

Strategic Plan 2021 - 2025

Purpose:	To create sustainable rural and regional communities				Vision:	We are the trusted partner to government and rural and regional communities			
Objectives:	1. Rural and regional communities 	2. Sustainability 	3. Partnerships 	4. People and culture 	5. New value 				
	Enable rural and regional communities	Foster a viable and sustainable long-term business	Grow a community of stakeholders committed to rural and regional prosperity	Cultivate 'people centred' operations and services	Create new and greater value for rural and regional communities				
Strategies:	<ol style="list-style-type: none"> Better understand rural and regional communities' challenges and opportunities Deliver fit for purpose programs and services that support increased jobs in more industries to diversify the QLD economy Identify opportunities to support farm and non-farm businesses Growing our regions through diversification of work locations throughout Queensland 	<ol style="list-style-type: none"> Build organisational capability to meet client and customer needs Enhance the cost, efficiency and impact of our operations through continuous improvement and innovation Maintain vigilant oversight and action on our business risks and opportunities Better communicate our capabilities and impact to key stakeholders to increase awareness and engagement 	<ol style="list-style-type: none"> Consolidate existing and build new value-creating partnerships Better understand government's priorities and challenges Strengthen our ability to influence policy and target opportunities Become the key reference for evidence-based rural and regional insights Support scheme Program Owners deliver services that back small business thrive in a changing environment 	<ol style="list-style-type: none"> Enable and sustain an agile, skilled, diverse and flexible workforce Recognise and reward staff contributions Proactively invest in maintaining a psychologically and physically safe and productive environment Reimagine our recruitment and employment processes to foster a more diverse team 	<ol style="list-style-type: none"> Promote our existing services to new and existing clients Co-create valuable new services with target customers and partners Evaluate financial and non-financial performance and impact of programs to inform future program design and investment Seek innovative ways to continually improve the user experience Protecting and enhancing the natural environment through delivery of programs that help improve land and resource management. 				
Performance indicators:	<ul style="list-style-type: none"> Increased number of new entrants assisted on the land (1,2,3) Increased number and range (diversity) of recipients of our programs and services (1,2,3) Client satisfaction rating (%) (1,2) Increased number of staff working in regional locations (4) Covid-19 Job Support Portfolio - Jobs supported 	<ul style="list-style-type: none"> Increased number and diversity of programs administered and in the pipeline (1,2,3,4) Annual revenue target achieved (1) Ratio between total admin budget and PIPES loan portfolio (2) Number of unexpected risks realised (3) Baseline awareness of QRIDA with target stakeholders (4) 	<ul style="list-style-type: none"> Program owner satisfaction rating (%) (1,3) Increased number of agencies utilising our services (2,4) Partnerships strategy created and implemented (1) Policy program created and implemented (3) Effective arrears management and recovery strategies implemented Effective Covid-19 portfolio arrears management and recovery strategies implemented 	<ul style="list-style-type: none"> Staff satisfaction rating – including wellbeing and employer of choice (2,3) Increase in diversity by classification level (4) Decrease in number of OHS incidents (3) Increase in number of staff with work from home arrangements in place (1) 	<ul style="list-style-type: none"> Increased number of departments or agencies using our services (1) Increase in the range of industries we support (1) Increase in the industry programs we support through our fee for service programs (2) Increased number of programs delivered (1) Program evaluation recommendations implemented (3) Client, Partner and Staff Satisfaction Ratings (4) 				

How we will contribute to the Queensland Government's Objectives. Our future: QRIDA priorities with Unite and Recover – Queensland's Economic Recovery Plan

<ul style="list-style-type: none"> 'Supporting jobs': Through the delivery of our core loans and grants programs and farm debt services we are supporting increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture and associated industries. 	<ul style="list-style-type: none"> 'Supporting jobs': By development of policy for viable lending that reaches more recipients, will contribute to increased jobs. 	<ul style="list-style-type: none"> 'Backing small business': Help small business thrive in a changing environment by enhancing our online service delivery model. 	<ul style="list-style-type: none"> 'Growing our regions': Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity by focusing on people centered operations and services to the recipients of our programs. 	<ul style="list-style-type: none"> 'Protecting the environment': By partnering with government agencies and expanding our services across new and existing industry sectors, the recipients of our programs can protect and enhance our natural environment and heritage for future generations.
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Our strategic risks

- Inability to secure new fee for service opportunities may reduce our financial sustainability potentially impacting on our capacity to serve our client
- Failure to maintain adequate technology and security mechanisms may diminish our capacity to minimise breaches and business disruptions
- Failure to maintain our core programs and service delivery models may diminish our resilience to business disruption and climate adaptation
- Failure to maintain our financial sustainability may impact our ability to secure long term viability of our business
- Failure to maintain our transparency and accountability measures will diminish the protection of our reputation
- Failure to recover funds under management due to changing economic conditions may diminish our long term sustainability and reputation

Our opportunities

- By adopting a flexible service delivery model will ensure our responsiveness to meet community needs
- By enhancing our quality of technology will ensure we better meet our clients' and staff needs
- Through our ability to influence policy we will ensure better quality programs and assistance to Queenslanders
- Through the demonstration of our independent service delivery model, we are able to deliver services to industries outside of agriculture allows us to do more to create sustainable rural communities
- Through having robust models to predict credit risk losses, we will strengthen our ability to better manage our funds under management

Through our values we are:

+ Dedicated to our stakeholders + Committed to excellence + United, agile, honest and fair + Creating value for Queensland

