

Director-General's report

Reform and renewal

This year marked a period of ongoing public sector reform and renewal across the Queensland Government driven by the need to find better ways to deliver better services and focusing resources where they are needed most.

To help us achieve this, the Queensland Government sought advice through the Commission of Audit, established to forecast the financial position and recommend strategies to strengthen the Queensland economy.

The Government reached the view, following the release of the commission's final report (www.commissionofaudit.qld.gov.au/reports/final-report.php) in April 2013, that the best way to expand and improve services is to fundamentally change the way in which services are structured and managed.

In response, in October 2013, I reallocated resources to form a Strategy and Renewal Branch specifically tasked to examine ways in which we can be more flexible, responsive and efficient in delivering services.

The resulting renewal program has provided the impetus for us to think creatively and find new and different solutions to old problems.

Viewing our services through the filter of contestability – a process where government tests the market to ensure it is providing the public with the best possible solution at the best possible price – is part of the picture.

This is a process to establish and sustain cost efficiency, quality and productivity levels in the provision of public services. It is not a pseudonym for outsourcing or privatisation but an exploration of all possible models that make better use of the skills, capacity and innovation of the private and 'not for profit' sectors.

Fundamentally, it means we cannot do everything we used to do. We need to continue making decisions about our priorities and put a stop to less crucial activities.

A major part of our renewal program is our focus to improve customer satisfaction and experience within our department.

Transport and Main Roads serves every individual, business and organisation in Queensland. At the heart of our department is our commitment to *Connecting Queensland – delivering transport for prosperity*.

Our goal is to deliver an integrated, reliable, efficient and safe transport system that is accessible to all.

We plan to do this through an integrated customer-focused approach to everything we do from delivering good services for our customers to building one of Australia's most complex road networks.

The end goal is serving the comprehensive transport needs of communities and businesses through all of our interactions – not through just a modal or transactional approach as is currently the state.

A customer-focused culture will be embedded in the organisation at all levels and customers will play an active role in shaping their experience.

We are not there yet, but I am firmly committed to seeing this program through to deliver better results for industry, individuals and the Queensland community.

This leads me to the second major initiative that will guide our long-term focus as a department – *The Queensland Plan*.

Queenslanders have had significant input into the plan through an extensive consultation process, and the department will respond by playing a critical role in enabling and delivering six key initiatives:

- unlocking big infrastructure bottlenecks to create more jobs
- implementing a plan for regional transport; the right infrastructure at the right time for regional economic development
- putting the people of Queensland first
- providing the safest transport system in Australia
- delivering the best public service transport agency in Australia
- unlocking the potential of the transport system's role in supply chains.

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The Queensland Plan will impact our program of work. It will dictate where we invest our efforts when it comes to infrastructure planning and public transport policy. In turn, it will also impact our major industry partners.

As Australia's second largest and most decentralised state, Queensland must maximise the value of existing infrastructure networks, while addressing the challenges associated with rapid population growth and change, economic development and environmental impacts.

The majority of the state-controlled road network was built in the 1960s and 1970s (road pavements of this era generally have a design life of 20 years), and while many of these roads have withstood the test of time, we must continue to maintain them.

Finding funding for these works with a limited budget while costs for key components such as bitumen, steel, concrete, labour and electricity continue to increase is a major challenge. And with funding expected to be constrained for the next 10 years, effective transport planning and protection for future investment and growth has become even more vital.

Three simple investment principles will guide us in prioritising and delivering our network:

- Run the system – funding the operation of infrastructure and services to ensure an appropriate level of access and safety
- Maintain the system – maintaining existing assets, focusing on the repair or rehabilitation of networks rather than replacement, where this reduces whole-of-life costs
- Build and expand the system – investing to expand the system and improve services while meeting growing demand.

Over the next four years, we plan to deliver \$17.2 billion of infrastructure works across local, state and national networks including the Moreton Bay Rail Link and the Yeppen South Project, identified as a high priority in the Queensland Government's 10-year *Bruce Highway Action Plan*.

While we are making great strides in our project delivery, we are also focused on reviewing policy, legislation and industry partnerships to create an efficient, cost-effective and integrated multi-modal transport system.

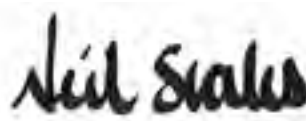
Last year, we integrated TransLink Transit Authority into the department – to become the sole agency responsible for all statewide passenger transport modes (passenger rail, bus, coach, ferry, subsidised aviation, taxi and limousine). We are now focused on integrating all services under one brand within five years.

To deliver the best value passenger transport services for Queensland, TransLink Division is consulting with the public transport industry on a new contracting regime throughout Queensland, with south-east Queensland bus contracts to be the first contracts to be considered for competitive tendering.

The move to tendering is expected to reduce management overheads, improve contract efficiency and transparency across the state. Any savings will then be reinvested into improving the reliability, affordability and frequency of the public transport network.

My department is keen to drive productivity and growth in the state in partnership with all levels of government, industry and the community. If you're not involved, I encourage you to get involved as we roll this significant program of work out in the coming years.

I offer my sincere thanks to our Minister for Transport and Main Roads, the Honourable Scott Emerson MP, and Assistant Minister for Public Transport, Steven Minnikin MP, for their continued support, and to my fellow members of the Board, managers and staff across Queensland who make real gains in reform and renewal possible.



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