

This strategic plan was reviewed in April 2026 and remains current for the reporting period 2026-27.

Vision

Improving the prosperity of Queensland

Purpose

Making Queensland's economy more competitive through efficient and effective economic regulation

Objectives

Optimise regulatory frameworks

- Protect consumers and relevant stakeholders
- Pursue outcomes appropriate to the regulatory circumstances

Make unbiased, transparent and robust decisions

- Encourage negotiated outcomes between parties
- Base decisions and recommendations on evidence
- Apply rigorous quality assurance processes

Enable efficient, flexible and expert resourcing

- Build staff capability
- Support healthy and safe work practices to ensure staff wellbeing
- Embed a performance culture that encourages knowledge sharing and fosters accountability

Promote understanding and engagement

- Improve the clarity and accessibility of our content
- Build and maintain relationships with stakeholders to enable better communication and cooperation
- Enhance the community's understanding of our role

We support the Queensland Government's objectives for community:

- **Good jobs:** Good, secure jobs in our traditional emerging industries
- **Better services:** Deliver even better services right across Queensland
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow

This includes the sub-objectives:



Growing our regions



Building Queensland



Supporting jobs

Performance indicators

- Timely and transparent processes
- Effective stakeholder engagement
- Effective and efficient regulatory outcomes
- Efficiency and prudence of the QCA costs and regulatory fees

Risks

- **Reputation:** Deliver high-quality and timely reports, through effective engagement, consultation and quality
- **Resourcing:** Maintain resourcing expertise, diversity of work and succession planning
- **Compliance:** Uphold strong and effective governance practices
- **Information security:** Adapt to emerging technologies, and safeguard information
- **Financial:** Maintain long-term financial sustainability through forecasting and reserves

Opportunities

- **Project delivery:** Review frameworks and processes to ensure we deliver on our responsibilities
- **Knowledge:** Continue to research and develop best practice regulation and share knowledge between staff
- **Engagement:** Seek and act upon stakeholder feedback and enhance understanding of our role and decisions
- **Resourcing:** Proactive development of skills and processes to manage emerging regulatory work, and cross-skill staff
- **Compliance of entities:** Optimise our administration activities and enforcement activities

Values

- **Trust:** We rely on each other
- **Integrity:** We are consistent, balanced and principled
- **Respect:** We show respect for others
- **Achievement:** We deliver better outcomes
- **Teamwork:** Together we deliver better outcomes

Human rights

We are committed to respect, promote and protect human rights in our decision-making and actions.

The QCA acknowledges the traditional owners of the land and waters on which we work. We pay our respects to Elders, communities and cultures past and present.