities

## Vision

A thriving and financially resilient Queensland

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

	Partnerships	Structure	People	Delivery
OBJECTIVES	Value-creating relationships that are strategic, trusted and collaborative to support our customers, stakeholders or the community.	A viable business-model that stands ready for both planned and emergent requirements.	A flexible workforce built on a culture that attracts and grows capable people who are drawn to deliver a valued customer and employee experience.	A business architecture that continuously improves while managing risks and governing with integrity.
STRATEGIES	Engage stakeholders proactively Strengthen rural and regional relationships Understand and design for mutually beneficial outcomes Articulate clear service propositions	Structure for planned uncertainty Price and invest for resilience Optimise cost base Codify grant and loan offerings	Reinforce a culture of accountability and performance Enable inclusion and diversity Map skills and gaps Develop successors and ready reserves Initiate targeted recruitment and development	Ensure scaleable processes Leverage technology-enabled efficiencies Develop data insight capabilities and services Measure, evaluate and innovate habitually
KEY MEASURES	Program owner satisfaction > 90% Number of programs delivered annually > 17	Financial sustainability by: Fiscal oversight by the Board Timely and effective financial reporting	Professional development spend over FTE Employee satisfaction > 80% and retention rates Reporting on evidence-based workforce plans	Reduction in cost to maintain core systems Client satisfaction rating > 85%

## How we align with the Government's objectives for the community

Supporting jobs  
 Growing our regions  
 Building Queensland  
 Honouring and embracing our rich cultural history  
 Protecting the environment  
 Backing small business

Through our **Partnerships, Structure** and **People** we specialise in the **delivery** of government financial assistance programs helping deliver on the Queensland Government's objectives for the community.



QRIDA supports the 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.

## OPPORTUNITIES

- Adopt a flexible service delivery model to ensure responsiveness
- Influence of policy setting to ensure better quality programs and value to Rural and regional market segments
- Investigate other resource channels to enable effective and efficient capacity to scale
- Enhance technology capabilities, to provide a better client experience
- Maintain robust fraud prevention models and data insight reporting
- Invest in data management capabilities to enhance program design and service delivery
- Increase organisational transparency through the use of the website and reporting

## RISKS

- Pressure to provide schemes on cost recovery basis erodes capacity to deliver to customers and by consequence impacts financial viability and long-term sustainability
- Inability to meet all program owners' needs may result in loss of programs, revenue or acquiring and retaining appropriate skillset
- Inability to rapidly recruit and deploy teams with the required capability and capacity to deliver programs and BAU
- Technology and information security continuity is disrupted resulting in the inability for QRIDA to maintain operations
- Risk of internal and external fraud could result in financial loss and reputational damage
- Use of impaired data could result in poor decision making and compromise data driven initiatives

## PURPOSE RATIONALE

### To foster productive and sustainable regions and rural communities

#### Foster

We encourage and advance Queensland by translating policy into programs, designing and delivering scalable, financial solutions, and cultivating trusted, collaborative relationships.

#### Productive

We are committed to fruitful, high-yielding outcomes for all of our stakeholders and the communities we serve.

#### Sustainable

We embrace our duty to co-create solutions that enhance the capacity of Queensland regions and rural communities to endure and prosper despite change and adversity.

#### Regions

We recognise the expansive geography and changing demographics of Queensland and deliberately consider all regions where we can work together to drive these diverse economies forward.

#### Rural

As the most decentralised of all the mainland states in Australia, we put special emphasis on the rural areas of Queensland, connecting to the needs of rural people, regional businesses and agriculture.

#### Communities

We are part of the broader Queensland community and within that community are many communities. Through our activities, we seek to create positive ripple effects that help to nurture the growth and development of all who live, work and invest here, and in contributing to reframing of the state's relationship with Aboriginal peoples and Torres Strait Islander peoples.

## VISION RATIONALE

### A thriving and financially resilient Queensland

We recognise the interdependence between a healthy urban Queensland and a healthy rural and regional Queensland.

Our aim is for all of Queensland to prosper and grow sustainably.

Our vision is that through the relationships we nurture, the insights we share, the programs we deliver and the services we provide, that Queensland is better equipped to withstand and recover quickly from any difficulties we face.

## VALUES



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people