



Meeting challenges in the operating environment

Queensland is Australia's second largest state by land and is the most decentralised state in Australia with large, metropolitan cities in the south east and along the coast, rural towns and remote communities. The state's diverse and stable economy provides ongoing employment and investment opportunities in the mining, service and construction industries. The productivity and efficiency of our economy and the quality of life of the community depend in a large part on the efficiency of transport and on the mobility of individuals. The rapid rise in population and the associated need for modern and rapid transport options has seen a strong emphasis on infrastructure policy and planning.

Challenges in 2016–17 have been to support and promote innovation in policy and regulatory frameworks, engage with stakeholders and build productive partnerships that lead to delivery of outcomes for the broader community, develop organisational capacity and capability and manage strategic, business and operational risks while delivering results.

To support and promote innovation in policy and the regulatory framework the department:

- realised the benefits of having a steady pipeline of construction work that creates certainty and consistency over time rather than ad hoc reactive project planning and has designed this as part of the State Infrastructure Plan
- maintained a sound legislative and policy framework with a focus in 2016–17 on planning and local government electoral legislation
- delivered *Connecting Brisbane* – a strategy for a modern, high-frequency mass transit system jointly developed with Brisbane City Council and the Department of Transport and Main Roads in consultation with the Australian Government's Department of Infrastructure and Regional Development
- introduced the \$400 million 2016–19 Works for Queensland program, supporting maintenance and minor infrastructure works projects and creating employment opportunities in 65 rural and regional local governments
- delivered a more streamlined grants and subsidies program, expediting local government access to funding for key infrastructure projects.

Through engagement with stakeholders and our partners in industry, government and the community, the department has:

- finalised a new planning framework that establishes a contemporary planning system for Queensland
- created *ShapingSEQ*, which sets a new standard for regional planning in Queensland
- developed QDesign – a concise and consistent set of priority urban design principles to guide better urban design outcomes across Queensland’s cities and towns
- maximised the benefits of cross-government collaboration with state agencies and the state’s 77 local governments to facilitate implementation of funding programs, infrastructure programs and the delivery of services
- worked to identify, plan and facilitate commercially viable and community centric development and infrastructure projects in Priority Development Areas across the state
- delivered training and professional development programs in partnership with peak local government bodies including the Local Government Association of Queensland, the Local Government Managers Australia (Queensland), Australian Local Government Women’s Association and the Local Government Finance Professionals to build capacity and capability of local governments
- reviewed local government grants and streamlined the local government loan borrowing process.

Recognising the value to the organisation of developing the capacity and capability of its employees, the department has initiated a number of professional development and self-directed learning opportunities and has:

- implemented ‘invigorate’ – a comprehensive health and wellbeing initiative for all employees in the department
- provided training, resources and ‘community of practice’ workshops for the department’s staff enabling them to deliver training on the new planning framework to local governments particularly those in rural and remote locations
- developed ELMO – a departmental online learning and professional development platform, which will be launched in July 2017
- established the Mentored at First Sight program.

The department recognises the importance of business continuity and of transparent and on-time delivery of services, advice and programs. To manage strategic, business and operational risks and identify opportunities while delivering results, the department has undertaken a review of the enterprise risk management framework and will continue to implement recommended actions from the review.