

Department of Customer Services, Open Data and Small and Family Business

Strategic Plan 2024-2028

Our Vision Better customer service for Queenslanders, small business and government

Our Purpose We empower businesses to get on with business, citizens to get on with life, and government to deliver.

We support the Government objectives for the community:



Our work supports the Government objectives for the community, with a significant contribution to 'A better lifestyle through a stronger economy'. We are growing our economy to give Queenslanders a better lifestyle and a place to call home by transforming government customer service delivery, backing small and family businesses, and through data and digital initiatives.

Our Strategic Opportunities:

- > Setting a new standard in the provision of customer service, where the needs of customers drive the evolution of streamlined systems, services and a seamless and consistent experience for citizens and small and family businesses
- > Contributing to Queensland's economic development by providing the right settings that support small and family businesses to succeed
- > Strengthening and broadening our strategic partnerships with key stakeholders
- > Maintain trust and lead by using evidence, open data, artificial intelligence, and secure digital technologies to improve policy, service delivery, and efficiency

Our Strategic Risks:

- > Managing evolving expectations to ensure continuous improvement in the customer experience
- > Managing commercial and government partnerships to ensure we deliver value
- > Sustaining information and cyber security, and critical system redundancy, to maintain trust in service delivery
- > Ensuring our workforce capability and capacity is aligned with our current and future needs to support our people to achieve government priorities

We demonstrate the Queensland Public Service values of:



through TEAMWORK, OWNERSHIP, PERFORMANCE and OUR PEOPLE – OUR PRIORITY
We respect, protect and promote human rights in everything we do

We achieve our vision and purpose through these strategic objectives:



Create the right settings for small and family businesses to succeed



Streamline and transform Queensland Government service delivery for better customer experiences



Transform government services through cross agency leadership and secure operating environments and services



Strengthen strategic partnerships that increase value in Government service delivery and economic opportunities for Queensland



Be a high performing, collaborative and customer service driven organisation, whose people are empowered and proud of the impact we make

Our strategies are:

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| <ul style="list-style-type: none"> > Lead Queensland's small and family business enterprise policy approach to deliver the <i>Small Business First</i> agenda > Work across government to ensure the right settings are in place to make it easy for small and family businesses to operate > Maintain close engagement and partnerships with small and family business stakeholders to understand the operating challenges, market trends and factors impacting business sustainability > Connect small and family businesses to opportunities and support, including grants and programs focused on building business capability and resilience, mitigating the impacts of crime, and managing the impacts of extreme weather events > Support positive cash flow for small and family businesses through faster payment times across government > Work across the sector and government to make it easier for small businesses to tender for government work > Help small businesses to build their workforce through support to take on apprentices > Deliver a Business Concierge 'one stop shop' approach for small businesses across the state | <ul style="list-style-type: none"> > Provide better ways to access help from government, in person, over the phone, and online by transforming whole-of-government service delivery > Build better in-person services in rural and remote communities > Enhance the collection, analysis and application of customer insights to drive service enhancements and ensure the needs of customers drive the evolution of government systems and services > Provide 24x7x365 critical community support during disaster events > Connect services across channels and platforms to simplify dealing with government > Strengthen a data sharing ecosystem to enable government to share data for the benefit of citizens and businesses | <ul style="list-style-type: none"> > Partner with agencies to ensure we have reliable systems to support modern service delivery > Provide cross-agency leadership in investment and assurance, shared services, cyber security, open data, and customer services > Provide end-to-end corporate services to provide cost efficiencies, keep Government operating, and enable agencies and statutory bodies to focus on their key deliverables > Provide cross-agency leadership on dependable, adaptable, accessible, and cost-effective data and digital infrastructure and investment > Lead a whole of government approach to cyber security, data and Artificial Intelligence (AI) > Provide data, AI and digital expertise and tools that deliver improved productivity, service delivery, decision-making and policy design > Deliver 24x7x365 critical technology services to support agencies including public safety services | <ul style="list-style-type: none"> > Review existing and establish new strategic partnerships with relevant industry bodies and levels of government > Partner with other agencies to provide clarity and ease of access to key performance metrics for government services > Lead the ICT category across software, hardware, telecommunications and services > Work with partners to manage the Government Wireless Network > Strengthen strategic relationships with Commonwealth and local governments across jurisdictions, as well as telecommunication providers, to close the digital divide > Design and implement programs that contribute to Queensland's digital economy > Engage strategically with our partners to share information and amplify our engagement and connection with customers > Lead Queensland's delivery for interjurisdictional data and digital initiatives | <ul style="list-style-type: none"> > Work together as a connected workforce to achieve strategic priorities and deliver excellence in customer service > Attract, develop and retain people with the capabilities and skills we need now and into the future > Enable employees to do their best work and make a real impact by fostering a healthy, safe, respectful, inclusive and diverse workplace > Proactively manage the department's financial resources to enable customer service delivery and keep operating costs within budget > Implement frameworks and governance that allow a balance between managing risk and encouraging innovation > Ensure our systems and processes support staff to deliver > Monitor and evaluate strategic initiatives to assess impact and drive ongoing improvement and innovation, informed by evidence |
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How we will measure our success:

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| <ul style="list-style-type: none"> > Percentage of new or existing businesses reporting increased capability as a direct result of participation in small business grant programs > Percentage of businesses assisted by small business grant programs that report a projected increase in either employment, turnover or profitability > Percentage of whole-of-government ICT services spend awarded to small to medium sized enterprises (transactions over \$5,000) | <ul style="list-style-type: none"> > Customer satisfaction with service delivery > Average score out of 5 by customers for how easy it is to use the Business Queensland website > Cost per customer interaction | <ul style="list-style-type: none"> > Track the instances open data on data.qld.gov.au is used through views and APIs > ICT and business system service availability | <ul style="list-style-type: none"> > Customer/stakeholder satisfaction > Improved transparency and efficiency in service delivery > Functionality and reliability of shared services > Effective program governance and provision of industry leading advice on systems development, delivery and operation | <ul style="list-style-type: none"> > Workplace health and safety > Staff wellbeing and satisfaction > Workforce diversity and cultural awareness > Employee engagement > Financial performance |
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