

VISION

To contribute significantly to superior infrastructure decision making for Queensland.

PURPOSE

To provide independent expert advice to the State to optimise infrastructure outcomes.

VALUES

ACCOUNTABILITY

- Deliver on our commitments
- Pursue opportunities to innovate and continuously improve

QUALITY

- Strive for the highest possible standards
- Deliver consistency of approach and output

INDEPENDENCE

- Actively maintain our independence
- Provide robust and objective advice

RESPECT

- Value the contribution of others
- Recognise the needs of all stakeholders
- Actively listen and constructively comment

TEAMWORK

- Have open and honest conversations
- Collaborate, support and develop the team

ACHIEVEMENT OF THE GOVERNMENT'S COMMUNITY OBJECTIVES

Building Queensland will promote and support the government's stated objectives:

CREATING JOBS AND A DIVERSE ECONOMY

- Considering as part of our infrastructure project evaluation the number of jobs created and how each project promotes diversification of our economy.

PROTECTING THE ENVIRONMENT

- Examining infrastructure projects not only in terms of the economic cost but also the social and environmental impacts.

BUILDING SAFE, CARING AND CONNECTED COMMUNITIES

- Identifying the highest priority projects that respond to the needs of our communities.

KEY STRATEGIC RISKS FOR BUILDING QUEENSLAND

Building Queensland faces a number of key strategic risks which, if not managed, could adversely impact upon our ability to achieve our Vision and Purpose. These risks include:

INDEPENDENCE

- Maintaining a respected independence from government and its various agencies.

REPUTATION

- Developing and maintaining acknowledged expertise and reputation.

EFFICIENCY AND PRIORITISATION

- In a challenging fiscal environment, efficiently and cost effectively undertaking our functions whilst ensuring effective prioritisation.

STAKEHOLDERS

- Meeting the diverse expectations of our stakeholders.

OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

OBJECTIVE 1 **Provision of independent expert advice**

OBJECTIVE:

Recognised as the pre-eminent source of independent and expert infrastructure advice to government, industry and the community.

STRATEGIES:

- Provide advice that will assist government in the identification of future State needs and priorities
- Examine policy, pricing and regulatory issues and suggest options that facilitate better infrastructure outcomes
- Identify emerging trends in project finance, procurement and delivery that can be successfully implemented in Queensland
- Identify opportunities to engage with relevant community bodies to better understand their needs regarding infrastructure prioritisation and implementation.

PERFORMANCE MEASURES:

- Advice provided and projects identified are reflected in the State Infrastructure Plan and other government agencies capital plans
- Government seeking and relying upon our advice
- Articulating relevant best practice, financing, procurement and delivery models
- Providing advice that carefully considers social, environmental, economic and community benefits
- Evidence of regular and direct approaches from key industry associations and community bodies seeking our advice in respect of infrastructure proposals.

OBJECTIVE 4 **Prepare and update an infrastructure pipeline document**

OBJECTIVE:

Establish and maintain an infrastructure pipeline document of priority projects.

STRATEGIES:

- Examine and critically analyse the State Infrastructure Plan and Infrastructure Australia's National Infrastructure Plan
- Seek the input of relevant reference groups
- Be rigorous and not allow our independence to be compromised.

PERFORMANCE MEASURES:

- Building Queensland Board endorses the proposed infrastructure pipeline document and the updates as necessary
- Content of the pipeline is made available to the broader community, accepted by government agencies and reflected in their capital plans
- The projects referenced in the pipeline are utilised to inform updates to the State Infrastructure Plan
- The government has regard to the pipeline when considering project approval and funding decisions.

OBJECTIVE 2 **Development of frameworks for project assessment**

OBJECTIVE:

Develop best practice frameworks that guide effective consideration of the costs and benefits of infrastructure projects.

STRATEGIES:

- Identify and utilise wherever possible existing best practice frameworks across government agencies
- Leverage capability that presently exists within government agencies to guide the framework development and application to reduce cost, time and increase engagement and acceptance
- Identify external best practice and consider its application in a Queensland setting
- Implement a program of ongoing review of the frameworks to facilitate continual improvement and acceptance.

PERFORMANCE MEASURES:

- Ensure the frameworks are jointly developed by Building Queensland and the diverse reference groups, including government agencies, to achieve broad support and to eliminate duplication and inefficiency
- Establish the Building Queensland frameworks and successfully demonstrate their application in a project setting, undertake post implementation reviews for continual improvement
- Examples of other bodies or peer organisations seeking to access and emulate our frameworks
- Demonstrated acceptance of the results emanating from these frameworks by bodies such as Infrastructure Australia to further assist external project funding submissions.

OBJECTIVE 5 **If directed, procure or deliver an infrastructure project**

OBJECTIVE:

If directed, efficiently and effectively procure or deliver an infrastructure project.

STRATEGIES:

- Ensure we remain appraised of potential candidate projects as they approach procurement or delivery
- Maintain effective and ongoing communication with the Minister's Office
- Maintain a watching brief over best practice procurement and delivery strategies and their application in a Queensland context.

PERFORMANCE MEASURES:

- No procurement or delivery activities are delayed or suffer adverse financial outcomes due to our involvement
- The affected agency accepts and supports our involvement throughout the procurement or delivery of the infrastructure project
- Agencies seek to facilitate our involvement due to our acknowledged expertise and capabilities.

OBJECTIVE 3 **Business case preparation**

OBJECTIVE:

Develop robust business cases that are recognised for the quality of content and efficiency of production.

STRATEGIES:

- Early identification of suitable infrastructure proposals and active engagement with government agencies
- Ensure project scope, project resourcing, budget and an appropriate project plan is agreed with all stakeholders at commencement
- Access the best quality resources available to undertake the analysis
- Recognise and reinforce the role of the project owner to ensure they remain fully engaged throughout
- Ensure that the Board remains fully appraised throughout the business case development.

PERFORMANCE MEASURES:

- Develop business cases in accordance with our frameworks that meet the scope, time and budget allocation
- The Board and the project owner endorse the business case without material amendment
- Business cases provided to government for funding and implementation decisions are accepted and recognised to be comprehensive and robust.

OBJECTIVE 6 **Promote public awareness of Building Queensland**

OBJECTIVE:

Actively promote public awareness of our functions and responsibilities.

STRATEGIES:

- Develop, endorse, implement and review our Communications and Stakeholder Engagement Strategy
- Ensure consistent messaging through active and informed management of our projects and people.

PERFORMANCE MEASURES:

- Publish required information within nominated timeframes whilst protecting confidential information
- Establish and maintain a contemporary website that is recognised for publishing highly relevant content and attracts repeat visitors
- Undertake broad stakeholder engagement and awareness surveys to promote continual improvement
- Regular invitations for participation in high profile speaking engagements or forums.